College of Engineering, QU, Strategic Planning Committee

It is all about collaboration ………………………………

Strategic Planning Committee 2013/2016

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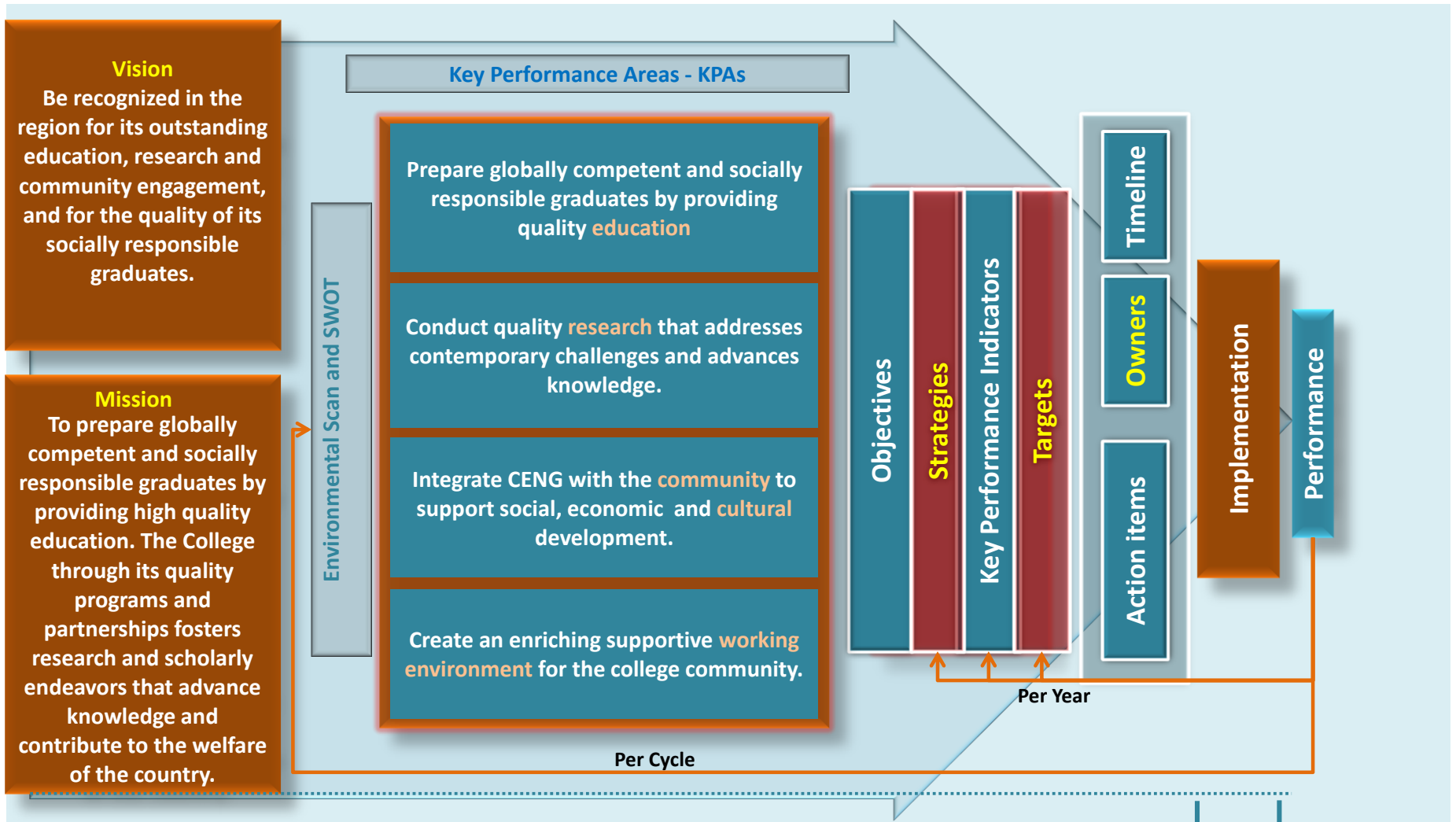Dr. Majeda Khraisheh, and Dr.Nasser Alnouaimi.
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Vision
Be recognized in the region for its outstanding education, research and community engagement, and for the quality of its socially responsible graduates.

Mission
To prepare globally competent and socially responsible graduates by providing high quality education. The College through its quality programs and partnerships fosters research and scholarly endeavors that advance knowledge and contribute to the welfare of the country.

Environmental Scan and SWOT

Key Performance Areas - KPAs

Prepare globally competent and socially responsible graduates by providing quality education

Conduct quality research that addresses contemporary challenges and advances knowledge.

Integrate CENG with the community to support social, economic and cultural development.

Create an enriching supportive working environment for the college community.

Objectives

Strategies

Key Performance Indicators

Targets

Timeline

Owners

Action items

Implementation

Performance

Per Year

Per Cycle

Developed May– Updated September 2013 (for 2013-2016)

1				Key Performance Area 1 – KPA 1				
Prepare globally competent and socially responsible graduates by providing quality education								
				Data Related to KPIs			**Data Related to Strategies**	
	Obj	KPI	Sub	KPI	Target	KPI Owner	Strategy	Strategy Owner
1	1			**Objective 1: Accommodate increased students' enrollments to ensure continuous quality education**				
1	1	1		Student/Faculty ratio per program	20:1	DEPTs	Continuously adjust faculty recruitment plan to reduce student to faculty ratio	DEPTs and Dean's Office
1	1	2		Ratio of actual enrollment in an academic program to defined capacity of a program	0.9	ADSA	Monitor recruitment and enrollment on a continuous basis	ADSA
1	2			**Objective 2: Maintain the alignment of academic programs with the needs of a knowledge based society as well as international standards and trends**				
1	2	1		Percentage of departments that have governmental and nongovernmental representatives in committees and councils at the college/department level	100%	DEPTs	Incorporate governmental and non-governmental stakeholders into college, department, and program level advisory committees to promote alignment with market needs.	DEPTs
1	2	2		Percentage of undergraduate academic programs accredited by well-recognized accreditation agencies, based on the master calendar:			Provide continuous assessment of the programs to align with accreditation standards or to obtain accreditation	DEPTS
1	2	2	a	Engineering and Technology programs by ABET	100%	DEPTs		
1	2	2	b	Architecture programs by NAAB	100%	AUP		
1	2	2	c	College level		Dean's Office		
1	2	3		Number of new and updated courses addressing regional and/or international disciplinary trends	1 course/program/cycle	DEPTs	Develop or upgrade courses to address regional and/or international disciplinary trends.	DEPTs
1	2	4		Number of new programs in graduate level	1 program/cycle	ADRGS	Conduct feasibility and if required, propose a new MS Program to address regional and/or international disciplinary trends.	ADRGS
1	3			**Objective 3: Adopt innovative and effective pedagogies to enhance student learning.**				
1	3	1		Percentage of graduated students who took internship/summer training.	70%	IRO	Provide opportunities for the students to take up summer or semester internships	IRO
1	3	2		Number of courses offered as online or hybrid courses. Note: the online or hybrid course could be lectures offered for one session in one week per semester.	part of 1 course/program/year	DEPTs	Offer courses that provide opportunities for students to take or attend part of the course online.	DEPTs
1	3	3		Percentage of CENG students enrolled in the Honors program	3%	DEPTs	Encourage the students to enroll in the Honors program	DEPTs
1	3	4		Number of courses addressing employability, entrepreneurial, innovation skills and/or experiential skills	1 core course/program/cycle	DEPTs	Provide contents in a course that help placement of graduates in the industry	DEPTs
1	4			**Objective 4: Create an enriching student experience outside the classroom.**				
1	4	1		Number of activities organized or conducted by students	6 activities/ college (1/ dept)	ADSA	Encourage students to volunteer in program level clubs or groups/committees in order to organize enriching programs.	ADSA

1	4	2		Level of enriching education experiences reported by graduating students.			Provide enriching learning experience programs such as: -Participating in co-curricular activities -Internships and field experience -Developing soft skills -Domestic or international community service or volunteer work	
1	4	2	a	freshmen	75%	OIPD - survey (NSSE)		DEPTs, IRO, & ADSA
1	4	2	b	Seniors	75%	OIPD - survey (NSSE)		
1	5			**Objective 5: Attract and retain high quality academic staff**				
1	5	1		Percentage of students who at least "agree" that they are satisfied with the learning experiences provided by the faculty	70%	OIPD	Recruit qualified faculty members to strengthen learning experience provided by faculty.	DEPTs
1	5	2		Percentage of faculty who attend conferences and other professional development opportunities outside Qatar.	60%	DEPTs	Provide opportunities for faculty training by supporting attendance in conferences and other professional development opportunities outside the country.	DEPTs
1	6			**Objective 6: Support students' preparation for, and achievement of academic success at the university**				
1	6	1		Student retention and graduation per program, gender, high school GPA and nationality (per academic year and by cohort)				
1	6	1	a	Undergraduate	Retention: 85% Graduation: 80%	ADSA	Set a target for improving retention rates while maintaining academic standards.	Deans Office & ADSA
1	6	1	b	Graduate	Retention Master : 85%, Retention PhD: 90% Graduation: Master: 80% , Graduation: PhD: 80%	ADSA		
1	6	2		Percentage of students on academic probation (all registered students and entering cohort)	< 10% (tracking)	ADSA	Reduce the number of students on probation by supporting the academic advising office's efforts working with weak students.	ADSA
1	6	3		Percentage of students who indicate that they are at least satisfied with laboratory facilities	80%	OIPD	Increase student satisfaction by providing high-quality teaching laboratory facilities	DEPTs
1	6	4		Percentage of first year students who are at risk	Tracking	OIPD	Reduce the number of first year students wha are on at risk by supporting the academic advising office's efforts working with weak students.	ADSA
1	7			**Objective 7: Facilitate student Research**				
1	7	1		Percentage of undergraduate students involved in research projects	5%	ADRGS	Provide opportunities and encourage students to participate in both internally funded or externally funded research programs being led by faculty members	ADRGS

1	7	2		Number of courses in each study plan with significant research component	At least 1 course/program/year (Note: as per university directed)	DEPTs	Offer courses that encourage undergraduate students to conduct research.	DEPTs
1	7	3		Number of undergraduate students participating in international programs such as research competitions and conferences.	30	ADSA	Encourage and support undergraduate students to participate in international conferences, competitions, exhibitions and other such events to disseminate the results of their research through presentations, posters, and published papers.	DEPTs
1	8			**Objective 8: Promote comprehensive learning among graduating students**				
1	8	1		Percentage of students achieving level 3 on scale of 4 on the comprehensive assessment	75%	DEPTs	Add an assessment component taken prior to graduation to examine program level comprehensive learning.	DEPTs

Key Performance Area 2 – KPA 2
Conduct quality research that addresses contemporary challenges and advances knowledge

				Data Related to KPIs			Data Related to Strategies	
Obj	KPI	Sub		KPI Description	Target	KPI Owner	Strategy	Strategy owner
2	1			**Objective 1: Improve and sustain research infrastructure in the college to meet research needs and support local industry and governmental agencies**				
2	1	1		Satisfaction level of faculty and research support staff (e.g. research assistants, technicians) with laboratory facilities	70%	OIPD	Ensure that research faculty have dedicated lab and office space to conduct their research work.	DEPTs
2	1	2		Number of research centers, labs, workshops, and other core research facilities added, upgraded or expanded. New research centers such as: clean energy, innovation, and supply chain and logistics.	3/cycle	Dean's Office	Add/upgrade/expand research centers, laboratories or workshops and meeting spaces essential for research support. New research centers such as: alternative energy, innovation, and supply chain and logistics.	Dean's Office
2	1	3		Number for certification of CENG labs/facilities.	1 lab/cycle	ADRGS	Get proper certification, where required, for the research labs	ADRGS
2	1	4		Number of labs/facilities that are utilized by joint project with industry/governmental agencies	1 instance/ year	DEPTs	Utilize research centers/labs and facilities for the purpose of industry, government or other organizations	DEPTs
2	1	5		Percentage of research center budget funded from external sources		ADRGS	Get collaboration from relevant industry before the establishment or during the operation of the research center	ADRGS
2	2			**Objective 2: Develop, attract, and retain faculty and research support staff to scale up research capacity and achieve research excellence**				
2	2	1		Number of distinguished research faculty member.	75% of faculty members have a score of 3.5 or more on annual faculty research evaluation	ADAA	Increase research activities and publications by the faculty	ADAA
2	2	2		Number of Qatari faculty members active in research	60%	ADRGS	Develop a plan to attract, retain, and develop Qatari research faculty and staff (start-up packages for faculty).	ADRGS
2	3			**Objective 3: Ensure high quality of our graduate programs and attract more highly qualified graduate students.**				
2	3	1		Percentage of reports with distinction or minor correction from external and internal examiners on reviewed thesis and project reports	80%	ADRGS	Enhance the quality of graduate programs through quality outputs produced by the students	ADRGS
2	3	2		Percentage of graduate students (from programs in line with Qatar University Research Strategy) who are at least "satisfied" with:			Provide support services such as dedicated office space, access to research facilities and equipment even after working hours, expanded e-self services that enable graduate students to succeed.	ADRGS
2	3	2	a	Support services	70%	OIPD		
2	3	2	b	Facilities and equipment	70%	OIPD		
2	3	3		Research output of graduate students from programs in line with Qatar University Research Strategy:			Encourage and support graduate student research and stress the need to increase their research productivity through academic publications and posters or presentations at professional conferences.	ADRGS
2	3	3	a	Publications in indexed journals	10% (tracking)	ADRGS		
2	3	3	b	Presentations	30% (tracking)	ADRGS		
2	3	3	c	Posters	40% (tracking)	ADRGS		

2	3	4		Financial support for graduate students enrolled in programs:			Identify and maximize sources of financial support for graduate students, both Qatari and non-Qatari, including scholarships, research assistantships, and research project funding.	ADRGS
2	3	4	a	Number of research assistantships	15 both	ADRGS		
2	3	4	b	Number of research scholarships.		ADRGS		
2	4			**Objective 4: Identify, engage, and develop strategic research collaborations with national and international partners**				
2	4	1		Number of current and new MOUs/MOA's for research collaboration in major research areas:			Identify, develop, and reinforce strategic research partnerships and collaborative relationships through Memorandum of Understanding, research sub-contracts with national and international partners.	ADRGS
2	4	1	a	International	tracking	ADRGS		
2	4	1	b	National	tracking	ADRGS		
2	4	2		Number of running research chair positions established with support from the industry and for which scholars are hired	1/department/cycle	IRO	Identify the need, seek collaboration and install industry sponsored research chairs.	DEPTs
2	5			**Objective 5: Host regional and international academic conferences, meetings and workshops in priority areas**				
2	5	1		Number of specialized international conferences, meetings hosted or co-hosted and in partnership with regional and international organizations (both inside and outside Qatar)	2/ cycle	Dean's Office	Organize, support, joint partnership with regionally or internationally renowned institutes and organizations to hold international conferences.	Dean's Office
2	5	2		Percent of conference theme related CENG faculty members academic contributions	70%	DEPTs	Encourage research related faculty members to participate and make academic presentations in conferences and workshops organized by the College.	DEPTs
2	6			**Objective 6: Diversify sources of funding and increase research projects that are in alignment with Qatar university Research Strategy**				
2	6	1		Percentage of external grants:			Support and encourage faculty to secure research funding from major sources such as QNRF.	ADRGS
2	6	1	a	Government (e.g. QNRF)	tracking	ADRGS		
2	6	1	b	Qatar Private/Industry	10% increase from baseline	ADRGS		
2	7			**Objective 7: Enhance CENG research profile by improving the productivity of its departments and research centers while producing relevant research that match local and regional context**				
2	7	1		Number of active research centers/groups in areas of competitive strengths.	2 domain research group/ department	ADRGS	Encourage the formation of research active centres and groups.	ADRGS & Dean's Office
2	7	2		Number of collaborative research activities or projects between research centers and CENG departments	1/center	ADRGS	Encourage collaborative research endeavors between such research centers and departments in CENG	ADRGS
2	7	3		Total number of peer-reviewed publications per program:			Encourage and facilitate the publication of research papers in international peer reviewed journals and encourage publications in more indexed journals of high impact factor	ADRGS
2	7	3	a	Indexed	4 publications	ADRGS		
2	7	3	b	Non-indexed	1 publication	ADRGS		

2	7	4		Percentage of publications with impact factor above 1 and/or in high quality journals identified in a discipline (per program)	Tracking	ADRGS	Refer to 2.7.3.	ADRGS
2	7	5		Ratio of citation per faculty per year (excluding self-citations)	2/faculty	ADRGS	Refer to 2.7.3.	ADRGS
2	7	6		Number of scholarly outputs beside indexed journal publications	1/faculty	ADRGS	Refer to 2.7.3.	ADRGS
2	7	7		Number of patents, invention disclosures, and other IPs	2 patents/invention disclosures/other Ips per SP cycle	ADRGS	Refer to 2.7.3.	ADRGS
2	7	8		Success rate of external grants:				
2	7	8	a	NPRP	20%	ADRGS	Encourage faculty sharing experiences and develop the team in order to develop proposals for external grants such as NPRP and UREP.	ADRGS
2	7	8	b	Others (such as: UREP)	20%	ADRGS		
2	8			**Objective 8: Increase support and recognition for interdisciplinary research in key areas of competitive strength**				
2	8	1		Amount of internal funds dedicated for interdisciplinary research projects and initiatives	Tracking	ADRGS	Increase internal funding for interdisciplinary research.	ADRGS

Key Performance Area 3 – KPA 3
Integrate CENG with the community to support social, economic and cultural development

				Data Related to KPIs			Data Related to Strategies		
Obj	KPI	Sub		KPI	Target	KPI Owner	Strategy		Strategy Owner
3	1			**Objective 1: Improve the image of CENG and maximize support by the society at large**					
3	1	1		Number of social media outlets (in addition to QU ER)about CENG such as by developing electronic applications about CENG	2/year	Dean's Office	Focus on social media for image building		Dean's Office
3	1	2		Number of collaborations with international universities in Qatar.	Tracking	ADRGS	Encourage building collaboration with international universities in Qatar		ADRGS
3	2			**Objective 2: Capitalize on the relationships with CENG alumni**					
3	2	1		Number of social activities involving alumni	1 activity/year/dept	DEPTs	Organize alumni activity in order to foster partnership.		DEPTs
3	2	2		Number of active alumni (help CENG in internships, sandwich programs, participate in our events, etc.).	3 alumni/program	DEPTs	Encourage alumni to actively participate, interact, and support college internship and other collaborative programs.		DEPTs
3	2	3		Percentage of graduate from undergraduate programs employed within six months of graduation	70%	ADSA	Encourage students to participate in career fairs in order to increase their chances for employment		ADSA
3	3			**Objective 3: Foster an environment that encourages faculty and students participation in community service and outreach activities**					
3	3	1		Number of outreach activities by CENG and departments	1/program	DEPTs	Encourage and support outreach initiatives that connect CENG to society through schools, families and organizations (examples: Gasna, Life is Engineering and Al Bairaq.).		DEPTs
3	3	2		Percentage of faculty involved in specific community service activities/events	25%	DEPTs	Promote faculty involvement in community activities, professional societies and committees		DEPTs
3	3	3		Percentage of students participating in community service activities (in or outside QU)	5%	DEPTs	Promote student involvement in CENG organized outreached and community service activities		DEPTs
3	3	4		Percentage of senior projects involving outreach and service learning components	30%	DEPTs	Encourage senior projects to involve outreach and service learning components.		DEPTs
3	4			**Objective 4: Strengthen effective cooperation with civil society, government organizations, and professional societies.**					
3	4	1		Percentage of faculty involved in consultancy services to industrial/external institutional clients.	10% (tracking)	DEPTs	Encourage faculty to provide consulting services to the industry, government agencies or other external agencies		DEPTs
3	4	2		Percentage of faculty active on committees outside QU	10%	DEPTs	Encourage faculty members to be part of the professionally related committees outside of QU		DEPTs

3	4	3		Number of events the CENG co-organized or participated in with one or more civil society or government organizations	1 event/year	IRO	Co-organize events on and off campus with civil society and government organizations to support national and societal initiatives; provide university members with opportunities to get involved.	IRO
3	5			**Objective 5: Provide lifelong learning opportunities in engineering related fields in Qatar**				
3	5	1		Number of CENG faculty teaching in continuing education and specialized training	3/dept (Note: As per university directive)	DEPTs	Encourage CENG faculty in teaching in continuing education and specialized training.	DEPTs
3	5	2		Percentage of CENG faculty who contribute to or hold affiliations with local professional association	50%	DEPTs	Encourage CENG faculty to hold membership of local professional organizations	DEPTs
3	5	3		Number of CENG public lectures, seminars, symposia, and workshops	15/college	DEPTs	Promote CENG faculty to provide public lectures, seminars and workshop in their field of expertise.	DEPTs
3	6			**Objective 6: Preserve and enhance Qatari Heritage and cultural values in keeping with global modernization**				
3	6	1		Number of initiatives (campaigns, policies, memos, events, competitions) related to preserving cultural heritage and values	2 at college level	Dean's Office	Encourage faculty on a number of initiatives on Qatari heritage through events, publications and research proposals/projects	Dean's Office
3	7			**Objective 7: Support QNV's initiatives towards Qatarization in various engineering professionals**				
3	7	1		Number of Qatari faculty members (full or part time) per department	3	DEPTs	Recruit, develop and retain Qatari Faculty in the College	DEPTs
3	7	2		Number of Qatari TAs recruited as potential faculty members in the future per department	3	DEPTs	Recruit, develop and retain Qatari TAs in the College	DEPTs
3	7	3		Percent of Qatari Students enrolled in the college:				
3	7	3	a	UG programs	30%/college	ADSA	Develop plans and programs for recruitment of more Qatari students in the undergraduate programs	ADSA
3	7	3	b	Graduate programs	20%/college	ADRGS	Develop plans and programs for recruitment of more Qatari students in the graduate programs	ADRGS
3	8			**Objective 8: Enrich student learning by exposing the students to international dimensions**				
3	8	1		Number of students and faculty participating in international community based programs in order to provide technology solutions.	3 students/year, 1 faculty/year	Dean's Office	Encourage students to participate in international community based programs in order to provide technology solutions.	Dean's Office

Key Performance Area 4 – KPA 4
Create an enriching supportive working environment for the college community

				Data Related to KPIs				
Obj	KPI	Sub		KPI	Target	KPI Owner	Strategy	Strategy owner
4	1			**Objective 1: Enhance faculty and staff stability and sense of belonging**				
4	1	1		Number of professional development activities per year	3/faculty member	DEPTs	Provide opportunities to the faculty to undergo through professional development activities	DEPTs
4	1	2		Percentage of faculty members involved in the development and assessment of unit strategic plan	20%	DEPTs	Involve at least one faculty from each department in the development of strategic plan	DEPTs
4	1	3		Percentage of faculty and staff who are at least "satisfied" with their jobs.	75%	OIPD	Promote good customer service that support faculty and staff job satisfaction	DEPTs
4	1	4		Level of academic staff overall satisfaction (housing, compensation, benefits, fairness, social activities)	75%	OIPD	Tracking of sacademic staff overall satisfaction	OIPD
4	2			**Objective 2: Improve social environment by engaging faculty and staff in a wide spectrum of activities**				
4	2	1		Number of on or off campus social activity programs conducted annually for faculty members and staff	7 events/year (1 CENG, 1/dept)	DEPTs & IRO	Facilitate opportunity to organize on and off campus activities by faculty and staff	DEPTs & IRO
4	2	2		Percentage of faculty and staff engagement in social activities hosted by the college/departments	75%	DEPTs	Encourage involvement of greater number of faculty and staff in such social activities/events	DEPTs
4	2	3		Percentage of faculty and staff who are at least satisfied with:				
4	2	3	a	Social spaces and gathering activities	70%	OIPD	Provide support services, facilities and conducive environment to the faculty and staff in order to be able to successfully organize social activities.	ADAA & Dean's Office
4	2	3	b	Quality of leisure facilities	70%	OIPD		
4	2	3	c	Cultural diversity and cohesiveness	70%	OIPD		
4	3			**Objective 3: Improve college infrastructure and service delivery**				
4	3	1		Percentage of faculty and staff who are at least satisfied with:			Provide standard office spaces with computing and network facilities to each of the faculty and staff member.	DEPTs
4	3	1	a	Quality of office space	80%	OIPD		
4	3	1	b	Quality of utilities (such as rest rooms, cafeteria etc.)	80%	OIPD	Provide meeting rooms, coffee lounges (or staff lounge) for use by the faculty members.	Dean's Office
4	3	1	c	College universal designed facilities special needs	50%	OIPD	Plan, propose and implement college facilities for access by all with special needs.	Dean's Office
4	3	2		Preparation of the relocation plan for moving to college new building	continuous	Dean's Office	Develop a relocation plan to the new college building by considering the needs of the faculty, staff, students, the needs for research space, social space accessibility to people with special needs and other related factors.	Dean's Office