

Strategic Plan

2010/2013

Office of the Vice President for Institutional Planning and Development

June 2010

Version 5

Office of Institutional Planning and Development

The Office of Institutional Planning and Development (OIPD) provides support for university institutional planning initiatives in the areas of strategic planning, data gathering and analysis, accreditation, and governing policies and administrative procedures and governance to all academic and business units to fulfill the QU mission and vision.

Vision

Through our expertise and capabilities, we shall remain an integral and reliable partner in planning the future of Qatar University.

Our Mission

The Office of Institutional Planning and Development leads the QU initiatives of strategic planning and institutional accreditation; provides precise and timely statistical and management information to all units of the university, stakeholders and others; designs, develops, and implements strategies and techniques to research, assess, and improve effectiveness to further enhance the quality educational environment of QU.

KPA1: Facilitate and lead QU development

Qatar University is undertaking major institutional initiatives that require comprehensive cooperation of all academic and business units. Though leadership is provided from the QU management at all levels; the Office of the Vice President for Institutional Planning and Development shall facilitate the development and implementation of the QU Strategic Plan and the SACS accreditation projects.

Objectives

1.1 Initiate QU Strategic Plan (SP)

The development of the first QU strategic plan is a process in which all QU units participate and contribute to; this should be established as an integral part of future plans. The OIPD shall serve as the facilitator of the plan development; however, acting as its monitor and reporter throughout its term.

KPI's:

- 1.1.1. Percentage of units completed the first draft of SP development (Target: 100%, by spring 2010)
- 1.1.2. Percentage of units developed action plans (Target: 100% by the end of Spring 2010)
- 1.1.3. Percentage of stakeholders satisfied with the SPOL implementation (Target: SPOL is functioning and used by all plan owners)
- 1.1.4. Percentage of awareness of stakeholders about the SP (Target: 90%)
- 1.1.5. Percentage of units plans are mapped out with the QU SP (Target: 90%, by the end of Spring 2010)
- 1.1.6. Action plans are developed by business units (Target: 100% by the end of Spring 2010)

1.2 Monitor QU plans performance

Since QU strategy provides a general framework for all upon which they would base their plans, it is the role of the OIPD to monitor those plans and the subsequent action plans at all stages to maintain their compliance with the QU goals and objectives.

KPI's:

- 1.2.1. Percentage of stakeholders' satisfaction of the alignment of SP with budget (Target: 2010/2011 budget is aligned by 50%; 2011/2012 is aligned by at least 70%)
- 1.2.2. Number of plan progress updates presented to the BOR (Target: At least 2 progress reports are presented to the BOR)
- 1.2.3. QU budget is aligned to the SP (Target: 2010/2011 budget is aligned by 50%; 2011/2012 is aligned by at least 70%)
- 1.2.4. Percentage of units satisfied with the alignment with University SP (will start from spring 2010 with 70%, 85% in 2011 and 100% in 2012)
- 1.2.5. Customer satisfaction of SPOL support (Target: At least 90% satisfaction rate)
- 1.2.6. Percentage of QU KPIs where the data source and procedures are identified (Target: 100% by Fall 2010)

1.3 Support the QU Initiative to Attain Institutional Accreditation

Qatar University has taken an ambitious decision to seek SACS accreditation; this requires comprehensive effort and continuous demonstration of institutional effectiveness and full documentation as required by the core and some of the comprehensive requirements of the SACS.

KPI's:

- 1.3.1. Submit the application for gaining initial candidacy status (Target: Summer 2011)
- 1.3.2. Attain/Gain candidacy status (Target: June 2012)
- 1.3.3. Complete an internal review of all narrative and supporting evidence (Target: Spring 2010)
- 1.3.4. Awareness of the SACS accreditation project among faculty and staff (Target: 90%)

KPA 2: Promote a Culture of Assessment in an Environment of Continuous Improvement

As part of the QU drive towards enhancing the effectiveness of its programs and operations, it is becoming more evident that all units should conduct systematic and periodic assessment of their activities to measure their effectiveness in meeting units' goals and objectives as an integral part of the QU strategy. Collecting and publishing assessment plans and assessment summary reports is a task that is currently shared between the academic sector and the OIPD.

Objectives

2.1 Facilitate Assessment Activities in all Administrative Units

Effective utilization of resources is one of the QU strategic goals; this requires employing processes and mechanism to promote effectiveness at the unit level. Assessment is a process of defining a program or unit's mission, developing desired outcomes, continuously monitoring progress towards those outcomes, communicating results, and using those results to make improvements and helping the institution to guide decision making and resource allocation. The OIPD shall facilitate assessment of administrative activities and make sure that it is ongoing, continuous and systematic.

KPI's:

- 2.1.1 Number of units submitting assessments plan on time (Target: 100%)
- 2.1.2 Number of units turning in their assessment reports on time (Target: 100%)
- 2.1.3 Customer satisfaction with OIPD assessment support (Target: "very satisfied")
- 2.1.4 Implement an online assessment system (Target: 100% functional by Fall 2010)
- 2.1.5 Customer satisfaction in utilizing online assessment system (Target: "very satisfied")
- 2.1.6 Number of meeting conducted with heads of unit (Target: At least four times a year)

2.2 Facilitate Faculty Evaluation Activities

The purpose of the appraisal form is to document the facts, events and circumstances of an employee's appraisal process. This process involves the defining of performance expectations and the appraisal of an employee based on these expectations; it constitutes an integral part of the QU institutional effectiveness culture.

KPI's:

- 2.2.1 Number of faculty submitting their performance review reports on time (Target: 100%)
- 2.2.2 Faculty satisfaction with performance review process (Target: 70%)
- 2.2.3 Faculty satisfaction with online performance review system (Target: 80%)

Goal 3: Provide Accurate, Timely, and Consistent Information and Analysis in Support of QU Mission and Vision

Rather than be an institutional research office that responds reactively, and primarily, to various ad hoc data requests, the OIPD will strategically incorporate data management policies and systems that allow the Institutional Research Unit to provide customized data reports and data analysis proactively, thereby enabling all key stakeholders at QU to make informed decisions in a timely manner based on accurate data.

Objectives:**3.1 Formulate and Conduct Surveys and Research that Support QU Decision Making**

The IR unit utilizes survey as one of the very important tools to gather data for various teaching and administrative activities at the University. It provides the University with the trends data to measure the effectiveness. In addition, it facilitates the program and institutional accreditation (SACS).

KPI's:

- 3.1.1 Number of completed surveys (Target: 6)
- 3.1.2 Review/update existing surveys (Target: 5)
- 3.1.3 New surveys developed (Target: 9)
- 3.1.4 Percentage of surveys deployed on line (Target: 100%)
- 3.1.5 Percentage of survey results disseminated on time (Target: 100%)
- 3.1.6 Customer satisfaction (Target: 90%)
- 3.1.7 Complete a peer institutions benchmark study (Target: Complete by October every two years)

3.2 Provide professional reports using integrated services - HR and Finance Oracle), ODS, EDW, SIS (Banner) and Cognos

The university has acquired an Enterprise Data Warehouse (EDW) and Operational Data Store (ODS) system modules; they are complimented with Cognos as a reporting tool. Once live and functional, this combination will allow many users in various units to run reports; IR will be the owner and expected to maximize the utilization of the modules allowing greater reporting tool to help decision makers.

KPI's:

- 3.2.1 Level of satisfaction of stakeholders' usefulness-Cognos reports (Target: 90%)
- 3.2.3 Percentage of reports generated using Cognos of total reports currently generated from Oracle and Banner (Target: 6)
- 3.2.4 Deployment of Dashboards (Target: Every year starting 2011)
- 3.2.5 Users' level of satisfaction from using the Dashboards (Target: 80% in 2010, 90% in 2011 and 100% in 2012)

3.3 Provide Statistical Information and Regularly Published Studies

The IR unit uses system data as a major source to support all academic and administrative units of the University for planning, Institutional Effectiveness, and accreditation. The data are used to develop many publications for internal and external use. This includes periodical as well as occasional publications and reporting on findings.

KPI's:

3.3.1 Number of reports published (Target: 7, 100%):

- a) student fall profile (Target: Every October)
- b) student spring profile (Target: Every April)
- c) fact book (Target: Every September)
- d) brochure (Target: Every May)
- e) faculty profile (Target: Every May)
- f) faculty load report (Target: Every April)
- g) faculty turnover report (Target: Every June)

3.3.2 Percentage of completed reports published on online (Target: 100%, annually)

3.3.3 Conduct compensation packages are at a level comparable to benchmark universities/organizations and averages accounting for cost of living according to a compensation study:

- a) For faculty
- b) For staff

3.4 Maintain Custody of the University Policies and Procedures Documents

QU operates as an autonomous institution and governed by policies and procedures regulating all aspects of its operations; though stable, changes must be documented in adherence to processes. The OIPD serves as the custodian of all policies and procedures; all updates must be reflected and communicated to the QU community where relevant.

KPI's:

3.4.1 All QU versions of policies and procedures are stored in soft format in Arabic and English (Target: 100% of all available documents)

3.4.2 All updated policies and procedures are posted online (Target: By fall 2010 and update in October of every year)

3.4.3 Level of satisfaction with the availability and accessibility of QU policies and procedures (Target: 80% in 2010, 90% in 2011 and 100% in 2012).

3.4.4 EMC documents are stored in soft format in Arabic and English languages (Target: All documents)