جامعة قطر
QATAR UNIVERSITY

# QATAR UNIVERSITY
## STRATEGIC PLAN 2013-2016

## A WORD FROM
## THE PRESIDENT
### Dr. Sheikha Al-Misnad

It gives me great pleasure to introduce the second Qatar University Strategic Plan 2013-2016.  As with the previous plan, this document was the result of an intensive university-wide consultative process, which allowed for, and indeed strongly encouraged, the participation of all sectors of the University.  This broad participation greatly enriched the plan and ensured that its components reflected faithfully the goals of students, faculty and staff, who together make this community a vibrant and dynamic one.

The Strategic Plan is a living document which lays out the vision of the University for the coming years.  Equally importantly, the plan is a road map for achieving that vision, with the inclusion of specific objectives, strategies, and key performance indicators to measure our performance and monitor our progress.  As with the previous plan, the essential pillars remain: providing high quality education, supporting creative and relevant research, advancing social, cultural and economic development of the society as a whole, and providing the university community with a physical and social environment that is supportive and conducive to high performance.  Together, these essential pillars reaffirm the commitment of Qatar University to its role as  a comprehensive national institution of higher education

There are many people to thank for the careful construction and revision of this document, as it was truly a multi-layered team process rather than an individual effort or a single activity.  I would like to extend my personal gratitude to every member of the Qatar University community who gave generously of their time and intellectual effort in producing this document, and who reflected thoughtfully on the experience of the previous planning cycle to ensure that lessons were learned and best practices were carried forward into the new plan.  I would also like to extend my strong appreciation to the Office of Institutional Planning and Development who spearheaded this substantial initiative.

Finally, I have every confidence that the enthusiasm and dedication that were invested in developing this plan will make its implementation a rewarding experience on the road to continuous improvement.

Professor Sheikha A. Al-Misnad
President, Qatar University
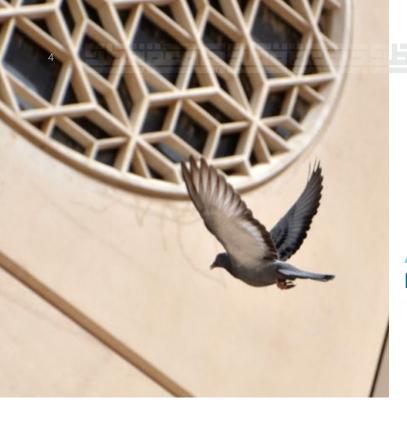
## HOW TO READ
## THIS DOCUMENT

Welcome to the second cycle of Strategic Planning at Qatar University. The first Strategic Plan 2010-2013 has been completed and we are now embarking onto the next cycle.

This document is meant to be a complete description of the various aspect of the plan and it follows typical strategic planning sections. It is certainly possible to read it straight through from start to finish or skip parts.

The document begins with a foreword by the President and continues with a brief description of the approach of Strategic Planning at QU. After that, the reader would find the University's vision, mission, key strategic considerations, and long term strategic priorities.

The four Key Performance Areas (KPA's) define the strategic goals of the University over the duration of the plan. Each area includes a list of objectives, strategies which are designed to provide a roadmap to guide units to achieve the objectives, Key Performance Indicators (KPIs), which are the high priority measures. The reader

may cover the four areas in sequence or, alternatively, focus on the area that is related to his/her subject of interest. The first area deals with quality of education, while the second area focuses on research. The third area is community services and outreach, and the fourth area is dedicated for efficiency and effectiveness of the operational processes.

The end of the document includes the monitoring mechanism that explains the implementation and the follow up steps, list of the Strategic Planning Working Groups, and the link to the website of the Office of Institutional Planning and Development (OPID) that includes other information about QU strategic planning and a glossary for the KPIs of this plan.

## APPROACH TO STRATEGIC
# PLANNING AT QATAR UNIVERSITY

**Introduction**
Strategic planning helps organizations maintain stability and respond to changes. It lays the foundation for performance measurement, making objective data available to monitor progress, detecting and correcting deviations from the plan and taking resource allocation decisions. Best practice strategic planning emphasizes strong customer/stakeholder input, meaningful analysis of key external trends, a small number of clearly identified strategic issues/opportunities, and built in parameters for evaluation and adaptation.

There is no one perfect strategic planning model which fits all organizations and it depends on factors such as the culture of the organization, past experience with planning, environmental factors and so on. Once the process is well established, more planning phases may be added to ensure a well-rounded direction.

**QU Approach to Strategic Planning**
Based on the University's approach to strategic planning and institutional effectiveness, in October 2012, the second strategic planning cycle (2013-2016) was launched which followed the same approach as that of the first planning cycle (2010-2013).

QU started the process of the development of its strategic plan by reviewing the mission statement based on the QU Mission Review Process that was prepared by OIPD on February 16, 2010 and approved accordingly. The mission was reviewed through a process that included internal and external involvement. The four key performance areas were identified based on the mission statement as revised by the Mission Review Committee. Consequently, four working groups were formed and work commenced on the initiation of the second strategic plan (2013-2016) in Fall 2012.

Vision
Mission
Key Performance Areas
Objectives
Strategies
Key Performance Indicators
Targets
Actions

Environmental Analysis

Monitoring and Assessment

Before launching the second cycle of planning, it was imperative to consolidate the experiences of the first cycle in terms of what was achieved, and challenges faced so that this would feed into the second cycle. The working groups of the first planning cycle met for this purpose. Assessment by the first groups would be used by the second cycle working groups in their discussions and recommendations for the new strategic plan. The groups were encouraged to assess the number of KPIs from the first plan which were too large and streamline them. In November-December 2012, the working groups began their meetings to conduct the environmental analysis. Each working group derived a list of internal factors (strengths and weaknesses) and external factors (opportunities and threats) that are related to their strategic area. A complete document (SWOT Analysis) was then prepared by the OIPD team, The working groups then drafted the objectives, and indicators accounting for internal and external factors (SWOT analysis), Qatar National Vision (QNV2030), Qatar National Development Strategy (2010-2016) and the assessment and results of the first cycle strategic plan. The Strategic Planning team at OIPD and the four working groups suggested to have a three year cycle plan to be mapped with Qatar National Development Strategy which will be completed by 2016; the second QU strategic plan will cover the academic years 2013-2014, 2014-2015, and 2015-2016. As one of the lessons learned from the first cycle, the strategic planning team at OIPD suggested to draft strategies for each objective to give a roadmap and clear directions while implementing the plan in order to help the University meet the planned objectives.

By January 2013, the first draft was prepared and sent to the major stakeholders including the Academic Council, Faculty Senate, Student Representative Board, Research Council and VP of Administration. The purpose was to obtain feedback to enrich the strategy and benefit from valuable suggestions. A glossary of terminology and indicators was prepared by the OIPD in collaboration with the working groups to avoid discrepancies in defining terms across campus. At this stage, a draft of the SP with the objectives and strategies was communicated to the stakeholders in February 2013. Meanwhile, meetings were held between the working groups and a number of executives including the Vice President of Administration, Academic Council, and Research Council. Accordingly, the draft of the plan was updated and submitted to the EMC in April 2013, which suggested further discussion of the plan with a wider participation.

A Strategic Planning discussion was held on 25th April 2013 in the presence of the University president, VP's, deans, directors, associate deans, students, and external representatives, among many others. The outcomes from the discussions were shared with the four working groups who reflected that in the plan; an updated draft was presented to the president. Based on the president's comments the plan was updated and presented to the EMC on 19 May 2013. The updated version of the University strategic plan was communicated to the QU units to guide them while working on their strategic plans. Units were asked to follow the same approach as was adopted in the first cycle, by defining their mission and Key Performance Areas taking into consideration the areas, objectives, strategies and KPIs of the University plan.

The final strategic plan was approved by the Board of Regents in October 2013.

## Process Milestones

| Task | Time |
| --- | --- |
| Meet with (2010-2013) working groups to do the assessment part of the plan | September-October 2012 |
| Mission Statement Review | August-December 2012 |
| Working Groups Meetings to draft the plan | November 2012-January 2013 |
| Send the plan to some QU entities to get their feedback | January 2013 |
| Present the strategic plan progress to the EMC | January 2013 |
| Communicate the first draft plan to QU units | February 2013 |
| Meet with Academic Council and administrative sectors to discuss their feedback on the plan | February-March 2013 |
| Meet with the working groups to reduce the number of KPIs | March 2013 |
| Send the updated plan to QU units | March 2013 |
| QU wide strategic planning discussion | April 2013 |
| Present the updated plan to the EMC | May 2013 |
| Communicate the updated plan version to QU units | May 2013 |
| Collect baseline data | June-August 2013 |
| Propose targets for the indicator | July-September 2013 |
| Board of Regents approval | October 2013 |

## VISION

Qatar University shall be a model national university in the region, recognized for high-quality education and research and for being a leader of economic and social development.

## MISSION

Qatar University is the national institution of higher education in Qatar. It provides high-quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar. The university community has diverse and committed faculty who teach and conduct research, which address relevant local and regional challenges, advance knowledge, and contribute actively to the needs and aspirations of society.

## KEY STRATEGIC
## CONSIDERATIONS

Having undergone a major reform in 2003-04 which instated it as the major state-based university in Qatar, Qatar University (QU) has become a major contributor to national resources and to the quality of life in Qatar. Serving many of the most talented members of society, QU is a seedbed of future leaders. The University is becoming steadily more research intensive and is preparing to expand its graduate programs, albeit in a context in which there only a limited number of nationals who wish to pursue graduate studies or, because they have graduated from QU, may wish to study elsewhere for the breadth of experience. As the largest and most comprehensive university in Qatar, QU contributes actively to the realization of the Qatar 2030 National Vision, which envisages a change from the current "carbon-based economy" to a "knowledge-based economy characterized by innovation, entrepreneurship, excellence in education, a world-class infrastructural backbone, the efficient delivery of public services, and transparent and accountable government." The National Vision is structured around "four pillars":
(1) Human Development—development of all of its people to enable them to sustain a prosperous society;
(2) Social Development—development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership for development.
(3) Economic Development—development of a competitive and diversified economy capable of meeting the needs of, and securing a high

standard of living for its entire people both for the present and for the future.
(4) Environmental Development—management of the environment such that there is harmony between economic growth, social development and environmental protection.

Qatar University is expected to do so, as underlined in the recent report of the Supreme Education Council (SEC) recommending that QU should become:

*a truly comprehensive national university…, one that offers a wide range of academic departments and programs, hosts programs of graduate study, especially in areas relevant to Qatar's national priorities and the future needs of a modern diverse society; promotes research that addresses Qatar's particular needs and ambitions; and manages programs and centers that channel the talents of the faculty toward addressing national needs.*

The existing vision statement declares that QU will be a "model national university in the region." Accordingly, the University has been developing a distinctive blend of international standards, best practices inspired by other universities, its own innovative capacity, and its focus on the needs and aspirations of Qatar. The SEC report's recommendation emphasizes further development in two directions—a wider array of undergraduate and graduate programs and much more intensive research activity, both focusing on national needs.
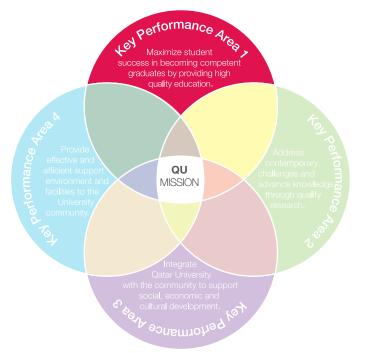
## LONG TERM
## STRATEGIC PRIORITIES

Aspects of this strategic plan and of future plans for many years identify several areas of long-term strategic priorities for Qatar University. The four areas which focus on the experience of students, performance in research, recognition of the university, and effectiveness and efficiency, are guiding the key performance areas, objectives, and indicators of this plan and whenever results of the plan's actions and performance are assessed.

Nurture Student Experience

Recognize Scholarly Excellence

Optimize Effectiveness

Build International Recognition

Key Performance Area 1
Maximize student success in becoming competent graduates by providing high quality education.

Key Performance Area 2
Address contemporary challenges and advance knowledge through quality research.

Key Performance Area 3
Integrate Qatar University with the community to support social, economic and cultural development.

Key Performance Area 4
Provide effective and efficient support environment and facilities to the University community.

QU MISSION

# KEY PERFORMANCE AREA 1:
## Maximize student success in becoming competent graduates by providing high quality education.

QU is anticipating increases in its student population and essential changes in programs in order to prepare its graduates to meet the needs of Qatar Vision 2030.  To manage these changes effectively, QU will develop a comprehensive enrollment plan to guide university planning.  To align programs with the needs of the society, QU will benchmark academic programs against international standards and involve industry and other stakeholders in advising about program design and revisions.  QU will measure students' learning against clear learning outcomes at the institutional and program levels.  The university will help students develop skills and succeed academically by providing tailored academic support services and high-quality facilities. QU will support faculty to enhance the curriculum with active learning and online learning.  QU will expand its emphasis on research by providing varying research opportunities for undergraduate and graduate students. All of these strategies can be attained by attracting and retaining high-quality faculty and staff and giving them the infrastructure and environment to be fully productive.

### Objectives:
**1.1. To manage increased student enrollment to ensure continuous quality education**

QU is expecting increases in its student population over the next several years.  At the same time, changes are underway in entry preparation and language requirements.  Successful management of these changes requires a comprehensive enrollment plan that informs all aspects of university planning, including a clear pedagogical model indicating the role of large and small classes and other relevant matters.  Such plans, in turn, shape faculty staffing requirements for teaching purposes. Therefore, it will be important for respective colleges to know the number of students that will join each year for the next three years to better manage their resources, including academic and non-academic staff, laboratory space, class sections and sizes, and office needs.

### Strategies:
• Develop and use a comprehensive Student Enrollment Plan (SEP) that incorporates information on future student demands, societal and market needs, and the capacity of programs and infrastructure to enroll students.
• Update the SEP annually to account for the lessons of experience and external and internal environmental changes.
• Spell out pedagogical delivery models for the Core Curriculum and specialized programs to improve student retention and achievement.
• Develop an outreach program to attract national or high achievers secondary school students.

### Key Performance Indicators (KPIs):
1.1.1 Capacity of programs to admit students:
    a. Student/Faculty ratio
1.1.2 Ratio of actual enrollment in an academic program to defined capacity of a program

## 1.2. To align academic programs to support knowledge based economy and society

The success of QU's academic mission depends in large part on establishing and aligning academic programs to meet the needs of the society and labor market. The Qatar National Vision 2030 calls for new domains of development, and QU, as the national university, must respond to many of these needs in order for the nation to reach its goals.

**Strategies:**
- Define a role for QU in contributing to the development of a knowledge-based economy and a knowledge-based society, and develop an integrated academic plan for future programs based on the Qatar National Vision 2030, National Development Strategy, and other guiding plans showing how QU will use its own creativity and capacity in realizing this goal.
- Incorporate governmental and non-governmental stakeholders into college, department, and program advisory committees to promote alignment with market needs.

**Key Performance Indicators (KPIs):**
1.2.1. Ratio of  student enrolled in programs identified as contributing directly to knowledge-based economy
    a. Qatari
    b. Non-Qatari
1.2.2. Ratio of QU programs contributing directly to knowledge based economy

## 1.3. To benchmark academic programs and the core curriculum, to ensure continuous improvement of those programs

External peer review is an essential process to continuously improve QU's academic programs. While all academic programs must be reviewed by peers at least once every five years, QU prefers to seek formal external accreditation wherever there is a suitable accreditation agency addressing each program. As not all programs have such external reference points, QU will consider adopting an appropriate set of program-level standards from an internationally recognized qualifications methodology or framework to guide program design and assessment. The programs must use the feedback from these peer review processes, and from annual assessment of student learning outcomes, to develop and implement improvement strategies.

**Strategies:**
- Review and assess current student attributes of all QU graduates that are addressed throughout the core curriculum and disciplinary majors or provided by student services and student activity programs, where relevant, and assess also whether they are being achieved.
- Peer review of all academic programs, the honors program, and core curriculum, according to university academic program review policy.
- Continue to benchmark programs against accreditation standards, where accreditation agencies are available or, where they are not, against the degree-level standards from an internationally recognized qualifications methodology or framework adopted after review of alternatives.
- Conduct annual assessment of student learning outcomes and use the assessment results to improve programs.
- Continuous review of the assessment and program review processes to ensure their sustainability and effectiveness.

**Key Performance Indicators (KPIs):**
1.3.1. Percentage of undergraduate academic programs accredited by well-recognized accreditation agencies, based on the master calendar:
    a. Program level
    b. College level
1.3.2. Graduate attributes framework including competencies and assessment plan is developed

### 1.4. To enhance the teaching and learning environment with more emphasis on high-impact practices and the integration of technology in the delivery of academic programs and learning support services

Building students' skills for the 21st century requires them to learn actively throughout the curriculum. Therefore, QU must encourage and support faculty to enhance the curriculum with active learning in courses, as well as through capstone experiences, internships, summer training, studies abroad, and other high-impact practices. There are at least ten demonstrably high-impact practices that are being adopted by many universities because of their proven ability to improve student success: (i) first-year seminars and experiences (e.g., first-year experience programs); (ii) common intellectual experiences (e.g., first-year inquiry-based seminars); (ii) learning communities; (iv) writing-intensive courses; (v) collaborative assignments and projects; (vi) undergraduate research; (vii) diversity/global learning; (viii) service and community-based learning; (ix) internships; and (x) capstone courses and projects.

Technology is starting to transform the way education is delivered and QU must take advantage of these advances to start offering online and blended learning that could serve both the current QU community, as well as potential learners around the world, in topics of QU's expertise.

**Strategies:**
- Encourage and support active and high-impact learning practices through professional development and curriculum design.
- Develop a first-year experience program to integrate students more effectively into the university's learning environment.
- Explore the potential for developing first-year seminars (small, discussion-based and inquiry oriented courses).
- Promote as many programs as possible to identify internships or summer training opportunities, where students can translate the knowledge they gain in the curriculum into practical applications.
- Offer study abroad opportunities for undergraduate and graduate students that will enable them to share their learning and experiences with students and faculty from other parts of the world.
- Utilize robust technologies to support the teaching and learning.
- Encourage programs to develop some online or blended courses that serve their current students.

**Key Performance Indicators (KPIs):**
1.4.1. Percentage of courses addressing employability, entrepreneurial, innovation skills and/or experiential skills
1.4.2. Number of programs offering one or more online/hybrid courses
1.4.3. Percentage of students who indicate that they are at least satisfied with:
   a. Services of the library
   b. Laboratory facilities
   c. Information Technology Services

## 1.5. To support students' preparation for, and achievement of academic success at the university.

QU must provide the learning environment, resources and facilities to accommodate students of varying abilities and competences. The university must provide the necessary student academic support services. These resources include learning support, personal and career advice, library, and IT facilities, as well as those for students with special needs.

### Strategies:
- Require each academic program to set a target for improving progression/retention rates while maintaining/improving academic standards and to provide an annual report on progress.
- Increase the level and quality of support for student success through a comprehensive set of student academic support services, including the Student Learning Support Center, Advising Center, Student Counseling Center, and Career Services Center.
- Introduce new initiatives to assist students' success in learning and developing.
- Support teaching and learning through laboratory facilities, library resources and services, and the ITS Help Desk.
- Promote student attainment of program-level learning outcomes, measured through both direct and indirect assessment methods.
- Develop a plan to accommodate for the change in language of instruction to Arabic in several programs.
- Implement early detection and follow-up of at-risk students to improve student retention and graduation rates.

- Promote productive and fulfilling employment through career services.
- Develop a "first year experience" to help freshmen students' transient to the university life, and to elevate the level of underperforming students

### Key Performance Indicators (KPIs):
1.5.1. Student retention and graduation rates:
    a. Undergraduate
    b. Graduate
1.5.2. Percentage of first year students who are at risk
1.5.3. Percentage of students who are on academic probation
1.5.4. Percentage of students who indicate that they are at least satisfied with:
    a. Services of the Student Learning Support Center
    b. Student Counseling services
    c. Career service
    d. Advising services
1.5.5. Percentage of stakeholders (alumni and employers) perceiving most QU academic programs as "high quality" programs
1.5.6. Progression rate of students from freshmen to sophomore

## 1.6. To facilitate student research

QU's efforts to prepare competent graduates extend beyond the traditional class-based curriculum, to include wide-ranging opportunities for undergraduate students to become involved in research.

### Strategies:
• Develop policies and procedures for students' research.
• Offer courses that encourage undergraduate students to conduct research.
• Increase research tracks in graduate programs.
• Involve undergraduate students in externally funded research projects such as UREP and QU internal grants to develop research skills and to conduct scientific inquiry.
• Encourage and support both undergraduate and graduate students to participate in inter national conferences and competitions and to disseminate the results of their research through presentations, posters, and published papers.
• Recognize students' achievements in research.

### Key Performance Indicators (KPIs):
1.6.1. Percentage of undergraduate students involved in research projects
1.6.2. Percentage of courses in each study plan with significant research component

## 1.7. To attract and retain high-quality academic staff

All of QU's educational, research, and community service initiatives depend on comprehensive strategies for attracting and retaining high-quality faculty and staff.  A satisfied and supported faculty will be more productive in carrying out the University's mission.  Similarly, faculty who participate in ongoing professional development and have continuity at the university will be better able to meet students' needs for high-quality teaching and research supervision.

### Strategies:
• Develop the skills of academic staff (faculty and teaching assistants) through Office of Faculty Institutional Development (OFID) professional development activities and participation in seminars, conferences, and workshops inside and outside Qatar.
• Recruit more of qualified faculty members to strengthen research capacity.
• Establish a balanced composition of assistant, associate, and full professor positions for a healthy and sustainable faculty population, including a substantial percentage of Qataris at each rank and in academic managerial positions.
• Prepare Qataris to assume teaching assistant and faculty roles by identifying suitable candidates, sponsoring them for graduate studies, and supporting their careers at QU.
• Provide opportunities for Qataris to develop leadership and management skills and to be exposed to practices in leading universities to equip them with the skills, knowledge and experience for potential appointment to managerial positions.
• Promote continuity of faculty service to limit the faculty turnover rate.
• Offer competitive startup research packages to attract and support new faculty.
• Review faculty teaching workload policy to respond to the university's increasing emphasis on research.
• Systematically identify faculty concerns related to compensation, benefits, work environ ment, or other policies, and work to address these concerns in order to increase faculty satisfaction and productivity.
• Encourage and support faculty to spend a se mester or a year abroad and facilitate international faculty likewise to spend time in residence at QU.
• Foster a sense of community among faculty and their families by organizing social activities on- and off- campus and by providing access to quality recreational facilities on-campus.
• Provide a sufficient number of teaching assistants and technical staff to support faculty.

**Key Performance Indicators (KPIs):**

1.7.1. Level of academic staff overall satisfaction (housing, compensation, benefits, fairness, social activities)

1.7.2. Percentage of faculty who used the following services and indicates that they are "at least satisfied" with:
    a. Services of the library
    b. Laboratory facilities
    c. Information Technology Services
    d. Faculty Professional Development

1.7.3. Number of Qataris in preparation for faculty positions:
    a. Benefiting from QU scholarship pursuing higher degrees
    b. QU students sponsored by QU

1.7.4. Total turnover rate of academic staff:
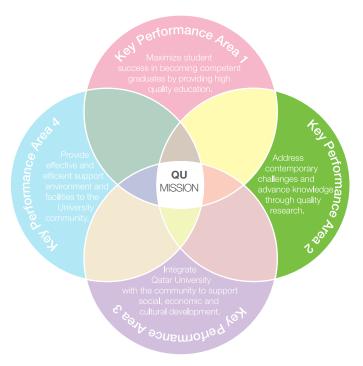    a. Qatari
    b. Non-Qatari

## 1.8. To create an enriching campus life experience for students

The University will promote an environment that enriches campus life for students by increasing the extra-curricular activities offered to students, encouraging student clubs, and improving student interaction with faculty outside the classroom. This environment will include co-curricular activities, recreation, and athletics that will help students develop the skills necessary in the 21st century such as leadership, teamwork, communications, problem-solving, and promoting a healthy lifestyle.

**Strategies:**

• Promote the development of student-led activities and events.

• Develop students' knowledge and skills for healthy lifestyles by providing high-quality recreation and athletics programs [see 4.4 for facilities].

• Involve students in campus governance through the Student Board and membership in selected university committees.

• Promote extra-curricular activities which involve faculty and students in order to provide a well-rounded university experience.

• Encourage students to volunteer their service to benefit Qatar and the world.

**Key Performance Indicators (KPIs):**

1.8.1. Percentage of students satisfied with student activities, recreation, food services and athletics

1.8.2. Percentage of senior students who are at least "satisfied" with campus life experience

1.8.3. Number of committees with terms of references that includes students participation

1.8.4. Level of enriching education experiences reported by students:
    a. Freshmen
    b. Seniors

## Key Performance Area 1
Maximize student success in becoming competent graduates by providing high quality education.

## Key Performance Area 4
Provide effective and efficient support environment and facilities to the University community.

**QU MISSION**

## Key Performance Area 2
Address contemporary challenges and advance knowledge through quality research.

## Key Performance Area 3
Integrate Qatar University with the community to support social, economic and cultural development.

## KEY PERFORMANCE AREA 2:
## Address contemporary challenges and advance knowledge through quality research.

Qatar has begun to place a significantly increased emphasis on scientific research and QU is therefore committed to allocating greater priority towards research programs and graduate education to support national goals. The University's strategy focuses on three interdependent pillars:

First: Human capacity development is essential for sustained research. Hence, QU aims to develop, attract, and retain faculty and research support staff to scale up research capacity and achieve research excellence. QU will also cultivate the next generation of research talent by expanding graduate programs in areas that are aligned with the Qatar National Research Strategy.

Second: Research infrastructure enhancement is required to provide researchers with state-of-the-art facilities and equipment that enhance the quality of research outputs, consistent with international standards for research intensive universities.

Third: Synergistic collaborations are essential to staying competitive in a globalizing world of academic research where knowledge has no geographical boundaries and the distinction between disciplines is increasingly becoming blurred by scientific advances that open new paths for interdisciplinary collaborations. To this end, QU will promote interdisciplinary integration among its constituent units and seek to expand national and international partnerships to leverage resources and create synergies for maximum impact. All of these strategies aim to produce high quality research that aligns with the country's goals as

expressed in the Qatar National Research Strategy, and also enhances the international academic ranking of the University.

### Objectives:
2.1. Diversify sources of funding  and increase research projects  that are in alignment with Qatar National Research Strategy

Being the national comprehensive university in Qatar, QU is well positioned to maintain a leading role in implementing the Qatar National Research Strategy and contributing to the Qatar National Vision 2030.  To capitalize on its status of being a comprehensive university, QU's aim is to involve all its academic units in research activities that respond to national needs and help in diversifying its research portfolio to avoid reliance on only one source of research funding.

### Strategies:
• Develop a comprehensive research strategy that will place QU in the context of other bodies engaged in research in Qatar, ensure that QU adds value to the overall research activity, make QU generally more research intensive, and identify a few select areas in which QU can reasonably expect to build centers of excellence of international distinction.
• Establish a liaison committee with Hamad bin Khalifa University (HBKU), the Qatar Foundation and others, as appropriate, to coordinate re search plans and encourage collaboration where desirable.
• Support and encourage faculty to secure

research funding from major sources such as QNRF.
- Seek to expand the proportion of research support from sources such as the industry, national and international funding agencies, and even philanthropic sources.
- Allocate internal funding to encourage re search projects that seed research activities with the potential to diversify QU research portfolio.
- Boost research activities across all academic units through major grants for research in the QU research priority plan.

**Key Performance Indicators (KPIs):**
2.1.1. Amount of external competitive grants received by faculty:
     a. Government (e.g. QNRF)
     b. Qatar Private/Industry
2.1.2. Success rate of NPRP

**2.2. Upgrade and expand overall research infrastructure, including core facilities, to meet research needs**

Strengthening research performance depends on providing researchers with adequate research infrastructure and tools to conduct research.  The required infrastructure includes the library, laboratory facilities, conference space, and offices.

**Strategies:**
- Build the capacity of the research office to support a much larger research activity and oversee the policy on research centers in an efficient, effective and timely way.
- Enhance library collections and services.

- Upgrade and expand research laboratories, meeting and conference spaces, and other areas essential for research support.
- Ensure that research faculty members have dedicated and adequate lab and office space to conduct their research work.
- Maintain and staff research laboratories and equipment so that they are fully functional and up to international standards for research activities.
- Expand and improve the pre-award services provided by the Office of Academic Research.
- Restructure the post-award services into one-stop support that ensures efficiency and customer service.
- Activate the occupational health and safety unit to monitor safety practices and emergency measures, ensure management and safe disposal of hazardous waste.
- Create a research integrity office to coordinate the work of specialized ethical research compliance committees, update, oversee and enforce research guidelines.
- Enhance and upgrade intellectual property and commercialization functions consistent with the emerging needs.

**Key Performance Indicators (KPIs):**
2.2.1. Satisfaction level of faculty and research support staff (e.g. research assistants, technicians) with Laboratory space
2.2.2. Percentage of research faculty and staff satisfied with support level and customer service provided by OAR:
     a. Pre-award
     b. Post-award

## 2.3. Develop, attract, and retain faculty and research support staff to scale up research capacity and achieve research excellence

The human element, the pool of talented and creative researchers, is the fundamental building block for research and innovation. For this reason, the global competition to attract the best researchers is becoming fierce. Faced with increasing local and international competition for top research talents, Qatar University will seek to attract, retain, train, and support research talent to sustain and grow QU's research enterprise.

**Strategies:**
• Offer competitive compensation packages for faculty and research support staff, including attractive introduction packages to new faculty recruits.
• Incentivize research output in high quality and high impact scholarly venues in merit pay and promotion salary adjustments.
• Review teaching workload policy in alignment with the norms in research universities including hiring dedicated research faculty.
• Add research support positions in colleges and research centers.
• Increase research-related professional development opportunities.
• Offer a diversity of internal research awards to recognize faculty and staff achievements.
• Develop a plan to attract, retain, and develop Qatari research faculty and staff (introduction packages for faculty).
• Implement a strategic retention plan for research productive faculty and staff, with triggers and actionable mechanisms and parameters.

**Key Performance Indicators (KPIs):**
2.3.1 Number of Qatari research staff hired

## 2.4. Promote and strengthen centers for excellence in research that supports QU 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. Research centers and institutes enable pooling of researchers from various disciplines to focus on a defined area of research, thereby leveraging resources for maximum impact.

**Strategies:**
• Establish centers for excellence in research when a convincing case is made for an opportunity to respond to QU and national research priority areas or capitalize on a competitive strength.
• Strengthen research capacity and integration of existing research centers and institutes to maximize impact.
• Establish a comprehensive policy on research clusters, centers and institutes—on their roles, how they are approved or terminated, their length of existence, their review, and the extent of QU support for centers/institutes of various kinds.
• Form strategic research partnerships with government and non-government organizations in center core areas.
• Attract external funding to centers.
• Enhance the productivity of the centers in terms of publications and service to QU colleges and the external stakeholders.
• Foster collaboration between QU colleges and QU research centers.
• Institute a formal review process, including assessment to ensure the research centers are meeting expected research outputs and return on investment.

**Key Performance Indicators (KPIs):**
2.4.1. Percentage of center budget funded from external sources

## 2.5. Expand and strengthen graduate programs in areas of Qatar National Research Strategy

Because of the global competition for research talents, it is in the national interest to train home-grown research expertise. As a national university, QU is also committed to developing research capacity in Qatar. To this end, the University will provide research-based graduate programs in areas of national priority and key niche areas for QU. Ultimately, the University expects the graduate programs to produce an increasing pool of successful graduates who are sought by employers and contribute to the country's research priorities.

### Strategies:
- Enhance the quality of existing graduate programs and introduce new graduate programs in areas of national needs and QU competitive strengths while ensuring that a broad spectrum of University departments are contributing to course provision.
- Introduce interdisciplinary/multidisciplinary graduate programs in areas of national priority and QU competitive advantages.
- Attract and retain Qatari graduate students.

- Provide support services such as extended hours for the library and cafeteria, dedicated office space, access to research facilities after working hours, and expanded e-self services that enable graduate students to succeed.
- Encourage and support graduate student research, and stress the need to increase their research productivity through academic publications and posters or presentations at professional conferences.
- Encourage and support joint graduate projects with organizations/industry to promote nationally relevant research and technology transfer.
- Identify and maximize sources of financial support for graduate students, both Qatari and non-Qatari, including scholarships, research assistantships, and research project funding.

### Key Performance Indicators (KPIs):
2.5.1 Percentage of graduate students to the total number of students

## 2.6. Identify, engage, and develop strategic research collaborations with national and international partners

QU recognizes the importance of collaboration with external organizations as a means to leverage human capacity, supplement research infrastructure, validate research outcomes, and increase research productivity.

**Strategies:**
• dentify and develop strategic research partnerships and collaborations within and outside Qatar.
• Reinforce collaborative relationships through Memoranda of Understanding, research sub-contracts, and establishment of industry-funded chairs.
• Establish and operationalize joint or cross-re search appointments with research organizations.
• Assess the benefits and costs of signed re search related MOU's and implement actions of improvement.

**Key Performance Indicators (KPIs):**
2.6.1. Number of signed  and assessed annually MOU's/MOA's for research collaboration in major research areas:
    a. National
    b. International
2.6.2. Number of research chair positions established with support from the industry and for which scholars are hired

## 2.7. Increase support and recognition for interdisciplinary research in key areas of competitive strength

As the largest and most diverse academic institution in the nation, QU can leverage its size and diversity to serve as a model for interdisciplinary research excellence in the region. To this end, it is critical to capitalize on potential interdisciplinary synergies provided by the large number of academic disciplines within the seven colleges. This is because of the growing recognition among major academic institutions that competitive advantages lie in the white spaces between disciplines and can be harnessed only through interdisciplinary collaboration/integration. The latter also enables focus and leveraging of assets that facilitates achieving critical mass of researchers and infrastructure in specific fields to maximize cost-effectiveness and impact. This inward focus on collaboration among QU faculty also complements the outward collaboration with local and international partners.

**Strategies:**
• Allocate internal funds and encourage interdisciplinary/multidisciplinary collaborations that involve more than one college and focus on national research priority areas, preferably within QU's competitive strengths.
• Appoint faculty in more than one discipline where justified.
• Encourage graduate thesis and dissertation committees to represent more than one discipline.
• Establish a QU award for interdisciplinary/multidisciplinary research.

**Key Performance Indicators (KPIs):**
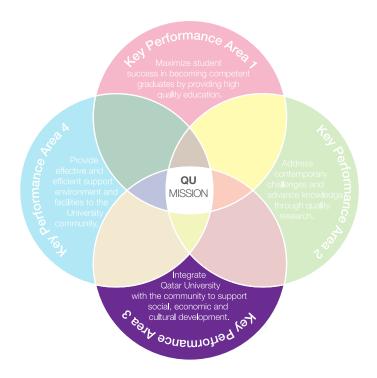2.7.1. Amount of internal funds dedicated for interdisciplinary research projects and initiatives

## 2.8. Produce high quality research that enhances QU's academic standing and ranking

The ultimate success of QU research strategy is gauged by the quantity and quality of its research output, which in turn reflects on the international ranking of QU among its peer institutions. These outputs include faculty research publications in indexed journals, non-indexed journals, other scholarly outputs (including books, book chapters, reference works, and patents), citations, patents and invention disclosures, commercialization of research innovations, and awards/recognitions of QU faculty. Over time, the university expects that these strategic investments in human capacity development, infrastructure enhancement, and synergistic collaborations will increase scholarly output to raise its regional reputation and international ranking.

**Strategies:**
- Sum of the strategies covered under objectives 2.1 through 2.7.
- Conduct annual assessment of research activities by faculty and students to gauge alignment between research activities and QU objectives, mission, QNDS, and Qatar Research Strategy.
- Examine QU ranking in major academic ranking organizations and develop action plans to maintain areas of strengths and improve areas of weaknesses.

**Key Performance Indicators (KPIs):**
2.8.1. Total number of indexed publications
2.8.2. Percentage of publications with impact factor above 1 and/or high quality journals identified in the discipline

## KEY PERFORMANCE AREA 3:
### Integrate Qatar University with the community to support social, economic and cultural development.

As a national university, it is essential that QU is integrated with society, supporting the needs and aspirations of the public and drawing support from them. A two-way communication is a necessary component of this relationship. QU will use proactive approaches to manage communication using both traditional and social media.  When the society expresses concerns, the University will address these concerns through policy changes, as well as targeted communications.  The University will enhance its relationship with alumni as ambassadors of the university in the society.  QU will preserve and enhance Qatari culture, heritage, and values through its policies, as well as through research and educational programs.  Furthermore, the University will cooperate with civil society and government organizations and encourage university members to volunteer their time and talents for the benefit of the wider society and natural environment. The University will support lifelong learning by offering continuing education programs that support the needs and aspirations of the community. To support QU's goal of raising its international ranking, the University will increase international activities and marketing aimed at international academic audiences.

### Objectives:
**3.1 To maximize support for QU by students, parents, alumni and the society at large**

As a national university, it is essential that QU enjoys maximum support from students, parents, alumni, and society at large.  This support can be enhanced by marketing the University and its activities, and building the University's image. Maximizing support requires the University to genuinely address areas of society's dissatisfaction and to communicate effectively the efforts exerted by QU to fulfill its mission.

### Strategies:
- Address and solve areas of dissatisfaction which have been reflecting negatively on the relationship between QU and students/society, and any new potential issues that might arise both through strategies and communication.
- Manage QU's image in traditional and social media maximizing active rather than reactive messaging where possible.
- Establish and expand existing marketing offices in the colleges.
- Advertise in local and regional media to promote specific events and enhance the image of QU in general.

**Key Performance Indicators (KPIs):**
3.1.1. Students/parents/alumni/employers perception of QU

**3.2 To improve the ranking of Qatar University from an internationalization and reputation perspective**

Strengthening QU's international reputation and increasing international activities are important contributions to increasing the university's international ranking. It is the University's vision to be recognized regionally and beyond.  Rankings reflect an international consensus about the role

of universities as generators of new knowledge, not merely as the disseminators of established knowledge, and they are often taken to imply something about the capacity of the university to contribute to the development of a knowledge-based economy and society. Moreover, rankings shape the image of the university in the eyes of governments, the public, other universities, and students and faculty around the globe.

**Strategies:**
• Develop and implement a comprehensive strategy that focuses on improving QU's international ranking.
• Host international conferences on campus.
• Participate in international conferences and exhibitions.
• Increase international marketing targeting academia to enable advertising and editorials in international online and print publications targeting academia, and strengthen participation in academic conferences and exhibitions.
• Optimize the experience of international research collaborators and visitors to QU.
• Establish effective communication with employers to ensure a favorable perception of QU.

**Key Performance Indicators (KPIs)**
3.2.1 Amount of budget spent on international marketing activities (ads and advertorials in targeted HE magazines)
3.2.2 Number of international exhibitions in which QU participated as exhibitor
3.2.3 Sum of Academic Reputation and Employer Reputation score for QU in the QS World University Ranking fact file

### 3.3. To capitalize on the relationship with QU alumni community

The University's alumni represent an important segment of the Qatari society. The University is increasing the activities of the Alumni Associa-tion with programming targeted to engage alumni according to their education and interests. Over time, this enhanced engagement of alumni holds the promise of increasing support for the university. By engaging interested alumni, QU and its colleges, departments, centers, and students will enjoy additional support to reach their goals.
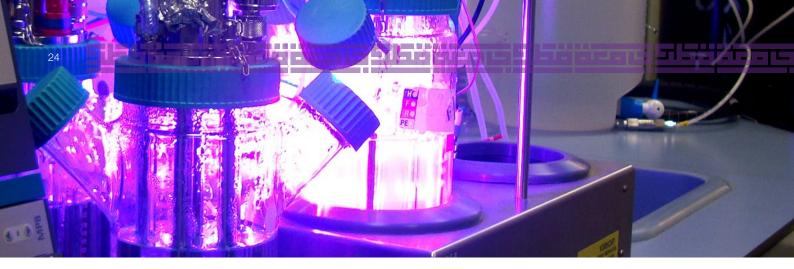
**Strategies:**
• Encourage QU alumni to register in the alumni associations so they become "active members" and participate so they become "loyal members".
• Promote the development of alumni chapters according to college, industry, interests, or other common themes and encourage chapters to hold events at least twice a  year
• Promote the culture of alumni affiliation and recognition by initiating campaigns that highlight QU's pride in its alumni and their achievements.

**Key Performance Indicators (KPIs)**
3.3.1 Number of loyal members
3.3.2 Number of alumni chapters
3.3.3 Number of activities offered by Chapters and Office of alumni relations

### 3.4. To foster an environment that encourages faculty and students participation in the community activities

QU is a major component of Qatari society and therefore it is appropriate to encourage faculty and students to invest their energy and talents to strengthen the community. Faculty members are also members of international professional communities and those links should be encouraged and supported.

**Strategies:**
- Encourage and support outreach initiatives that connect QU to society through schools, families and organizations (examples: Gasna, Life is Engineering, Al Bairaq, etc.).
- Promote faculty and student involvement in community activities, professional societies and committees.
- Co-organize events on and off campus with civil society and government organizations to support national and societal initiatives, as well as provide university members with opportunities to get involved.
- Sponsor and participate in off-campus civil society and government events.
- Maximize QU's visibility by engaging faculty and students in media activities to disseminate their knowledge and expertise to the community on topical issues.
- Encourage faculty to teach continuing education courses of interest to the community.

**Key Performance Indicators (KPIs)**
3.4.1. Percentage of faculty involved in specific community service activities/events
3.4.2. Percentage of students participating in community service activities (in or outside QU)
3.4.3. Number of events/activities/collaborations with the civil society and government

### 3.5. To preserve and enhance Qatari heritage and cultural values in keeping with global modernization

As the major national university, QU has a special responsibility to preserve and enhance knowledge of Qatari history and traditions and to make students aware of the distinctive features of Qatari society and its place in a global context. Academic programs and campus should highlight these for students and others, while respecting the diversity and distinct contributions of other cultures.

**Strategies:**
- Recognize and highlight Qatari cultural values on campus through, events, activities and physical infrastructure.
- Support the documentation and preservation of the natural and cultural heritage of Qatar through events, publications, and research projects.
- Expand the capacity of QU's library through partnerships with the national repository of all publications in the Qatar Foundation

**Key Performance Indicators (KPIs)**
3.5.1. Number of initiatives (campaigns, policies, memos, events, competitions) related to preserving cultural heritage and values

### 3.6. To strengthen effective cooperation with civil society, schools and government organizations

As a national university, it is essential that QU closely engages with civil society and government organizations in ways that advance the goals of these organizations and the university.

**Strategies:**
- Sign and implement MoUs and agreements with organizations in Qatar to serve mutual needs.
- Conduct annual assessment of MOU's to enhance their impacts.
- Raise funds from government and industry partners to endow faculty chairs in areas of the partners' interests.
- Produce joint events with government and civil society organizations.
- Adopt policies that allow and encourage faculty to consult with industry, government and other external clients.

**Key Performance Indicators (KPIs)**
3.6.1. Number of signed and assessed MOUs and agreements between QU and organizations in Qatar (government, civil society and companies)
3.6.2. Number of QU chair positions in collaborations with government/ industry

### 3.7. To expand and diversify non-degree continuing education courses and programs that contribute to meet the needs and aspirations of the community
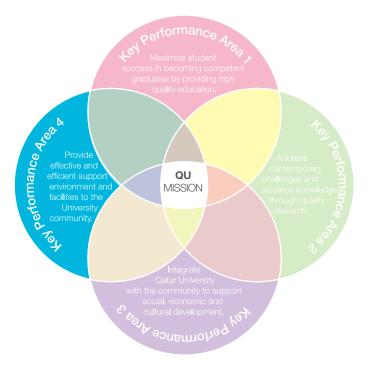
In addition to its mission of serving traditional students, QU also serves the larger community through continuing education offerings. These offerings promote lifelong learning and help integrate QU and its colleges and faculty into society.

**Strategies:**
- Assess market and community needs for continuing education and develop continuing education courses that meet these needs.
- Establish adequate working relationships among QU providers of continuing education offerings and encourage faculty to teach in continuing education courses.
- Market the continuing education courses to attract appropriate learners.
- Consistently measure participant and employer satisfaction with courses and take improvement actions to address any areas of dissatisfaction.

**Key Performance Indicators (KPIs)**
3.7.1. Number of faculty teaching in continuing education and specialized training
3.7.2. Number of Continuing Education courses offerings
3.7.3. Number of Continuing Education courses offerings by online learning
3.7.4. Satisfaction level with QU's continuing education courses (students/employers)

## KEY PERFORMANCE AREA 4:
Provide effective and efficient support environment and facilities to the University community.

Sufficient resource allocation is of prime importance to the success of the University in achieving its mission. Furthermore, effective and efficient support and high-quality facilities and infrastructure are essential to carrying out the University's missions. To enhance service delivery, QU will promote a service-oriented culture through staff training and issue resolution. Clear communication about services will further enhance transparency and service delivery. To develop its human resources, the University will employ a comprehensive approach to staff recruitment, retention, and development.  Since QU is planning to serve an increasing number of students in addition to supporting advanced teaching and research needs, the University will continue to construct new buildings and facilities, renovate existing buildings to support this growth, implement preventive and corrective maintenance, and manage electricity and water use for sustainability. The University has adopted a holistic approach to institutional effectiveness, including strategic planning and administrative unit performance review, which permeates every aspect of university operations. Furthermore, Qatar University shall seek ways to establish a professional approach to manage its investment portfolio which may one day be a major contributor to fulfilling its mission. Based on these efforts, the University is pursuing a full suite of internationally accredited programs, which it views to be a crowning jewel among its accolades.

### Objectives:
4.1. To promote a service-oriented culture and improve service delivery

Supporting services are necessary for QU to achieve its educational, research, and community service mission. To achieve its mission, QU should enhance the delivery of these supporting services by updating and posting transparent policies and procedures and fostering a service-oriented culture.

### Strategies:
• Communicate the "Policy of Policies" document to all units.
• Review, update, document, and post on the intranet the policies, processes, and procedures according to the "Policy of Policies" document.
• Develop and review annually a comprehensive service catalog that details the services offered by all units and communicate them to internal and external stakeholders.
• Scrutinize the effectiveness of the procedures of key service areas.
• Promote good customer service that maximizes customer satisfaction and minimizes the number of complaints.
• Resolve any complaints or dissatisfaction rapidly and fairly.

**Key Performance Indicators (KPIs):**

4.1.1. Percentage of internal clients satisfied with services provided by function:
- a. Administrative Units
- b. Information Technology Services
- c. Library
- d. Student Services
- e. Office of Faculty Instructional Development
- f. Office of Academic Programs and Learning Outcomes Assessment
- g. Office of Scholarships
- h. Continuing Education Office
- i. Office of Institutional Planning and Development

## 4.2. To improve effectiveness of University services

QU has developed a comprehensive institutional effectiveness system incorporating strategic planning, budget planning, action planning, academic program review, assessment of student learning outcome, and administrative unit performance review – all under the supervision of the Institutional Effectiveness Department. These processes cascade throughout the university to each college, department, and unit. It is essential that the university and units follow up on improvement actions identified through each of these processes and make efforts to improve their performance continuously.

**Strategies:**
- Prepare policies and procedures for initiating, developing, assessing and changing units' organization structure.
- Promote the awareness of faculty and staff of the QU strategic plan, engage them in their unit's strategic planning processes and encourage their efforts towards improving their unit's effectiveness.
- Follow up on improvement actions recommended in the institutional effectiveness and strategic planning processes and promote implementation of these recommendations.
- Strengthen the relationship between the institutional budget planning and the strategic directions of the University.

**Key Performance Indicators (KPIs):**

4.2.1. Percentage of annual strategic planning targets achieved by the following departments:
- a. Student Affairs
- b. Business Operations
- c. External Relations
- d. Finance
- e. Housing
- f. Information Technology Services
- g. Procurement
- h. Human Resources
- i. Office of Institutional Planning and Development

4.2.2. Percentage of implemented actions of improvement

**Key Performance Indicators (KPIs)**

4.2.3. Institutional budget planning blueprint is prepared and endorsed

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

The accomplishment of the University's mission depends to a very large extent on its high-quality, non-academic staff to carry out the university's service and support functions. All of the objectives in this key performance area depend on comprehensive strategies for attracting and retaining high-quality staff. Satisfied and supported employees will be more productive in carrying out the university's multiple strategies. Continuity of employment and ongoing professional development are necessary to maintain the highest quality human resources to meet campus needs.

**Strategies:**
- Develop and maintain clear job descriptions for existing and new employees.
- Develop staff skills through professional development activities related to their work areas.
- Encourage staff members to transfer the knowledge they gain from these activities to their colleagues through knowledge transfer sessions, workshops, or written documents.
- Prepare and implement sponsorship programs for Qatari students to retain them as future employees.
- Prepare and implement leadership succession planning for Qatari staff to enhance the presence of Qatari employees in management roles in QU.
- Continuously identify staff concerns, whether related to compensation, benefits, work environment, or other policies, and work to address these concerns in order to increase staff satisfaction, productivity and reduce staff turnover.
- Develop and implement mechanisms that communicate and resolve staff complaints.
- Review and enhance staff appraisal system, recruitment and orientation processes on a regular basis.

**Key Performance Indicators (KPIs)**

4.3.1. Percentage of staff who are at least "satisfied" with their jobs
4.3.2. Total staff turnover rate:
    a. Qatari
    b. Non-Qatari
4.3.3. Percentage of staff who participate in professional development activities related to their work area
4.3.4. Percentage of managerial vacant positions filled with internal hires

## 4.4. To plan and develop campus facilities and infrastructure to meet the growth of QU

QU is planning to serve an increasing number of students and must also support advanced teaching and research needs. As a result, new buildings and parking areas must be constructed and existing buildings renovated to support the university's expanding mission and manage energy and water use for sustainability. The campus facilities must support athletics, student services, recreation, child care, health, safety and security. Nowadays, the campus IT infrastructure is equally as important as buildings and physical facilities in supporting the needs of students and faculty.

**Strategies:**
- Update a campus master plan to add building capacity to be in line with the projected growth of enrollments and research activities.
- Involve students in developing the "Building Requirements Report" that is submitted by internal clients.
- Increase the number of parking spaces for students and employees to serve their needs.
- Promote a culture of resource conservation to manage electricity and water use on campus and design new facilities and renovations to optimize resource efficiency.
- Maintain safe sports and recreation facilities, which are available and appropriate to their intended activities.
- Promote a healthy community through access to medical care and first aid training, and improvement of the medical clinic services and

coverage (especially on the men's section).
- Enhance campus safety and security through updated traffic regulations, road signage, fire drills, and emergency procedures.
- Maintain the campus IT network to provide adequate bandwidth, storage, and uptime for all campus users.
- Increase green areas in QU.

**Key Performance Indicators (KPIs):**
4.4.1. Average teaching space (classrooms and labs) per student
4.4.2. Average parking:
    a. Dedicated to employees
    b. Available to student
4.4.3 Percentage of projects (construction, major renovation and major maintenance) completed on time and within budget
4.4.4 Unscheduled downtime for critical applications (banner, blackboard, email, EBS, internet access, portal)

### 4.5. To support the QU Initiative to attain Institutional Accreditation

QU is seeking institutional accreditation from the Southern Association of Colleges and Schools in the USA. The accreditation process involves documenting activities and enhancing performance in every aspect of QU's programs, services and operations. Thus, it touches on the work of every employee and the experience of every student and community member.

**Strategies:**
- Manage the SACS accreditation project to gain initial candidacy status.
- Disseminate information on the accreditation process to faculty, staff and students.
- Engage faculty and staff in the accreditation process.
- Implement SACS recommendations to improve QU likelihood of obtaining accreditation.

**Key Performance Indicators (KPIs):**
4.5.1. SACS initial candidacy status is gained
4.5.2. SACS membership status is attained

### 4.6. To optimize the value of the University investment portfolio

A strategic goal of the University is to diversify income to complement government funding when needed through tuition, research, community engagement, and investment.  Diversification across a range of investment strategies and styles is the cornerstone of portfolio risk management. An additional investment objective of the portfolio is to provide a rate of return sufficient to support stable growth over time. QU will monitor the short and long-term effects of its strategies and investments, and the University management will participate regularly in the assessment of the overall effectiveness of the plan and its execution.

**Strategies:**
- Develop and implement an investment strategy.
- Manage the strategy and report on its performance.
- Diversify the investment portfolio.
- Promote growth in the market value of the portfolio.

**Key Performance Indicators (KPIs):**
4.6.1. Market value of the portfolio

**Nurture Student Experience**

**Recognize Scholarly Excellence**

**Optimize Effectiveness**

**Build International Recognition**

## THE METHODOLOGY OF LINKING OBJECTIVES TO THE LONG-TERM STRATEGIC PRIORITIES

Aspects of this strategic plan and of future plans shall continue to place focus on these long term strategic priorities of Qatar University.
In addition to the overall report on the SP, a special annual report (s) will be prepared on QU performance on these priorities. Performance will mostly be derived from the relevant objectives across the SP.

Measuring Performance of Long Term Strategic Priorities

| Long Term Strategic Priorities | KPA 1 | KPA 2 | KPA 3 | KPA 4 |
|---|---|---|---|---|
| Nurture Student Experience | 1.1; 1.3; 1.4; 1.5; 1.6; 1.8 | 2.5 | 3.4 | 4.4 |
| Recognize Scholarly Excellence | 1.6 | 2.1; 2.2; 2.3; 2.5; 2.6 | | |
| Build International Recognition | 1.3; 1.7 | 2.3; 2.6; 2.8 | 3.2 | 4.5 |
| Optimize Effectiveness | 1.7 | 2.2; 2.4; 2.8 | | 4.1; 4.2; 4.6 |

# IMPLEMENTATION AND MONITORING PROCESS

The process of implementation, assessment and monitoring is conducted at two levels:

1. College/Department strategic plan level
2. Qatar University strategic plan level

At each level, different roles and responsibilities are assigned to those involved in the strategic plan. The process follows a Bottom-Up approach; it starts with monitoring the College/Department action plans. This is done after OIPD ensures that actions are uploaded by plan owners into Strategic Planning Online System (SPOL) with the required items (due date, owners, status, type of actions).

## Level 1: College/Department Strategic Plans
### Part 1: College/Department annual action plans:

All colleges and departments should complete their annual action plans and upload them into SPOL. The roles and responsibilities at this level are as follows:

### • Units' Owner
- Ensure that the action plan is uploaded into SPOL by the end of September every year.
- Update actions (status, completion date) into the SPOL.
- If needed, revise tasks (task description, owner, due date).
- Provide explanations for any tasks which are behind schedule.
- Observe that performance update should be done in a meeting setting and to be documented.

This takes place twice annually (January and June )

### • Office of Institutional Planning and Development (OIPD)
- Review status of actions once updated and prepare a report.
- Send a reminder to owners a month before each review.
- Ensure that any tasks behind schedule ("deviations") have explanations, contact the owner for any missing explanations (not a content review).
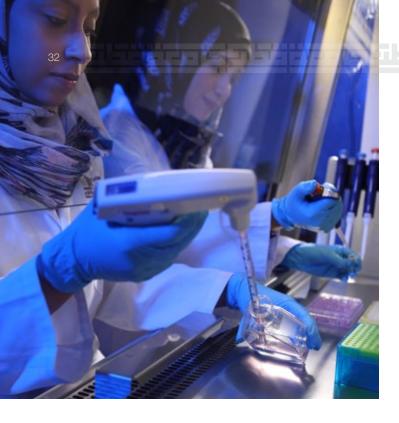- Compile report of all deviations & explanations related to actions for each VP.

### • VPs
- Review deviations report to see if action plans are appropriate to address deviations;
- Work with owners to make changes if necessary (optional).
- Inform OIPD of the completion of this task, within a month of receipt of the report.

## Level 1: College/Department Strategic Plans
### Part 2: College/Department Results

### • Owner
- Upload the targets for each indicator and up date them, if needed. This should be completed by October each year.
- Upload actual results starting June every year (before the end of the academic year); results for interim indicators should be updated along the way.
- Perform gap analysis for each result that is below target.
- Conduct a retreat or meet once a year to review progress, adjust strategies & develop action plans for the next year by August; actions for the next year can be uploaded into SPOL any time.

**• OIPD**
- Check if actual results and gap analysis are provided (not a content review).
- Compile a report of the gap analysis for VPs.

**• VPs**
- Review the gap analysis report & process used for the retreat or progress review.
- Inform  OIPD that this step is completed (within one month of receiving the report).

## Level 2: QU Strategic Plan

**• Owners**
- Provide data according to "data source" assignments (by June).

**• OIPD**
- Collect  data for all KPIs (June-August).
- Identify KPI's that are below target and  compile available data (broken down by college).
- Review achievements and  concerns with the 4 working groups (September 1- 20).

- Prepare an annual progress report highlighting achievements & areas of concerns (October).
- The results will be discussed in the Institutional Effectiveness Committee meeting and recommendations will be included in the Institutional Effectiveness report.

**• EMC**
- Review report and address major concerns (October).

**• Board of Regents**
- Review and endorse the preformance of the strategic plan annually.

**• Owners**
- Adjust  strategies or actions to address concerns (November onward).

**• OIPD**
- Present the Institutional Effectiveness Report to the Board of Regents
- Follow up on the adjustments in response to concerns.
- Discuss the planning performance in Fall every year

## STRATEGIC PLANNING
## COMMITTEE PARTICIPANTS

**Key Performance Area 1:** Maximize student success in becoming competent graduates by providing high quality education

Working Group 1

*Dr. Ramzi A. Taha (Group Facilitator)*, College of Engineering
*Dr. Abdelhakeem Y. Al-Khelaifi,* College of Shariaa & Islamic Studies
*Dr. Ali M. Abdelmonem*, Core Curriculum Program
*Dr. Adel  H. Cherif,* Academic Program & Learning Outcomes Assessment
*Dr. Fatima A.  Al-Noaimi,* College of Arts & Sciences
*Dr. Khalid W. Bibi,* College of Arts & Sciences
*Dr. Badir A.  Al Ismail,* College of Business & Economics
*Dr. Badriya M. Al Ammari,* College of Education
*Dr. Eman Z. Anwer,* College of Education
*Dr. Fatima  Mraiche,* College of Pharmacy
*Dr. Jon M. Truby,* College of Law
*Dr. Khalifa A. Hazaa*, College of Arts & Sciences
*Dr. Mohammad S. Jamil,* Foundation Program
*Mr. Trevor  A. Moore,* ITS
*Ms. Mirna E. Tabet,* Library

**Key Performance Area 2:** Address contemporary challenges and advance knowledge through quality research

Working Group 2

*Dr. Mohamed Ahmedna (Group Facilitator),* College of Arts & Sciences
*Dr. Moumen O. Hasnah,* Academic Research Office
*Dr. Hamda A. Al-Naemi,* Laboratory Animal Research Center
*Dr. Saif S. Al Murikhi,* College of Arts & Sciences
*Dr. Anna K. Grichting,* College of Engineering
*Dr. Francis N. Botchway,* College of Law
*Dr. Ramzi Nasser,* College of Education
*Dr. Mohamed I. Ibrahim,* College of Pharmacy
*Dr. Saeed H. Al-Meer,* Central Laboratories Unit
*Dr. Mohammed A. .Al-Khulaifi,* College of Law
*Dr. Mohammed N.  Faisal*, College of Business & Economics
*Dr. Mohammed J. Al-Merri,* College of Engineering

**Key Performance Area 3:** Integrate Qatar University with the community to support social, economic and cultural development

Working Group 3

*Ms. Zina H. Al-Azmeh (Group Facilitator),* External Relations
*Dr. Asma A. Al-Thani,* College of Arts & Sciences
*Dr. Fadhil N. Alsadoon,* Environmental Studies Center
*Dr. Fadwa T. Eljack,* College of Engineering
*Dr. Tag Elsir I. Kardaman,* Continuing Education Office
*Dr. Maha K. Al-Hendawi,* College of Education
*Dr. Nazzal M. Kisswani,* College of Law
*Dr. Elham A. Sharif,* College of Arts & Sciences
*Ms. Aljazzi F. Al Merri,* Student Activities
*Ms. Shaikha S. Al-Kaabi,* External Relations
*Ms. Haya N. Al-Atyya,* Career Service Center
*Ms. Rana A. Al-Falasi,* External Relations

**Key Performance Area 4:** Provide effective and efficient support environment and facilities to the University community

Working Group 4

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