



جامعة قطر
QATAR UNIVERSITY

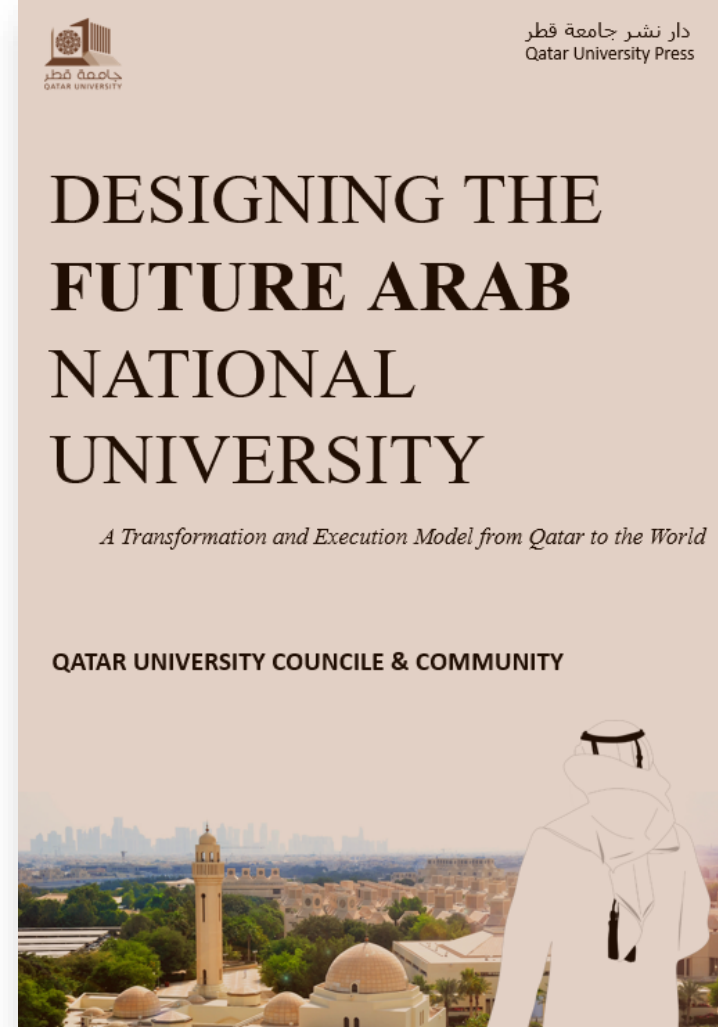


استراتيجية
جامعة قطر ٢٠٢٢
Qatar University
Strategy 2022

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

The QU Transformation Strategy Concept

Dr Hassan Al-Derham, President, Qatar University



IREG 2021 Conference: *Effects of Ranking on Community and Society, November 15th*

Session: *Arabic Universities and their effect on the societies and communities for the transformation to better future*

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 ..

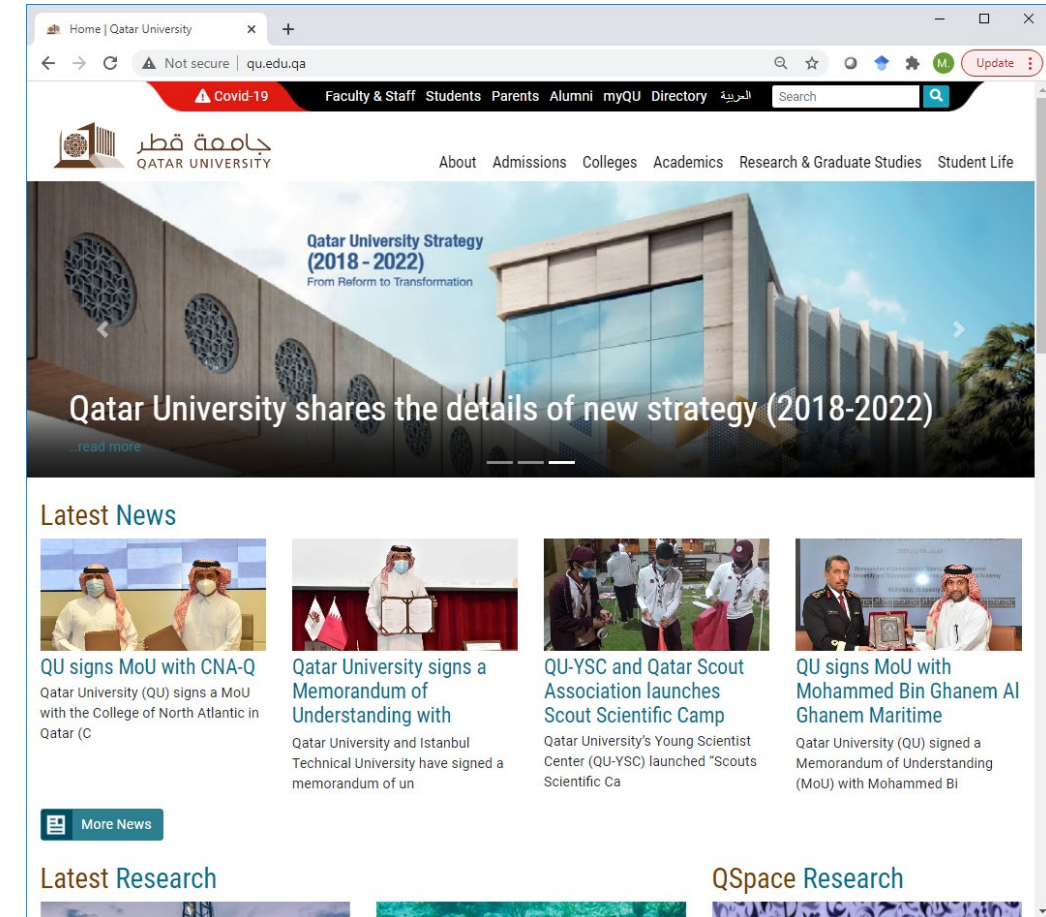
(QU Visionary Response to: 1- internal challenges, 2- Stakeholders Perspectives, 3- International Trends, and 4- National Transformation Vision 2030) ... its all about QU second Quantum Leap (first leap was in reform started in 2003 ..)

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+ Alumni
- **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 2nd in the Arab world** and **Ranked 1st 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



QU 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*



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

Incepted 2018-2022
Realized 2025-2030

Before 2002

Old University Model

Focused only on Education

2002-2016

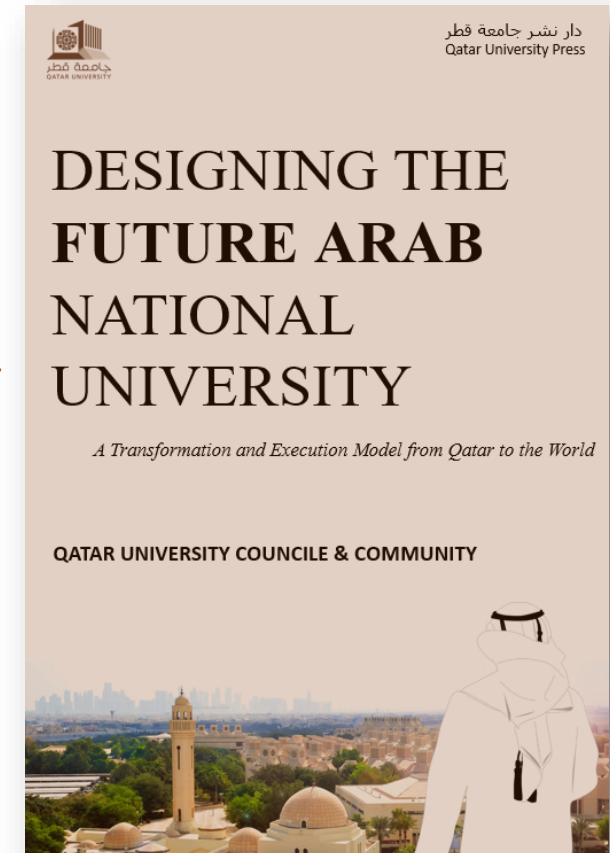
Classical University Model

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

2016-2030

Transformative University Model

Intensive Innovation & Socio-Economic Impact



1- Internal Challenges (The Strategic Context of QU Transformation)

A large segment of students academically at risk.

A large segment of students are in first year (or second)

Almost 6 years on average for students to graduate (seven years for Qatari students)

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

Social and economic impact of research is minimal.

Decreasing number of Qatari male students

Low motivation of students

Decreasing 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)

Seek **Distinctive Excellence** in **Education** and **Research**, and enhance quality of societal engagement, as well as **QU socio-economic development role in Qatar**



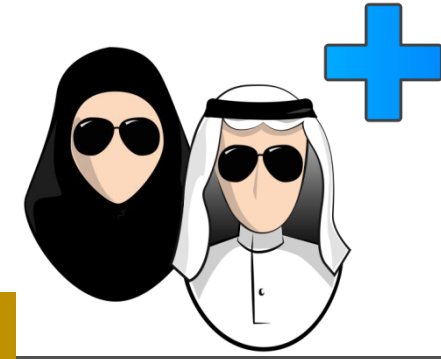
Elevate **Students Success** with pathways encouraging elite ones and support those at risk



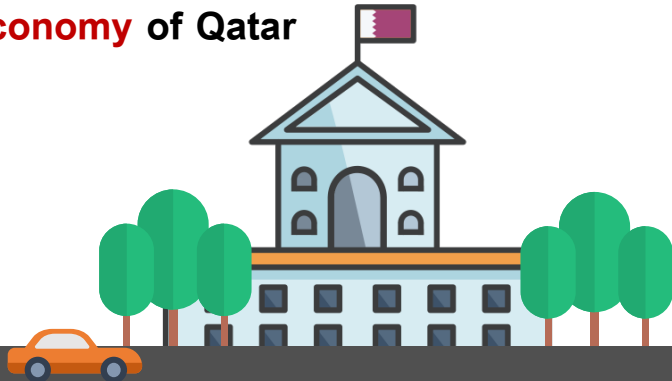
Offering **Flexible** programs responding to learners needs and national needs



Maximize Higher Education **Access** to Qataris



Having a **main contributing role** in **shaping national public policy** in matters related to **grand challenges** facing **government, society, and economy** of Qatar

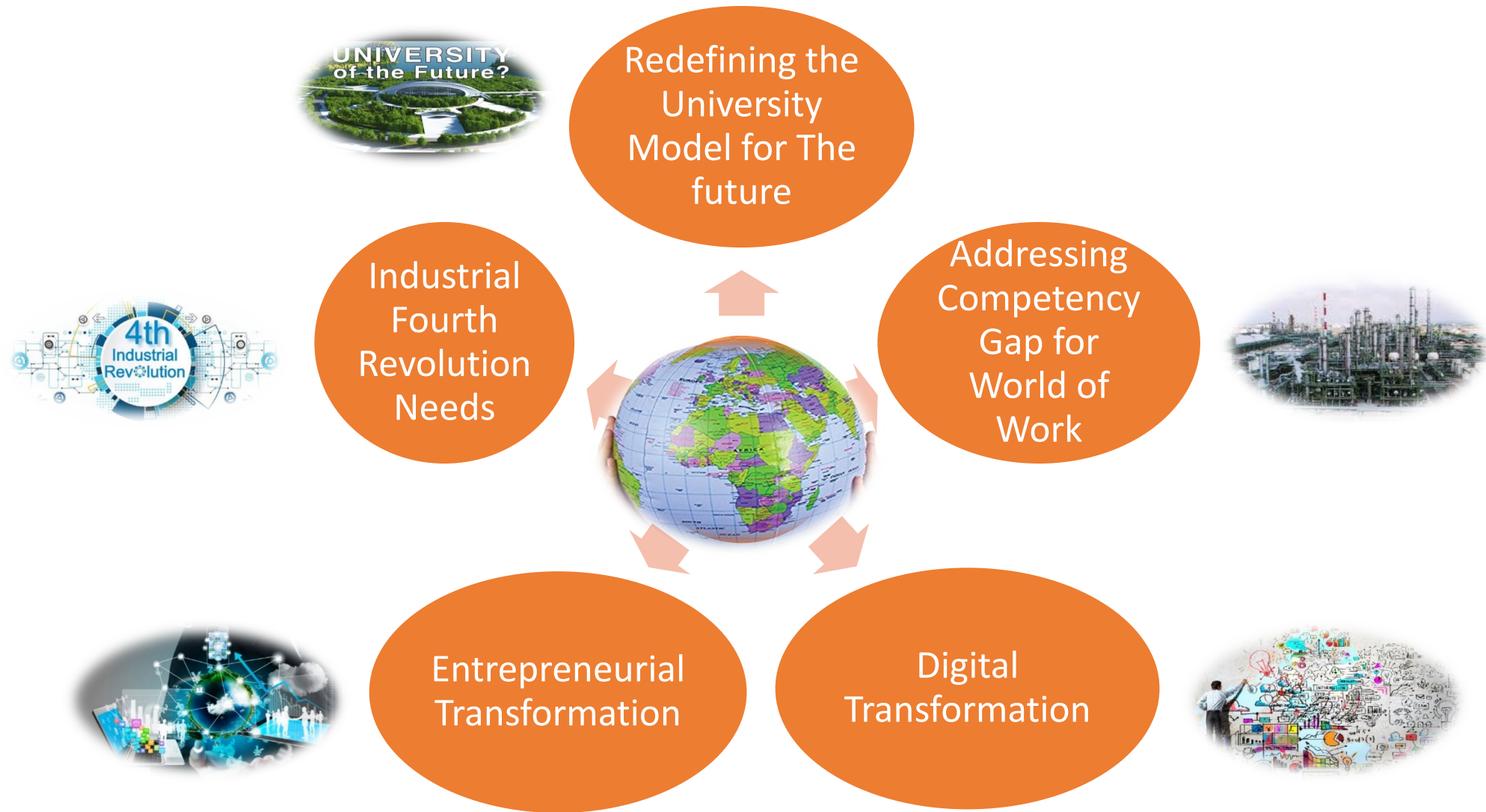


Play a wider and more **proactive** role in **National Human Capital Development** to accelerate **national transformation** into **innovation & knowledge based economy** guided by **Qatar National Vision 2030**

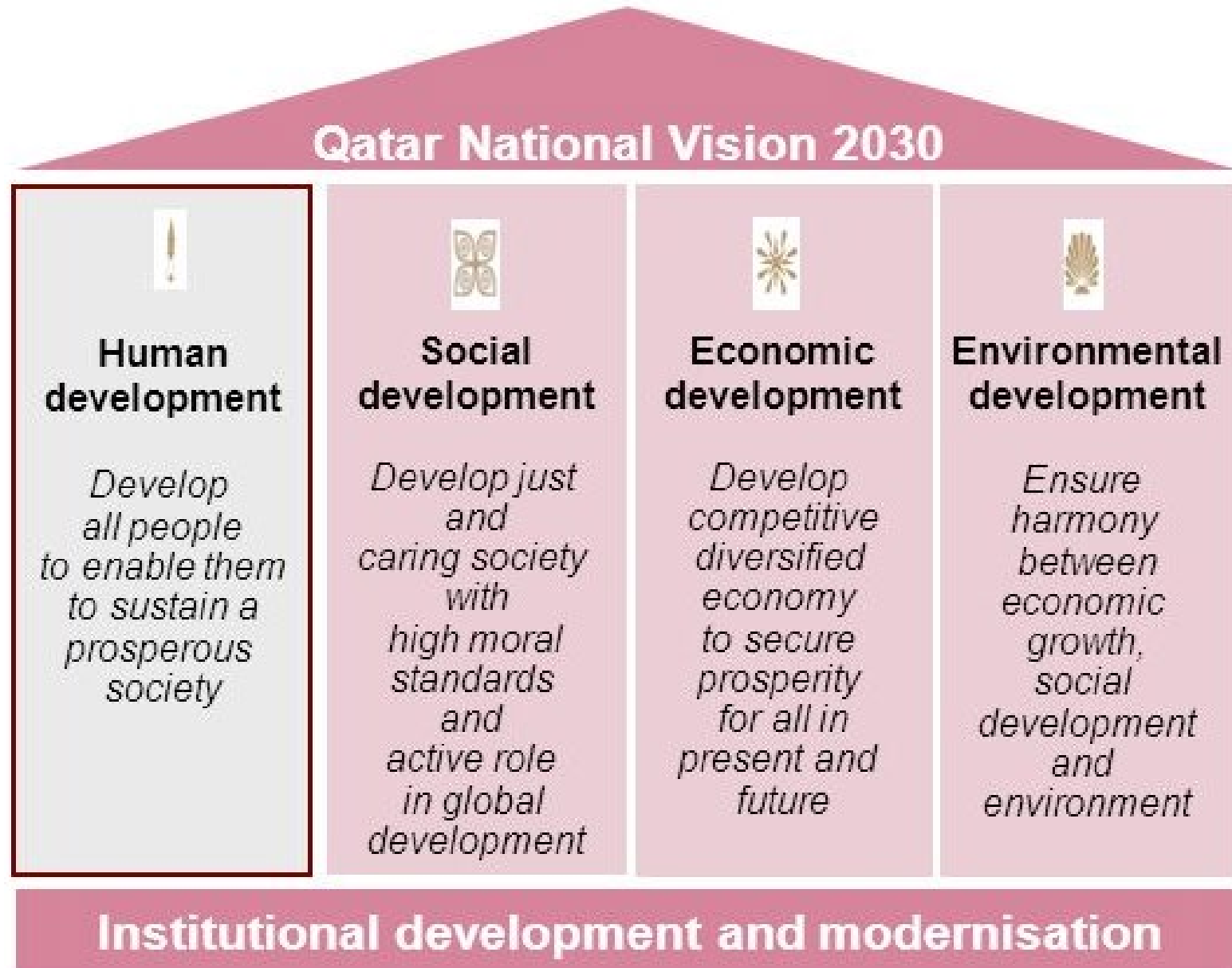


Enhance **Optimization** of **resources** for more outputs with less resources, and reduce dependence of governmental funds

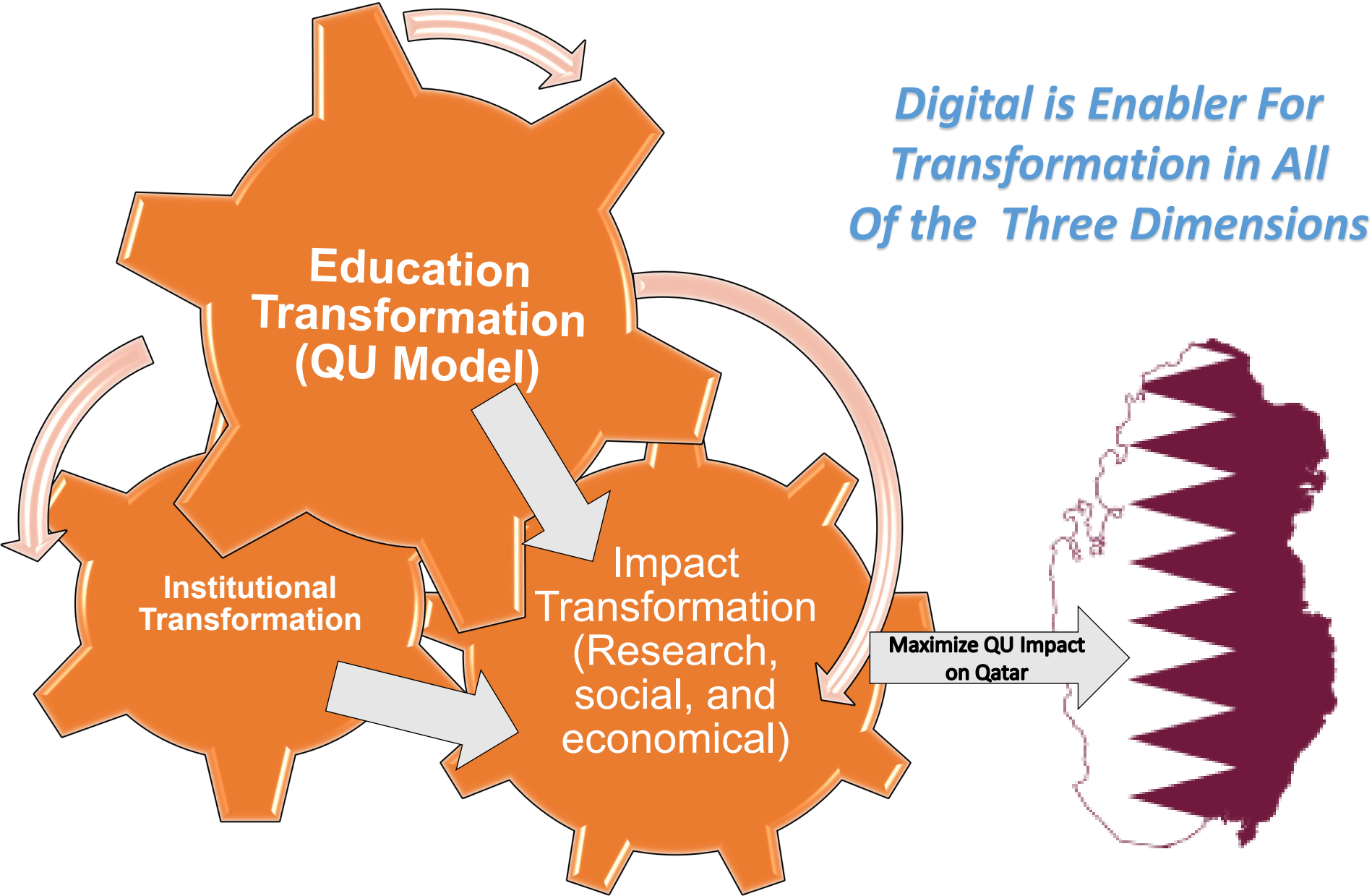
3- International Trends (The Strategic Context of QU Transformation)



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

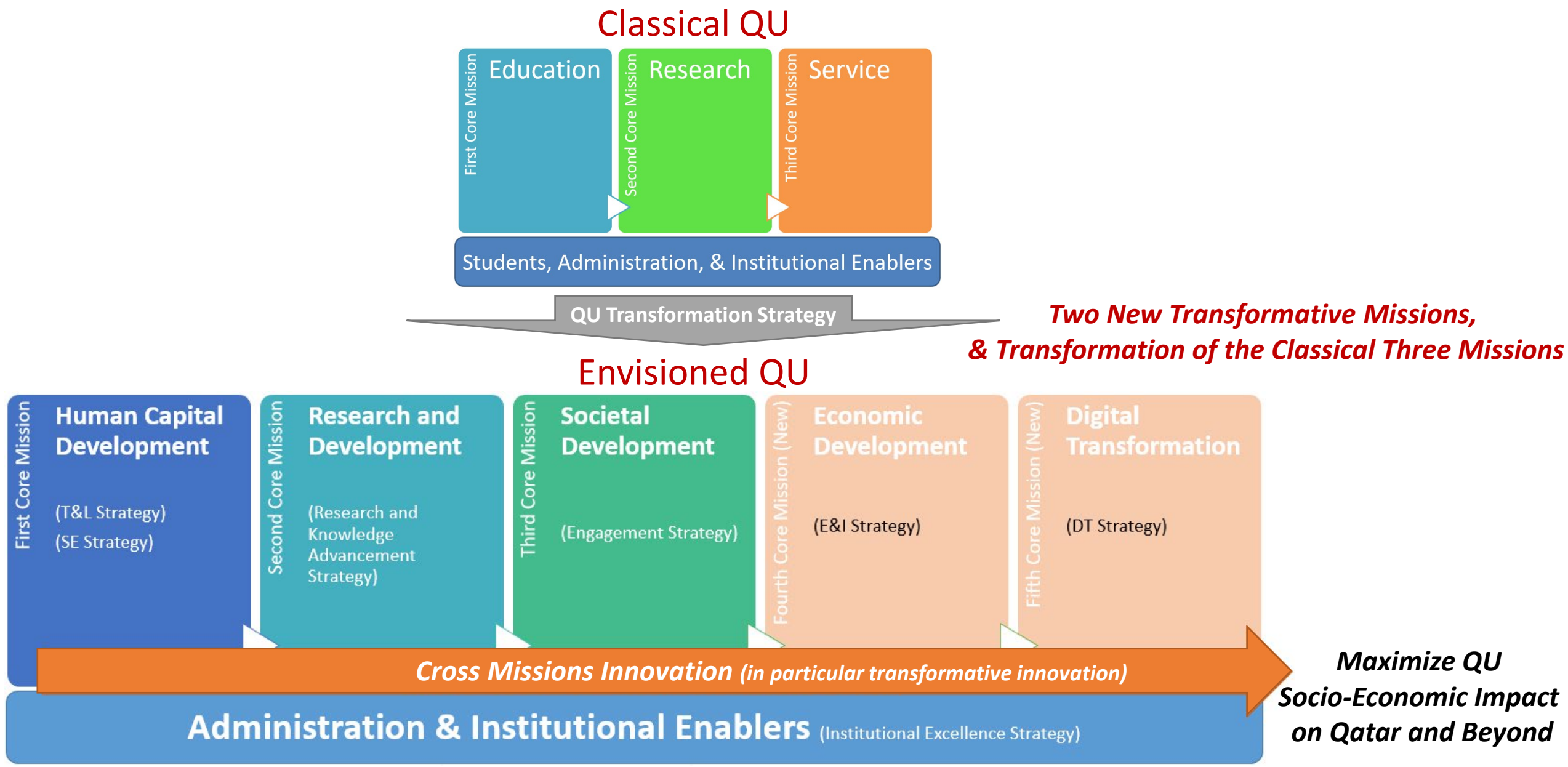


Defining Three Dimensions of QU Transformation that Respond to QU Transformation Strategic Context and Leads to Maximizing QU Impact in Qatar



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 Values**
- Excellence

Integrity

Diversity

Social Responsibility

Innovation

Academic Freedom

Goal 1 Statement (National Impact): *To proactively play a leading role in shaping and enabling the transformation of the Higher Education System in Qatar.*

Goal 2 Statement (Transforming Education): *To be regionally recognized for the provision of holistic education that is transformative, learner-centric, experiential, research-informed, competency-based, digitally enriched and entrepreneurial.*

Goal 3 Statement (Transforming Graduates): *To prepare graduates who are well rounded with attributes and values that maximize their impact.*

Goal 4 Statement (Transforming Research): *To excel in research, that is focused, relevant, measurable, solution oriented, impactful, collaborative, and advances knowledge and innovation.*

Goal 5 Statement (Transforming the Institute): *To be recognized as a benchmark for organizational and operational excellence, and sustainability.*

Goal 6 Statement (Transforming Engagement): *To foster effective engagement with local and international stakeholders to enrich education, strengthen research, impact socioeconomic development, and enhance visibility and image.*

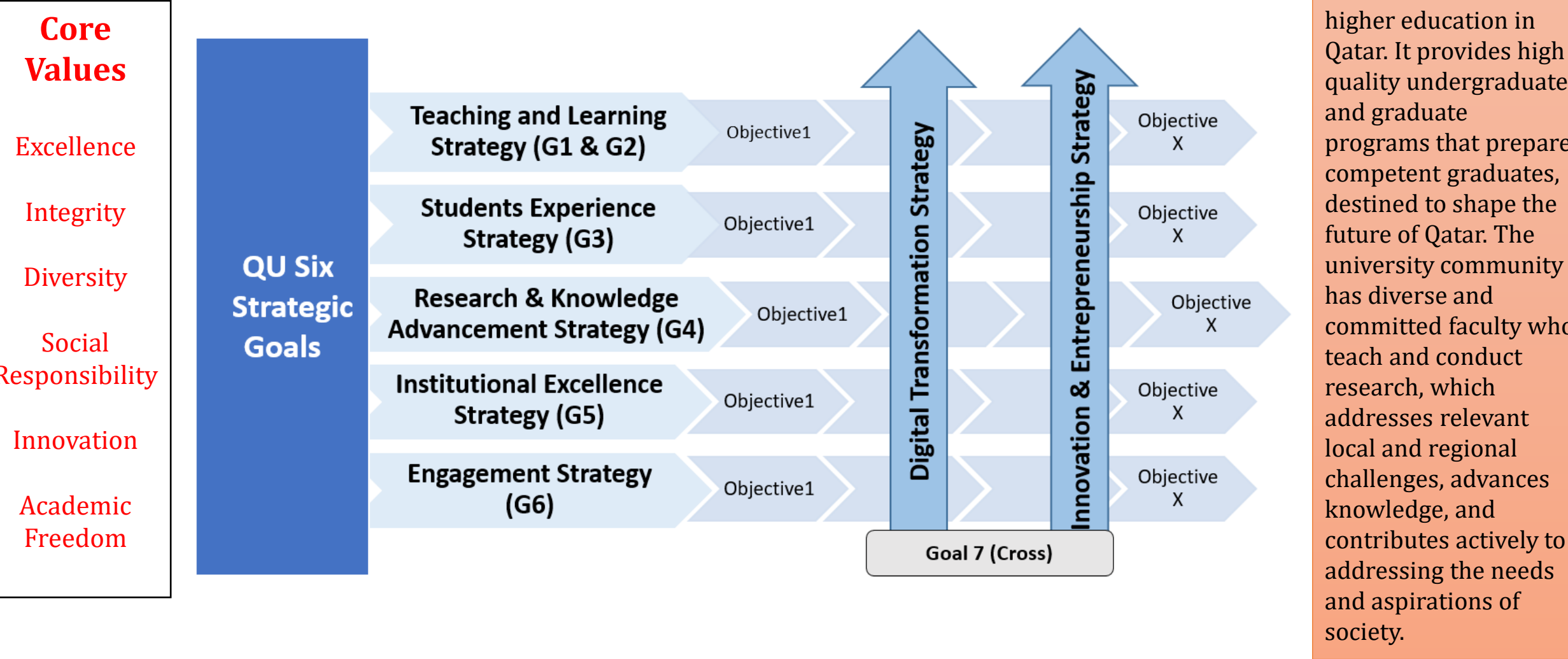
Mission

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.

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*

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

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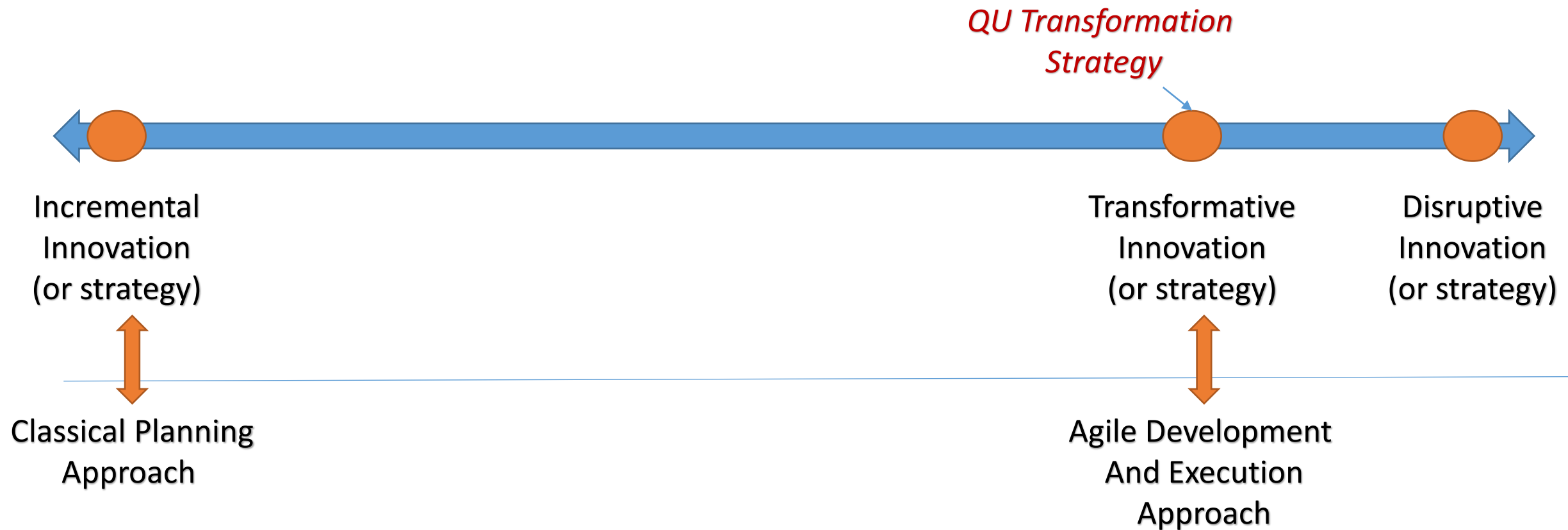


Part 2 (QU Transformation Critical Components → *The Innovation Intensive Components**)

- 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 & Investment)

A Spectrum of Innovation (or strategy):

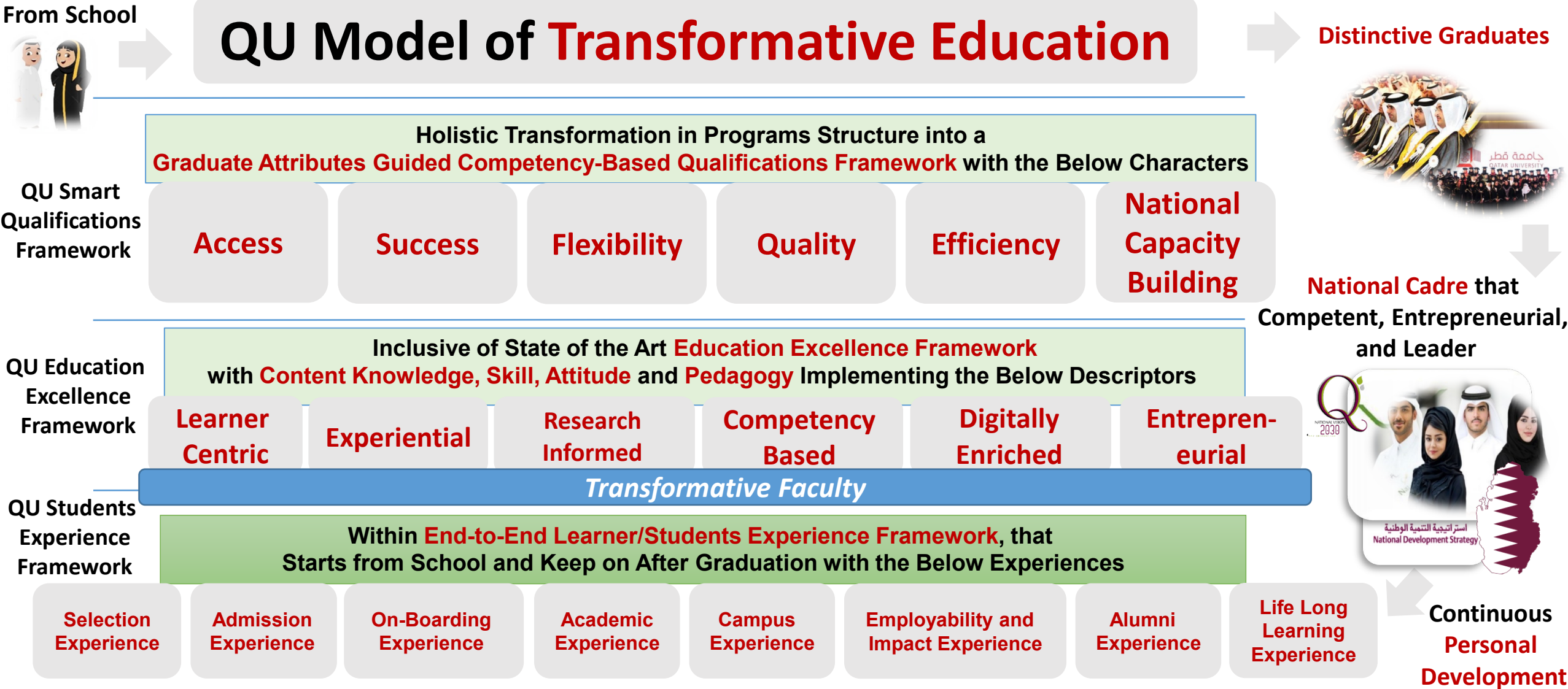
Positioning QU Transformation Strategy



QU Transformation Component 1:

QU Model of Transformative Education (digital is enabler of most of its **descriptors**)

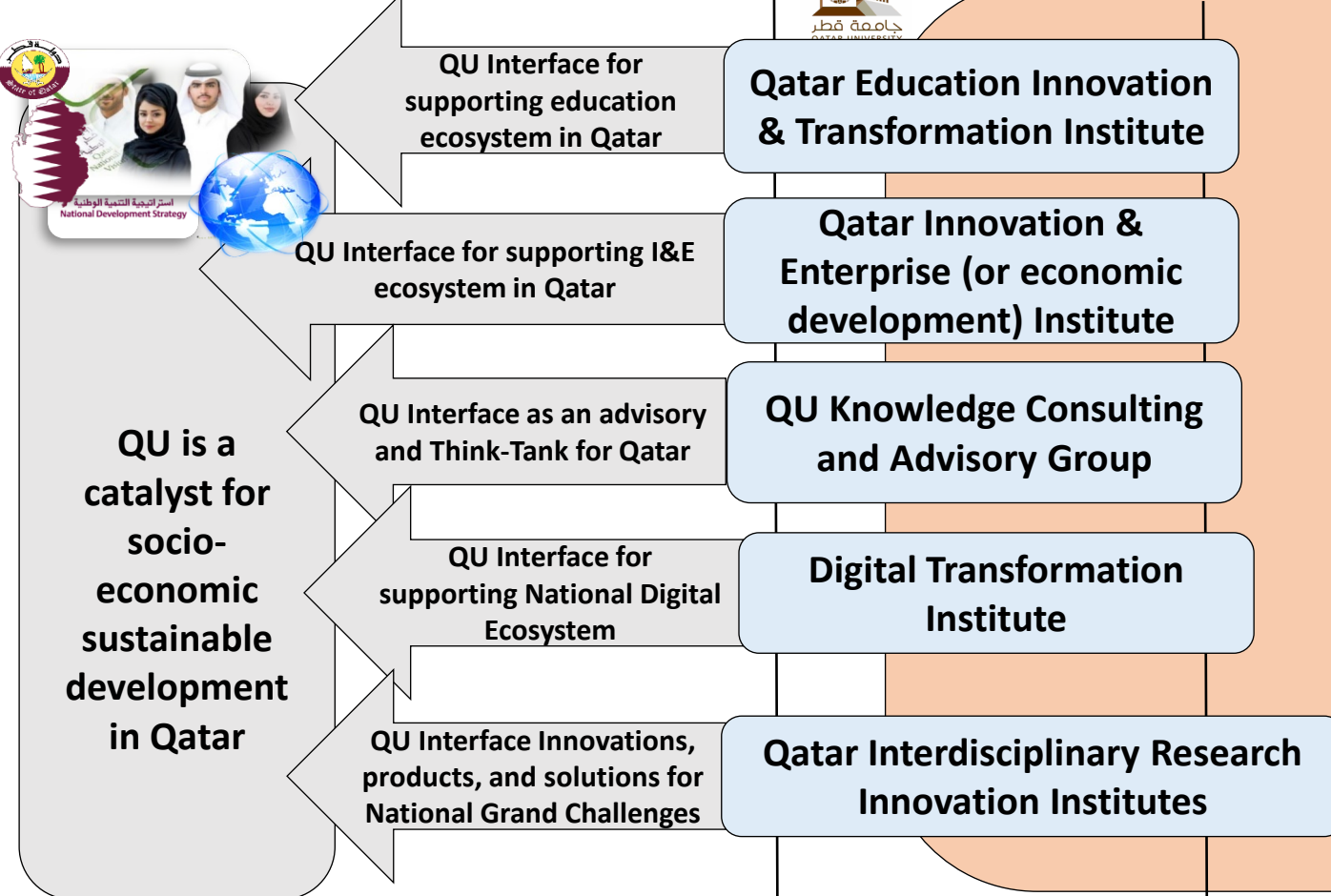
(e.g. *Innovation Intensive model of higher education*' qualification architecture, curriculum, delivery, and outputs)



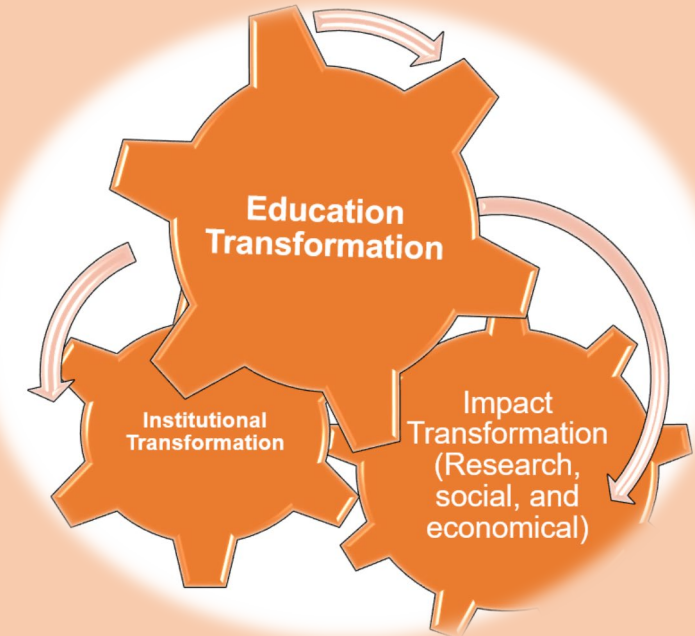
QU Transformation Component 2: Socio-Economic Impact Institutes/Platforms

Transformation & Socio-Economic Impact Catalyst Enabling Institutes

Qatar Society and Economy



Qatar University



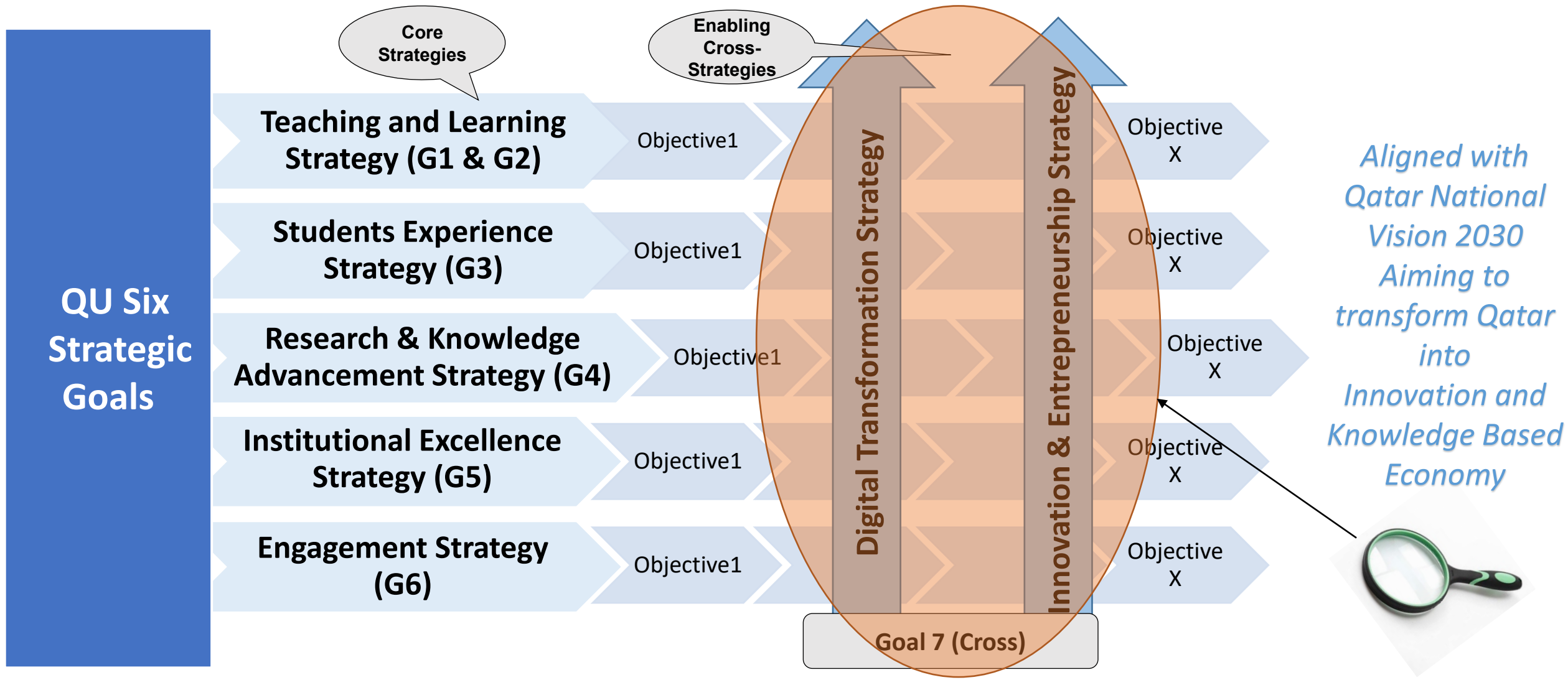
Emerging Structures to Enable QU in Achieving its Envisioned Role (Catalyst Interfaces)

QU Transformation Process for Maximizing its Role in the National Society and Economy

QU 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**

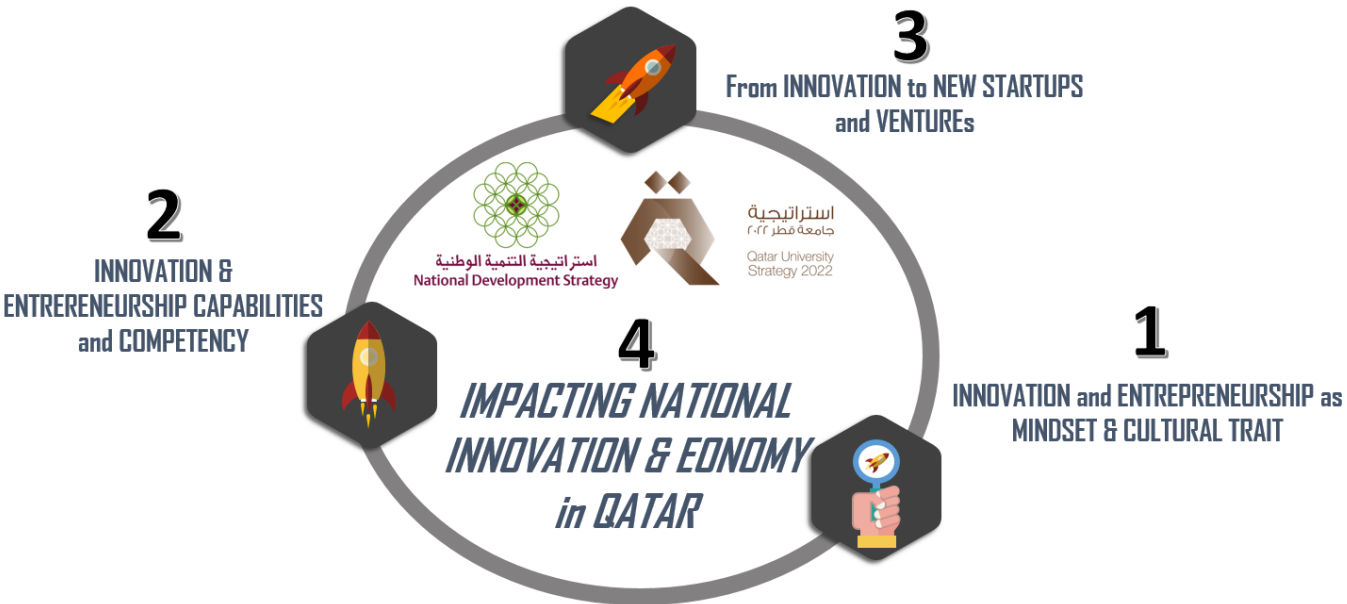
QU Transformation Component 3:

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

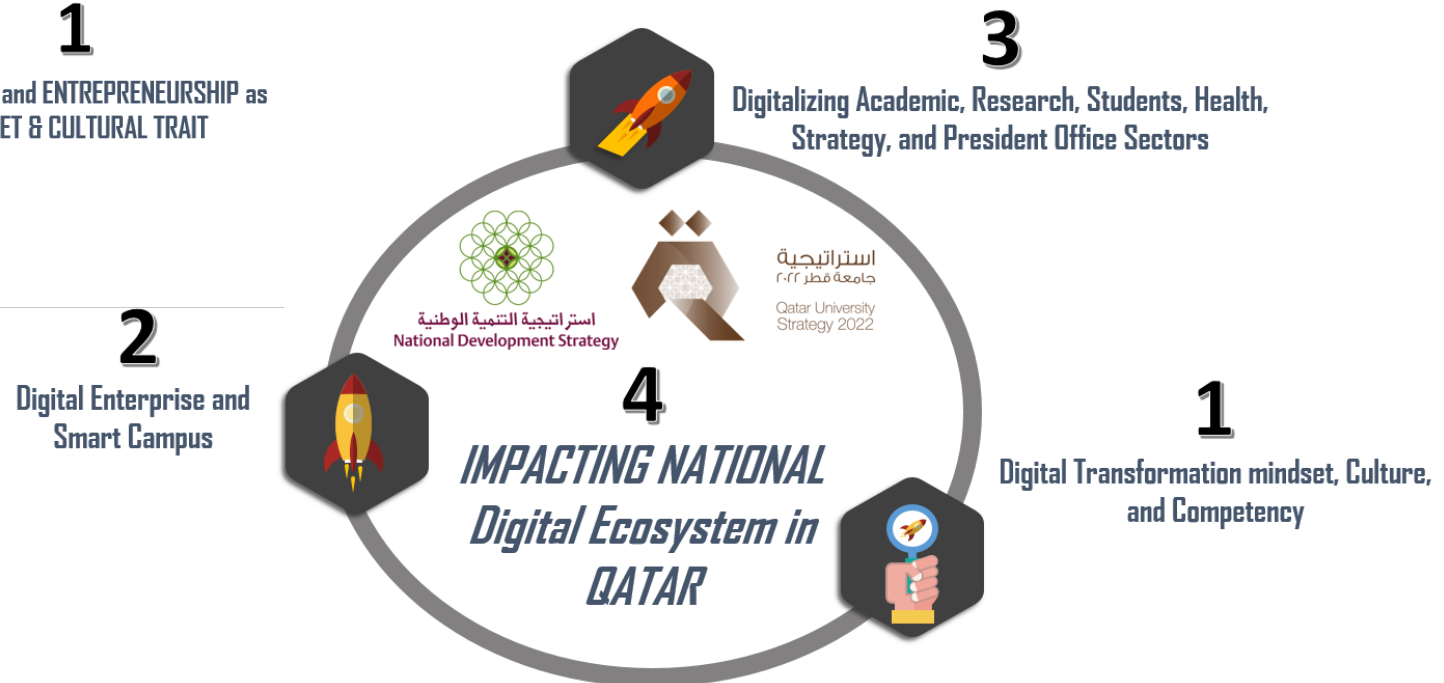


Innovation & Transformation Enabling Strategies: Digital Transformation, and Entrepreneurship & Innovation Strategies

QU Entrepreneurship & Innovation Strategy Four Objectives

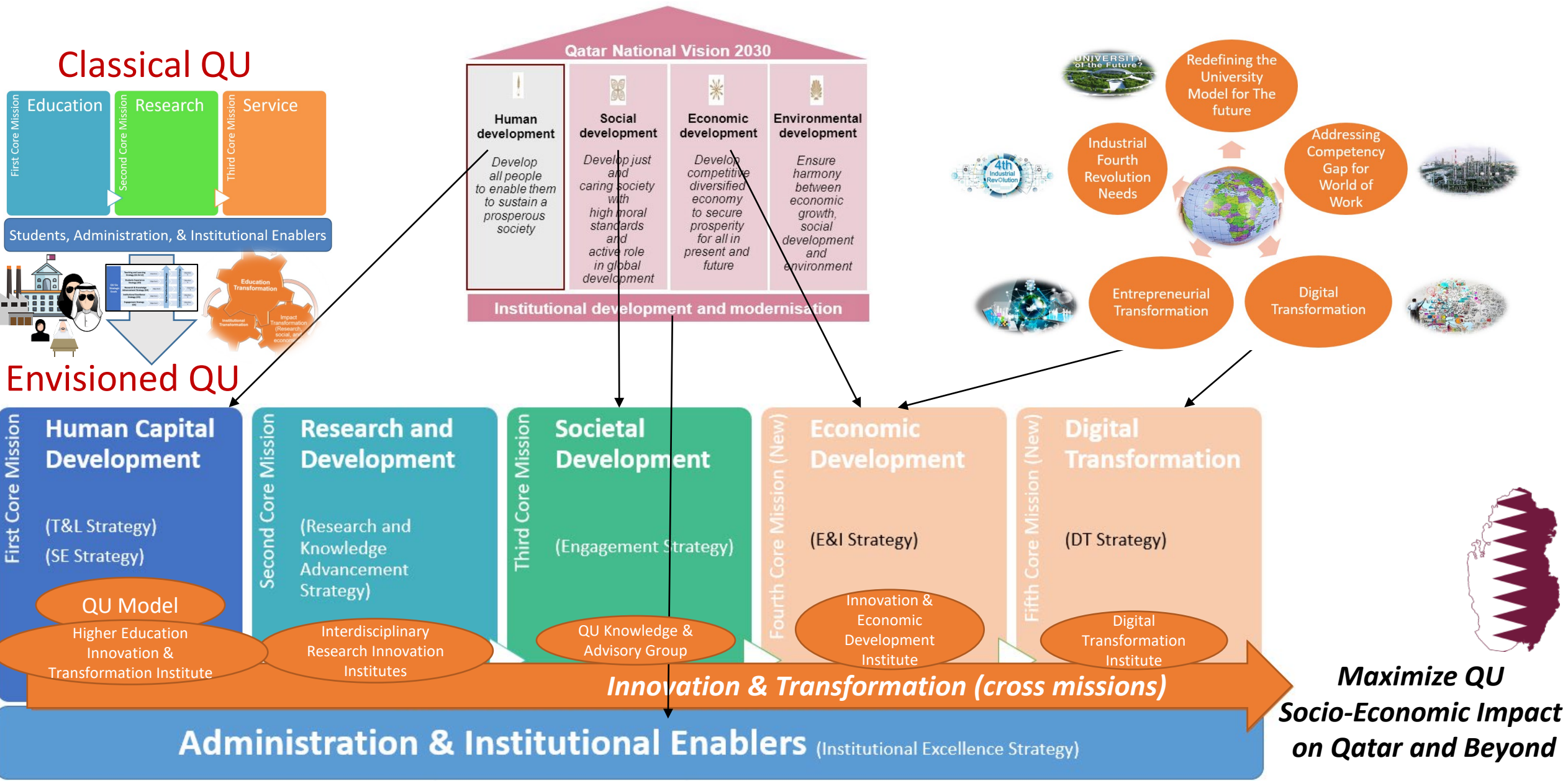


QU Digital Transformation Strategy Four Objectives



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)

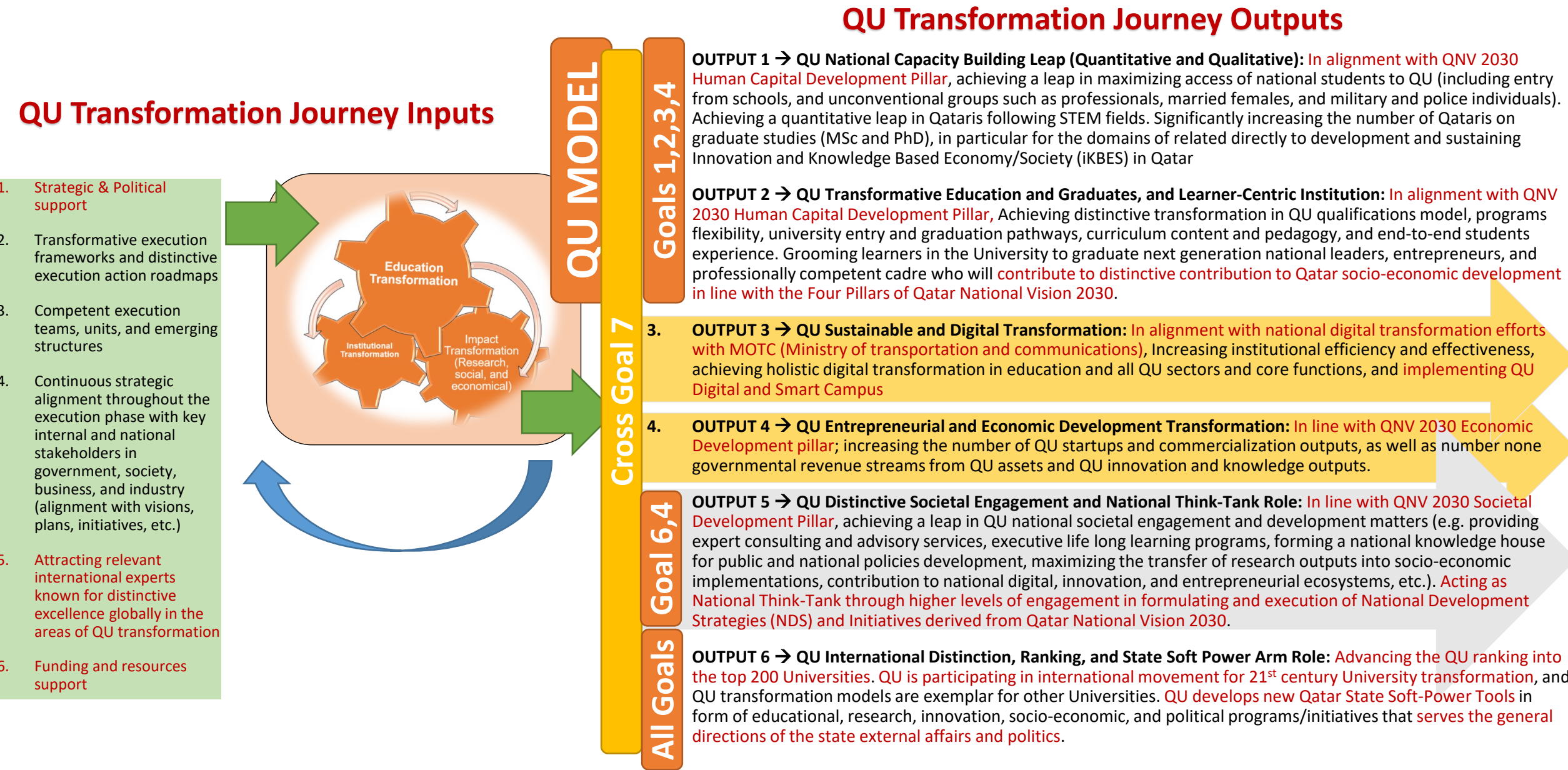




Part 3 (QU Transformation Outputs & Next)

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

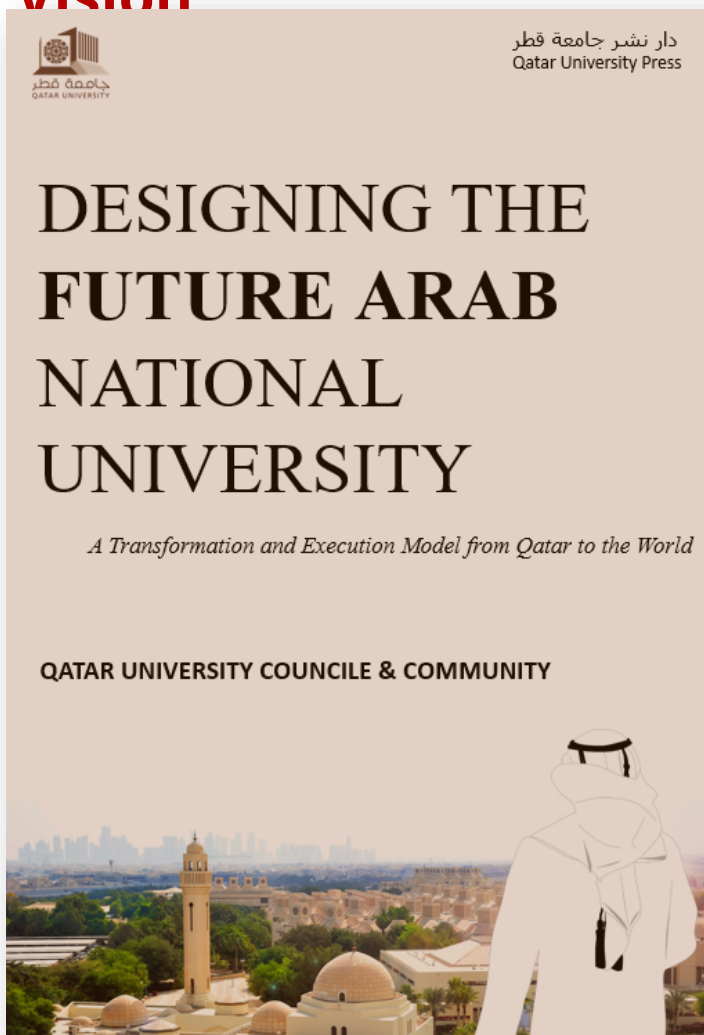
Holistic View of QU Transformation Outputs and the National and Global Impact of the University



QU Transformation Outputs Visualization, ASU as example of a strategic roadmap .. :

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

Vision



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