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# Designing the Future Arab National University for Maximizing Socio-Economic Impact

The QU Transformation Strategy Concept

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*IREG 2021 Conference: Effects of Ranking on Community and Society, November 15<sup>th</sup> Session: Arabic Universities and their effect on the societies and communities for the transformation to better future* 

DESIGNING THE **FUTURE ARAB** NATIONAL UNIVERSITY

A Transformation and Execution Model from Qatar to the World

QATAR UNIVERSITY COUNCILE & COMMUNITY



# Outlines

# • Part 1 (Big Picture)

 Story of QU Transformation & Its Rationale (QU Visionary Response to: 1- internal challenges, 2-Stakeholders Perspectives, 3- International Trends, and 4- National Transformation Vision 2030) ... its all about QU second Quantum Leap ..

## Part 2 (QU Transformation Critical Components -> the Innovation Intensive Components\*)

- 1- QU Model of Transformative Education,
- 2- Transformation & Socio-Economic Impact Catalyst Enabling Institutes,
- 3- Innovation & Transformation Enabling Strategies (Digital Transformation, and Entrepreneurship & Innovation)

## Part 3 (QU Transformation Outputs & Next in Terms of Ranking Philosophy)

- 1- Six Main Outputs of QU Transformation Maximizing QU Socio-Economic Impact on Qatar & Beyond
- 2- Visualization Concept of QU Transformation Outputs
- 3- Next in Terms of Ranking Philosophy

# Part 1 (Big Picture)

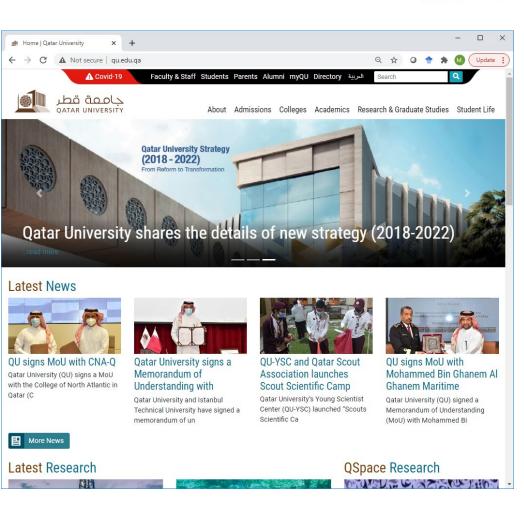
## Story of QU Transformation & Its Rationale ..

(QU Visionary Response to: 1- internal challenges, 2- Stakeholders Perspectives, 3- International Trends, and 4- National Transformation Vision 2030) ... its all about QU second Quantum Leap (first leap was in reform started in 2003 ..)

# **Qatar University Snapshot**

#### **Qatar University: A National Success Story ...**

- A Diverse and Growing Student Body and Strong Alumni Network with more than 20,000 registered students from diverse backgrounds, about 12000+ are Qataris (accounting to 3% of the national population at anytime), and 50000+ Almuni
- Ten colleges including a state-of-the-art College of Medicine, and High Impact College of Engineering and College of Business
- The Largest Degree Provider with a broad range of internationally accredited undergraduate and postgraduate programs. First to develop graduate programs in Qatar
- Internationalized: ranked in the top 228 universities in the QS World Universities Ranking; 318 in THE Ranking, Ranked 2<sup>nd</sup> in the Arab world and Ranked 1<sup>st</sup> Globally in the THE list as the world's most international university.
- A Research Platform with impressive number of publications and global partnerships and 15 R&D centers; attaining approx. 40%+ of all QNRF funds, producing 35+ of all publications in the country
- Strong College of Engineering ranked 126-150 internationally in Engineering & Technology, and 101-125 internationally in Computer Science







## The DRIVERS of Initiation of QU Transformation Strategy Development in 2016



# A Vision for Transformation: The Evolution of Qatar University Model ...

 $\bigcirc$ 



Gefore 2002 Model

> Focused only on Education

9 Classical University Model 207-20

Appearing in several international rankings with classical three missions (Education, Research, and Service)

**Transformative** 

Intensive Innovation & Socio-Economic Impact

## Incepted 2018-2022 Realized 2025-2030



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A large segment of students <u>academically at</u> <u>risk.</u>

A large segment of students are in <u>first year</u> (or second)

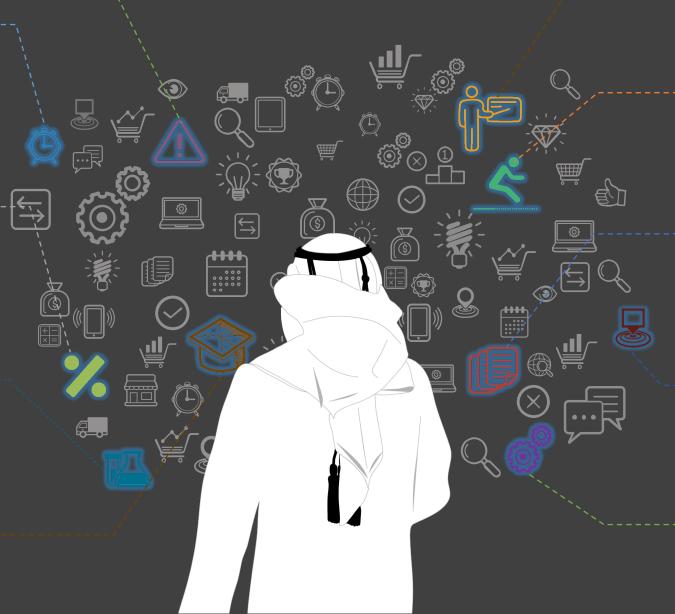
Almost <u>6 years on average</u> for students to graduate (seven years for Qatari students)

Less than 30% of students enrolled in <u>STEM</u> programs are Qataris, highly demanded career in Qatar

Social and economic impact of research is minimal.

<u>Decreasing number</u> of Qatari male students <u>Low motivation</u> of students

# 1-<u>Internal Challenges</u> (The Strategic Context of QU Transformation)



<u>Decreasing</u> number of Qatari faculty.

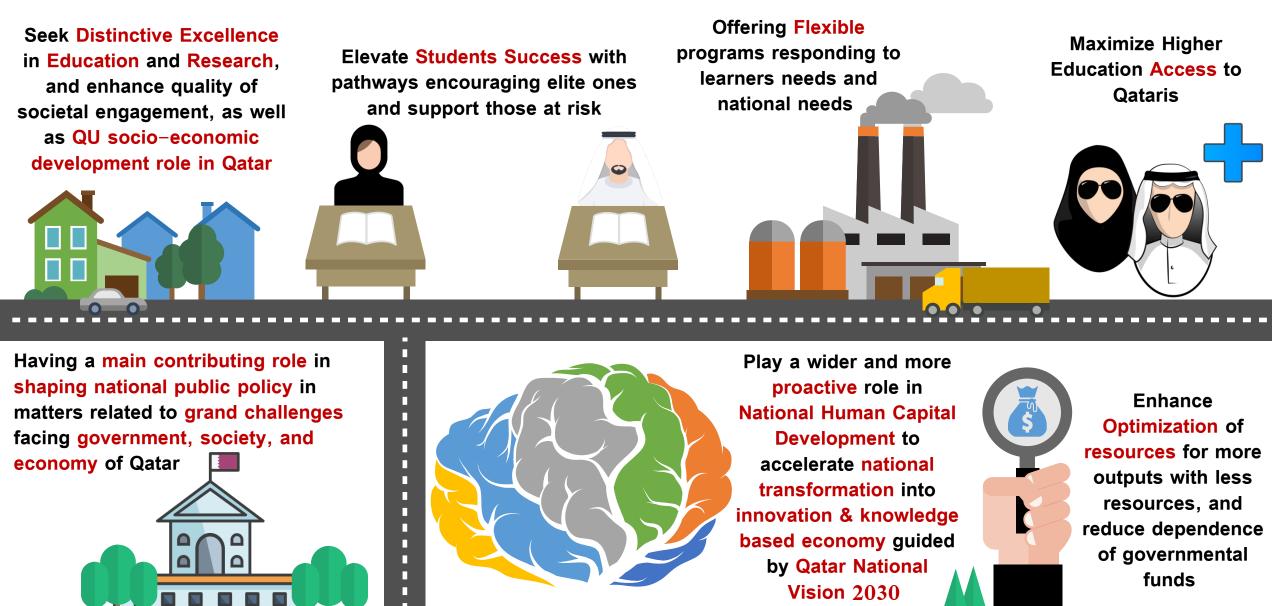
Significant gap between the learning outcomes of the high schools and admission requirements of the University

QU programs alignment with national needs requires improvement, cost efficiently need improvement

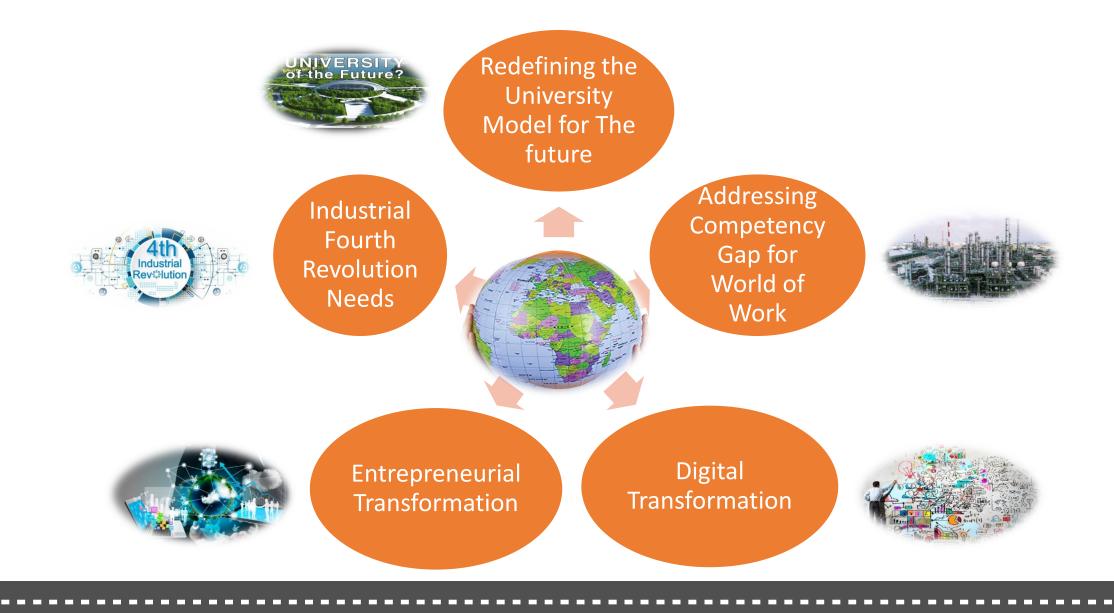
Significant gap between University graduates and the workplace needs

Accelerated and urgent needs for response for emergencies

## 2- Stakeholders Perspectives (The Strategic Context of QU Transformation)



## 3- International Trends (The Strategic Context of QU Transformation)

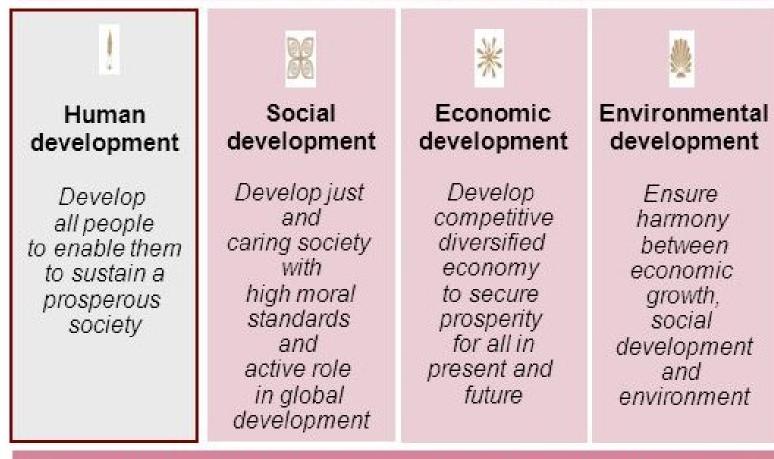


#### 4- QU Response to National Transformation Vision 2030 (The Strategic Context of QU Transformation)

#### **Qatar National Vision 2030**

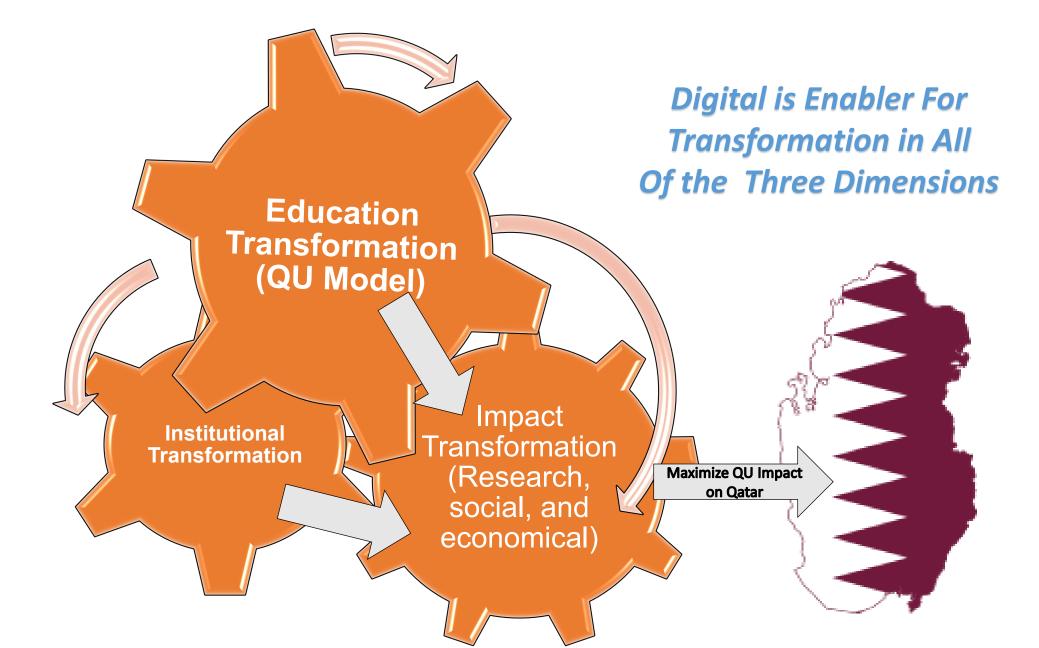
NATIONAL VISION

5030



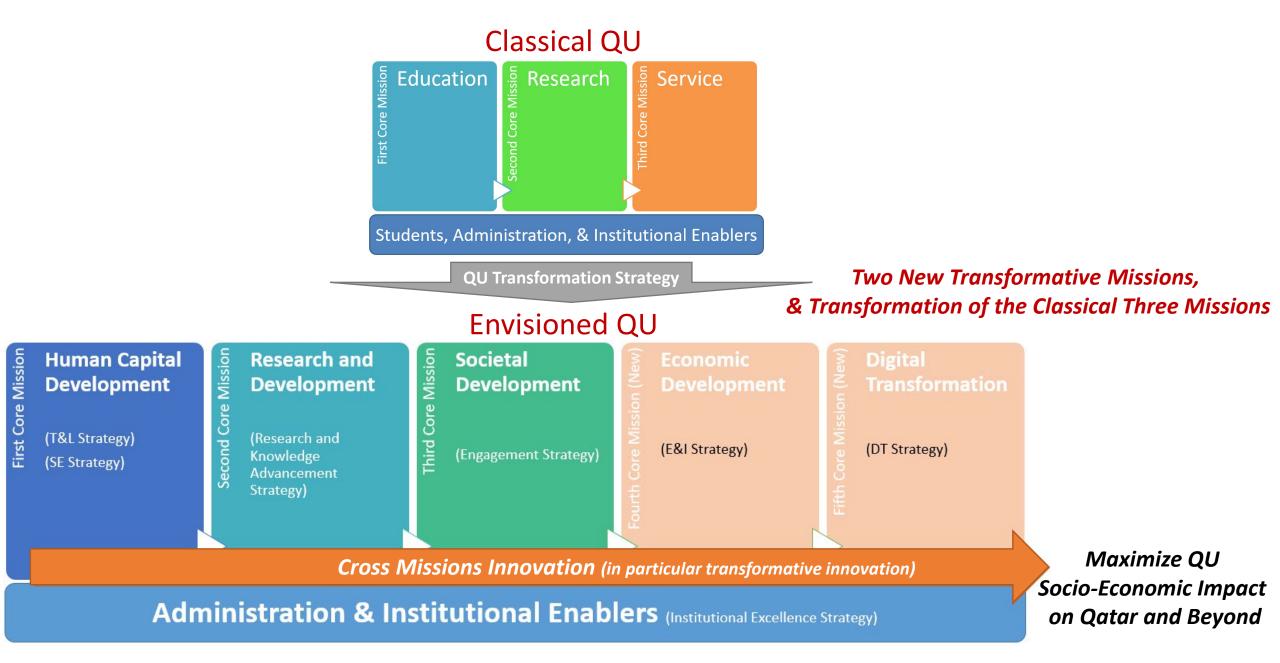
#### Institutional development and modernisation

Defining Three Dimensions of QU Transformation that Respond to QU Transformation Strategic Context and Leads to Maximizing QU Impact in Qatar



#### **Strategic Context of QU Transformation**

(QU Response Visionary to: 2-Internal Challenges, 2- Stakeholders Perspectives, 3- International Trends, and 4- National Transformation Vision 2030)



#### QU Overall Transformation Strategy 2018-2022: Vision, Mission, and Goals

**New 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	Goal 1 Statement (National Impact): To proactively play a leading role in	
Values	shaping and enabling the transformation of the Higher Education System in Qatar.	Qa
	<b>Goal 2 Statement (Transforming Education):</b> To be regionally recognized for the	na hig
Excellence	provision of holistic education that is transformative, learner-centric, experiential,	Qa
	research-informed, competency-based, digitally enriched and entrepreneurial.	qu
Integrity	Goal 3 Statement (Transforming Graduates): To prepare graduates who are well	an
Diversity	rounded with attributes and values that maximize their impact.	pr
	Goal 4 Statement (Transforming Research): To excel in research, that is focused,	co de
Social	relevant, measurable, solution oriented, impactful, collaborative, and advances knowledge	fut
Responsibility	and innovation.	un
Innovation	<b>Goal 5 Statement (Transforming the Institute):</b> To be recognized as a benchmark for	ha
	organizational and operational excellence, and sustainability.	co tea
	<b>Goal 6 Statement (Transforming Engagement):</b> To foster effective engagement with	res
Academic	local and international stakeholders to enrich education, strengthen research, impact	ad
Freedom	socioeconomic development, and enhance visibility and image.	loc
		cha

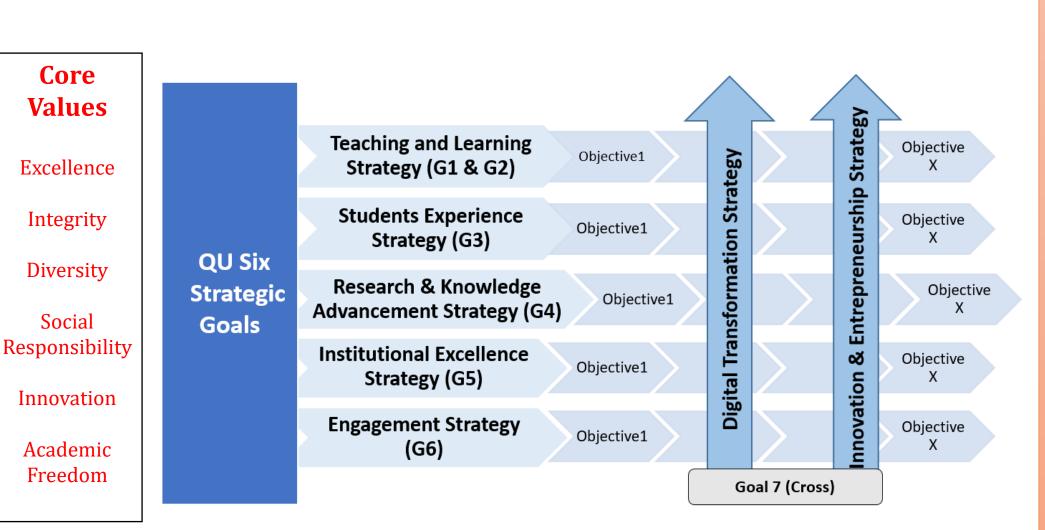
**Cross-Goal 7 Statement (Innovation and Transformation Enabling):** To develop and implement necessary enabling strategies, processes and capabilities for the holistic transformation of Qatar University and enable QU to maximize its national and global impact

**Mission** 

tar University is the tional institution of pher education in tar. It provides high ality undergraduate d graduate ograms that prepare mpetent graduates, stined to shape the cure of Qatar. The iversity community s diverse and mmitted faculty who ach and conduct search, which dresses relevant. cal and regional allenges, advances owledge, and contributes actively to addressing the needs and aspirations of society.

#### QU Overall Transformation Strategy 2018-2022: Vision, Mission, and Goals

**New 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.



**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.

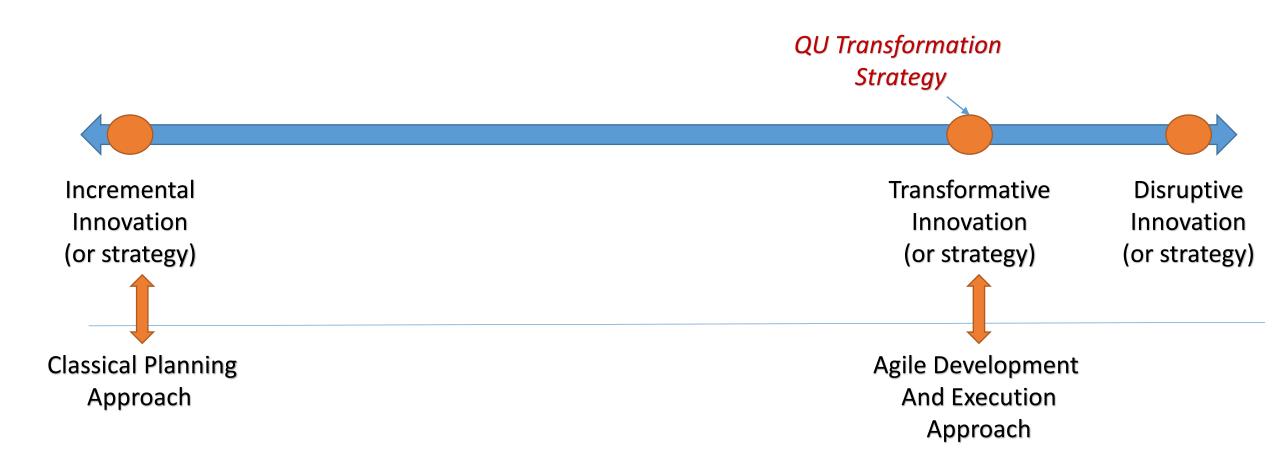
# Part 2 (QU Transformation Critical Components → The Innovation Intensive Components\*)

1- QU Model of Transformative Education,

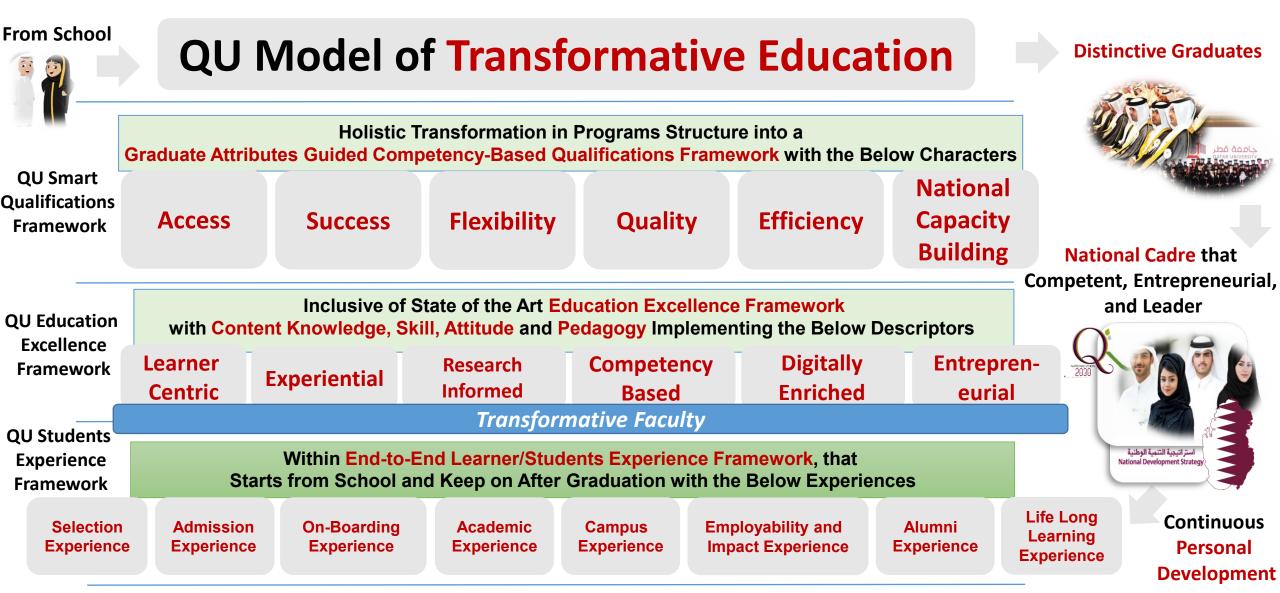
2- Institutes for Enabling QU to be a catalyst for Transformation & Socio-Economic Impact in Qatar

3- Innovation & Transformation Enabling Strategies (Digital Transformation, and Entrepreneurship &

# A Spectrum of Innovation (or strategy): *Positioning QU Transformation Strategy*

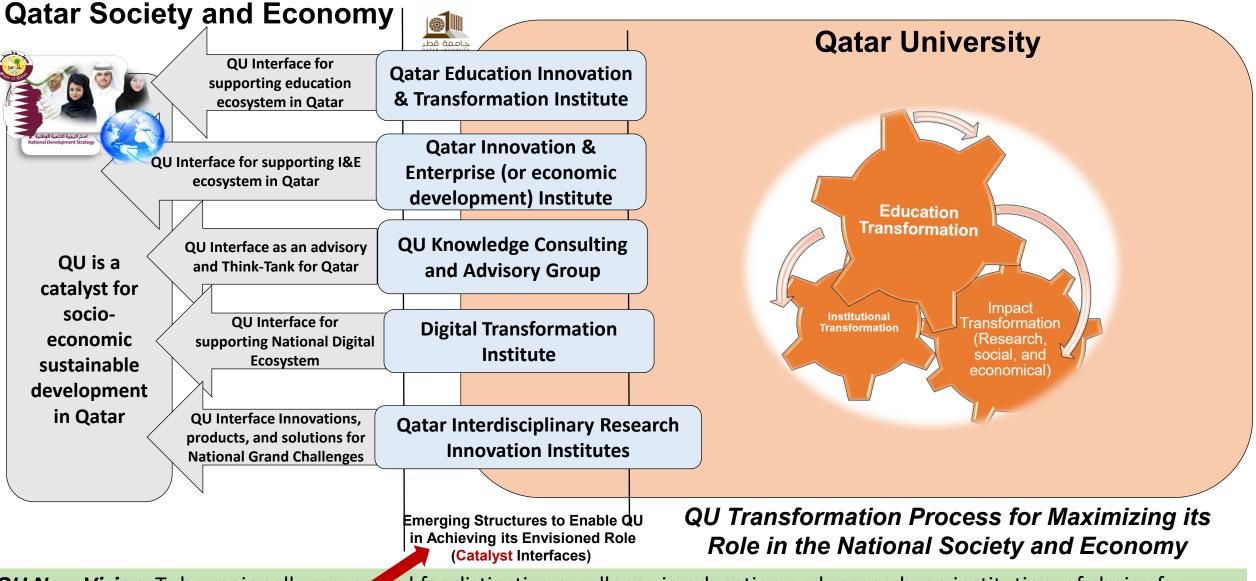


#### **QU Transformation Component 1: QU Model of Transformative Education (digital is enabler of most of its descriptors)** (e.g. Innovation Intensive model of higher education' qualification architecture, curriculum, delivery, and outputs)



#### **QU Transformation Component 2: Socio-Economic Impact Institutes/Platforms**

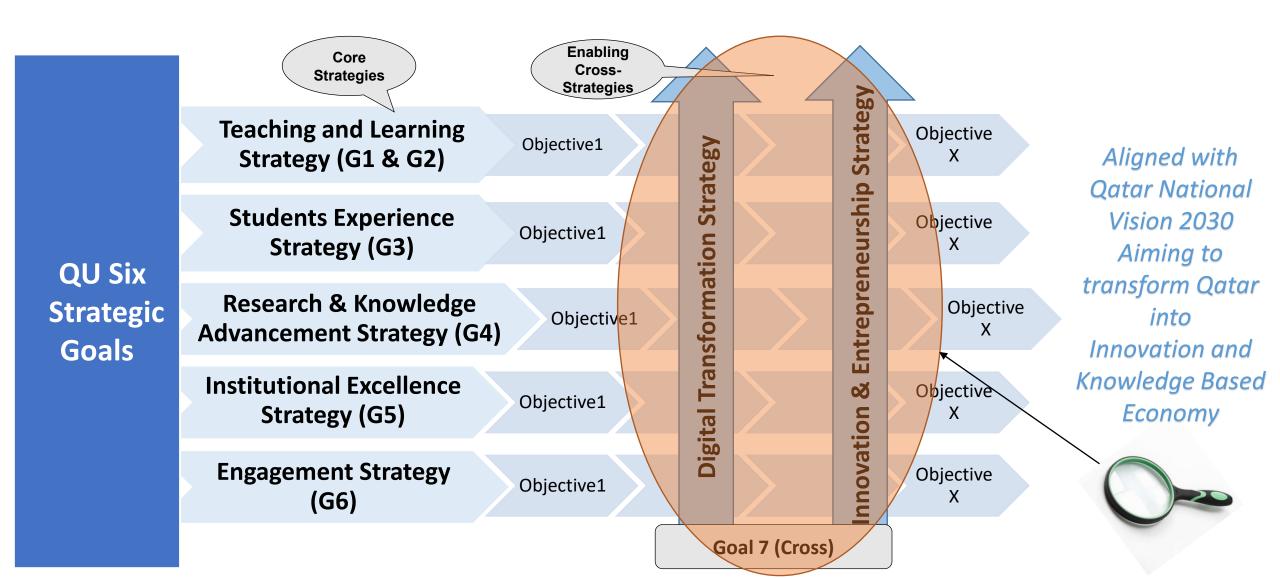
**Transformation & Socio-Economic Impact Catalyst Enabling Institutes** 



**QU New Vision:** To be regionally recognized for distinctive excellence in education and research, an institution of choice for students and scholars and a <u>catalyst</u> for the sustainable <u>socio-economic development of Qatar</u>

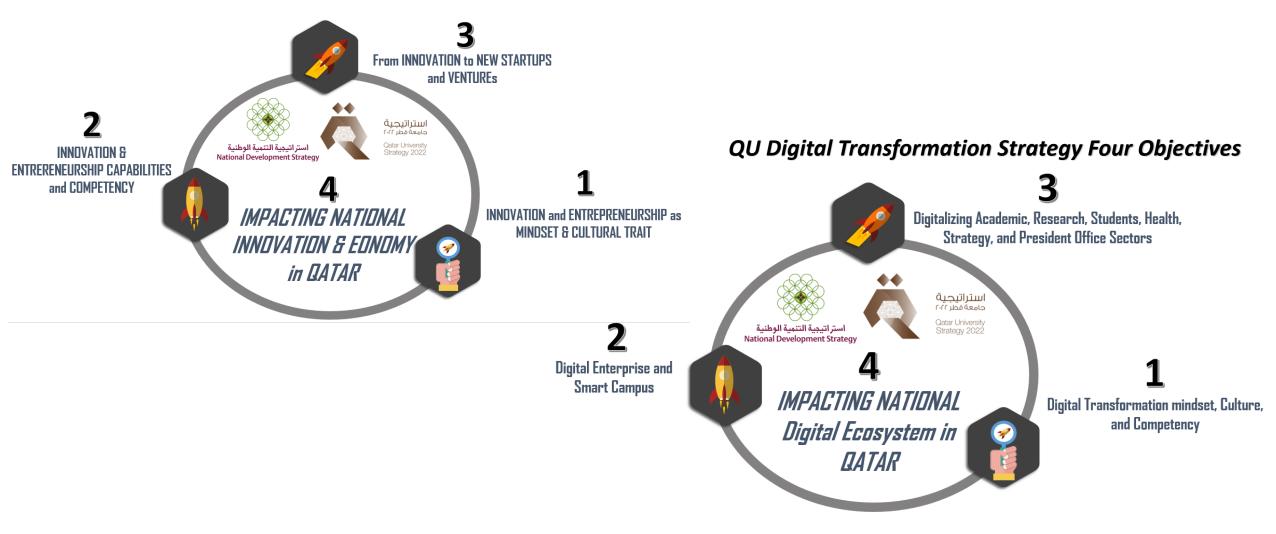
## **QU Transformation Component 3:**

Innovation & Transformation Enabling Strategies: Innovation & Entrepreneurship, and Digital Transformation

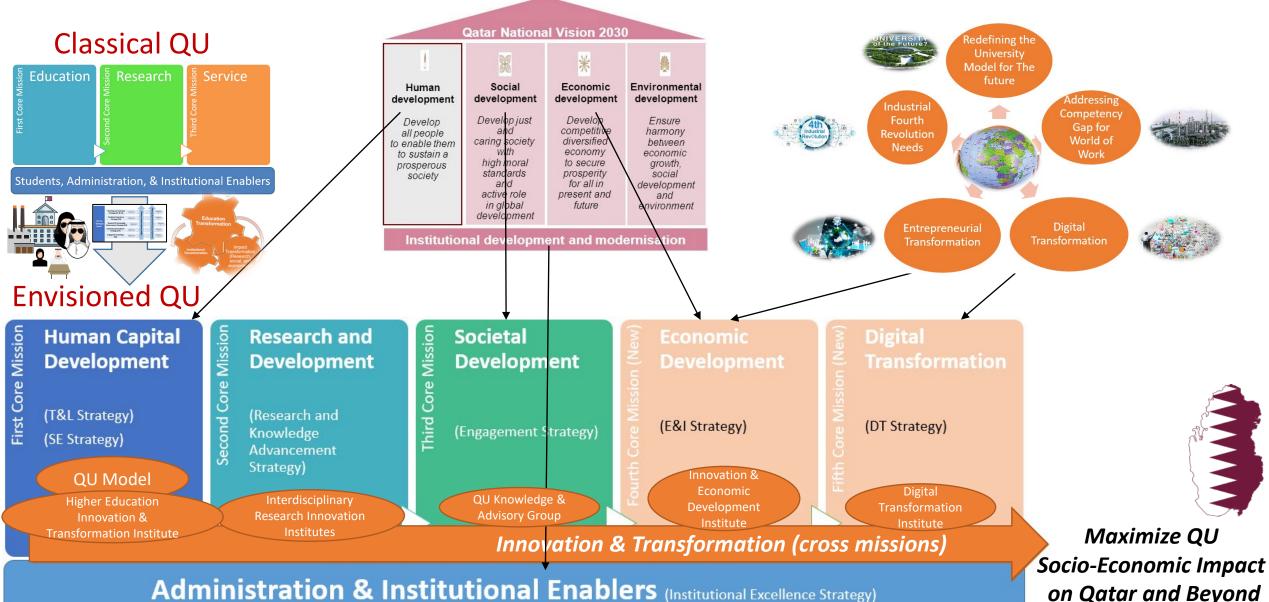


### Innovation & Transformation Enabling Strategies: Digital Transformation, and Entrepreneurship & Innovation Strategies

**QU Entrepreneurship & Innovation Strategy Four Objectives** 



#### Strategic Context of QU Transformation – *Putting it All Together for Maximizing QU Socio-Economic Impact* (QU Visionary Response to: 2-Internal Challenges, 2- Stakeholders Perspectives, 3- International Trends, and 4- National Transformation Vision 2030)



Administration & Institutional Enablers (Institutional Excellence Strategy)

# Part 3 (QU Transformation Outputs & Next)

1- Six Main Outputs of QU Transformation Maximizing QU Socio-Economic Impact on Qatar & Beyond 2- Visualization Concept of QU Transformation Outputs

#### Holistic View of QU Transformation Outputs and the National and Global Impact of the University

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#### **QU Transformation Journey Inputs**

#### Strategic & Political support

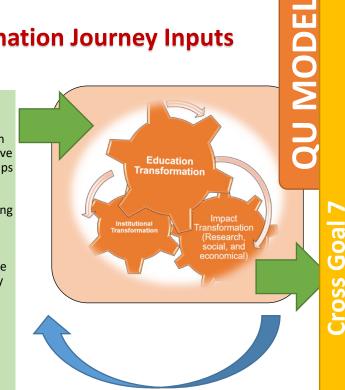
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- Transformative execution frameworks and distinctive execution action roadmaps
- Competent execution teams, units, and emerging structures
- 4. Continuous strategic alignment throughout the execution phase with key internal and national stakeholders in government, society, business, and industry (alignment with visions, plans, initiatives, etc.)
  - Attracting relevant international experts known for distinctive excellence globally in the areas of QU transformation
  - Funding and resources support



#### **QU Transformation Journey Outputs**

OUTPUT 1  $\rightarrow$  QU National Capacity Building Leap (Quantitative and Qualitative): In alignment with QNV 2030 Human Capital Development Pillar, achieving a leap in maximizing access of national students to QU (including entry from schools, and unconventional groups such as professionals, married females, and military and police individuals). Achieving a quantitative leap in Qataris following STEM fields. Significantly increasing the number of Qataris on graduate studies (MSc and PhD), in particular for the domains of related directly to development and sustaining Innovation and Knowledge Based Economy/Society (iKBES) in Qatar

als OUTPUT 2  $\rightarrow$  QU Transformative Education and Graduates, and Learner-Centric Institution: In alignment with QNV 2030 Human Capital Development Pillar, Achieving distinctive transformation in QU qualifications model, programs flexibility, university entry and graduation pathways, curriculum content and pedagogy, and end-to-end students experience. Grooming learners in the University to graduate next generation national leaders, entrepreneurs, and professionally competent cadre who will contribute to distinctive contribution to Qatar socio-economic development in line with the Four Pillars of Qatar National Vision 2030.

OUTPUT 3 -> QU Sustainable and Digital Transformation: In alignment with national digital transformation efforts with MOTC (Ministry of transportation and communications), Increasing institutional efficiency and effectiveness, achieving holistic digital transformation in education and all QU sectors and core functions, and implementing QU **Digital and Smart Campus** 

OUTPUT 4  $\rightarrow$  QU Entrepreneurial and Economic Development Transformation: In line with QNV 2030 Economic Development pillar; increasing the number of QU startups and commercialization outputs, as well as number none governmental revenue streams from QU assets and QU innovation and knowledge outputs.

OUTPUT 5 → QU Distinctive Societal Engagement and National Think-Tank Role: In line with QNV 2030 Societal Development Pillar, achieving a leap in QU national societal engagement and development matters (e.g. providing expert consulting and advisory services, executive life long learning programs, forming a national knowledge house for public and national policies development, maximizing the transfer of research outputs into socio-economic implementations, contribution to national digital, innovation, and entrepreneurial ecosystems, etc.). Acting as National Think-Tank through higher levels of engagement in formulating and execution of National Development Strategies (NDS) and Initiatives derived from Qatar National Vision 2030.

OUTPUT 6 -> QU International Distinction, Ranking, and State Soft Power Arm Role: Advancing the QU ranking into the top 200 Universities. QU is participating in international movement for 21<sup>st</sup> century University transformation, and QU transformation models are exemplar for other Universities. QU develops new Qatar State Soft-Power Tools in form of educational, research, innovation, socio-economic, and political programs/initiatives that serves the general directions of the state external affairs and politics.

Many activities, all actions **integrated and aligned** towards the greater **Shared** 

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# QU Report, Book ca. 2025



ASU Report, Book Published in 2015

# QU Transformation Impact on QU Ranking Philosophy

- We consider the QU Transformation process as a vehicle for maximizing QU socio-economic impact
- We believe that this by default will result in improved ranking as a by product
- This has been the experience of other Universities like Arizona State University, where their mission aimed for maximizing socio-economic impact, and then the advanced ranking they got was a by product