



Hamad Bin Khalifa University Strategic Plan 2016 – 2026



عضو في مؤسسة قطر
Member of Qatar Foundation

Innovating Today...
Shaping Tomorrow

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Foreword

H.E. Sheikha Hind bint Hamad Al Thani Chairperson of the Board of Trustees

Hamad Bin Khalifa University (HBKU), a home-grown graduate research university with a national mission to impact Qatar's professional sectors, was founded by Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, in order to provide access to high-quality education catering to the needs of Qatar. HBKU is a source of specialized knowledge providing forward-thinking academic programs and is developing and undertaking cutting-edge research in line with the needs of the nation. HBKU contributes to promoting a culture of national excellence and supplies Qatar with a capable workforce, strengthening our continued development as a nation.

Proud to bear the name of the Father Emir, His Highness Sheikh Hamad Bin Khalifa Al Thani, HBKU carries the ethos of His Highness: being progressive while preserving Qatar's culture and heritage and in parallel playing a transformative global role.

Innovation, collaboration, and multidisciplinary education and research are at HBKU's core. This eco system has allowed us to have an impact outside of the laboratories and classrooms. HBKU is making a major contribution to the growth of intellectual capacity in Qatar by placing an emphasis on academic programs that are embedded with entrepreneurial elements that provide solutions to Qatar's Grand Challenges.

HBKU attracts high-quality faculty and staff members and, in so doing, is becoming a renowned hub of scholarship and research. Our academic output will benefit not only Qatar, but will also contribute to academic dialogue worldwide. Beyond the confines of the University itself, HBKU works closely with local and international partners to optimize on a unique atmosphere within Education City that is ideally suited to the sharing of ideas.

HBKU is an embodiment of QF's commitment to lifelong learning, as we continue towards achieving our mission building on the unmatched efforts of students, faculty, researchers and innovators, who enrich the learning and research culture within Education City and position Qatar as a destination for learners.

Hind bint Hamad Al Thani

Foreword

Dr. Ahmad M. Hasnah

President Hamad Bin Khalifa University

Hamad Bin Khalifa University (HBKU) is an emerging research university that has Qatar at heart while having a global outlook and aspirations. Being a member of Qatar Foundation, HBKU acts as an agent of positive change by focusing on the development of human capital. Unlocking human potential is at the core of the transformation of any nation and the determining factor of its success.

In the years to come, the challenges facing development and the efforts needed to resolve them will be multidimensional and transnational in nature. Our academic and research programs are designed to mirror this multifaceted reality as well as be forward looking, instill an innovative mindset, and address future challenges. We are committed to provide students, faculty, and researchers with the resources, skills, and tools they need to excel in an ever-changing environment. Our colleges are developing future leaders in multi-disciplinary, research-oriented programs – students who are graduating with the skills needed to adeptly respond to an evolving society, and our research institutes are making world-changing discoveries in important areas in which they have a competitive advantage. The students of today will be the leaders of tomorrow; our faculty and researchers are having, and will continuously have, an impact on the community.

As a young institution we have the ability to build our legacy while still being agile and adaptable to ever-changing needs. We are also inspired by important contributions that have been made to civilization by our ancestors and our duty to continue this legacy. By outlining our strategy for the next decade, we are knowingly setting ourselves an ambitious challenge.

Our strategy sets out our promise: a promise to Qatar, to its leadership and its people, and to the region and the world, to be a source of expertise and knowledge of the highest quality.

Ahmad M. Hasnah, PhD



Executive Summary

Hamad Bin Khalifa University (HBKU), a member of Qatar Foundation for Education, Science, and Community Development (QF), was established to continue fulfilling QF's vision of unlocking human potential. HBKU is an emerging research university that acts as a catalyst for transformative change in Qatar and the region while having global impact.

Located within Education City, HBKU seeks to provide unparalleled opportunities where inquiry and discovery are integral to teaching and learning at all levels, and is committed to utilizing a multidisciplinary approach across all focus areas.

HBKU is committed to actively contribute to achieving the objectives of Qatar National Vision 2030 by building and cultivating human capacity through an enriching academic experience and an innovative research eco system. Through applying creativity to knowledge, students will have the opportunity to discover innovative solutions that are locally relevant and have a global impact.

At Hamad Bin Khalifa University, our students, faculty, staff, partners, and leadership all share a common belief in the power of higher education and research to make a positive impact in the development of nations. This strategic plan is our guiding document for the next decade. From this strategic plan, further key sub strategies and implementation plans will be developed.

HBKU is positioned to provide

- 1** Innovative, multidisciplinary, research-focused programs that address the needs of Qatar and the region's strategic industries, thereby allowing graduates to contribute to a diverse economic future
- 2** Mission driven research that contributes to Qatar's Grand Challenges by finding solutions that are locally relevant and globally impactful
- 3** Focused executive education development courses that promote life-long learning and continuous career development
- 4** An innovation and entrepreneurial culture – creating a dynamic eco system that facilitates new ideas and outputs, optimizes on resources, and impact the community
- 5** A platform for knowledge dissemination for scientific advancement and cultural preservation



Guiding Principles

- ▶ Globally reputed university
- ▶ Innovation and entrepreneurial culture & eco system
- ▶ Institutional research and development
- ▶ Integrated academic research
- ▶ Strategic partnerships
- ▶ Engagement of industry
- ▶ Robust operational model
- ▶ Dynamic campus community
- ▶ Capacity building
- ▶ Innovative business model

Values

- ▶ Integrity
- ▶ Innovation
- ▶ Leadership
- ▶ Excellence
- ▶ Synergy

Establishment Mandate

"Establish Education City University" as a synergistic university organization that combines all Qatar Foundation's activities related to higher education and related research."

HH Sheikha Moza bint Nasser
 QF Chairperson
 (Decision No. 4/2010, June. 23, 2010)

- 1 Expand offerings to graduate programs
- 2 Enhance collaboration among partners in both teaching and research
- 3 Improve synergies and operational efficiencies to ensure optimal use of material and human resources
- 4 Support QF in overseeing Qatar campuses' impact as QF's higher education arm
- 5 Develop and oversee home-grown graduate colleges and programs established directly by HBKU
- 6 Develop and grow new initiatives in line with the vision and mission of the University
- 7 Develop a vibrant university community with the participation of all related faculty, staff, and students

*Education City University was renamed Hamad Bin Khalifa University in 2011.

Context and Alignment



Strategic Principles

- Utilize
- Collaborate
- Complement
- Integrate
- Innovate

Strategic Framework

- Vision
- Mission
- Strategic Objectives

Colleges

- PhDs
- Masters
- Bachelors
- Diplomas
- High-Impact Research

Research Institutes

- Mission-Driven Research
- Grand Challenges

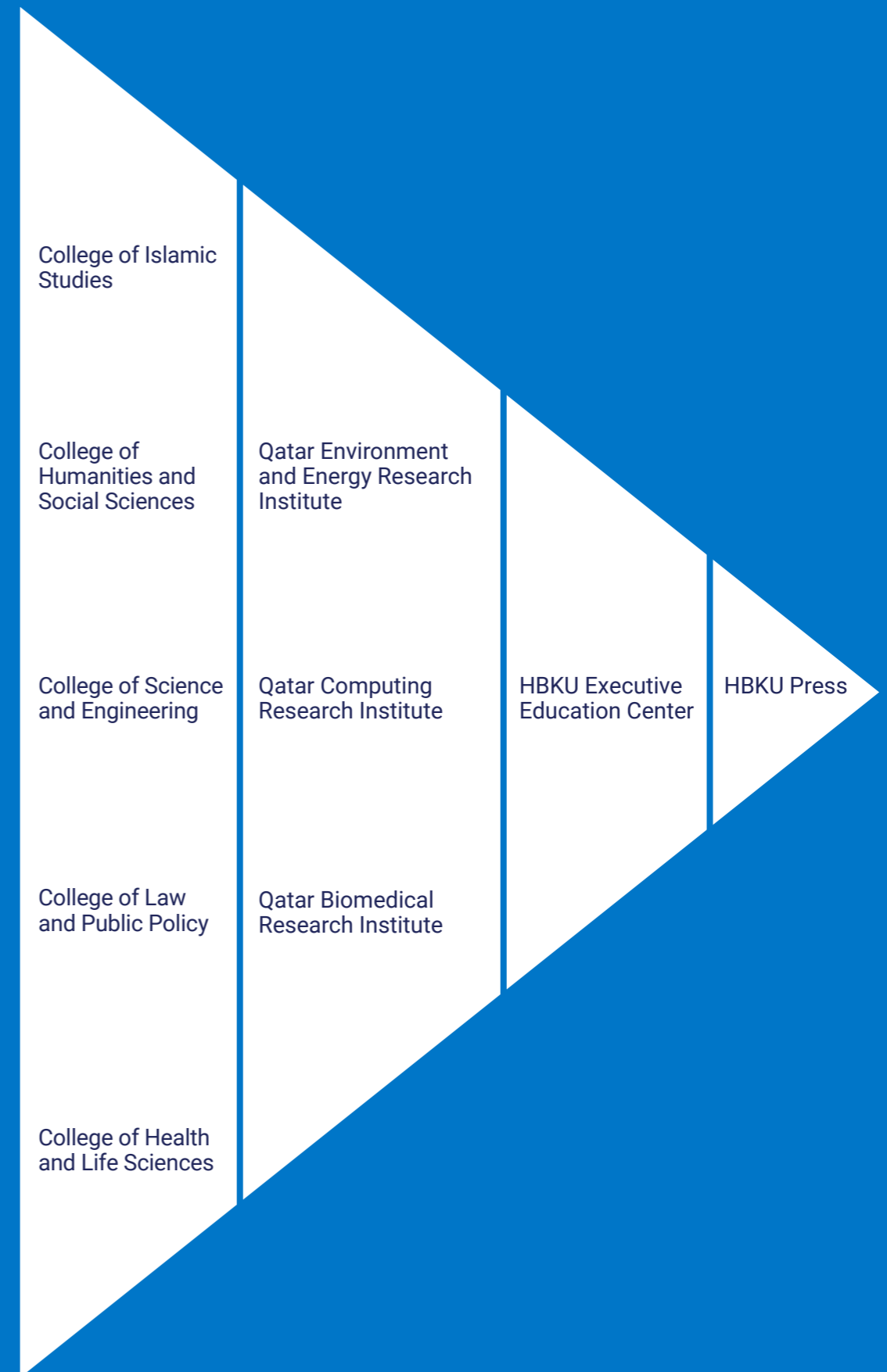
Centers

- Executive Education
- Publishing Platform and Cultural Preservation
- Innovation and Entrepreneurship

Outcomes

- Knowledge Dissemination
- Human Capacity Building
- Sustainability
- Socio-economic Impact

A World-Class Research-Intensive University





Vision

To be an innovation-based entrepreneurial university leading in education and research, solving critical challenges facing Qatar and the world.

Mission

HBKU develops world class, integrated academic programs, and national research capabilities that drive collaboration with the world's best institutions, cultivating leaders for the future, propelling Qatar's knowledge-based economy and shaping novel solutions for global impact.



Pillars

Excellence

- Focus on high-quality multi-disciplinary programs
- Attract top-tier global and regional faculty
- Attract high-quality students to ensure diversity and a unique campus experience
- Develop cutting-edge research programs; aligned with Qatar National Research Strategy and Qatar National Vision 2030
- Accreditation/recognition of programs

People

- Build a diverse and dynamic eco system ensuring the well being and development of its faculty, researchers, and students
- Recruit and retain highly qualified individuals to implement the vision and strategic plan
- Ensure faculty and researchers have the resources needed to positively impact Qatar, the region, and the world
- Enrich student experience and develop students' interpersonal skills as leaders and active citizens of the world
- Support the community in Qatar and the region through our academic programs, research, and outreach activities
- Enhance the alumni network to ensure lifelong involvement and development

Innovation

- Facilitate an eco-system of innovation through various academic and research programs
- Innovative and entrepreneurial spirit in internal and external engagement and partnerships
- Excellence in research and support for commercialization and business development
- Advocate for innovation and entrepreneurship in industry and government sectors

Partners

- Unique eco system in Education City that supports the delivery of high quality academic programs as well as research activities
- Strategic partnerships sought as a means of providing inclusive, high-quality student learning opportunities in Qatar and internationally
- Commitment to capacity building in Qatar and the region via our partnerships
- Research partnerships that facilitate building critical mass in key areas of expertise



Qatar Foundation and Hamad Bin Khalifa University

Qatar Foundation (QF) and Hamad Bin Khalifa University (HBKU)

Under the leadership of QF's Founders, Boards, and senior management, Qatar Foundation has shaped the nation's development through the creations of multiple and diverse centers of excellence and by leveraging partnerships with leading international and national institutions. QF is now home to over 4600 students and over 4000 staff, including faculty and researchers, largely located within Education City, which has become a thriving and unique innovation hub and which has made QF a leading thinker on the global stage.

Since its inception in 1995, QF programs have evolved with the Foundation making a number of notable achievements across its core mission areas in education, research and community development. These include:

▶ Pre-University Education

Established seven pre-university education academies, acting as best-practice models for Qatar, producing student outcomes at the same level of the best countries globally.

▶ Higher Education

Established a home-grown university, Hamad Bin Khalifa University (HBKU), which along with eight international partners, have set a new standard for higher education in Qatar and the region. HBKU is an emerging research university building its foundation upon innovation and entrepreneurship. HBKU aspires to impact the community in a manner that will support the transformation and development of Qatar.

▶ Research

Created national platforms for research and development, including national research funds, a free-zone science and technology park and three research institutes, providing the platform to attract leading researchers globally and help Qatar solve some of its biggest economic, health, social, and other national challenges.

▶ Community Development

Created a range of centers and initiatives, which enrich society in various ways: from promoting life-long learning and active citizenship, to preserving cultural heritage and promoting the Arabic language.



Charter

Hamad Bin Khalifa University will be characterized by its first-class integrated academic research programs in areas critical to the future of Qatar and its research productivity. This is achieved through supporting the diversification of the economy, developing indigenous technologies for further development and commercialization by entrepreneurs and graduating students from its academic programs tailored to Qatar's strategic economic and cultural needs.

Hamad Bin Khalifa University: Charter Roles and Responsibilities Statement

HBKU has been positioned to establish and develop its capabilities as a future international leader in:

- 1 Innovative academic and research programs
- 2 Thought-leading approaches to higher education and its delivery
- 3 Multidisciplinary partnership/affiliation models with renowned international institutions of strategic relevance and impact

HBKU's integrated academic and research portfolio is structured around a number of Colleges and Institutes:

- 1 College of Islamic Studies
- 2 College of Humanities and Social Sciences
- 3 College of Science and Engineering
- 4 College of Law and Public Policy
- 5 College of Health and Life Sciences
- 6 Qatar Environment and Energy Research Institute
- 7 Qatar Computing Research Institute
- 8 Qatar Biomedical Research Institute
- 9 Qatar Social Sciences Research Institute

HBKU executive education and knowledge dissemination portfolio is structured around two centers:

- 1 Hamad Bin Khalifa University Executive Education Center (HBKU EEC)
- 2 Hamad Bin Khalifa University Press (HBKU Press)

HBKU's Strategic Role

- 1 HBKU will establish academic and research programs leveraging on capabilities of existing and future university programs by:
 - ▶ Collaborating with national stakeholders via scientists and research faculty and HBKU education partners to determine priority areas complementing Qatar's educational sector to support current and future strategic industries
 - ▶ Enhancing Qatar and HBKU's undergraduate and postgraduate "feeder" schools, bridges, and other-related programs
 - ▶ Aligning existing research projects, programs, and institutes to support economic diversification
 - ▶ Promoting executive education programs for development of skills and career enhancement
 - ▶ Increasing Qatari participation at all levels of education and research programs
- 2 Build a critical mass of national and international leading research education faculty, researchers, and scientists to support the activities above
- 3 Develop highly competent Qataris as a result of their participation in the activities above





Governance

HBKU will be an independent member of QF with its own Board, policies, and procedures.

Academic, Research, and Administrative Functions

HBKU is comprised of three main types of entities:

- 1 Academic Units (Colleges) whose primary role is the delivery of instruction and the granting of degrees while conducting curiosity- and investigator-driven research. In addition to the linguistic and cultural focus of a number of HBKU academic programs, HBKU Colleges include a number of academic and research programs that focus on disciplines relevant to those of the National Research Strategy
- 2 Research Institutes whose primary role is to conduct mission-oriented, focused research addressing national priorities. Research institutes are comprised of groups and programs that specialize in specific research areas
- 3 HBKU Centers that will enhance HBKU's impact through publishing and life-long learning



Academic and Research Unit Integration

HBKU Colleges and Research Institutes are tightly integrated in their relevant focus areas as well as their operations while still maintaining their integrity as separate entities. Colleges and Institutes will continue to:

- 1 Achieve HBKU's vision in being a leading research university with high impact
- 2 Attain international branding and ensuring HBKU becomes a renowned research university
- 3 Adopt global best practices
- 4 Achieve critical mass in high quality researchers and faculties
- 5 Increase capacity to create new multi-disciplinary fields
- 6 Achieve greater coherence in research focus to enhance the prospects for funding





Strategic Objectives

▶ **EXCELLENCE - *Recognition of Quality Through Achievements***

To be a top-ranked, widely recognized research-based university

Create a world-class teaching and research environment that is innovative and multidisciplinary through superior scholarship and effective mentoring, attracting world-class faculty and scientists and achieving international accreditation and recognition as a top-level university.

▶ **PEOPLE - *Shaping Society***

Develop leaders through programs aligned to the future needs of Qatar and the world

Develop Qatar's human resources through rigorous and comprehensive graduate programs and selected undergraduate programs that are forward looking and support the development of the nation, region, and beyond.

▶ **INNOVATION - *Leading Transformation***

Conduct high-impact research that provides solutions to challenges critical to Qatar and the world

Build on multi-disciplinary research capabilities to address national grand challenges and critical questions that are locally relevant with global impact.

▶ **PARTNERSHIPS & COLLABORATION - *Success Through Synergy***

To be a national resource of knowledge serving government, industry and society in Qatar by leveraging synergies with partners and other organizations to ensure a high quality research and education environment

Seek strategic partnerships to provide capabilities in the delivery of high-quality academic and research programs as well as be a knowledge provider for the country and the region.



Key Strategic Objectives

EXCELLENCE – Recognition of Quality Through Achievements

Objective 1

To be a top-ranked, widely recognized research-based university

Initiative Description	KPIs	Enablers
1.1 Develop academic programs that are multidisciplinary and high quality. Programs must be locally relevant and globally competitive	<ol style="list-style-type: none"> 1 Application growth rate (5% increase annually) 2 Acceptance rate (10-20%) 3 Accreditation of degrees (local, regional, and international professional agencies) 	<ol style="list-style-type: none"> 1 Strategic partnerships and collaborations (dual/joint degrees/affiliations)
1.2 Attract top-tier global and regional faculty	<ol style="list-style-type: none"> 1 H-index score (20) 2 Number of peer-reviewed publications per faculty/researcher (3 per year) 3 Percentage of faculty turnover ($\leq 5\%$) 4 Annual citations per faculty/researchers faculty (50-100 per year) 	<ol style="list-style-type: none"> 1 Rolling contracts 2 Research start-ups 3 Research facilities
1.3 Attract high-quality students to ensure diversity and a unique campus experience	<ol style="list-style-type: none"> 1 High scores in standardized test, average student GPA 3.3 and above for graduate programs 2 Student satisfaction rates for student life and student services (80%) 3 Faculty to student ratio (1:7) 4 Student diversity (60% Qatari, 40% non-Qatari) 	<ol style="list-style-type: none"> 1 Extracurricular activities 2 Student support e.g. admissions, registration, career services, counseling 3 Scholarship and financial aid
1.4 Develop cutting-edge research programs aligned with Qatar National Research Strategy and the Qatar National Vision 2030	<ol style="list-style-type: none"> 1 Number of publications per faculty and researchers (2-3 per year) 2 Citations per faculty and researchers (50-100 per year) 3 Percentage of faculty with research awards (10%) 4 Percentage of joint research projects (30%) 5 Research projects funded by external sources (20%) 6 Number of patents (3-5 per year) 	<ol style="list-style-type: none"> 1 Research eco system 2 Research facilities 3 IP policy 4 Qatar National Research Fund 5 Commercialization and technology transfer unit

PEOPLE - *Shaping Society*

Objective 2

Develop leaders through programs aligned to the future needs of Qatar and the world

Initiative Description	KPIs	Enablers
2.1 Develop and continue to improve recruitment and access for Qatari students	<ol style="list-style-type: none"> 1 Percentage of Qatari students (60%) 2 Graduation rate of Qatari students (85%) 3 Employability rate of Qatari students (80%) 4 Employer satisfaction (80%) 	<ol style="list-style-type: none"> 1 Career development and services 2 Internships and other skill enhancement programs, such as student exchange in Qatar and abroad 3 Undergraduate feeder system
2.2 Develop Qatari faculty and researchers	<ol style="list-style-type: none"> 1 Percentage of Qatari faculty and researchers (5-7%) 	<ol style="list-style-type: none"> 1 Graduate feeder system 2 Qatari junior faculty program
2.3 Support national, regional, and international stakeholders through research and academic expertise	<ol style="list-style-type: none"> 1 Research projects with local and regional industry partnerships 2 Securing agreements and MOUs resulting in collaborative activities 3 Faculty, researchers, and students engaged in consultation and projects 4 Hosting events, forums, etc relating to national stakeholders and priorities 	<ol style="list-style-type: none"> 1 Workshops, speaker series, conferences, and seminars
2.4 Work with major national, regional and international employers to further encourage pursuit of postgraduate degrees	<ol style="list-style-type: none"> 1 Internships offered to HBKU students before graduation (30%) 2 Number of working students (20%) 	<ol style="list-style-type: none"> 1 Active partnerships and collaboration
2.5 Attract regional and international students	<ol style="list-style-type: none"> 1 Percentage of non-Qatari students (40%) 	<ol style="list-style-type: none"> 1 Outreach and student recruitment 2 Scholarship and financial aid
2.6 Promote and foster lifelong learning and continuous career achievement	<ol style="list-style-type: none"> 1 Number of implemented executive education programs (20) 2 Campaigns launched with partners 3 Satisfaction of employers (85%) 	<ol style="list-style-type: none"> 1 HBKU active outreach 2 Partnerships with relevant stakeholders
2.7 Promote and support STEAM disciplines and science career track in Qatar	<ol style="list-style-type: none"> 1 Outreach activities 2 Number of participants in outreach activities 	<ol style="list-style-type: none"> 1 Partnerships with relevant stakeholders

INNOVATION - *Leading Transformation*

Objective 3

Conduct high-impact research that provides solutions to challenges critical to Qatar and the world

Initiative Description	KPIs	Enablers
3.1 Develop and implement HBKU research strategy that will capitalize on existing university partnerships and engage new international partners	<ol style="list-style-type: none"> 1 National, regional, international conference presentations per faculty per year 2 Collaborative research or research-based academic programs with education partners and research institutes 	<ol style="list-style-type: none"> 1 Research eco system
3.2 Ensure research productivity and impact to support existing strategic industries and private sector for economic development	<ol style="list-style-type: none"> 1 Percentage of external research funding (30%) 2 Number of publications in high impact journals (2-3 per year) 3 Number of start-ups 4 Number of patents (3-5 per year) 5 Active licensing agreements 6 Joint projects with relevant stakeholders 	<ol style="list-style-type: none"> 1 Research infrastructure 2 Innovation eco system 3 Research rolling contracts 4 Sustainable funding
3.3 Inspire and drive student entrepreneurship	<ol style="list-style-type: none"> 1 Students participating in entrepreneurial activities 2 Student projects incubated 	<ol style="list-style-type: none"> 1 Innovation eco system 2 Establishment of an Innovation Center
3.4 Focus on multidisciplinary academic programs that foster innovation and entrepreneurship opportunities and resources	<ol style="list-style-type: none"> 1 Academic programs developed by various colleges/departments 	<ol style="list-style-type: none"> 1 Academic policies

PARTNERSHIPS & COLLABORATION - *Success Through Synergy*

Objective 4

Leverage synergies with partners and other organizations to ensure a high-quality research and education environment

Initiative Description	KPIs	Enablers
4.1 Drive further collaboration among universities in Education City and in Qatar at large to enable quality academic degrees and research programs	1 HBKU programs supported by partners 2 Cross-registration between universities in Education City 3 Joint faculty appointments among academic partners in Education City and Qatar 4 Joint research projects and alignments among universities	1 Commitment and alignment amongst Education City universities
4.2 Optimize on human resources and physical infrastructure assets in Education City	1 Service level agreements 2 Quality and cost effectiveness of services	1 Effective and efficient shared services model
4.3 Ensure HBKU socio-economic impact in Qatar by utilizing expertise of the University to support government, industry, private sector, and civil society	1 Faculty, researchers, and students engaged in consultation and projects 2 Serve as a knowledge provider for national stakeholders and relevant entities in Qatar and beyond	1 Partnerships with relevant stakeholders
4.4 Play a strategic role in the development of national strategy related to academic, research, innovation, and entrepreneurship	1 Active engagement in relevant national strategy and policies 2 Active engagement in higher education and research strategy	1 Partnerships with relevant stakeholders



Critical Success Factors

It is imperative that key success factors are in place for successful implementation of the strategic plan.

A. Sustainable, High-Quality Academic Programs

Consistency of Academic Quality

- ▶ Demand for global tertiary education outstrips supply. In addition, there is a skills gap between the education sector and the 21st century skill requirements of the market. HBKU's focus will be in key areas in a multi-disciplinary and innovative approach.
- ▶ The region suffers from a deficiency of PhDs thus HBKU will concentrate on offering PhDs that are vital to the region. Five percent of any nation's population need to be PhD holders for a knowledge-based economy to be realized. HBKU will support this important goal for Qatar.
- ▶ According to the higher education landscape report, there is a pool of eligible youth in the region for admission into HBKU. Thus, there is a high potential of HBKU tapping into this pool of local and regional students, attracting them with the right programs and tools.

Quality of Feeder Programs

- ▶ Strategically building strong preparation programs and outreach programs to prepare Qatar's K-12 students for higher education with partners and relevant entities.

Recognition and Accreditation

- ▶ For HBKU to succeed, it will need to be recognized as a quality higher education provider. Its academic programs will also need to be accredited by the relevant national and international bodies.

Employability

- ▶ It is imperative that HBKU fully equips graduates for the best of the diverse range of opportunities for study and employment available to them. HBKU will also support work opportunities for regional students in Qatar.



B. Research

Access to Infrastructure

- ▶ With QF's support, HBKU will ensure the development and sustainability of world-class research infrastructure.

Focused Research

- ▶ Alignment of HBKU research initiatives and activities in areas of competitive advantage to Qatar that are economically impactful.
- ▶ Working with national stakeholders to support the understanding and appreciation of research as a source of diversification of the economy and a sustainable future.

Sustainability

- ▶ Maintain originality, significance and rigor in research within a framework of the highest standards of infrastructure, training and integrity.
- ▶ Long-term research funding as well as opportunities for commercialization.

C. High-quality, Dedicated Personnel

Recruitment and Retention

- ▶ Strive to recruit high caliber staff of outstanding talent, locally and internationally.
- ▶ Retain staff and incentivize them to deliver their best performance.

Performance

- ▶ Assess staff performance and reward performance via merit and relevant career progressions.

D. Financial Stability

Budget

- ▶ Build a coherent approach to budget requesting and monitoring across all entities; with the main priority of identifying synergies, reducing overheads and promoting a proactive approach to value for money and eliminating duplication of shared services.

Funding

- ▶ Engage Qatar's government support to provide scholarships for Qatari students.
- ▶ Seek external funding and new funding approaches in research and academic activities via a Business Development Office.
- ▶ Fundraise proactively for the University.

E. Continuous Collaboration & Synergy

Collaboration with External Parties

- ▶ Lead industry collaboration efforts in higher education and executive education, resulting in a more cohesive higher education model.
- ▶ Collaborative agreements with universities in Qatar and the region to share expertise and avoid unnecessary duplication.

Synergy

- ▶ Optimize internal resources and alignment of academic, research, and operational initiatives and activities.

F. HBKU Visibility and Brand Name

- ▶ Invest resources to target key audiences and clearly communicate impact.



SWOT

Strengths

- Research-led graduate university, built around combining academic and research programs
- Proactive partnerships with Qatar campuses, governmental and private organizations
- Dedicated world-class expert faculty and researchers
- Proactive student support
- Impact on Qatari community
- Innovation eco-system
- Embedded entrepreneurship culture

Opportunities

- Become the leading research university in the region
- Play an Important role in the knowledge based economy
- Offer an array of niche degrees
- Increased demand for mid-career redirection and lifelong learning
- Develop collaboration with other universities in Qatar and research centers
- Increased value of higher education completion
- Growing demand for graduates
- Growing demand for quality researchers and research activities

Weaknesses

- Young university, will require time to build its reputation
- Time will be required to develop relevant systems
- Limited critical mass
- Highly competitive market for diverse faculty, researchers and staff
- Ability to hire and retain faculty and researchers
- Completion of research facility/space
- Operations and shared services model

Challenges/ Threats

- Attract top regional/global students to a new university
- Rapid growth of higher education entities nationally
- Lack of high-skilled jobs in dynamic sectors locally and in the region
- Scholarships and financial aid
- Financial resources in line with development of a young university



Academic Strategy

A key component of HBKU's mission is to establish multidisciplinary programs.

These research-focused, innovative programs will foster the development of an advanced national workforce addressing Qatar's Grand Challenges.

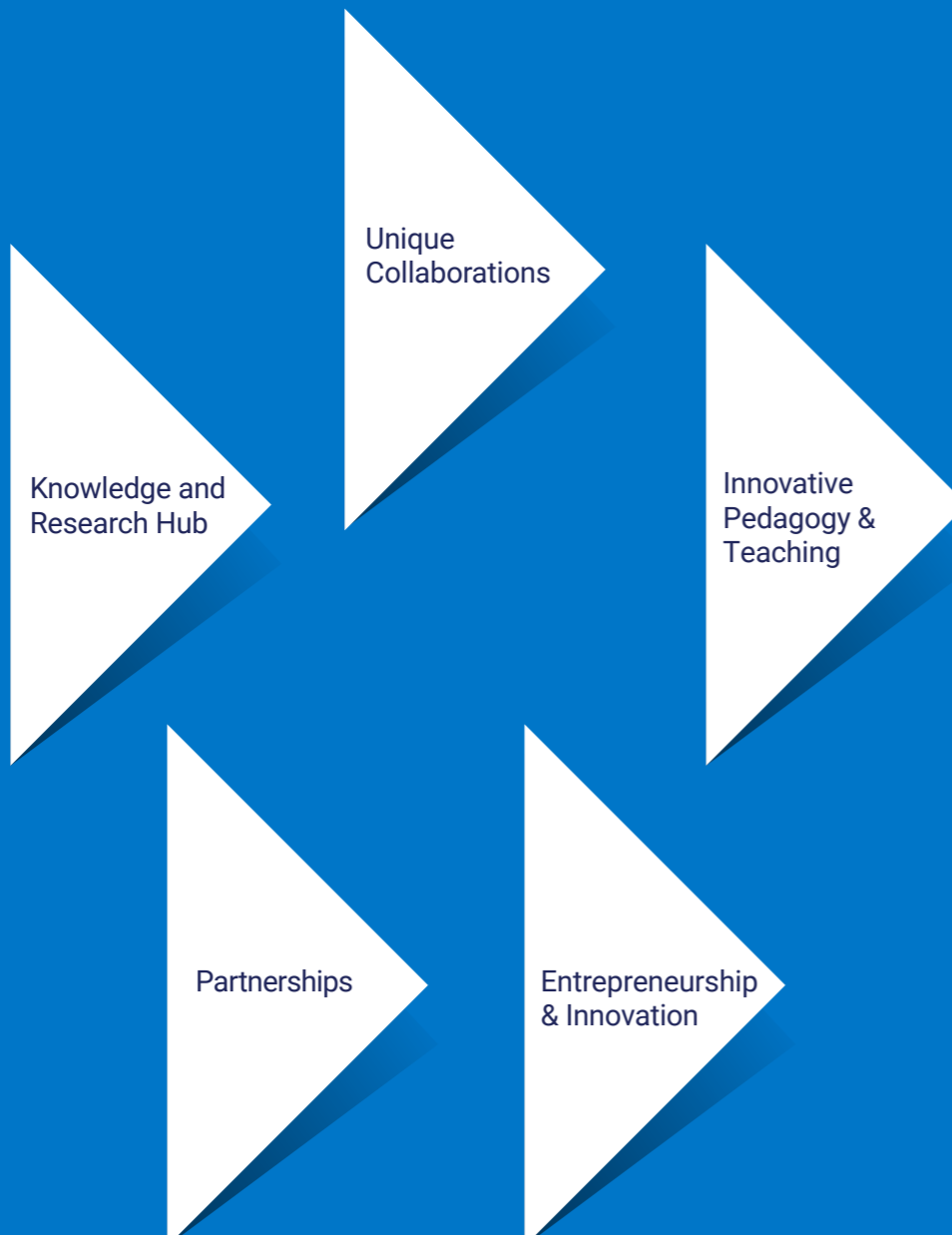
HBKU programs will prepare highly qualified leaders who will serve Qatar, the region, and the world by bringing high-quality expertise in diverse academic disciplines to governmental, academic, and private entities.

Academic Framework

To ensure high-quality programs linked to future needs, it is essential to:

- ▶ Address and align with Qatar National Research Strategy & Grand Challenges
- ▶ Align with Qatar National Vision 2030 and Qatar National Development Strategy
- ▶ Target important areas for future national development
- ▶ Offer multidisciplinary programs through innovation models
- ▶ Develop forward-looking disciplines that are aligned to the priorities of the country in collaboration with key stakeholders' needs and market demand
- ▶ Build a society of thought leaders
- ▶ Generate knowledge for the development of the country and build human capacity
- ▶ Have a clear and focused identity as a research university
- ▶ Focus on grand challenges and priorities that would have direct economic impact on the country
- ▶ Capitalize on collaboration opportunities between partner universities in accordance with HBKU priorities
- ▶ Support HBKU core faculty as well as optimize on adjunct and visiting faculty
- ▶ Cater to student needs in methodology and delivery
- ▶ Accommodate for the growth in the number of pre-university graduates and university graduates

Academic Model



HBKU programs will address the four pillars of the Qatar National Vision 2030:

- ▶ Human Development—development of its people to enable them to sustain a prosperous society.
- ▶ Social Development—development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership for development.
- ▶ Economic Development—development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people both for the present and for the future.
- ▶ Environmental Development—management of the environment such that there is harmony between economic growth, social development and environmental protection.

Student Affairs

Student Affairs is an integral part of the University and academic experience. It advances student development and learning, fosters community engagement, promotes diversity, and empowers students to thrive in the University and beyond its confines.

Student Affairs strives to:

- ▶ Enhance student diversity in order to facilitate inclusion and respect for others
- ▶ Support and advance student learning, at undergraduate and graduate levels
- ▶ Cater to students and their learning needs
- ▶ Advance student health and well-being as well as provide counseling
- ▶ Broaden and enhance student skills and develop students to become active global citizens
- ▶ Provide high-caliber, student-centered services and facilities
- ▶ Create a dynamic alumni network



Research Strategy

HBKU Research Enterprise entails:

- 1 Developing research to transform Qatar into a knowledge-based society and promote economic diversification
- 2 Align with research activities in Education City and Qatar to optimize resources and enhance intended impact
- 3 Partner with high quality research entities to promote Qatar's research agenda
- 4 Strive to commercialize research outputs, license IP, etc

HBKU's research enterprise will focus on cross-cutting priority areas. Research is maximized through intramural research cooperation, and extramural linkages and collaboration to advance the contributions of the university in the nation's development. The enrichment of the research culture in the University will be at the core of work carried out by its faculty members, researchers, and students.



Research Framework

HBKU research portfolio ranges from curiosity-driven research to mission-driven research designed to respond to Qatar's Grand Challenges, with a focus on the following research themes:

1 Energy, Water and Environment

- ▶ Sustainable Energy (solar resource assessment, PV technology development, reliability assessment, energy storage technologies for grid support, smart grid development, demand response)
- ▶ Desalination and Water Reuse (membrane processes, thermal processes, hybrid processes, water quality)
- ▶ Water Resource Management (aquifer recharge, ground water flow, hydrogeological mapping)
- ▶ Climate Change & Atmospheric Science (regional modeling and impact assessment, gas and aerosol chemistry)
- ▶ Sustainable Technologies (materials for energy, water and environment applications, catalysis, energy efficiency)

2 Health and Life Sciences

- ▶ Neuroscience [development of novel therapeutics (identifying small molecules, gene therapy and immunotherapy) and diagnostics (biological markers and molecular imaging) approach for neurodegenerative diseases such as epilepsy and autism]
- ▶ Cancer [cancer-induced-muscle wasting (Cachexia): molecular mechanisms and clinical implications; the impact of RNA granules on cell response to stress during aging with a focus on breast cancer]
- ▶ Diabetes [(Type 1 and 2) understanding the molecular effects of diabetes and the development of novel therapies and treatments]
- ▶ Bioinformatics (probabilistic DNA/RNA/protein sequence and structure analysis)
- ▶ Computational Biology (comparative network analysis, network-based biological data analysis)

3 Computing

- ▶ Cloud Networking (software defined networking, network virtualization)
- ▶ Data Centers (design and analysis of interconnection networks for data centers; protocols, load balancing and scheduling)
- ▶ Cyber Security and Data Privacy (data authentication, privacy preserving data publication and analysis)

- ▶ Big Data and Data Analytics (transportation, crime prevention, entertainment, ehealth, etc.)
- ▶ Arabic Language Technology

4 Social Sciences and Humanities

- ▶ Social Progress (support economic, social, and human development of individuals, families, and communities through evidence-based research)
- ▶ Public Policy (governance and administration with a sectoral focus)
- ▶ Labor and Migration (knowledge base in challenges relevant to labor and migration in Qatar and the region)
- ▶ Arabic and Cultural Studies (foster cultural learning through evidence-based research and promoting a vibrant cultural and intellectual life in Qatar)
- ▶ International Affairs (knowledge base in international affairs relevant to Qatar with a global outlook)



Centers

Hamad Bin Khalifa University Executive Education Center (HBKU EEC)

Qatar National Vision 2030 aims at “providing citizens with excellent training opportunities to develop their potential, preparing them for success in a changing world with increasingly complex technical requirement” (QNV 2030), HBKU EEC was designed as part of Hamad Bin Khalifa University to develop a lifelong learning approach and culture.

HBKU EEC will be part of the world-class education system promoted by QNV 2030 by building strategic partnerships with globally reputable universities and tapping into the resources of HBKU's colleges and institutes, HBKU EEC contributes to the provision of quality education to the Qatari community at large by:

- 1 Creating professional training opportunities for all
- 2 Providing life-long education
- 3 Supporting labor market training needs and programs linked to economic diversification

HBKU EEC provides professional certifications through modular training programs in both technical and administrative fields, and up-to-date knowledge enhancing short courses in specialized fields. The center leverages on the expertise of HBKU educational partners and assesses the training to balance between professional relevance and academic quality.





Hamad Bin Khalifa University Press (HBKU Press)

HBKU Press, formerly known as Bloomsbury Qatar Foundation (BQFP), launched its publishing program in 2010 as a world-class publishing house founded on international best practices, excellence and innovation. The purpose of HBKU Press is to discover and publish original writing and research that help readers understand the critical issues facing the world today from a Middle East perspective. HBKU Press strives to be a cornerstone of Qatar's knowledge-based economy by providing a unique local and international platform for literature, literacy, scholarship, discovery and learning. HBKU Press publishes Arabic and English fiction and non-fiction titles for adults and for children in addition to educational books for schools, academic books for universities and researchers, and information and reference titles. Aiming to promote the love of reading and writing, HBKU Press is helping to establish a vibrant literary culture in Qatar and the Middle East and to cultivate new talent in the region.

HBKU Press offers:

- 1 The means to distribute scholarly and cultural works throughout the Middle East and the world
- 2 A source of expertise for academics, researchers and writers based in Doha
- 3 Promotion, preservation and development of Arabic language content and scholarly research in print and digital formats
- 4 Access to experienced, publishing industry knowledge and expertise for local institutions
- 5 A publisher for the academic and cultural output of HBKU, Qatar, and the region as well as international researchers investigating issues related to the QNRS
- 6 Outreach programs to enhance the skill sets of local writing community in Qatar



Operations Strategy

The HBKU Operations Division provides operational services to HBKU's leadership, staff, faculty, and researchers. At the core of the principles of HBKU Operations are quality services, the highest professional standards and the principles of being user-friendly, effective, efficient, and compliant.

Faculty and researchers require specialized support from the University and our operations model will need to be flexible and dynamic to address these various needs.

HBKU Operations strives to:

- 1** Identify HBKU operational needs and its operational model in partnership with internal units
- 2** Build capability for providing services in terms of resources and tools
- 3** Establish relevant policies and procedures
- 4** Monitor and improve performance of the service providers
- 5** Provide financial management, university planning, and stewardship in support of the academic, research and strategic goals of the university

HBKU Operations supports the University in:

1 Human Resources

The Office of Human Resources develops the human resource capacity of the University by attracting and retaining diverse, talented employees, developing the knowledge, skills and abilities of all members, ensuring compliance with all human resources regulations, and supporting a culture of results, innovation and excellence through compensation, performance management, organizational development and reward systems.

2 Information Technology

The Office of Information Technology supports the University by managing its technological provision, ranging from classroom technology to campus wireless and general IT infrastructure. The Office will help protect the campus's data and provide support with technological issues as well as support research- and academic-related IT infrastructure requirements.

3 Operational Excellence

The Office of Operational Excellence supports the University in reducing administrative costs as well as ensuring efficient, effective administrative services; and a culture of continuous improvement. This Office is the guardian of policies and procedures related to the University activities.

4 Procurement

The Office of Procurement is responsible for the acquisition of services, materials, and goods for the University.

5 Facilities

The Office of Facilities Management provides leadership when identifying, developing and implementing capital planning initiatives in accordance with the strategies of the University. The Office of Facilities Management is responsible for the maintenance and upkeep of the physical space of the University.

6 Finance

The Finance Office is committed to seeking excellence, quality, and value for money in the provision of its services, establishing an appropriate resource allocation model, ensuring that expenditure is controlled, maximizing income, and using resources in the most efficient and effective manner.

7 Support Services

The Office of Support Services offers high-quality services in landscaping, catering, housing, and recreational activities.

8 Health, Safety, Security & Environment (HSSE)

The Office of HSSE ensures a safe and secure University environment as well as providing services in waste management of research consumables, and the implementation of relevant health policies.



Communications Strategy

HBKU Communications is the guardian of a local and global communications plan that positions HBKU as an innovative research university. HBKU Communications will manage the HBKU brand and ensure that consistent messages reach all target audiences, using established and more recently developed channels and communication tools.

Key initiatives include:

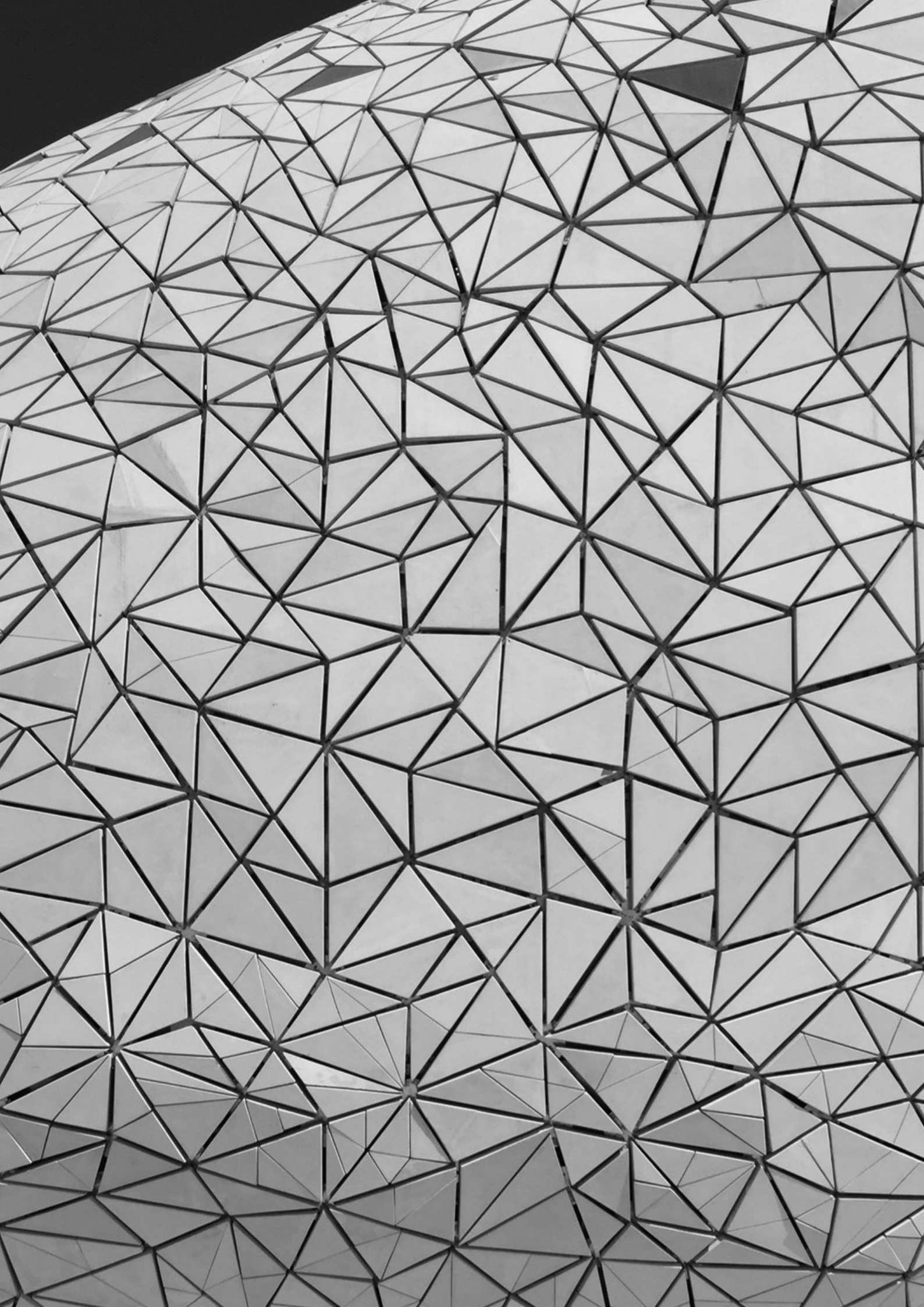
- 1 Analysis of the University's key positioning in Qatar, the region, and the world
- 2 Assessment of selected target audiences and the development of relevant messages, marketing, and PR implementation plans
- 3 Create and develop key events to increase visibility of the University
- 4 Implement internal communications protocols for HBKU entities
- 5 Enforce branding and marketing guidelines



Communications Tools

- Annual Reports
- Newsletters/ E-Newsletters
- Events
- Information Sessions
(Roadshows)
- Social Media Networks
- Website/Intranet
- Publications
- Editorials & Press
Articles
- Advertorials
- Press Releases
- Press Conferences
- International Editorials &
Press Articles

Local, regional, International initiatives
Local and regional initiatives
International initiatives



Sustainability

HBKU Tuition and Fees

HBKU College's existing and future tuition and fees reflect international standards and are benchmarked by program. Required tuition and fee increases will be introduced gradually with increases proposed to the HBKU Board of Trustees for consideration.

HBKU's income from tuition and fees will be placed into an HBKU account for use in developing other programs as needed.

Revenue Generating Centers

HBKU EEC and HBKU Press

These two centers form the backbone of revenue generation and rely on existing capacity (curricula, space, equipment, and often faculty) which facilitate cost optimization and profit generation.

HBKU's continuing education and executive development arm, EEC, will work closely with HBKU's education partners over the next ten years to help consolidate and centralize the administrative operations of their individual continuing education and executive development programs under similar principles so that the revenues and capabilities of these units can be optimized for the benefit of all entities.

HBKU Press is the cultural asset of the University and will enhance HBKU's influence nationally, regionally, and internationally through its focus on academic and children's publishing in Arabic and English. It is a vehicle to highlight achievements within the University, Qatar and the region. Revenues will be generated through various publishing activities and through online QScience journals.

HBKU Business Development Office

This office develops campaigns and proposals for the following types of university-related fundraising activities:

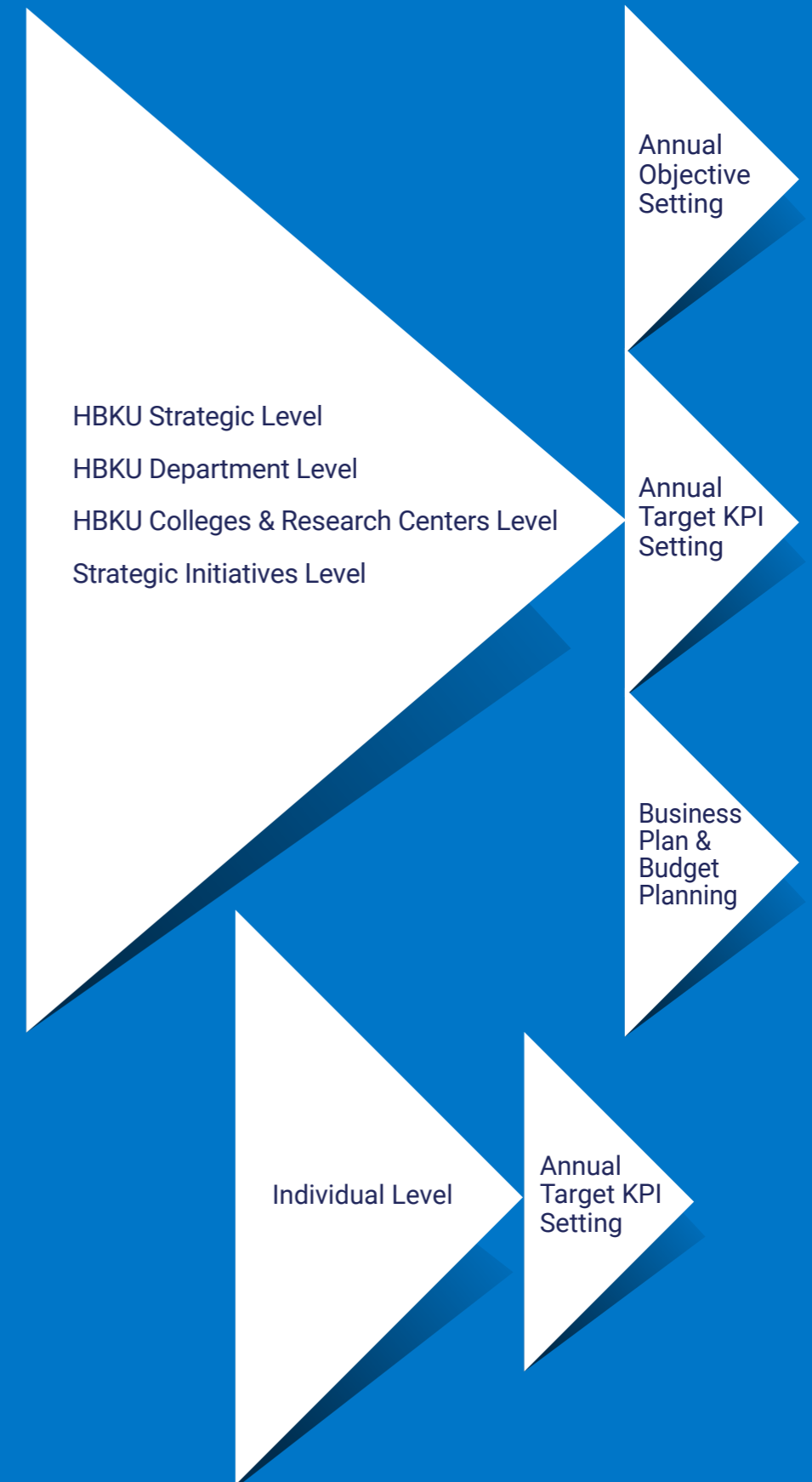
- 1** Annual Fundraising Campaigns
- 2** Naming Campaigns
 - ▶ Named Colleges
 - ▶ Named Deans/Chairs
 - ▶ Named Professorships (Distinguished)
 - ▶ Named Corporate Scholarships
 - ▶ Named Scholarships (high net worth individuals)
- 3** Giving Campaigns
 - ▶ Alumni Giving
 - ▶ Faculty/Staff Giving
- 4** Memorial Gifts
 - ▶ Stocks and annuities
 - ▶ Real estate

This office will adapt to the local, regional, and international economic environment to facilitate HBKU's sustainable revenue stream.



Appendix 1

Annual Planning Phase



Appendix 2

How We Measure Ourselves

Annual Performance Review Phase



Appendix 3

Implementation Process



- Entities, divisions, and departments to align with HBKU strategic objectives and calibrate business plans

- Action plans, timelines, manpower plan, and budget

- Measuring our KPIS and goals
- Reviewing progress and impact

Appendix 4

QF Core Mission Impact – HBKU Alignment with QF Strategic Plan 2013–2023 and HBKU Contributions

- 1 Qatar Foundation’s core mission impact for higher education focuses on the establishment of HBKU and sustainable models with our partner universities
- 2 High quality postgraduate programs in relevant fields

Creating a feeder system of graduates, particularly Qatari graduates, in relevant fields. To this end, HBKU has identified and prioritized areas of highest impact in contributing to QF’s core mission for higher education

- 1 Establishing more research education undergraduate and graduate programs
- 2 Increasing the number of qualified graduates
- 3 Retaining, supporting, and expanding existing programs while refining partnership models based on Qatar’s needs and HBKU’s evolving capabilities
- 4 Providing additional executive education opportunities and models through HBKU and HBKU’s education partners to Qatar and regional professionals
- 5 Engaging Qatar and regional industry in academic, executive, and research initiatives
- 6 Increasing researcher, faculty, staff, and student exchanges/collaborations to optimize academic and administrative resources and reduce unnecessary duplication of efforts
- 7 Increasing the number of qualified Qatari secondary school graduates interested in joining HBKU/education partners by
 - ▶ Playing a role in national higher education strategy, e.g. work with the Ministry of Education to support STEAM education
 - ▶ Implementing comprehensive HBKU/education partner knowledge sessions and student recruitment efforts
- 8 Attracting leading scientists and increasing collaboration among HBKU/education partners/research institutes/QSTP to optimize research spend and identify potential technology-based startups
- 9 Creating effective fundraising campaigns aimed at individuals, alumni, and national/multinational corporations

HBKU's strategic plan, as evidenced throughout this document, will optimize the impact of these contributions by:

- 1** Emphasizing collaboration and cross utilization of human, facility, and research resources among research and academic institutions
- 2** Utilizing community and industry stakeholders – nationally as well as regionally – to a greater extent as potential partners in, and ambassadors of, academic and research initiatives
- 3** Attracting greater percentages of Qatari students for stakeholder/community and externally validated programs
- 4** Focusing on increasing additional, sustainable revenue streams through fundraising programs and development campaigns
- 5** Utilizing educational programs and research more effectively to support start-up entrepreneurial enterprises



Innovating Today...
Shaping Tomorrow

