

Executive Summary

After completing the first cycle of Qatar University Strategic Plan 2010-2013, the second cycle was initiated in October 2013 to cover the next three academic years; 2013-2014, 2014-2015, and 2015-2016. Based on this plan, academic units, supporting services and administrative departments prepared their new strategic plans, and the actual implementation of action plans started in fall 2013. As per one of the recommendations resulted from the first cycle, instead of updating action plans four times a year, only two updates will be requested to be completed by all QU units during each academic year of the second cycle. The first interim report, which highlights on the progress of action plans, will cover periods between October 2013 and January 2014. It will also cover a brief analysis of some units' strategic plans that was conducted by the Strategic Planning Team and suggestion of some initiatives that will support Qatar University achieve its strategic plan at the institutional level. The second interim report will cover the periods between January 2014 and June 2014, and will shed the light on the actual results of the Key Performance Indicators (KPIs), in addition to the progress of the remaining action plans.

Using Strategic Planning Online (SPOL) system, actions should be uploaded, categorized (new action, ongoing action, continuous action, based on survey results, based on gap analysis, based on other assessment tools), and updated to show whether those actions were:

- Completed as per the due date specified at the beginning of the academic year, or
- Not completed due to some challenges faced by the unit(s). In this case, a justification should be added to explain the reason(s) for not completing the task on time

The overall progress of planning was found to be very good, where:

- Almost 90% of academic units' actions were completed on time
- Almost 85% of educational support units' actions were completed on time
- Almost 78% of administrative units' actions were completed on time
- On the average about 82% of other supporting units' actions were completed on time

Introduction

This is the first interim progress report on the progress of action plans for each QU planning unit. The objective is to update the University Executive Management Committee (EMC) on the status of planning based on unit plan monitoring. The plans provide a blueprint for university actions to achieve the University’s Strategic Plan goals and objectives. As plan owners, deans and directors have listed their action plans so as to meet their objectives.

ActionPlan			
		Add Task	Edit Task
Expand All			
	1. Presentations to QU units to brief them on the results of the first cycle and the implementation, monitoring and guidelines of the second cycle	Task Type: Based on gap analysis	Priority: High
Start Date: 10/24/2013	Due Date: 11/28/2013	Completion Date: 12/22/2013	Status: In Progress
		Budget: \$0	More >>
	2. Send the strategies to all units to be as a guide while developing their action plans.	Task Type: Based on gap analysis	Priority: High
Start Date: 09/01/2013	Due Date: 10/30/2013	Completion Date: 09/30/2013	Status: Complete
		Budget: \$0	More >>
	3. Invite Planning Consultant to give trainings train about Strategic Planning to QU staff who are working on their units' plans	Task Type: Based on gap analysis	Priority: High
Start Date: 10/24/2013	Due Date: 04/14/2014	Completion Date:	Status: Not Started
		Budget: \$0	More >>
	4. Conduct frequent meetings with SPOL coordinators to get their feedback about the whole planning process	Task Type: Not Set	Priority: High
Start Date: 10/24/2013	Due Date: 06/10/2014	Completion Date:	Status: Not Started
		Budget: \$0	More >>

Figure (1): Action Plan as Captured from SPOL

Based on EMC approval on 19 May 2013, each plan should be uploaded into SPOL by the end of September each year. Progress reporting on unit plans should be conducted twice a year, and a final update can be done by end of August especially for units that have some actions to be completed during summer. A comprehensive report of the QU Strategic Plan is to be presented end of September.

Status updates due from owners
January 23, 2014
June 30, 2014

Reporting Considerations

In order to complete this report, the following were taken into consideration to ensure a successful implementation of the second cycle:

- 1- Strategic Planning team encouraged all planning units to conduct meetings with their staff to discuss the achievements and concerns, if any, while updating their action plans
- 2- For the second strategic planning cycle, planning units have categorized their actions as: 1- New action, 2- Ongoing action, 3- Continuous action, 4- Based on survey results, 5- Based on gap analysis, 6- Based on other assessment tools. These classifications help QU to link improvement with the assessment of each unit, which is considered to be a key factor for accreditation and helps in tracking the non-academic unit review system
- 3- Reporting assumptions:
 - ◆ Unit owners are responsible for their action plans;
 - ◆ Unit plans may have objectives that don't necessarily feed into the QU plan, in addition to those which are assigned to them from the University plan;
 - ◆ The Strategic Planning Team reviews the items of each action plan (due date, status, priority, type of the action and to whom

action is assigned) to make sure all actions are defined;

- 4- Owners prepared their actions to be within the bounds of the academic year 2013-2014
- 5- Strategic Planning team reviewed units' plans to make sure that QU KPIs are included in the owners' plans

Overall Progress

- The overall performance is “very good” based on the percentages of completed actions; only few tasks are overdue; many of which have been justified by task owners.

The following charts show the percentages of actions completed by each unit. These percentages were found by comparing the number of completed actions to total planned actions (the total includes completed and overdue actions).

The following may be inferred from the graphs:

1. The actions of College of Business and Economics, ITS, HR, Medical Clinic, and Qatar Road Safety Center are still in progress as of January 2014.
2. Business Operations Department completed less than 70% of their tasks within the due date.

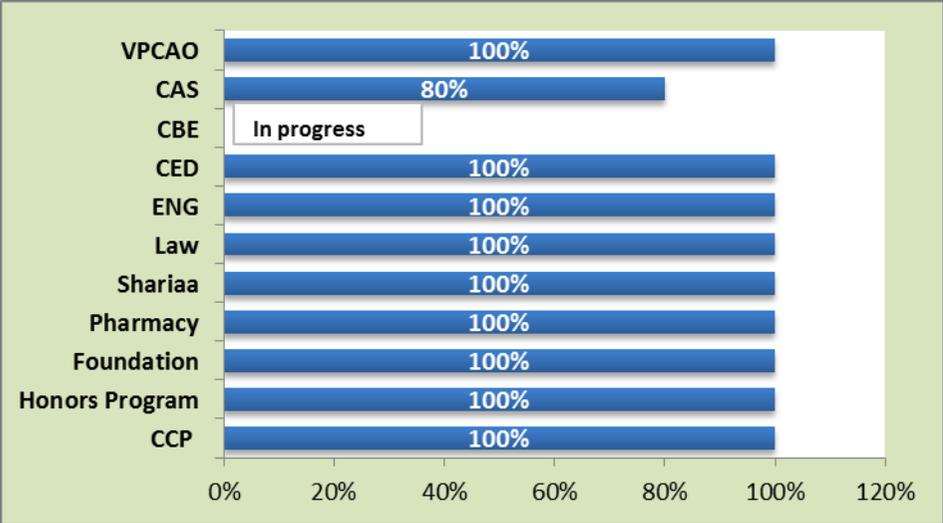


Figure (1): Percentage of completion for academic units

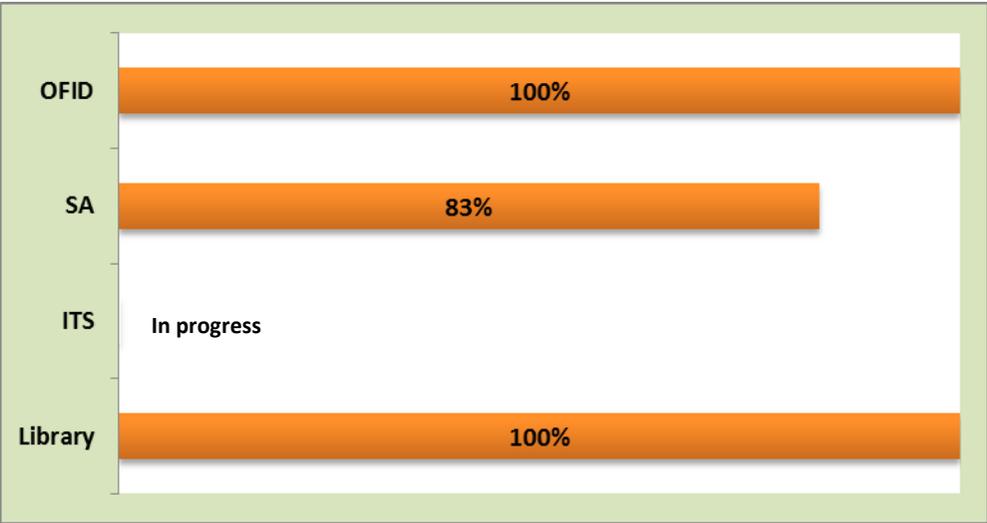


Figure (2): Percentage of completion for educational support units

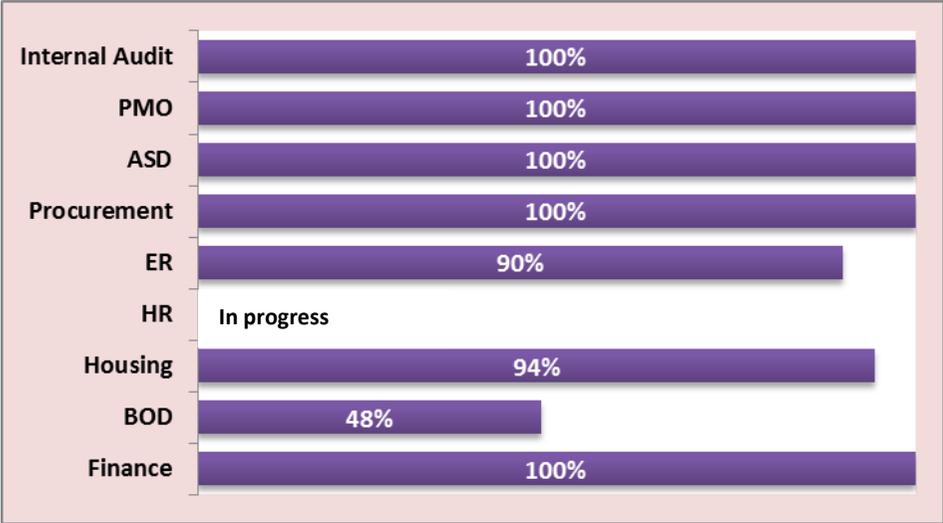


Figure (3): Percentage of completion for administrative units

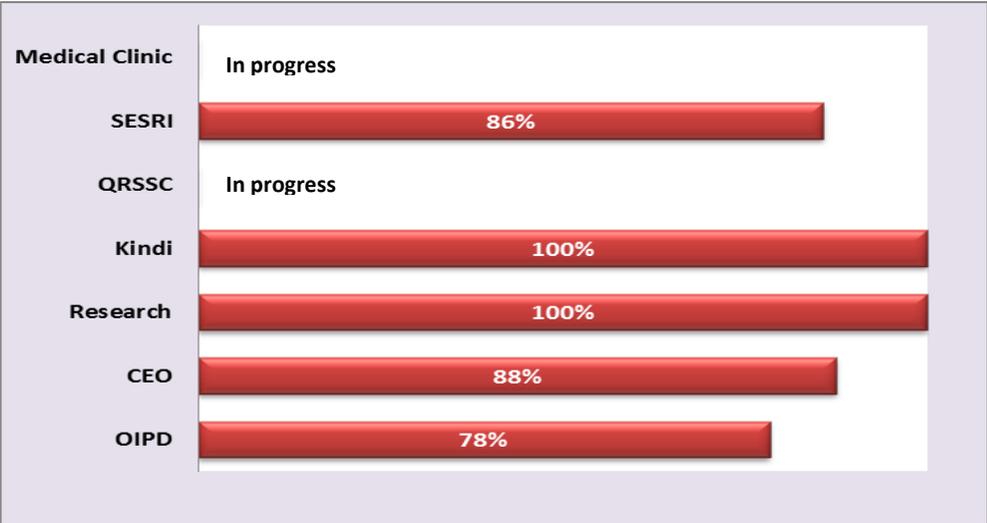


Figure (4): Percentage of completion for other units

Strategic Plans Analysis

In order to make sure that all strategic plans are mapped with the QU strategic plan and contribute to the success of its Key Performance Areas (KPA's), the Strategic Planning team decided to further review units plans to find out the major initiatives that will be conducted throughout this cycle and help in achieving QU KPA's. The main purpose is to disseminate the best practice and to benchmark with QU units. So far, the team has reviewed colleges strategic plans and the following shows some of the main initiatives:

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

	Knowledge based Economy	Benchmarking and Affiliation	Student Success and Experience	Quality Faculty
College of Arts and Sciences	<ul style="list-style-type: none"> *Establishing the interdisciplinary Sciences undergraduate programs in Geosciences and Applied Physics. *Establishing the BA Area Studies undergraduate program 	<ul style="list-style-type: none"> *Complete the Human Nutrition Program accreditation. *Achieve affiliations of PhD programs 	<ul style="list-style-type: none"> *Having the new Students Support Unit fully functional * Facilitate the approval process of setting up student clubs/association between CAS Dept. and Student Activities Department *Study abroad opportunities 	<ul style="list-style-type: none"> *(Develop a plan for encouraging Qatari faculty to utilize the opportunities made available by the Capacity Building Program. *Review and develop recruitment system
College of Business and Economics	<ul style="list-style-type: none"> *Introduce the three programs <ul style="list-style-type: none"> a)Master in Marketing b) Master of innovation and Entrepreneurship and 	<ul style="list-style-type: none"> *Maintain Accreditation 	<ul style="list-style-type: none"> *Internship opportunities. (assess the quality of internship experience) 	<ul style="list-style-type: none"> *Review and update available vacancies on CBE and QU website.

	Knowledge based Economy	Benchmarking and Affiliation	Student Success and Experience	Quality Faculty
	c) Master in Finance		*Introduce online curriculum and Islamic Finance certificate program *Advising workshop for the students and faculty	
College of Education	*Develop proposal for new programs	*Maintain Accreditation	*Form Student Support Committee	*Identify the high achievers amongst the senior students from the B.Ed. program and recruit them.
College of Engineering	*Conduct feasibility and if required, propose a new MS Program to address regional and/or international disciplinary trends. *Develop or upgrade courses to address regional and/or international disciplinary trends.	*Provide continuous assessment of the programs/college to align with accreditation standards	*Offer courses that provide opportunities for students to take or attend part of the course online. *Provide Summer Internship *Student Activities and clubs	*Recruit, develop and retain Qatari TA's and Faculty in the College
College of Law	*Offer two new elective courses in certain specialties of law in alignment with the prevailing market needs and Qatar Vision 2030.	*Benchmark the Bachelor Program curriculum and asses it against competitive regional and international universities.	*Establish a mentorship program	*Increase the percentage of promotion

	Knowledge based Economy	Benchmarking and Affiliation	Student Success and Experience	Quality Faculty
College of Pharmacy		*Apply for State-based Accreditation once available	*Offer student internship opportunities * Continue online hybrid courses in PT PharmD *Meet with students who fail in midterms *CPH career fair	*Increase the number of visiting faculty by 50% at least.
College of Shariaa & Islamic Studies	*Hold sessions to create awareness about QNV and QNDS among faculty and staff *Add employability, entrepreneurial, innovation skills and/or experiential components in the teaching of courses	*Review viability of establishing an accreditation agency with collaboration with various institutes/academies/universities for Islamic Studies	*Offer online courses *Establish Student Support Center	*Hire teaching assistants *Organize social activities

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

	Research Centers	Researchers	Interdisciplinary Research	Graduate Programs	Collaborations
College of Arts and Sciences	*Ensure the success of approved research centers: the Gulf Studies Research Center, the Center for Sustainable Development, and the Center for Humanities and Social Sciences centers in meeting their first year milestones	*Secure long-term contract for productive research faculty	*Complete and submit proposals for two planned interdisciplinary research centers	*Prepare and submit the proposals for the approved graduate programs (MA Mass Communication, MS Statistics) and initiate proposals for other planned graduate programs	*Develop framework to activate research in existing MOUs and seek/screen new ones based on potential synergy
College of Business and Economics	*Establish the research center for Islamic Finance *Prepare a proposal to establish a research center for Business Excellence.	*Increase the number of research assistants			*Organize international conferences on business.
College of Education	*Establish a unit/center for Educational Research			*Develop additional research tracks for the post graduate programs	*Expand collaboration with national and international institutes
College of Engineering	*Encourage the formation of research active centers and groups.	*Develop a plan to attract Qatari researchers	*Increase internal funding for interdisciplinary research.	*Maximize sources of financial support for graduate students	*Develop, and reinforce strategic research partnerships and collaborative

					relationships *Organize and support joint partnership with regionally or internationally institutes to hold international conferences.
College of Law	*Establish 3 new research centers of importance to Qatar vision 2030. (Business Law, Islamic Law, and Middle East Security)	*Increase the number of internationally distinguished faculty hired on full and part time basis.	*Establish 2 new interdisciplinary research centers. (Islamic Law Center and Middle East Security Center)	*Develop one LLM program in English. *Develop two master degree programs in Arabic	*Build collaboration agreements with two leading International institutions for research exchange.
College of Shariaa & Islamic Studies	*Establish Research Center for Islamic Studies	*Hire research faculty	*Encouraging interdisciplinary research		*Establish academic chairs financed by the society / local institutions.
College of Pharmacy		*Conduct professional development seminar on productive scholar work	*Encouraging interdisciplinary research	*Monitor and follow MSc scholar work	*Address leading newly established Pharmacy industry to seek a research chair

Key Performance Area3: Integrate Qatar University with the community to support social, economic and cultural development.

College of Arts & Sciences	<ul style="list-style-type: none"> • Develop a plan for increasing visibility of CAS in the national media
College of Business and Economics	<ul style="list-style-type: none"> • Coordinate with Continuing Education Department to offer executive education program
College of Education	<ul style="list-style-type: none"> • Form a working group to set up a plan for developing events' program for alumni
College of Engineering	<ul style="list-style-type: none"> • Encourage and support outreach initiatives that connect CENG to society through schools, families and organizations (examples: Gasna, Life is Engineering and Al Biraq.).
College of Law	<ul style="list-style-type: none"> • Launch eight specialized training programs for the private and public sectors taught by LAW faculty or external consultants, organized for civil society or governmental entities
College of Shariaa & Islamic Studies	<ul style="list-style-type: none"> • Organize events for alumni
College of Pharmacy	<ul style="list-style-type: none"> • Develop Qatari Outreach and Development Committee

Key Performance Area4: Provide effective and efficient support environment and facilities to the University community.

College of Arts & Sciences	<ul style="list-style-type: none"> • Keep records of all processes in the centralized electronic archiving system
College of Business and Economics	<ul style="list-style-type: none"> • Identify workshops on related quality services for staff and encourage them to attend
College of Education	<ul style="list-style-type: none"> • Develop an electronic portal for faculty to share information, communicate and access common academic materials.
College of Engineering	<ul style="list-style-type: none"> • Provide meeting rooms, coffee lounges (or staff lounge) for use by the faculty members.
College of Law	<ul style="list-style-type: none"> • Events for Law staff to update them on the initiatives and projects
College of Shariiaa & Islamic Studies	<ul style="list-style-type: none"> • Collect and review job descriptions of all academic and non-academic posts in the College and review it against the requirements of the College and prevalent situation
College of Pharmacy	<ul style="list-style-type: none"> • Budget funding for professional development activities for the staff internally and externally

Strategic Planning Initiatives

As part of QU strategic plan; strategies for each objective were prepared to give a roadmap and clear directions in implementing the plan in order to help the University meet the objectives. Some of the main initiatives are: student enrollment plan, first year experience, offering online courses, developing comprehensive policy on research clusters, centers and institutes, allocating internal funds and encouraging interdisciplinary/multidisciplinary collaborations, University ranking, and developing service catalogs for administrative units.

In addition to the aforementioned initiatives, the strategic planning team suggested new University level initiatives to be carried through this strategic planning cycle. Those initiatives were reviewed by the Institutional Effectiveness Committee and recommended for implementation by the EMC. These initiatives are “Open access to courses and seminars” and “a theme based effectiveness and efficiency competition”

Open access to courses and seminars:

The university should look into a process that is built on the current strength of the university as the creation and dissemination of knowledge institute to help transfer this knowledge to society. Such project will help integrate the efforts of QU course offerings and seminars that are captured electronically to be shared with the community, which can be done in many ways, either through a Youtube channel, cooperating with Al Rayan channel and/or Qatar channel.

Theme based effectiveness and efficiency competition:

Involving QU community in strategic ideas and initiatives is very important to increase their commitment and desire to achieve QU goals. QU community will be given the opportunity to propose ideas for improving QU effectiveness and efficiency and submit their proposal explaining its implementation with the timeline and resources needed.