

Qatar University
College of Engineering

CENG Strategic Planning

Reference Guide

March, 2012

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Glossary of Terms

Actual results	This indicates the amount of actual progress that was made towards achievement of objectives and is directly related to the measurements used.
CENG-QU Strategic Plan	It is composed of five key performance areas (KPAs), in which each area contains a set of objectives. Accordingly, each objective is measured through key performance indicators (KPIs). These KPIs are assigned to different owners; to be assessed every academic year against predefined targets.
CENG-QU Action Plan	A detailed description of the strategies and steps used to implement CENG strategic plan. It includes the activities which need to be implemented to achieve the Strategy's Objectives and, ultimately, its Goals and Vision.
Gap analysis	A comparison between actual results with targets. Two forms of Gap Analysis are performed, quantitative and qualitative analysis.
Key Performance Area (KPA)	It is a major area of strategic focus, known also as strategic goal, and responsibility for an entity (the university or a unit such as CENG).
Key Performance Indicator (KPI)	It is a defined, measurable indicator that describes processes or results used to indicate whether an objective is met. A key indicator is one that is the most important for the organization to measure and track.
Objectives	These are the main focus of the college's effectiveness activity for the year or may be multi-years. They should include the assigned objectives based on the University plan, but may include other objectives pursued by CENG.
Owners	They are divisions that are responsible for actions' implementation, and strategic planning data provision. The CENG owners are: <ul style="list-style-type: none"> • ADAA: Associate Dean for Academic Affairs; • ADS: Assistant Dean for Student Affairs; • ADRGS: Associate Dean for Research and Graduate Studies; • CENG-Dean: College of Engineering Dean's Office;

	<ul style="list-style-type: none"> • DEPTs: All CENG departments including; • FAO: Finance and Administration Office; • IRO: Industrial Relations Office.
Reporting Forms	They are the collection instruments that are developed to obtain all strategic planning data.
Strategic Planning Committee	This committee is responsible for Continuously updating and reviewing CENG strategic plan, in terms of structure and action plan. It is also responsible for leading focus groups' discussion, which is held at the end of each academic year to study and analyze the performance of CENG.
SPOL	Strategic Planning Online (SPOL) software selected by QU for university-wide use. It is used to communicate the CENG strategic plan to the Office of Institutional Planning and Development by uploading action plan and reporting its progress. (Access to SPOL is limited to CENG SP coordinator).
Targets	Measurable targets (e.g., 10% increase; satisfaction level) the unit works to achieve; they are tied directly to the measurement used.

Preamble

The College of Engineering at Qatar University (CENG-QU) has developed a strategic planning manual as a means of documenting how CENG-QU plan, implement, and monitor its quality assurance and quality control operations applied to the process of strategic planning. This reference guide serves a multitude of essential purposes; mainly, identification of procedures that gives information on what activities are conducted, how those activities are performed, and the people that have direct responsibility for them. It also embraces the sequence of activities that should be performed over a period of one academic year and help in ensuring the accuracy and reliability of strategic planning data. Three main activities are explained, management of data collection and reporting, data collection process, and analysis and assessment of strategic planning data.

Section 1: Management of Data Collection and Reporting

- 1.1. The strategic planning (SP) coordinator is responsible for maintaining documentation of CENG strategic plan, CENG action plan, SP manual, SP committee meeting minutes, reporting forms, reports received from Office of Institutional Planning and Development (OIPD), records of collected data received from all owners, and analysis and assessment reports.
- 1.2. The SP coordinator must maintain contact information (e.g. name, position title, phone number, e-mail address, office number) for whom is responsible for reporting data from each division.
- 1.3. Data related to SP is collected each academic year in three reporting rounds; carried out on December, March and June.
- 1.4. Unified reporting forms must be routed electronically to corresponding owners following the pre-defined time line.
- 1.5. In order to ensure a timely return of SP reporting forms, the SP committee should schedule the reporting dates, to the extent possible, at the convenience of the owners and with adequate time to respond. This can be done by learning the work cycles of the owners through SP committee meetings.
- 1.6. At the beginning of each reporting period, the SP coordinator should send a copy of the reporting form, and instructions to the owners approximately two weeks before the reporting deadline.
- 1.7. The SP coordinator should provide guidance on coordinating data collection activities and data issues that arise during reporting periods.
- 1.8. The SP coordinator should always work on ideas to minimize the time, and effort required from owners while ensuring that all required data are collected.
- 1.9. Before moving to a new reporting period, the SP coordinator must review the results of last reporting period, highlight items that owners should focus their attention on and then communicate them during SP committee meeting. This will help in steering the work towards achieving predefined targets.

Section 2: Collection of Data

The SP coordinator should:

- 2.1. Review and ensure that the reporting forms are updated according to the current strategic plan.
- 2.2. Provide clear instructions to the owners for completing and reporting required data.
 - 2.2.1. Be clear about the date or time period the data collection should reflect.
 - 2.2.2. Provide a due date to facilitate return of data.
 - 2.2.3. Ask the owners to include the phrase “Not available” when there are no data available related to a particular item at a particular point of time.
 - 2.2.4. Highlight the importance of including a reference of reported data (for example, if they are reporting a percentage, owners should include their calculations). This will help in monitoring the reliability and consistency of data.
 - 2.2.5. Remind the owners to report the data in the same format required. If it is a number, a number should be reported. If it is a percentage, a percentage should be reported.
- 2.3. Send reporting form to corresponding owner via e-mail along with all reporting instructions and copy the CENG Dean and SP committee chair to keep them updated.
- 2.4. Develop and implement recordkeeping plans, including maintaining a log noting return of completed reporting forms with any additional documents.
- 2.5. Notify owners when their data are received.
- 2.6. Compile all data once received in one reporting form that contain all key performance indicators to be assessed in an academic year.
- 2.7. While compiling, data should be checked for accuracy, completeness, and relevance.
- 2.8. If facing any issue in the reported data, it should be highlighted to be discussed later with the owner representative during the closest SP committee meeting.
- 2.9. When finishing the reporting of one round and compiling all data, actions under each KPA should be checked for completion. This is done by cross checking the current status of the action and its due date. If the action is completed, action status should be changed from “In Progress” to “Complete” in the SPOL system. This update is always requested by the OIPD at the end of each round.

Section 3: Analysis and Assessment of SP Data

- 3.1. At the end of the reporting round in June, the actual result for each indicator should be expressed as one aggregate result that reflects the three reporting round results (December, March, and June). This is done by the SP coordinator.
- 3.2. The SP coordinator should check the final actual result against the predefined target. Lagged results should be highlighted.
- 3.3. SP committee meeting should be held to select different college members to discuss the KPIs that have not met their targets in the five KPA's of the CENG strategic plan. This will be done by forming five focus groups. Moreover, this practice will help in better ensuring the engagement of all faculty members in the process of SP.
- 3.4. For each result below the predefined target, Gap Analysis should be performed.
 - 3.1.1. Quantitative Gap Analysis aims to measure the percentage of achievement in each KPIs, objectives and KPAs. This is done by the SP coordinator;
 - 3.1.2. Qualitative Gap Analysis aims to understand conditions that created the current state of lagging indicators. This is done through focus group meetings by which all group members are required to discuss the achievement of KPIs, and then propose recommendations and action(s) for improvements, that fulfill the gaps to be bridged; thus, reaching the desired target.
- 3.5. SP coordinator should compile and document the analysis results in one report titled, "Focus Group Feedback."
- 3.6. SP committee meeting should be held, with the attendance of CENG Dean, to discuss the feasibility of each proposed improvement action.
- 3.7. SP coordinator should produce a report titled, "Assessment of Target Achievements and Outcomes for 20xx/xx Academic Year."
- 3.8. A College Board meeting should be held to discuss the finalized SP results.
- 3.9. At the end of the last reporting period in an academic year, all actual results along with the Gap Analysis should be entered in the SPOL system by the SP coordinator.

3.10. CENG achievements and experience in 20xx/xx academic year should be usually embedded in next year strategic plan. Changes might affect both the structure of the strategic plan as well as the action plan.

Section 4: CENG Strategic Planning Process

Qatar University has the goal of being a model national university in the region, recognized for high-quality education and research and for being a leader of economic and social development. Similarly, CENG strives to be recognized in the region for its outstanding education, research and community engagement, and for the quality of its socially responsible graduates.

Accordingly, CENG strategic plan is based upon the university's goals to develop outstanding interdisciplinary education and research programs and to contribute to the welfare of Qatar by providing service to the community. Figure #1 below illustrates CENG strategic planning mechanism in relation to the university wide strategic plan. Table #1 presents the 2011/12 academic year strategic plan timeline.

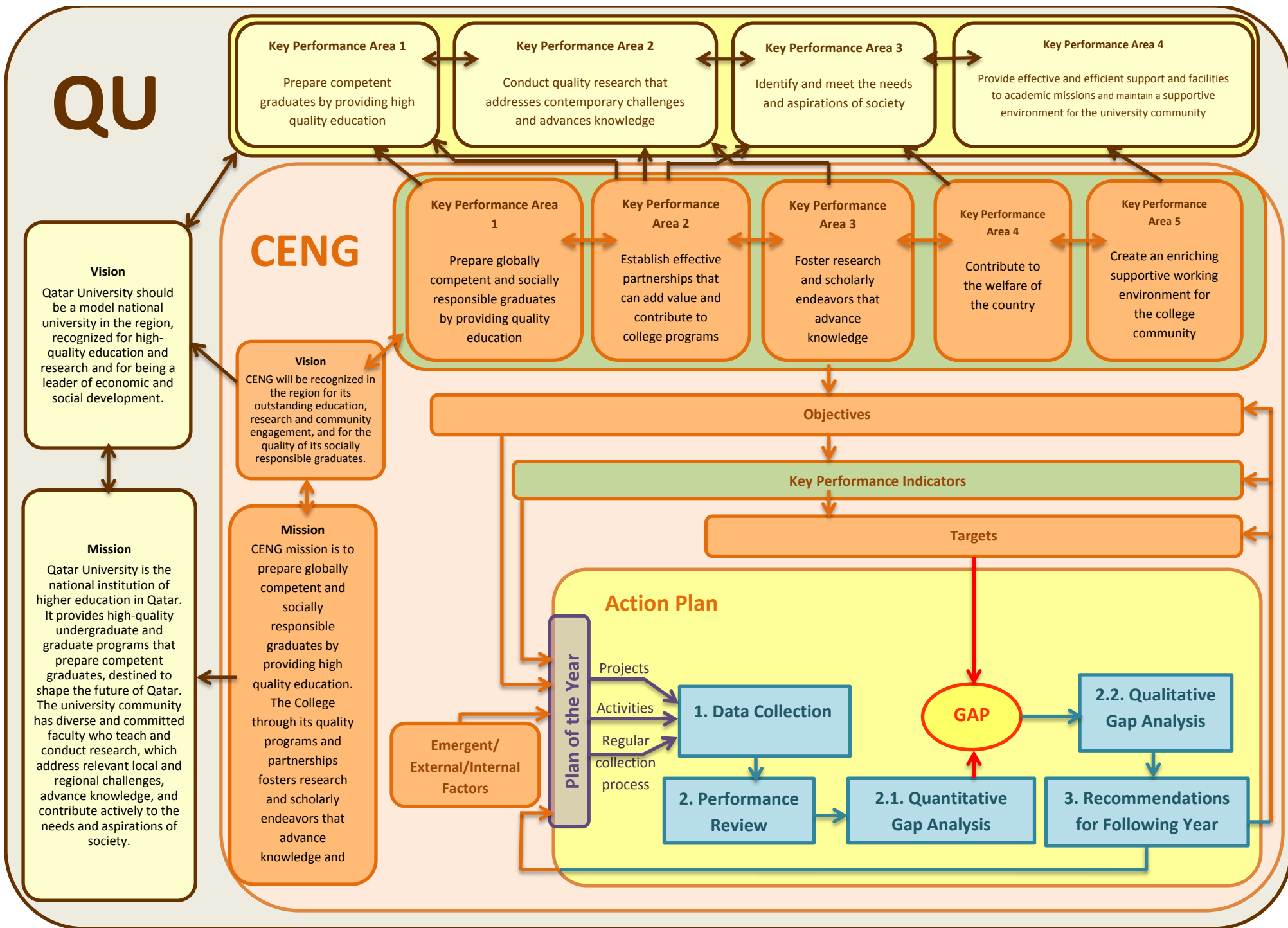


Figure #1: College of Engineering Strategic Planning Process

Table #1: 2011/12 Academic Year Strategic Plan Timeline

Day/Date		Activity
March		
Thu	01	Start of second reporting round - all reporting forms are sent to corresponding owners
Tue	13	Check in the progress of reporting/follow up with owners/send a gentle reminder
Thu	15	Due of all reported data by owners
Sun	25	End of data compilation, and review for completeness, accuracy and relevance
Sat	31	Due of status update to OIPD on SPOL
April		
Thu	05	SP committee meeting - Objective: To update on reporting status
May		
Sun	27	Start of third reporting round - all reporting forms are sent to corresponding owners
June		
Mon	04	Check in the progress of reporting/follow up with owners/send a gentle reminder
Thu	07	Due of all reported data by owners
Tue	12	End of data compilation, and review for completeness, accuracy and relevance
Wed	13	Due of quantitative gap analysis
Thu	14	SP committee meeting
Week 3	17-21	Focus group meetings for qualitative gap analysis
Week 3	17-21	Due of 'Focus Group Feedback; report
Sun	24	Due of 'Assessment of Target Achievements and Outcomes' Report
Week 4	24-28	SP Committee meeting - objective: To review Annual Report and conduct discussions on key unit successes and areas of change that need to be made for the coming year.
Week 4	24-28	College Board Meeting to discuss 2011-2012 SP results
Week 4	24-28	General meeting with CENG faculty member and staff (SP results for 2011-2012 academic year are presented and discussed)
Week 4	24-28	Special meeting with the VPCAO - Objective: To discuss CENG progress based on reporting and collected feedback
Sat	30	Due of status update to OIPD on SPOL
July		
August		
September		
Tue	25	Due of last status update for 2011/12 AY to OIPD on SPOL