

Qatar University

Strategy

2023-2027



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Strategy and Development Office

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Qatar University Strategy

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Story of “Qatar University Strategy 2023-2027”

Qatar University (QU) has been the culmination of the natural development of the State of Qatar and its society since the formation of the State and the crystallization of its identity. Law No. (2) of 1977 expressed this and defined QU as **“A public institution of an academic and cultural nature which has a legal personality and an independent budget. It is an Arab, Islamic University and a beacon of intellectual and humanistic thought.”**

The new mission of the University is an extension of the leading role the University has played since its establishment. QU’s Arab Islamic identity and global horizon have played a significant role in serving Qatari society, based on a solid foundation of knowledge and a commitment to the comprehensive and sustainable development of the State.

The new strategic vision contributed to identifying the impact of QU on education, research, and development throughout the current strategic cycle. This expressed the development of its profound role based on its scientific and research capabilities.

The strategy outlined a set of core values that constitute guiding principles for QU to guide its path towards achieving its vision, and a compass by which it is directed towards the best approach to achieve its strategic aspirations.

Qatar University Strategy

Strategic Introduction

As the leading national university in the country, QU is recognized as a center of knowledge and expertise. By emphasizing excellence in education, learning, scholarly research, innovation, and leadership, the University has developed its institutional performance and enhanced its position. Additionally, the University has become one of the most prestigious institutions at both regional and international levels. The University strives “to achieve a profound impact on education, research, and supporting the sustainable and comprehensive development of the state of Qatar.”

Based on QU’s achievements and a comprehensive strategic analysis, the new strategy outlines how to leverage QU’s strengths to achieve its aspirations and strategic orientations, while addressing the emerging challenges facing the higher education sector in general and the University in particular. Identifying “learning and human development” as one of the significant areas of the new strategic plan is a certainty. QU plays a crucial role in building national capacity through its students, faculty members, researchers, personnel, and alumni. It also has significant potential to influence society as the major national university in the country.

The other major areas, in addition to “learning and human development,” focus on the significant roles of QU, such as conducting research and providing solutions for national challenges. This, in turn, drives the promotion of knowledge and innovation, enhancing QU’s effective contribution to social and economic development in alignment with Qatar National Vision 2030. Furthermore, having an institutional system and culture is crucial for achieving education, building human capacity, conducting research, and responding to national challenges and social and economic needs with the highest standards of efficiency and effectiveness.

Most of the content of this strategy was developed through intensive cooperation, coordination, and discussion among representatives of the academic and administrative cadres, students, alumni, and key stakeholders during the preparation period. This strategy document is considered a guiding beacon to direct QU’s efforts in the coming years.

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Adopted Strategic Framework

The QU Strategy (2023-2027) was developed based on evaluating the previous strategy (2018-2023) and conducting a comprehensive analysis of the strategic framework. This analysis involved understanding the national needs and aspirations of relevant entities and stakeholders. Additionally, we considered regional and international developments in learning, education, innovation, leadership, and digital transformation. To engage stakeholders in the development of the new strategy and to promote a culture of strategic planning and institutional performance, the strategy development process was divided into two phases: an institutional level and a sectoral level, followed by the preparation of the final draft.

Adopted Approach to Strategic Planning

The strategic planning outlined below focused on identifying specific strategic initiatives and projects to achieve the required levels, which in turn contribute to achieving the desired goals.

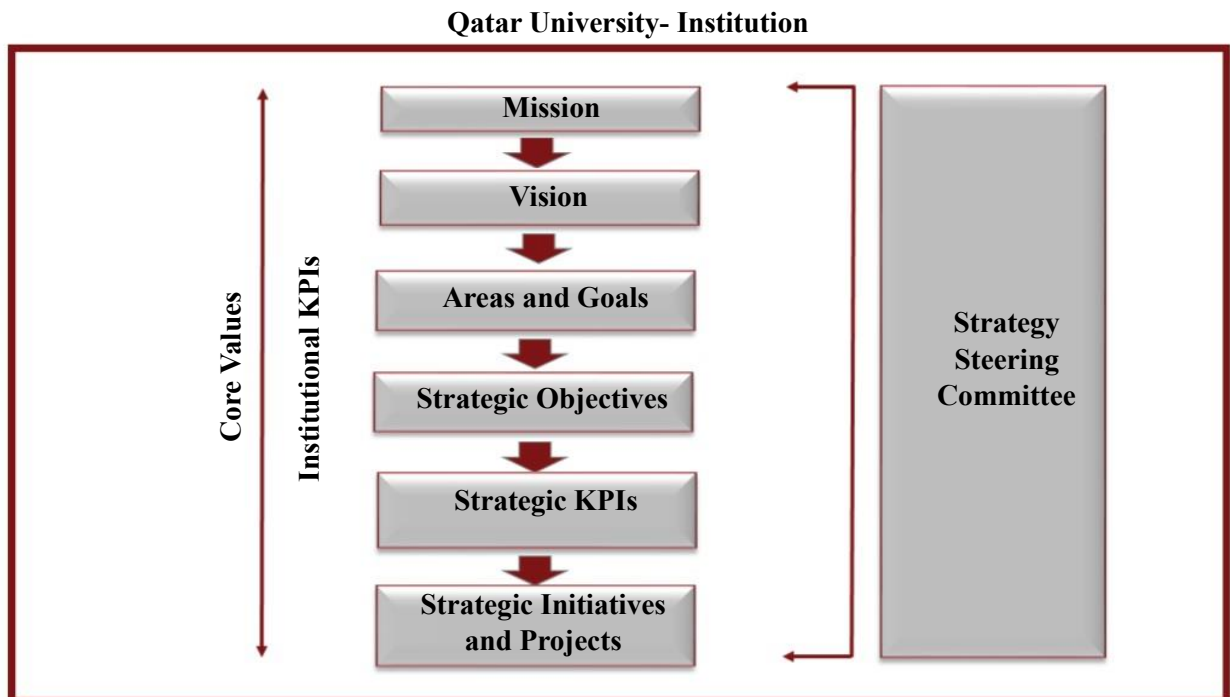


Figure 1: Adopted Strategic Planning Approach

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The University's new mission and vision were developed as a reflection of its strategic directions and future aspirations during the initial phase of the strategic planning process at the institutional level. Furthermore, several strategic titles were identified, leading to the establishment of the following major areas and strategic goals:

- Learning and Human Development
- Research and Responding to National Challenges
- Social and Economic Development
- Institutional System and Culture

Figure No. 2 presents a chart of the Major Areas of the University from which the Strategic Objectives and Initiatives emerged.

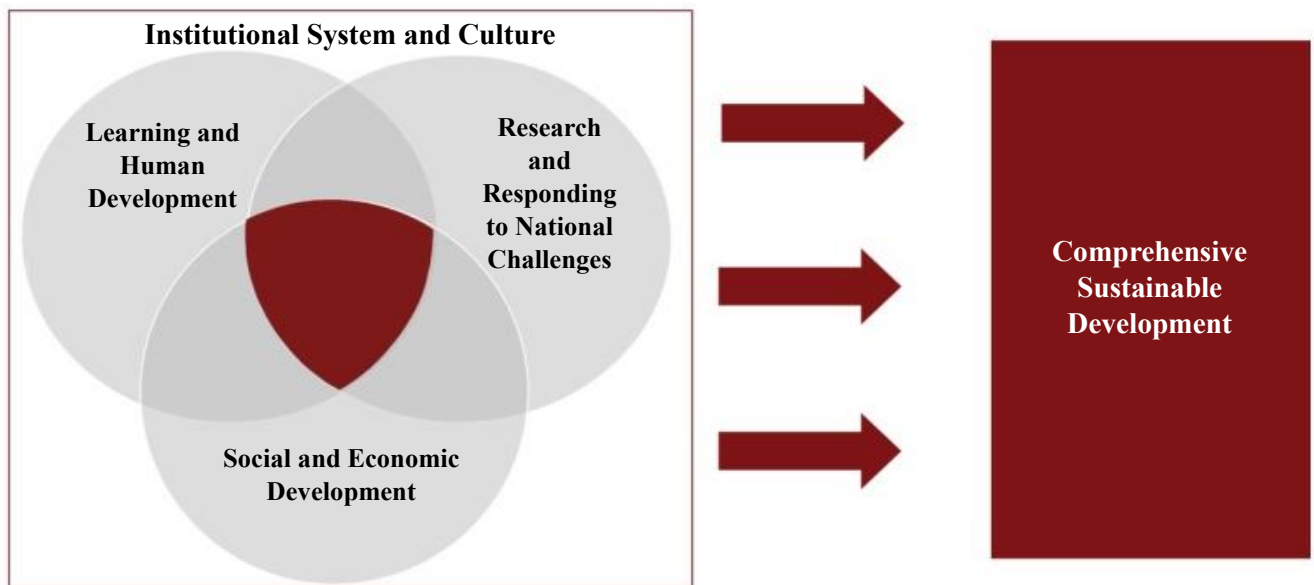


Figure 2: New Major Strategic Areas of QU

The University Strategy consists of four major areas and strategic goals. As outlined in the following section of the document, eight strategic objectives, forty strategic Key Performance Indicators (KPIs), and twenty-four strategic initiatives have been identified.

Qatar University Strategy

Mission and Vision

Mission

“Qatar University is a beacon of thought and creativity, with an Arabic-Islamic identity and a global outlook. The University aims to cultivate a conscious, influential generation that aspires to have a constructive impact. It is a center for innovation and for the development of knowledge-based solutions that respond to major national challenges in support of the sustainable human, social, economic, and environmental development of the State of Qatar”.

QU is a national beacon for science, thought, and creativity with international horizons that adheres to its Arabic and Islamic identity. It is a leading cognitive, forward-looking edifice that works to innovate what serves the general directions of the country and the emerging needs of society. Its leadership is evident in its continuous institutional development, and its qualitative impact on education, research and sustainable development, in addition to seeking to prepare its students in an integrated manner in a rich environment that supports scientists, thinkers and researchers to graduate generations who are aware of their surroundings and changes that occur in the world in order to be able to make positive impacts in life and society. The university develops qualitative and innovative solutions and services aimed at contributing to converting to a knowledge-based society and economy to face major national challenges.

“To be a pioneer in achieving the profound impact of education and research, and in supporting the comprehensive, sustainable development of the State of Qatar”.

Vision

QU’s leadership is evident in its continuous development and profound impact in education, research, and sustainable development based on the foresight of international and national trends and directions. QU seeks to make a distinctive, deep, and far-reaching impact that contributes to the comprehensive advancement of the country, which is based on the pillars of the sustainable development of Qatar National Vision 2030.

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Core Values

In preparing and implementing the University's strategy, QU is committed to a system of core values that serve as a guiding reference. These values represent the principles to which the institutional system is dedicated to achieving the University's mission and vision. The core values include:

- **Integrity:** QU believes that its faculty members, employees, and students must adhere to the highest standards of professional and academic integrity that are based on justice, veracity, rectitude, honesty, and transparency.
- **Diversity:** QU believes in enriching diversity that respects Qatari society values.
- **Academic Freedom:** QU fosters an environment that supports freedom of investigation, research, and expressing truth wisely and responsibly.
- **Authenticity:** QU is committed to its national Arabic and Islamic identity in its endeavor towards achieving its mission and vision.
- **Mastery:** QU seeks to perform all its work with the highest levels of quality, professionalism, and efficiency.
- **Social Responsibility:** QU believes in its responsibility towards society and takes the initiative to effectively contribute to society's development and progress.
- **Creativity:** QU encourages independent thinking, renewed understanding, free expression, and innovative solutions.

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Major Areas and Strategic Goals

QU's Strategy (2023-2027) consists of the following Major Areas and Strategic Goals:

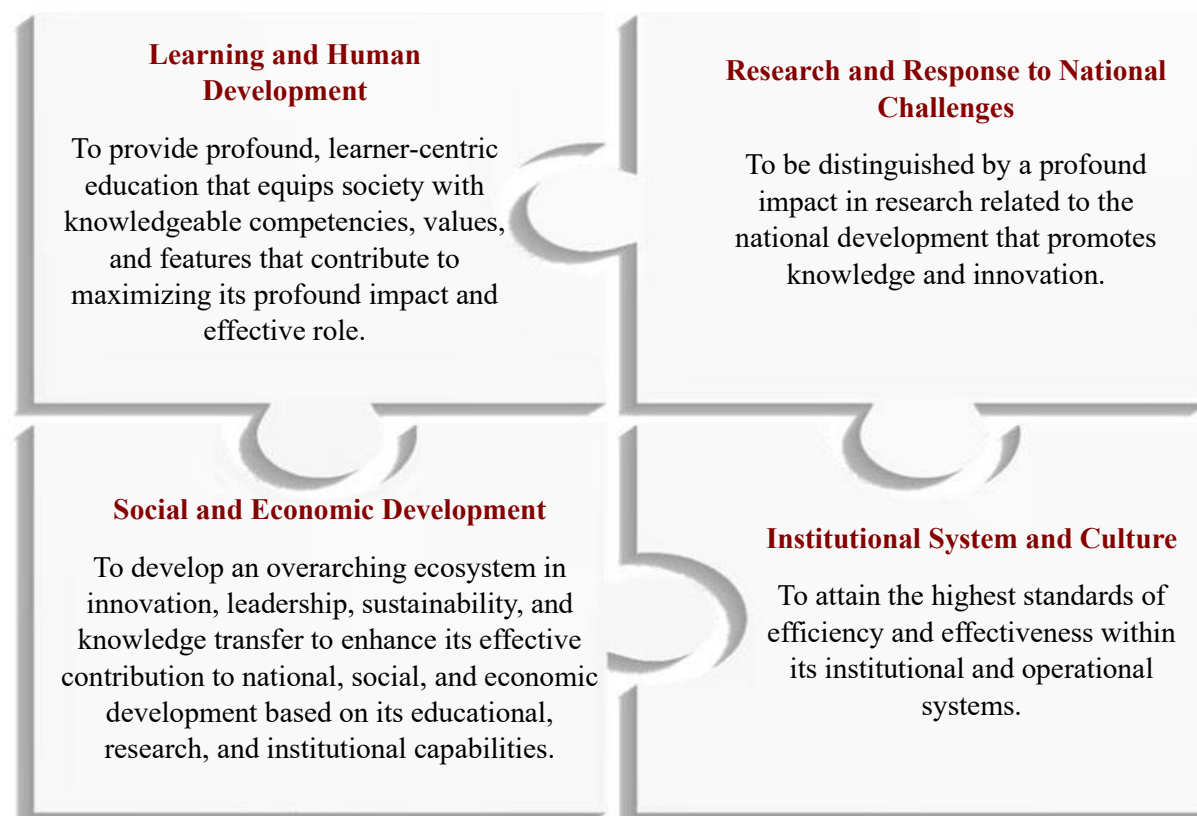


Figure 3: Major Areas and Strategic Goals of QU's new strategy

Institutional KPIs List

The Institutional KPIs List includes a set of indicators that reflect the institution's performance and effectiveness in achieving its mission and vision, as well as its fulfillment of primary responsibilities.

This list includes the following Institutional KPIs:

- The percentage of Qatari students registered in academic programs and academic opportunities in Science, Technology, Engineering, and Mathematics (STEM) colleges.
- The percentage of Qatari male students registered in undergraduate programs out of the total number of secondary school graduates who met the admission criteria.
- The progression rate of students from the first year to the second year or higher.

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- The progression rate of students from the second year to the third year or higher.
- Research funding value:
 - Value of external research funding.
 - Value of internal research funding.
- Total revenues for the financial year in QU.
- Cost per student.
- International Ranking of Qatar University by Independent Agency:
 - QS World University Rankings (QS)
 - THE World University Rankings
- Average time for graduation.
- Graduation Rate.
- Student-to-faculty ratio.
- The number of Qatari Faculty members who hold PhD degree.
- The number of students who joined QU in a any given year.
- The number of QU graduates in a any given year.
- Student retention:
 - Qatari male students
 - Qatari female students
 - Non-Qatari male students
 - Non- Qatari female students
- The rate of security breach incidents and leakage of information and data pertaining to the institution or to individual users.

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Strategic Objectives

The strategic objectives outlined below were developed based on the identified areas and goals in the strategy. The figure below illustrates the interconnection of objectives with the corresponding areas and goals:

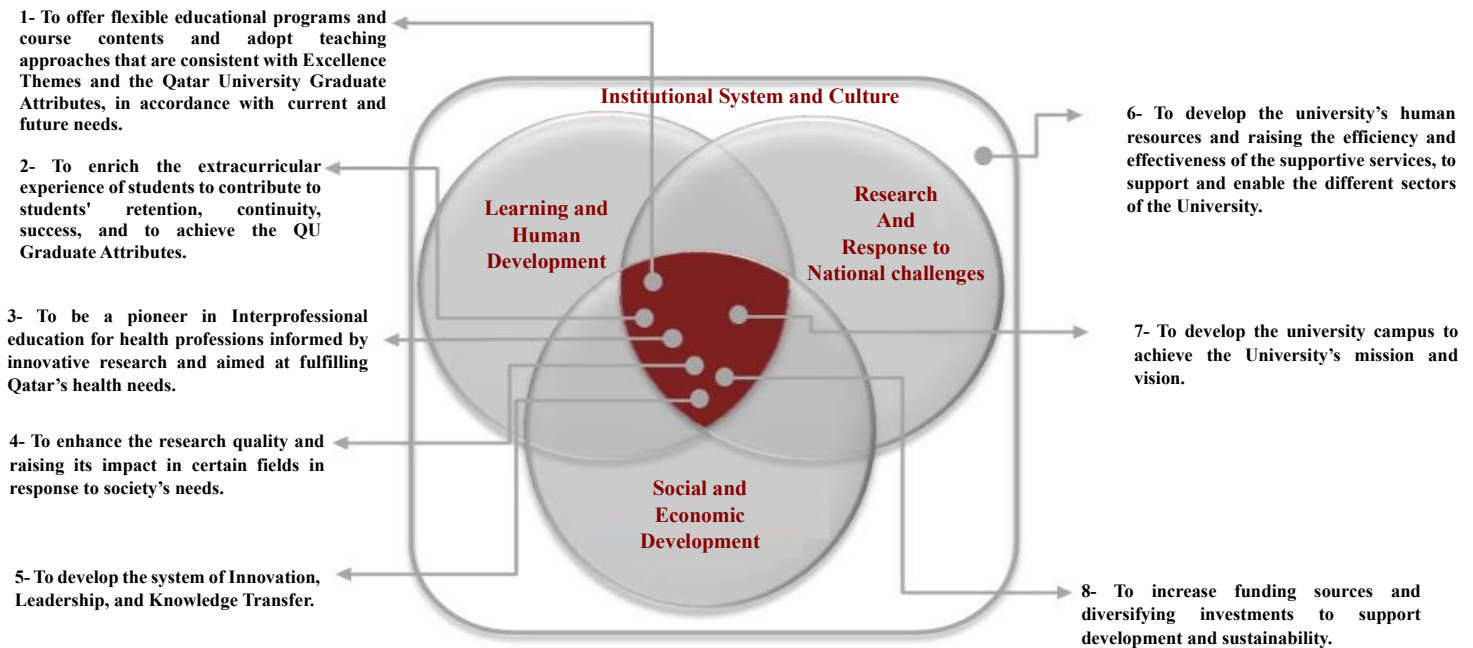


Figure 4: Interrelation between Strategic Objectives and Major Areas

Objective 1:

To offer flexible educational programs and course contents and adopt teaching approaches that are consistent with Excellence Themes and the Qatar University Graduate Attributes, in accordance with current and future needs.

QU seeks to prepare a knowledgeable, efficient generation with a profound impact. The role of the university is not only limited to offering academic degrees, but also to developing capable human beings who actively contribute to society and the labor market. The University also helps students gain solid cognitive foundations, develop research, scientific thinking, creativity, and innovation skills, in addition to features and values that enable them to keep pace with scientific developments and emerging societal needs. Within this objective, the University will develop teaching approaches and content in line with the QU Teaching and Learning

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Framework, increasing its capacity to offer flexible programs that respond to emerging societal needs and scientific advances, commensurate with the requirements of achieving this model.

Strategic KPIs

- The rate of employer satisfaction with the University's graduates.
- The rate of the final year students' satisfaction with the academic experience.
- The progression rate of students from the first year to the second year or higher.
- The percentage of programs aligned with the qualifications framework and Qatar University graduate attributes.
- The percentage of courses that have applied Excellence Themes in education.
- The response time for developing new programs and courses to meet labor market needs and to keep pace with future trends.
- The percentage of programs that have been reviewed and updated within a specified period to meet labor market needs and keep pace with future trends.
- The number of flexible programs and degrees offered by the university that align with labor market requirements

Strategic Initiatives

- Complete the implementation of the QU teaching and learning Framework (Educational Excellence Themes and QU Qualifications Framework).
- Develop a capacity framework for faculty members and implement it according to the current and future functional needs to carry out the QU teaching and learning Framework (Educational Excellence Themes and the Qatar University Graduate Attributes).
- Reviewing the Academic Planning Process to ensure its flexibility in fulfilling the needs of the labor market and adapting to future trends.
- Increase the flexibility of educational opportunities to align with labor market requirements.
- Implement QU's Learning community plan to enhance the interaction and engagement among students.
- Review current postgraduate courses and update them according to society's needs and national priorities.

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Objective 2:

To enrich the extracurricular experience of students to contribute to students' retention, continuity, success, and to achieve the QU Graduate Attributes.

QU aims to foster a positive and creative university environment that promotes student engagement beyond the classroom, from pre-university education through graduation. The University seeks to enhance student retention, support their success, and help them attain the QU Graduate Attributes, along with the necessary competencies and fundamental skills for the labor market, thus developing competent individuals who significantly impact society.

Strategic KPIs

- The rate of employer satisfaction with the University's graduates.
- The rate of final-year students with extracurricular experience.
 - Support Programs.
 - Student activities and events.
 - Student Services.
 - Public Facilities.
- The rate of student participation in extracurricular activities, programs, and events.
- Assessment of outcomes of:
 - Extracurricular activities and programs.
 - Support programs.
- The rate of engagement of undergraduate students.

Strategic Initiatives

- Develop and implement a comprehensive framework to encourage students to engage in university life and promote the development of QU Graduate Attributes.
- Develop a capacity framework for academic support employees in accordance with current and future functional needs, aligning with QU Graduate Attributes.

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Objective 3: To be a pioneer in Interprofessional education for health professions informed by innovative research and aimed at fulfilling Qatar's health needs.

QU aims to be a pioneer in transforming academic health education in Qatar by offering integrated health professions education that aligns with national health priorities and enhances the connection between education and health professions research.

Strategic KPIs

- Obtaining approval from the relevant authorities to establish an academic hospital for QU.
- Obtaining necessary funding to establish an academic hospital for QU
- The increase in the admission rate of students in clinical specialties.
- Percentage of joint transitional clinical research with healthcare partners out of the total research in the sector of health and medical education
- Level of investment and funding of the concerned companies and industries in clinical research
- Increasing the ranking of health and medical specializations at the University.
- The number of new integrated clinical academic programs during the 2025-2027 academic planning cycle.
- The increase in the number of policies/tests that have been reviewed related to the regulation and practice of healthcare professions.

Strategic Initiatives

- Establishing an academic hospital for QU.
- Launching the program for the professional doctoral and clinical master's programs within the health professionals' programs.
- Activating the joint department for clinical academic research.
- Contributing to reviewing and updating legislation regulating the practice of health professions.

Objective 4:

To enhance the research quality and raising its impact in certain fields in response to society's needs.

QU aims to enhance the qualitative impact in relevant research areas and develop scientific solutions to address the various dimensions and significant challenges of national development, thus promoting the advancement of knowledge and innovation. Furthermore, the University seeks to create research platforms that bolster interdisciplinary research in partnership with stakeholders.

Strategic KPIs

- The number of patents that align with society's needs and priorities.
- Percentage of interdisciplinary research that is consistent with society's needs and priorities.
- Percentage of research that is consistent with society's needs and priorities.
- The number of indexed research publications.
- Number of research papers published in quality peer-reviewed journals as a result of student graduation projects that align with community needs and priorities.

Strategic Initiatives

- Reviewing research entities to promote their role and impact.
- Promoting and encouraging research production in the fields of QU research priorities and fields of national and international sustainable development.
- Providing productive interdisciplinary research platforms and networks based on various research interests capable of facing society's challenges and fulfilling its needs in partnership with stakeholders.
- Promoting students' research education experience.

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Objective 5:

To develop the system of Innovation, Leadership, and Knowledge Transfer.

QU seeks to enhance the University's role in supporting national economic development by establishing a system for innovation, entrepreneurship, and knowledge transfer to start-up companies, with the goal of achieving economic impact. The University aims to strengthen cooperation and partnerships with both the public and private sectors, as well as state funders, to fulfill this objective.

Strategic KPIs

- The growth rate in revenues of startup companies.
- The growth rate in start-up companies revenues.
- The total amount of investments attracted by the start-up companies.
- Qatar University's Innovation Maturity and Comprehensive Entrepreneurial Transformation Index (based on the Entrepreneurial & Engaged University Standards).
 - Index of achievement of the Entrepreneurial University Accreditation Standards.
 - The index of maturity of the culture of innovation and entrepreneurship, its efficiency, education, and curricula at Qatar University.
- The index of governance maturity and development of the platform or institutional structures necessary for innovation and comprehensive entrepreneurial transformation at the university.
- The percentage of the marketed patents (authorized, sold and registered).

Strategic Initiatives

- Providing programs, events, and activities to promote and safeguard the culture, mentality, and capacity of innovation, entrepreneurship, and sustainability at the University community and in the State.
- Developing innovative start-up companies for the individuals of the University community and knowledge companies owned by the University in order to increase income and create knowledge work opportunities.
- Completing the implementation of the Innovation, Entrepreneurship, Sustainability, and Knowledge Transfer System in cooperation with the public and private sectors and funders in the State.

Objective 6:

To develop the university's human resources and raising the efficiency and effectiveness of the supportive services, to support and enable the different sectors of the University.

QU seeks to respond to the rapidly changing factors in the higher education sector by providing support for the various units of the university, enabling them to fulfill their roles and responsibilities while achieving their educational and research objectives. QU ensures that this support and empowerment of different sectors align with controls, standards, and practices that enhance the regulatory and operational efficiency of QU's resources. Additionally, QU has prioritized support services that wield significant influence, including both human and financial resources, as well as procurement, as a strategic goal to be addressed in the upcoming strategic cycle.

Strategic KPIs

- Percentage of completion of the key performance indicators system¹ to:
 - Human Resources Department
 - Procurement Department
 - Finance Department.

Strategic Initiatives

- To develop and implement the transformation programs and plans supporting QU's strategic plan in the following departments:
 - The Human Resources Department.
 - The Procurement Department.
 - The Finance Department.

¹ Considering the fact that the objective is general, using specific KPIs may not be effective in assessing the extent to which the goal is achieved. A specific KPI can measure a small-scale and particular aspect of the objective, but it cannot determine whether the objective has been met. More comprehensive KPIs will be utilized at the lower executive level.

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Objective 7:

To develop the university campus to achieve the University's mission and vision.

Qatar University aims to enhance its campus through a comprehensive digital transformation, ensuring the smooth integration of digital technologies and the effective implementation of related initiatives. This transformation seeks to improve both educational and administrative processes across the institution.

Specifically, this involves upgrading traditional teaching and learning methods with innovative technologies and streamlining administrative operations to improve efficiency and effectiveness.

In parallel, QU is dedicated to enhancing campus infrastructure and facilities to elevate the overall university experience. These efforts support the University's adaptability to changing circumstances, its capacity to remain at the forefront of future developments, and its alignment with national priorities.

Strategic KPIs

- Qatar University's Comprehensive Digital Transformation Maturity Index:
 - Index of maturity for the digital and smart campus and sector digitization at Qatar University.
 - Index of maturity for the culture of digital transformation, its efficiency, education, and curricula at Qatar University.
 - Index of governance maturity and development of the platform or institutional structures necessary for comprehensive digital transformation at the university.
- Percentage of completion for the comprehensive digital campus (percentage of completion of stages of the comprehensive digital campus).
- Degree of alignment between Qatar University's Master Plan for campus development and the university's aspirations.
- Stakeholder satisfaction rate (employees and students) with the quality of campus facilities, infrastructure, and equipment.
- Percentage increase in energy efficiency and sustainability measures.

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- Increase in response rates to security, health, and safety requirements.

Strategic initiatives

- Develop and implement the comprehensive digital transformation plan.
- Develop the campus and its facilities to enhance the university experience and meet sustainable security, health, and safety standards.

Objective 8:

To increase funding sources and diversifying investments to support development and sustainability.

QU aims to ensure diverse income sources by developing and implementing its financial, administrative, and legal systems. This includes diversifying investments and mitigating risks, such as the university's Waqf endowment (a structured Islamic charitable fund) and contributions from investors, alumni, and other stakeholders.

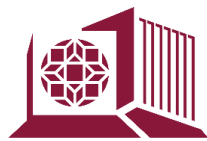
Strategic KPIs

- The number of various funding sources².
- The number of proposed investment types.
- The expected annual increase rate in university funding from various sources outside the state budget.

Strategic initiatives

- Developing and implementing the financial, administrative, and legal systems to increase funding sources and diversifying investments.
- Establishing an office for managing investments and increasing funding sources.

² The Waqf endowment of the university (a structured Islamic charitable fund) and contributions made from investors and alumni are regarded as one of the most important sources of funding for the institution.



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