



جامعة قطر
QATAR UNIVERSITY



Qatar University

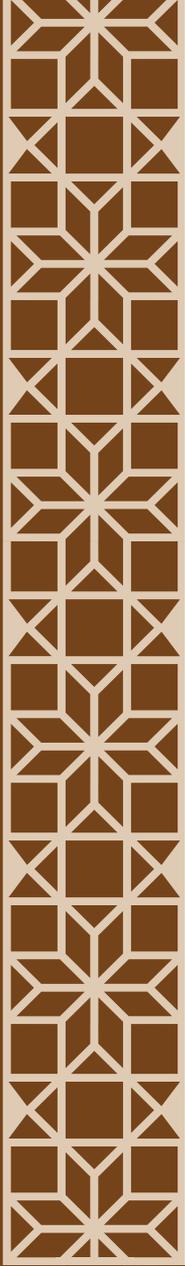
Strategy 2022



Qatar University Strategy (2018-2022)

From Reform to Transformation





Contact Us

Chief Strategy and Development Office
Qatar University
csdo@qu.edu.qa
P.O. Box 2713
Doha, Qatar
www.qu.edu.qa

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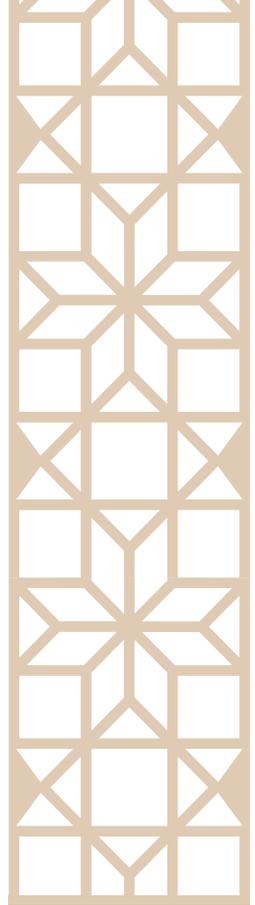
Introduction

Education is at the heart of Qatar National Vision 2030. It has a crucial role to play as our country takes a prominent role at the global level.

Qatar University is the country's first higher education institution. It has been an educational pioneer from the outset in 1977. The University has rigorously pursued educational excellence and the highest quality research. It is dedicated to the improvement of opportunities for all its students.

Today, Qatar University is a successful educational establishment of nine colleges and has the widest range of educational programs in the country. To ensure its continuing development and achievement of its goals, it has developed a transformational university-wide Strategic Plan, in order to cope with the latest developments and to meet the societal requirements.





“We require diligence, creativity, independent thinking, constructive initiatives and interest in academic achievement in all disciplines, self-reliance and fighting indolence and dependency. This is not just wishful thinking, and these are not mere dreams. Our goals are realistic and practical.”

His Highness the Emir
Sheikh Tamim bin Hamad Al Thani

21 July 2017

Message from Dr Hassan Al-Derham

President of Qatar University



Qatar University is the first national university in the country. Building on the successful development of the University into a preeminent educational institution, we have developed a new five-year strategy (2018-2022) which will map out the routes to achieving continuing performance excellence and build on our achievements in our key areas of Education, Research, Institution and Engagement.

The University's strategic direction is derived directly from our mission, new vision and core values and has been based on comprehensive strategic analysis. Our goal is to deliver the best possible education to our students, to energize them to use their talents and to inspire them to achieve their potential.

Our graduate and post-graduate programs have earned us a sterling reputation as one of the most prestigious universities in the region – a reputation we are determined to uphold. We have a growing number of master's and PhD programs and an ambitious research capability which focuses on national developmental priorities. Our graduates are increasingly sought after in business and academia.

We have enormous pride in how Qatar University is meeting its challenges and achieving our goals with an unyielding commitment to realising our mission and vision. With this strategy in place, we have positioned the University as a powerhouse of intellectual and academic achievement, without losing sight of the pastoral and nurturing care of our students and society.

Welcome to the future of Qatar University.

The Strategy Structure

Qatar University's strategy is divided into three main sections.

Section 1

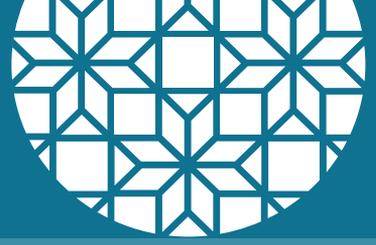
Outlines how initiatives will be developed based on a comprehensive context analysis and take them forward to implementation.

Section 2

Covers the Vision, Mission and Core Values and the steps required to achieve transformational change.

Section 3

Outlines the University's strategic goals and their individual objectives, identifying the most critical objectives and the initiatives which will assist in their accomplishment.



Section 1

Developing a Strategy to take QU forward from Reform to Transformation

The new strategy of Qatar University is built upon the accomplishments and experiences of many years. To develop this strategy, substantial analysis of current achievements, the aspirations and requirements of stakeholders and international and regional trends were carried out. The University also took into consideration the plans and aspirations of Qatar's National Vision 2030.

The University has updated its Vision and Mission in the light of these findings and formulated key strategic headlines and drivers which build on its previous achievements. Qatar University is now positioned for a quantum leap forward in terms of the delivery of excellence in education, research, engagement and the provision of services to its students and society.



Focus on Transformation

Qatar University's key strategic headlines are a powerful tool in ensuring our strategic direction permeates and transforms every aspect of university life. They have driven the development of the six transformative goals embedded in our strategy.



Vision Driven Headlines

As it transforms, Qatar University will aim to promote and achieve “Distinctive Excellence” in its main thematic key performance (business) areas:

- Education (Teaching, Learning, and Student Experience)
- Research
- Institution
- Engagement

Mission Driven Headlines

In its mission as the national university, Qatar University will capitalize on its distinctive excellence to:

- Maximize the institution's impact on its stakeholders (in particular students as becoming a student-centred institution)
- Advance knowledge
- Drive entrepreneurship and innovation

Section 2



The Vision to Transformation

The Vision of Qatar University is to be regionally recognized for distinctive excellence in education and research, an institution of choice for students and scholars and a catalyst for the sustainable socio-economic development of Qatar.

The Mission of Qatar University as 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 addresses relevant local and regional challenges, advances knowledge, and contributes actively to addressing the needs and aspirations of society.

The Values that will enable the University to achieve its Goals

Qatar University is committed to six core VALUES, derived from its guiding principles and aligned with its mission statement.

▪ Excellence

Qatar University is committed to excellence in everything it does and to the highest standards of quality and professionalism.

▪ Integrity

Qatar University is committed to integrity and to the highest ethical standards of honesty, fairness, transparency, responsibility, and accountability.

▪ Academic Freedom

Qatar University is committed to an environment that supports responsible freedom of inquiry, expression and the search for truth.

▪ Diversity

Qatar University embraces diversity that respects religious and cultural tenets, and considers a diverse faculty and student body a source of strength that enriches its educational and work environment.

▪ Innovation

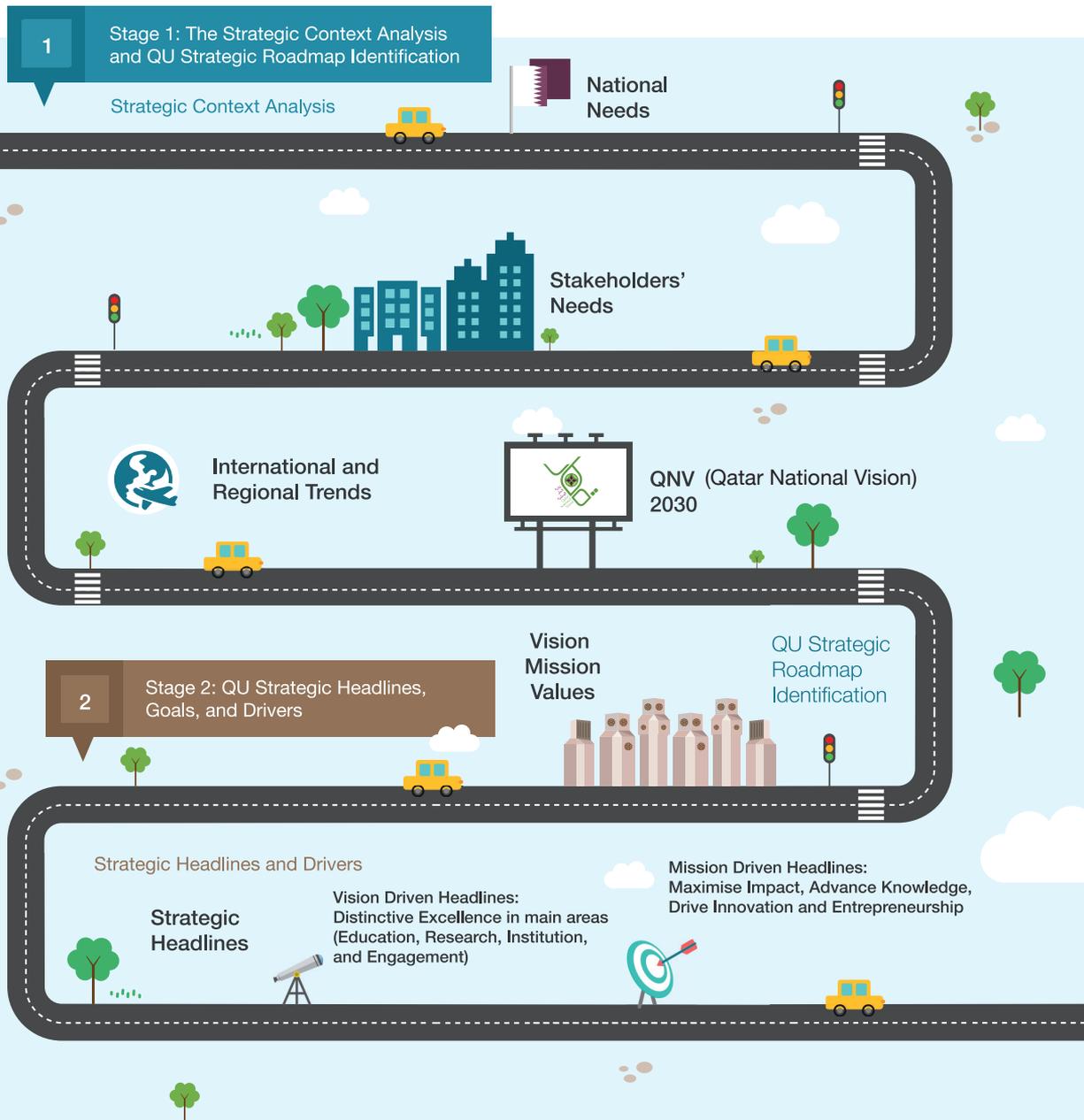
Qatar University fosters innovation by encouraging its students, faculty and staff to explore novel ideas in an environment of free and open inquiry, to pursue the discovery and application of knowledge and to develop innovative solutions.

▪ Social Responsibility

Qatar University promotes positive and proactive engagement with the community, grounded in a sense of its aspirations and needs.

The Strategic Steps to a Powerful New Future

This diagram demonstrates Qatar University's process of moving from strategic context analysis towards headlines, guiding vision and mission through to the implementation of initiatives.



3

Stage 3: Developing the Strategies to Implement the Goals

Core Strategic Goals

1 Impact on Transformation of higher education in Qatar

2 Education Excellence

5 Institutional Excellence

4 Research Excellence

3 Graduates Excellence

Qatar University Strategies

6 Engagement Excellence



Core Strategies



Enabling and Cross-Strategies

Detailing Strategies



4

Stage 4: Detailing Action plans

Detailed Operational Plans for Execution (2018-2022) with Colleges and Entities

The Building Blocks that will Power Change

The guiding mission, new vision, and strategic headlines and drivers have led to the formulation of the University's core values and six transformative strategic goals.

From the six strategic goals, seven strategies have been identified, each underpinned by strategic objectives and initiatives.

Qatar University's core strategies are:

- Teaching and Learning Strategy
- Student Experience Strategy
- Research and Knowledge Advancement Strategy
- Institutional Excellence Strategy
- Engagement Strategy

Enabling strategies that are spread across the QU Goals.

- Digital Transformation strategy
- Entrepreneurship and Innovation strategy



The Core and Enabling Strategies that Form the Transformational Strategy of Qatar University

Core Strategies

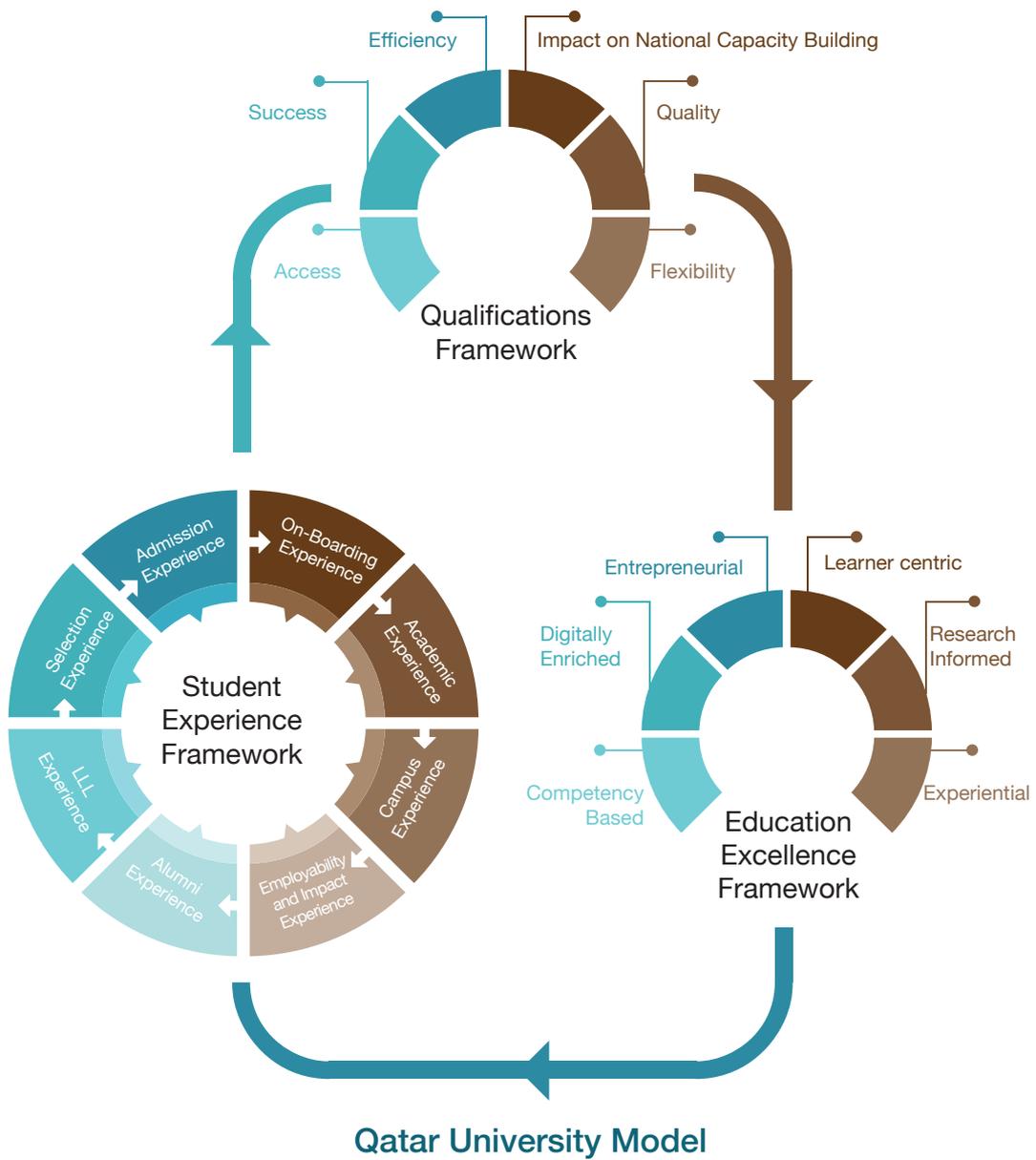


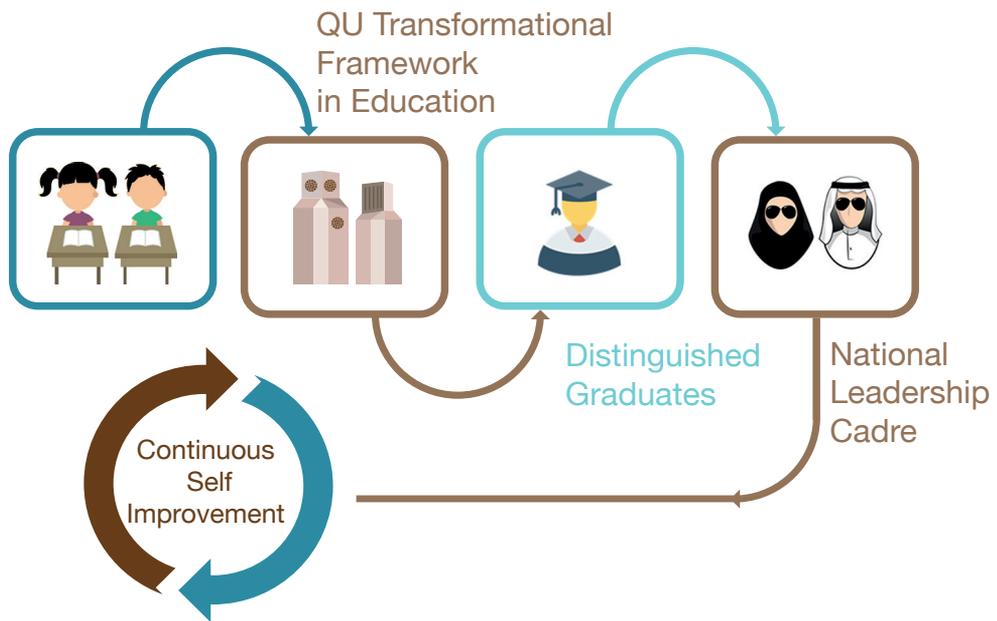
Enabling Strategies



6 Strategic Goals







Qatar University Model of Transformative Education

Qatar University model of transformative education, or briefly the QU Model, is a systematic, state of the art, and innovative approach which aims at developing existing issues in QU education system, bridging current gaps, and holistically transforming QU education to elite global standards.

More importantly, QU model is specifically designed to address current and future national needs and aspirations. QU model is composed on three main pillars:

1. QU Qualifications Framework,
2. QU Distinctive Education Excellence Framework,
3. QU End-to-End Students/Learner Experience Framework.

Each of these pillars is designed with a number of descriptors and parameters reflecting state of the art developments in global higher education, as well as, the contextual needs of the university and the state of Qatar.

Section 3

Strategic Goals & their Objectives

GOAL 1: Higher Education Transformation

To transform Higher Education in Qatar by proactively playing a leading role in shaping and enabling the transformation of the nation's Higher Education System.

Higher education in Qatar has grown from one institution with a limited offering to a competitive, complex and diverse offering of national and international universities and a mix of governmental, semi-governmental and private providers.

Qatar University is positioning itself to transform into a proactive institution which leads higher education in Qatar by strategically harnessing the capabilities of other providers, while addressing the developmental needs of the nation as it moves towards a more knowledge-based economy.

Strategic Objectives

- **Objective 1: Develop a QU Qualifications Framework** based on clear statements of graduate attributes and a comprehensive competency-based curriculum in line with QU's mission, vision, values and distinctive mandate as a national university.
- **Objective 2: Enhance Qatari nationals' access** to pursue higher education in general, with increased focus on STEM areas.





- Objective 3: Foster **flexibility** in the University's educational offerings, how it delivers programs to students and the pathways to graduation, ensuring programs respond to current and future needs.
- Objective 4: Enhance the **impact** of talent development and capacity building programs in order to meet university and national needs.
- Objective 5: Develop the **digital culture and competency** of the QU community and beyond.
- Objective 6: Foster and nurture the culture and **mindset of entrepreneurship and innovation** in QU and beyond.

GOAL 2: Education Excellence

To be regionally recognized for the provision of holistic education that is transformative, learner-centric, experiential, research-informed, competency-based, digitally enriched and entrepreneurial.

Qatar University aspires to be an educational institution, which offers the next generation of degree programs. Current degrees will need to be reimagined and reconstituted, competency-based learning embedded into the curriculum, which is to be supported by experiential learning methods. Resources will be directed to recruit, invest in and retain leading faculty and researchers, and the University will draw on their creativity in reconstituting the curricula and pathways in a manner which distinguishes Qatar as a model national university.

QU's mission is to equip current and future citizens of Qatar with the skills, expertise and competencies they need to be able to contribute to, and lead, Qatar's development for the benefit of future generations.

Strategic Objectives

- Objective 1: Implement a **QU Education Excellence Framework** of learner-centric, experiential, research-informed, digitally enriched, and entrepreneurial education.
- Objective 2: Nurture **quality** enhancement processes across QU's educational system, and improve QU's international educational standing in regional and global rankings as well as discipline-specific rankings.
- Objective 3: Develop new models of sustainable, **efficient**, and revenue-generating educational offerings.
- Objective 4: Develop the **entrepreneurial competency** of QU students, faculty, and the community of Qatar, and beyond.





GOAL 3: Graduates' Excellence

To prepare graduates who are well-rounded, with attributes and values that maximize their impact.

Qatar University's new strategic direction will enable it to tackle the barriers to success which face its students. It is implementing a holistic response which supports students from the high school level through to graduation, thereby enabling student success with a positive experience. It will dedicate resources to inspire, retain and enhance the learning experience of each student, fulfilling its responsibility as the national university to nurture future generations. QU will offer an integrated and strategically guided system of student support and enhancement of student/campus well-being.

Strategic Objectives

- Objective 1: Provide **students with a Student Experience Framework**, which provides an environment to engage with their studies, and extra-curricular opportunities through which they can develop the essential QU graduate attributes, competencies and employability skills.
- Objective 2: Ensure students' needs, aspirations and expectations are understood through regular and comprehensive **assessment**, evaluation, and data-based action.
- Objective 3: Create and support multiple University **communities** within which students can learn and develop.
- Objective 4: Provide **student support** that is pro-active as well as reactive, and that grants students the opportunity to fulfill their potential through timely and helpful feedback.
- Objective 5: Provide learning and **leadership** opportunities that promote student development, growth and success.
- Objective 6: Improve students' **academic success** throughout the whole student lifecycle from pre-university stage to beyond the graduation.



GOAL 4: Research Excellence

To excel in research that is focused, relevant, measurable, solution oriented, impactful, collaborative, and advances knowledge and innovation.

The current research platform delivers an impressive number of publications and is successful in securing grants in addition to leveraging global partnerships. To further maximize impact and drive innovation and leadership, the University is transforming its research model to identify and focus on key areas where it has a comparative advantage. Research will be fully integrated with graduate studies and will actively promote QU-industry research projects and partnerships to support Qatar's economic development.

Strategic Objectives

- Objective 1: Enhance **R&D impact** and support research and innovation in certain fields that are in line with national research priorities and which respond to current and future socio-economic needs of Qatar.
- Objective 2: Foster a **research and innovation culture** within Qatar University and offer the necessary supporting environment.
- Objective 3: Diversify and **sustain** funding resources for research projects.
- Objective 4: Emphasize **excellence in graduate programs** in order to serve research priorities and to ensure the active participation of graduate researchers in enriching a knowledge-based economy in Qatar.

GOAL 5: Institutional Excellence

To be recognized as a benchmark for organisational and operational excellence and sustainability.

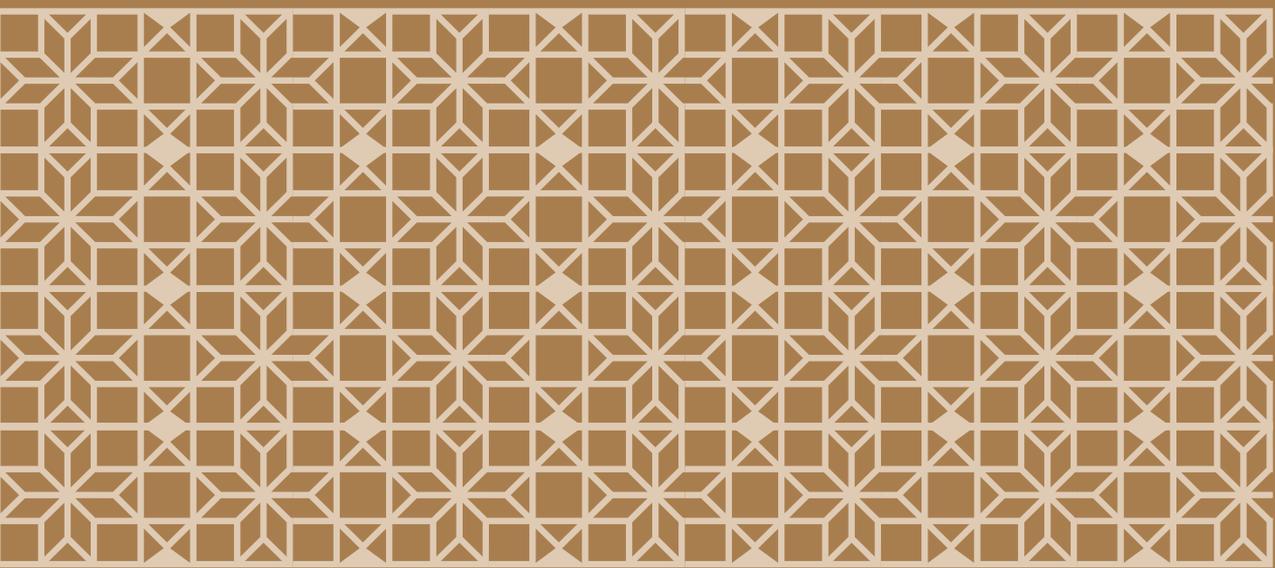
In the more economically challenging times which face us all, Qatar University is putting in place measures that will enable it to steward its resources more effectively while remaining committed to the continuous improvement of academic and research quality.

Qatar University aspires to motivate and inspire and be a source of pride for the nation. To achieve this goal, the University will transform its organizational and operational structure to become a sustainable institution based on revenue generation and diversification, and the effective and efficient use of resources and assets.

It is envisaged that this will be grounded in a renewed governance system, which will operate in an environment based on quality standards and operational effectiveness frameworks.

Strategic Objectives

- Objective 1: Enhance **financial** sustainability.
- Objective 2: Improve **operational/process efficiency**.
- Objective 3: Increase **talent** sustainability.
- Objective 4: Achieve an efficient and optimized **organizational structure**.
- Objective 5: Achieve full **legal**, financial and administrative independence.
- Objective 6: Enhance the effectiveness and efficiency of our infrastructure, governance and administrative processes via technology and **digital transformation**.



GOAL 6: Engagement Excellence

To foster effective engagement with local and international stakeholder's to enrich education, strengthen research, impact socio-economic development and enhance visibility and image.

The University is the largest provider of higher education in Qatar and attracts significant research funds. It is historically and organically rooted in the local community and is ideally positioned to elevate its level of engagement for significant mutual benefit.

Input from governmental and industrial sectors will enrich the University's curricula and research and in return, the university will provide technical expertise in those niche areas where it demonstrates excellence. Its expertise, research, innovation and education will be linked to the wider socio-economic needs of the nation. Qatar University will ensure that engagement, the third pillar of its triple mission of education-research-engagement, becomes a strategic enabler of learning and discovery and a valuable community integrator.

Strategic Objectives

- Objective 1: Promote the role of Qatar University as a source of **expertise** to serve the nation's needs.
- Objective 2: Strengthen effective local, regional, and international **partnerships** in strategic areas and be a catalyst for the sustainable socio-economic development of Qatar.

- Objective 3: Cultivate **belonging**, and a sense of loyalty to and engagement in the University's initiatives among university employees, students, and alumni.
- Objective 4: Position Qatar University as driver of **national digital ecosystem development** and an international leader in digital innovation and transformation.
- Objective 5: Enhance Qatar's **entrepreneurship and innovation** ecosystem in collaboration with Qatar's government, industry and funding organizations.

Cross-Goals: Entrepreneurship & Innovation and Digital Transformation

These are important goals which affect many of the university-wide systems and processes.

Strategic Objectives

- Objective 1: Incorporate **digitization** into activities and processes related to QU students' experience, teaching and learning, research, engagement and entrepreneurship to enhance their outcomes and impact.
- Objective 2: Promote the **entrepreneurship culture and mindset** in all activities of the university.

The Critical Strategic Initiatives for Qatar University (2018-2022)

Qatar University strategy includes number of initiatives that will enable the university to achieve its strategic goals by 2022. Here are some of them:

1. Develop Structure of QU Qualification based on developing frameworks of:
 - Graduate Attributes
 - Competency Based Education (Core-Profession/Discipline Competency Framework)
 - QU Qualifications Framework in line with National Qualifications Framework
2. Develop frameworks for implementation of each identified theme of excellence (learner-centric, experiential, research-informed, digitally enriched) and entrepreneurial education and implement these frameworks across QU education.
3. Review, enhance, and/or restructure the humanities and social sciences programs and offerings.
4. Establish a comprehensive student experience program master plan that targets key transition and developmental needs of QU students (e.g.: PET, FYE, SYE, and other targeted programs).
5. Develop, in close collaboration with QU academic units, comprehensive QU research priority plan that is aligned with Qatar National Vision 2030 and is responding to socio-economic grand challenges of Qatar.
6. Establish interdisciplinary research platforms aligned with identified research priorities and based on existing QU research assets and competencies.
7. Provide support and enhance quality of research methodologies and outputs of research in humanities and social sciences to maximize their impact on Qatar.
8. Taking necessary measures to attain independence status.
9. Establish effective platforms that show - case and link QU expertise to external stakeholder (example: QU knowledge group).
10. Engage QU expertise significantly in National Development Strategy (NDS).
11. Develop quality assurance mechanisms for engagement, including accreditation standards.
12. Digitizing the campus.
13. Introduce incubation programs catering for different kinds of ventures seeds, and acceleration programs catering for different types of early-stage ventures.
14. Accelerate spinning of QU ventures (such as QU Knowledge Group and QMIC).
15. Facilitate diverse set of services needed for entrepreneurs for moving from ideation to venture/economic-value-creation; such as access to investors, legal advice, mentors, physical facilities, etc.