مشروع الخطة الإستراتيجية لجامعة قطر
QU Strategic Plan Project

QU Strategic Plan (AY2014-2015)

Interim Report 1 (Oct 2014- Jan 2015)

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Prepared by Strategic Planning Team

Office of the Vice President for Planning & Development

February, 201**5**

Executive Summary

The second QU planning cycle covers the three academic years; 2013-2014, 2014-2015, and 2015-2016. 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 second interim report, which highlights the progress of action plans, will cover periods between October 2014 and January 2015. It will also cover a brief follow up on QU strategies. The second interim report, which will be part of the Strategic Plan Annual Report, will cover the periods between January 2015 and June 2015, 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 97% of academic units' actions were completed on time
- Almost 64% of educational support units' actions were completed on time
- Almost 91% of administrative units' actions were completed on time
- On the average about 68% of Research, Community Services and Planning units' actions were completed on time

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Introduction

This is the second interim 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.

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 22, 2015
June 30, 2015

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 2014-2015
5- Strategic Planning team reviewed units' plans to make sure that QU KPIs are included in the owners' plans

Overall Progress

- The overall progress of actions 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 President Office, VPCFO, VPCAO, College of Engineering, HR, Finance, PMO, Internal Audit, Medical Clinic, Qatar Road Safety Center, are still in progress as of January 2015.

2. SESRI, KINDI, OFID and Housing completed less than 70% of their tasks within the due date.

3. The completed actions of ITS are not yet uploaded on SPOL, from what is uploaded, only 30% of their tasks are completed within the due date.

4. The plan of the Office of General Council is not complete and is not uploaded to SPOL yet, since it is a new office and new SP is being initiated.
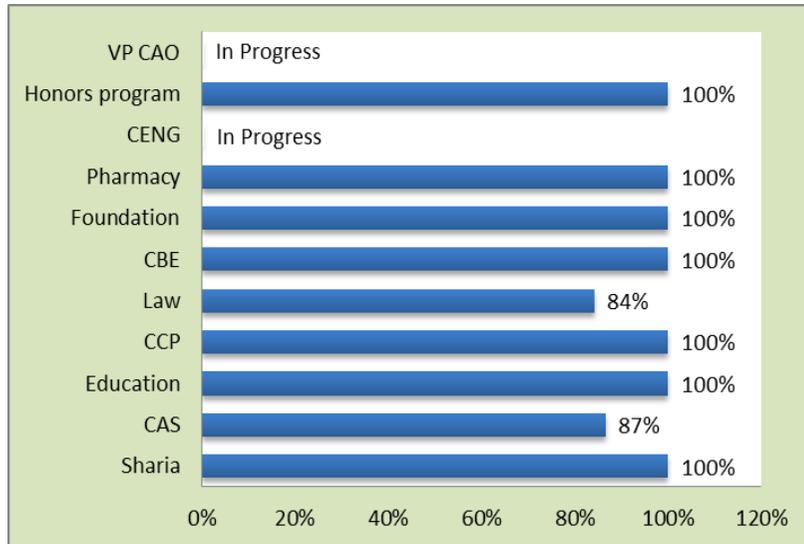
Figure (1): Percentage of completion for academic units
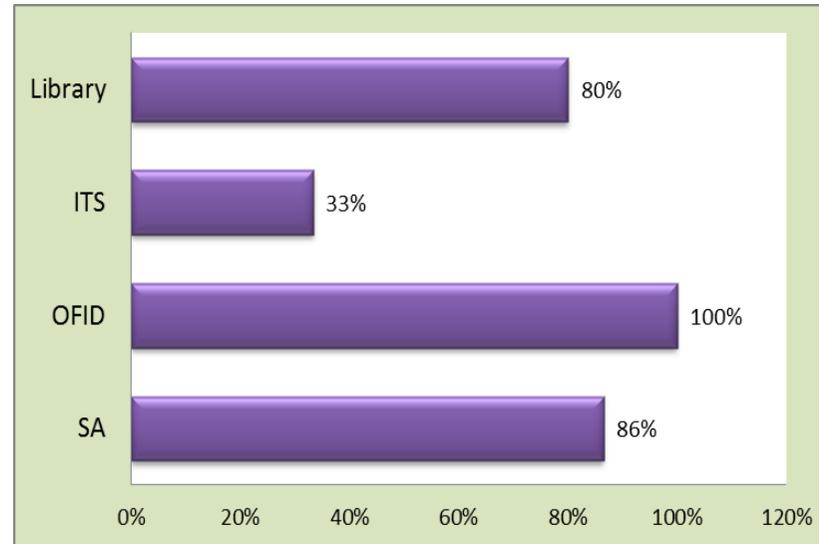

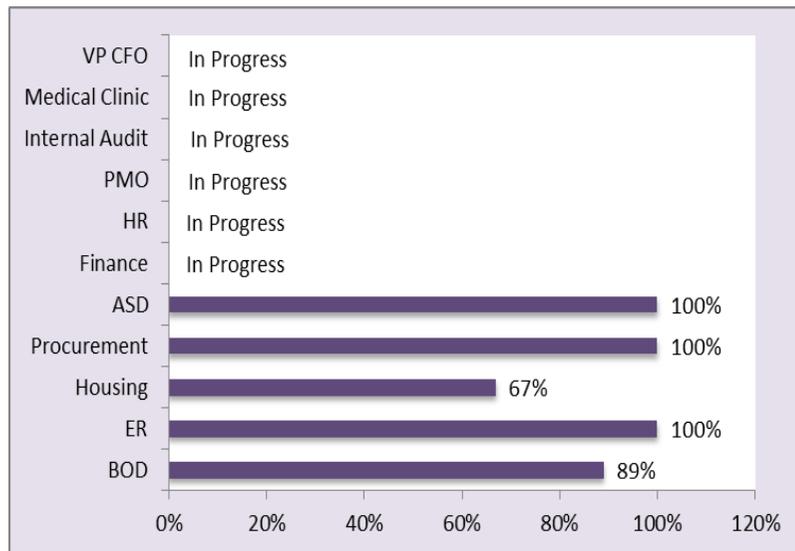Figure (2): Percentage of completion for educational support units

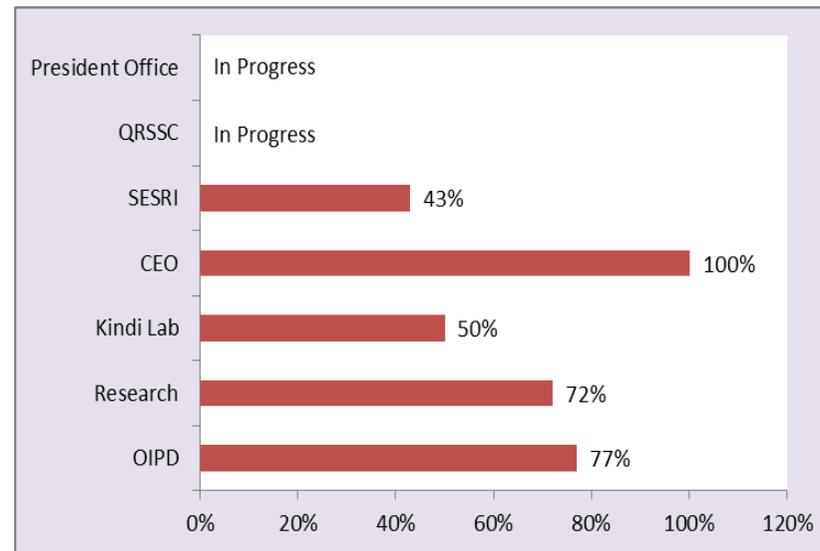Figure (3): Percentage of completion for administrative units

Figure (4): Percentage of completion for other units

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QU Strategies

During the AY 2013/2014, the strategic planning team reviewed the most important QU strategies for following-up on the progress and achievement of these strategies with the owners. This year, the strategic planning team reviewed the strategies to make sure that they are included in the units' plans. The following summarized the main findings of some strategies:

Strategy	Owner	Update (2014/2015)
Key Performance Area 1 **Maximize student success in becoming competent graduates by providing high quality education**		
Objective 1.2. To align academic programs to support knowledge-based economy and society		
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 the goal.	Colleges; VP Academic	* Academic plan is completed and was discussed in EMC. * Development of all programs in support to KBE is ongoing, and board approval has been granted
Objective 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		

Develop a first-year experience program to integrate students more effectively into the university's learning environment	VP Academic, VP Student Affairs	* Several projects (resulted from the FoE self-study report) are planned for implementation during 2014/15: At-Risk, Advising, Freshmen Seminar, Faculty PD, Staff PD, Orientation
Explore the potential for developing first-year seminars (small, discussion-based and inquiry oriented courses)	VP Academic, CCP	* Currently, UNIV P100 (freshmen seminar) is being piloted in CAS. *The full-fledged course is being developed to be mandated to all students in Fall 2015.
Objective 1.5. To support students' preparation for, and achievement of academic success at the university		
Implement early detection and follow-up of at-risk students to improve students' retention and graduation rates.	Colleges; Center for Academic Advising and Retention; OIPD; VPCAO	* One of the FYE high priority projects (to be initiated during the current semester, Spring 2015) is the development of Early Identification and Interventions Framework for QU. * In collaboration with Student affairs, a new early alert software/IT system for early identification of at-risk students is in the process of acquiring.
Objective 1.6. To facilitate student research		

Develop policies and procedures for students' research.	VP academic; VP Research	* Ongoing - committee working on policies is working on coming up with procedures on regulating undergraduate student research.
Objective 1.7. To attract and retain high-quality academic staff		
Provide opportunities for Qataris to develop leadership and management skills and to be exposed to practices in leading universities to prepare them with the skills, knowledge and experience for potential appointment to managerial positions.	VP Academic	* A leadership training program targeting potential leaders of Qatari faculty members is being developed this year, through NCBP.
Offer competitive startup research packages to attract and support new faculty.	VP Academic; VP Research	* VPCAO is participating in a committee headed by the office of VP for research to develop a new scheme for competitive start-up packages for selected new faculty members. However, due to the limited budget compared to the large number of the new hired academic staff, increasing the allocated budget for this program is needed.
Key Performance Area 2		

Address contemporary challenges and advances knowledge through quality research		
Objective 2.1: Diversify sources of funding and increase research projects that are in alignment with Qatar National Research Strategy		
Establish a liaison committee with HBKU, Qatar Foundation and others, as appropriate, to coordinate research plans and encourage collaboration where desirable.	VP Research	• Task force group was assigned by the VP-Research during the AY (2013-2014). • Two meetings for the group members were held for discussing the criteria for building partnerships with HBKU and QF. • The 3rd meeting was held with Dr. Thomas Zacharia (QF, Research Division) and attended by the group members in addition to QU key members. • However, due to the restructure of the QF foundation, it was decided to postponed this task till the end of this AY (2014-2015).

Allocate intramural funding to encourage research projects that promote research activities with the potential to diversify QU research portfolio.	VP Research	Internal fund is allocated
Objective 2.2: Upgrade and expand overall research infrastructure, including core facilities, to meet research needs		
Create a research integrity office to coordinate the work of specialized ethical research compliance committees, update, oversee and enforce research guidelines.	VP Research	A proposal to establish a research integrity office was submitted by the VP-Research to the higher administration, however, the decision was postponed.
Objective 2.3. Develop, attract, and retain faculty and research support staff to scale up research capacity and achieve research excellence		
Review teaching workload policy in alignment with the norms in research universities including hiring dedicated research faculty.	VP Academic	* A policy was developed, and new teaching load was implemented this year. * Research faculty members are recruited in research centers under colleges to enhance research in centers' fields/areas.
Objective 2.4: Promote and strengthen centers for excellence in research that supports QU research priorities.		

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.	VP Research	The Research Handbook Policy update is proposed and it include: • Policy and procedures for the approval of new research clusters/centers/institutes. It has been approved by the EMC.
Foster collaboration between QU colleges and QU research centers	Research centers and colleges	• The Roadmap for research at QU for the coming five years is approved last AY (2013-2014). This Roadmap is based on the university research priorities approved during the AY (2012-2013). This AY (2014-2015) interdisciplinary groups for each theme (13 theme) were established for the implementation of the Road Map. • A workshop entitled "Integration of Research Centers, Colleges and Academic Departments in Qatar University", was held during January, 2015, to discuss the proposed plan and develop an ideal strategy for enhancing integration between centers/colleges. The plan

		and the recommendations will be presented to the Research Council and then to the EMC.
Objective 2.6: Identify, engage, and develop strategic research collaborations with national and international partners		
Establish and operationalize joint or cross-research appointments with research organizations inside and outside Qatar.	Colleges and research centers	1. The Research Handbook Policy update is proposed and it include: The enhancement of the joint-appointment policy; it has been approved by the EMC 2. Negotiation between QU and QF related to cross-research appointments is in progress.
Objective 2.7. Increase support and recognition for interdisciplinary research in key areas of competitive strength		
Establish a QU award for interdisciplinary/multidisciplinary research.	VP Academic; VP Research	• QU has its own annual research award. • A new award will be announced shortly in collaboration with ELSEVIER.

Key Performance Area 3		
Integrate Qatar University with the community to support social, economic and cultural development.		
Objective 3.5. To preserve and enhance Qatari heritage and cultural values in keeping with global modernization		
Expand the capacity of QU's library through partnerships with the national repository of all publications in Qatar Foundation	Library	The Library has made an extensive progress in upgrading and updating QSpace (QU digital Repository) and this is clearly an important contribution and preparation on the way to establish Qatar National Repository. It is expected to be launched with its new version and improved features by end of next month at the most. At the time, the Library is awaiting the response from QNL (Qatar National Library) to set up the date to sign the finalized MOU between QNL and QUL (Qatar University Library). The MOU covers the following areas: E-Resources, Programs for researchers, faculty, staff and the general public, Information Literacy Programs, Cooperative Reference Services, Training, Shared catalog, Interlibrary Loans, Document

		Delivery, and Reciprocal borrowing.
Objective 3.6. To strengthen effective cooperation with civil society, schools and government organizations		
Adopt policies that allow and encourage faculty to consult with industry, government and other external clients.	VP Academic	* There is a policy for consultancy that faculty members can utilize for their paid engagement outside. * The modified faculty appraisal system will allow faculty members to claim their civic engagement in the services part in the evaluation.
Key Performance Area 4 **Provide effective and efficient support environment and facilities to the University community.**		
Objective 4.2. To improve effectiveness of University services		

Prepare policies and procedures for initiating, developing, assessing and changing units' organization structure	VP Admin	Procedures/guidelines were prepared to be followed for initiating, developing, assessing and changing units organization structure. Still pending approval by the VPCFO
Objective 4.3. To improve, develop, and implement human resources attraction and retention strategies		
Develop and implement mechanisms that communicate and resolve staff complaints.	VP Admin	1-Section of employee relation has been established. 2-A procedures and guideline has been established for complaints and how to handle them. 3-More than 30 complaints has been resolved successfully. 4-A report with details statistic has been submitted to AVP.
Encourage staff members to transfer the knowledge they gain from these activities to their colleagues through knowledge transfer sessions, workshops, or written documents.	HR/Training section	As discussed with HR, they are not the owner for this strategy since they don't have a tool to follow up with its progress. The Training Unit Head advised that the owner for this strategy are the direct supervisors of the employees who

		attend trainings.
Prepare and implement sponsorship programs for Qatari students to retain them as future employees.	HR/Recruitment section	The program has been drafted and planned. Further details will require working with individual units regarding the program, (including mentoring and review requirements), reviewing the new updated organization charts and inserting internship positions which will be monitored for program success and improvement.
Objective 4.6. To optimize the value of the University investment portfolio		
Develop and implement an investment strategy.	VP CFO/Investment committee	A meeting was held with the Investment Committee to review Investment options. The Investment Committee is reviewing the information and will provide direction on the subject at a later meeting date.