Qatar University Strategy (2018-2023)

جامعة قطر
QATAR UNIVERSITY

استراتيجية
جامعة قطر ٢٠٢٣

Qatar University
Strategy 2023

Contents

HH Emir Sheikh Tamim bin Hamad Al Thani- Statement

Qatar University President - Statement

Qatar University Strategy (2018-2023)

HH Emir Sheikh Tamim bin Hamad Al Thani- Statement

" 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 Sheikh Tamim Bin Hamad Al Thani
Amir of the State of Qatar
July 21, 2017

Qatar University President- Statement

"

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 (2018-2023) 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.

Dr. Hassan Al-Derham
President of Qatar University

Qatar University Strategy (2018-2023)

Mission, Vision and Core Values

Our 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 addresses relevant local and regional challenges, advances knowledge, and contributes actively to addressing the needs and aspirations of society.

Our Vision

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.

Core Values

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.

Diversity: Qatar University embraces diversity that respects religious and cultural tenants, 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.

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

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

Overview of
Qatar University
Transformation Strategy

Overview of QU Transformation Strategy

7
Strategic Goals
1
Cross
Goal

26
Strategic
Objectives

58
Strategic
Initiatives

12
Strategic
KPIs

Overview of QU Transformation Strategy

Core Strategies

Teaching and Learning Strategy

Student Experience Strategy

Research and Knowledge Advancement Strategy

Institutional Excellence Strategy

Engagement Strategy

Health and Medical Education Strategy

Enabling Strategies

Digital Transformation Strategy

Entrepreneurship and Innovation Strategy

7 Strategic Goals

Goal 2: Education Excellence

Goal 3: Graduates' Excellence

Goal 4: Research Excellence

Goal 5: Institutional Excellence

Goal 6: Engagement Excellence

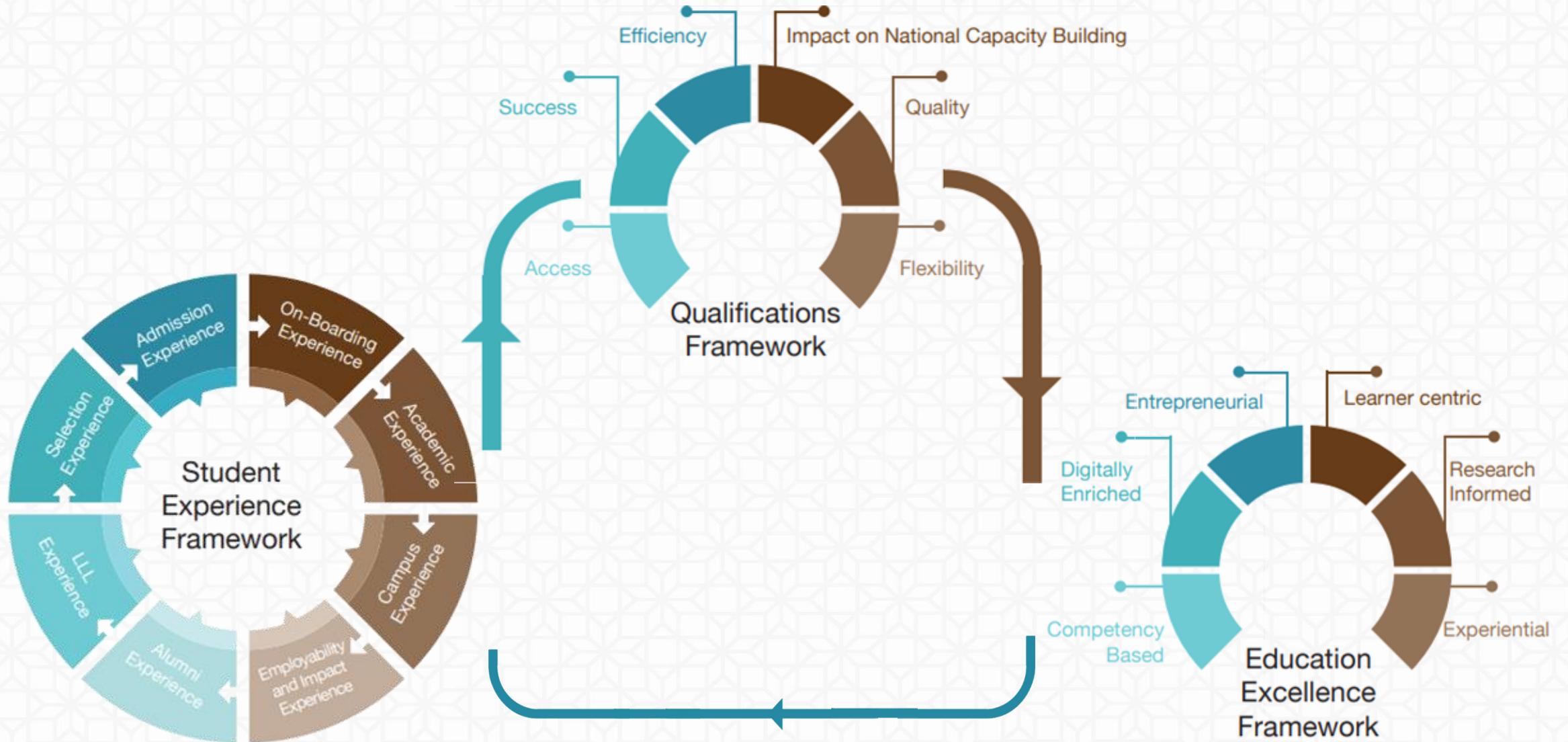Goal 7: Transformation of Health Professions Education in Qatar

Goal 1: Transformation of Higher Education in Qatar

QU Transformational Model in Education

Goals and Strategic Objectives

Goals and Strategic Objectives

Goal 1

Transformation of Higher Education in Qatar

To proactively play a leading role in shaping and enabling the transformation of the Higher Education System in Qatar.

1.1 **(QU Qualifications Framework):** Develop QU Qualifications Framework based on clear statements of graduate attributes and a comprehensive competency-based curriculum in line with QU mission, vision, values and distinctive mandate as a national university.

1.2 **(Access):** Enhance access of Qatari nationals to pursue higher education in general with increased focus on STEM areas.

1.3 **(Flexibility):** Foster flexibility in educational offerings, delivery models, graduation pathways, and responding programs to current and emerging future needs.

Goal 2

Educational 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.

2.1 **(Excellence Framework):** Implement QU Education Excellence Framework of learner-centric, experiential, research-informed, competency-based, digitally enriched, and entrepreneurial education.

2.2 **(Quality):** Nurture quality enhancement processes across QU's educational system.

Goals and Strategic Objectives

Goal 3

Graduates' Excellence

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

3.1 **(Student Experience Framework): Provide students an environment to engage with their studies and co/extra-curricular opportunities through which they can develop the essential QU graduate attributes, competencies and employability skills.**

3.2 **(Assessment and Evaluation): Ensure students' needs, aspirations and expectations are understood through regular and comprehensive assessment, evaluation, and databased action.**

3.3 **(Communities): Create and support multiple communities within which students can learn and develop.**

3.4 **(Student Support): Provide support to students that is pro-active as well as reactive, and that grants students the opportunity to fulfill their potential through timely and helpful feedback.**

Goal 4

Research Excellence

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

4.2 **(R&D Culture and Environment): Foster research and innovation culture within Qatar University Community to build a supportive research environment.**

4.4 **(Graduate Studies Excellence): Promote excellence in QU Graduate Programs to serve national research priorities.**

Goals and Strategic Objectives

Goal 5

Institutional Excellence

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

- **5.1** **(Finance): Enhance financial sustainability.**
- **5.2** **(Operations): Improve operational efficiency.**
- **5.3** **(People): Increase talent sustainability.**
- **5.7** **(Accreditation): Seek international accreditation for best practices.**
- **5.8** **(Data-Driven Decision): Promote a data-driven culture to support decision-making process by stakeholders.**
- **5.9** **(Safety): Promote safety and health sustainability.**

Goal 6

Engagement Excellence

To foster effective engagement with local and international stakeholders to enrich education, strengthen research, impact socioeconomic development, and enhance visibility and image.

- **6.1** **(Expertise House): Promote the role of Qatar University as a house of expertise to serve the national needs.**
- **6.6** **(Image and Reputation): Promote the image and reputation of Qatar University in society.**

Goals and Strategic Objectives

Goal 7

Transformation of Health Professions Education in Qatar

To proactively play a leading role in enabling the transformation of the academic healthcare system in Qatar and in providing integrated, research-informed health professions education rooted in the health needs of the population.

7.1 (Quality and Integration of Health Professions Education): Promote the quality and integration of health professions education programs from the undergraduate to the advanced postgraduate levels.

7.2 (Integration between Health Professions Education and Research): Promote an interdisciplinary research infrastructure firmly grounded in the healthcare system that is responsive to national health priorities and fosters integration between health professions education and research.

7.3 (Integrated Health Campus): Create an integrated health campus at QU that can provide the adequate infrastructure to deliver high quality health professions education and research.

7.4 (University Hospital System): Work with key healthcare stakeholders towards a University Hospital System that enables integration between education and practice and that augments the local and international recognition of the health professions education system.

7.5 (Marketing of QU Health Brand): Improve marketing of QU Health brand internally and externally to validate the high impact of health professions education in Qatar.

Goals and Strategic Objectives

Cross Enabling Strategies

To develop and implement enabling strategies, processes, and activities necessary to achieve a comprehensive transformation and to enable the expansion of QU assets and capabilities to achieve higher levels of impact locally and internationally.

**Cross
Goal**

CG1.1 **(Digital Transformation): Develop aspects of comprehensive digital transformation at Qatar University and its subsequent strategy, mission, governance, platform or institutional structures (including the necessary competencies, procedures and infrastructure).**

CG1.2 **(Entrepreneurship and Innovation): Develop aspects of comprehensive innovation and entrepreneurial transformation at Qatar University and the subsequent strategy, mission, governance, platform or institutional structures (including the necessary competencies, procedures and infrastructure).**

Strategic Initiatives

The Key Strategic Initiatives

1: Transformation of Higher Education in Qatar

1.1: QU Qualifications Framework

1.1.1: Develop and implement:

A. QU Qualifications Framework (in line with National Qualifications Framework).

B. Graduate Attributes Framework.

C. Competency Framework (in line with K-12 competency framework & market/sector needs).

1: Transformation of Higher Education in Qatar

1.2: Access

1.2.3: Develop inclusive admission criteria with profiling options and bridging pathways with special focus on STEM.

1: Transformation of Higher Education in Qatar

1.3: Flexibility

1.3.2: Conduct studies to identify changes in the job market and its requirements and to make recommendations to the relevant stakeholders.

1.3.4: Increase flexibility in educational and training offerings via online courses, online programs and hybrid-offerings.

The Key Strategic Initiatives

2: Educational Excellence

2.1: Excellence Framework

2.1.1: Develop frameworks for implementation of each identified themes of excellence (learner-centric, experiential, research-informed, competency-based, digitally enriched, and entrepreneurial education) and implement these frameworks across QU education.

2: Educational Excellence

2.2: Quality

2.2.2: Enhance the overall ranking of the university by improving the ranking of at least two disciplines of strategic importance to the State of Qatar within the list of the best 200 internationally ranked academic disciplines.

The Key Strategic Initiatives

3: Graduates' Excellence

3.1: Student Experience Framework

3.1.1: Create an over-arching, all-encompassing enrollment management plan that addresses recruitment, retention, success, and graduation.

3.1.2: Promote operational efficiency and effectiveness using Lean Management tools.

3.1.3: Establish a comprehensive student experience program master plan that targets key transition and developmental needs of QU students.

3: Graduates' Excellence

3.2: Assessment

3.2.1: Design, develop, and implement an assessment and evaluation model that applies to all strategic initiatives.

3: Graduates' Excellence

3.3: Communities

3.3.1: Develop and implement a holistic learning community plan for the university (includes: faculty, staff, and students).

3: Graduates' Excellence

3.4: Student Support

3.4.1: Design, develop and implement an early identification and intervention plan for students who may be at-risk academically, personally and/or socially.

3.4.2: Create a student life-cycle advising program designed to address the developmental, academic and holistic learning needs of students at QU.

The Key Strategic Initiatives

4: Research Excellence

4.2: R&D Culture and Environment

4.2.2: Develop and implement the Research Excellence and Impact Framework (REIF) for QU's research community.

4.2.3: Enhance standards and mechanisms to incentivize high quality research output.

4: Research Excellence

4.4: Graduate Studies Excellence

4.4.4: Develop policies for graduate studies that encourage scientific research and outstanding performance of graduate students.

The Key Strategic Initiatives

5: Institutional Excellence — 5.1: Finance

- 5.1.1: Diversify sources of income and sustainability.
- 5.1.2: Revise all processes and operations to optimize cost.
- 5.1.3: Optimize cost aligned with the State's Law of Tenders and Auctions.
- 5.1.4: Ensure the quality of services of procurement and contracts.

5: Institutional Excellence — 5.2: Operations

- 5.2.1: Undertake a Business Process Management (BPM) project.
- 5.2.2: Develop and implement policy governance.
- 5.2.4: Develop and implement Institutional Risk Management.
- 5.2.6: Develop the technical and general services for facilities.
- 5.2.7: Enhance and update the University Housing System.
- 5.2.8: Ensure the quality of services and operations of the University Housing.

5: Institutional Excellence — 5.3: People

- 5.3.1: Develop and improve the professionalism of the administrative staff.
- 5.3.2: Improve and update the human resources system.
- 5.3.3: Enhance QU's competitiveness in attracting and retaining talented/qualified employees.

The Key Strategic Initiatives

5: Institutional Excellence

5.7: Accreditation

5.7.1: Seek Institutional Accreditation (IA).

5.7.4: Strengthen QU position on Quacquarelli Symonds (QS) World University Rankings and Times Higher Education (THE) Rankings.

5: Institutional Excellence

5.8: Data-Driven Decision

5.8.4: Establish and implement data governance program.

5: Institutional Excellence

5.9: Safety

5.9.1: Upgrade Health and Safety Section's systems and procedures.

5.9.2: Spread a culture of safety and security standards and requirements in all campus operations.

The Key Strategic Initiatives

6: Engagement Excellence

6.1: Expertise House

6.1.1: Develop a framework for Qatar University Knowledge Group.

6: Engagement Excellence

6.6: Image and Reputation

6.6.1: Develop and implement strategic integrated communication plan.

The Key Strategic Initiatives

7: Transformation of Health Professions Education in Qatar

7.1: Quality and Integration of Health Professions Education

7.1.1: Continuously improve educational standards and advance academic quality.
7.1.2: Implement a framework for the development and rollout of (clinical) master and certificate program.
7.1.3: Gradually integrate nursing education within QU according to an agreed transitional plan with the University of Calgary.
7.1.4: Enhance inter-professional education across all QU Health curricula.

7: Transformation of Health Professions Education in Qatar

7.2: Integration between Health Professions Education and Research

7.2.1: Establish a Joint Department for Clinical Academics (JDCA) and promote networking to accelerate the translation of research into practice.
7.2.2: Support the MOPH to establish a national Clinical Trials Unit (CTU)/ Clinical Research Facility (CRF).
7.2.3: Promote and extend healthcare research communication both nationally and internationally.

The Key Strategic Initiatives

7: Transformation of Health Professions Education in Qatar

7.3: Integrated Health Campus

7.3.1: Foster cross-departmental research through co-location of faculty and staff with mutual (research) interest.
7.3.2: Ensure the completion of the Health Campus at QU.
7.3.3: Integrate clinical facilities within QU Campus.
7.3.4: Promote wellbeing across QU Health in collaboration with Physical Education, Sport Science and Psychology.

7: Transformation of Health Professions Education in Qatar

7.4: University Hospital System

7.4.1: Support developing HMC as University Hospital System for Qatar University.
7.4.2: Ensure collaborative and jointly affiliated research outputs.

7: Transformation of Health Professions Education in Qatar

7.5 Marketing of QU Health Brand

7.5.1: Revise and update the external relations strategy, including strategies for collaborating with other academic or health centers of excellence and industry.
7.5.2: Increase public awareness for QU Health through branding and targeted marketing strategies.

The Key Strategic Initiatives

Cross-Goals

CG1.1: DigitalTransformation

CG1.1.1: Foster digital culture and competency needed for the country's societal and economic digital transformation.

CG1.1.2: Develop Qatar University's digital and smart campus.

CG1.1.3: Develop governance, platforms, and structures necessary for comprehensive digital transformation at the university and to strengthen the role of Qatar University as a major driver for the development of the national digital transformation system and in a leading role in the field of digital transformation and innovation internationally.

Cross-Goals

CG1.2: Entrepreneurship and Innovation

CG1.2.1: Develop programs to foster the culture and mindset of entrepreneurship and innovation in the university community and the country.

CG1.2.2: Develop entrepreneurial and innovation competencies among university students, faculty members, and the Qatari community.

CG1.2.3: Implement programs to facilitate the development of projects, start-ups and commercial outputs for the university community and its assets.

CG1.2.4: Strengthen the entrepreneurship and innovation ecosystem in Qatar in collaboration with the government, the industry, the private sector and the funders in the country, and to develop governance and platform or institutional structures necessary for comprehensive innovation and entrepreneurial transformation at the university (including the necessary competencies, procedures, and infrastructure).

Institutional Key Performance Indicators (KPIs)

Institutional Key Performance Indicators (KPIs)

KPI 1.2.3: Percentage of Qatari students registered in academic programs and opportunities of science, technology, engineering, and mathematics (STEM).

KPI 1.2.2: Percentage of Qatari male students registered in undergraduate programs who have graduated from high school and who have met the admission criteria.

KPI 3.4.1: Student Progression Rate from the first year to the second year and beyond.

KPI 4.2.3: Indexed Publications.

KPI 4.3.4: Amount of Funding for Research.
   KPI 4.3.4.1 Amount of Funding for Research- External.
   KPI 4.3.4.2 Amount of Funding for Research- Internal.

KPI 5.1.1: Revenue Growth Rate at Qatar University.

KPI 5.1.2: Student Cost.

KPI 5.7.1: Ranking of Qatar University by an international independent agency.
   KPI 5.7.1.1: World Ranking (QS)
   KPI 5.7.1.2: World Ranking (THE)

INSKPI1: Average Time to Graduate (Study plan - four years).

INSKPI2: Graduation Rate.

INSKPI3: Student to Faculty Ratio.

INSKPI4: Number of Qatari faculty members holding PhD degrees.