Vision

To be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource to the State of Qatar.
Mission

Texas A&M University at Qatar will:

Develop exemplary engineers and leaders through internationally respected undergraduate and graduate degree programs.

Generate new knowledge by conducting research and disseminating results.

Serve the needs of the State of Qatar and the region through broad expertise.

مهمتنا

تتمثل مهمة جامعة تكساس إي أند أم في قطر في:

إعداد مهندسين وقادة أكفاء من خلال برامج البكالوريوس والدراسات العليا المعترف بها دولياً.

استحداث خبرات معرفية جديدة عن طريق الأبحاث ونشر النتائج.

تلبية احتياجات دولة قطر والمنطقة عبر الخبرات الواسعة.
This document is the culmination of a six-month strategic review of Texas A&M at Qatar that seeks to formalize natural and necessary institutional evolution. It does so by looking at both at the University’s long-term goals — and by creating mechanisms by which these goals can be achieved.

Eight strategic components were identified at the start of the process in July 2009. Task forces comprising staff and students from every area of Texas A&M at Qatar were assigned to each, applying real depth of analysis and focus to the task at hand. Their work has been informed by three things: Texas A&M at Qatar’s mission, “To be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource to the State of Qatar”; Texas A&M University’s global mission of “Developing leaders of character dedicated to serving the greater good”; and the Qatar National Vision 2030.

The result is a series of commitments that will guide Texas A&M at Qatar into the future as it maintains and develops its position as one of the foremost educational institutions in the world.

MARK H. WEICHOLD, Ph.D.
Dean and CEO
Professor of Electrical Engineering

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This component encompasses Texas A&M at Qatar's commitment to be characterized as a place where: There is mutual respect at all levels; diversity is a clear strength; most if not all employees understand how what they do benefits the organization and its mission; employees have tangible evidence that their efforts are valued and appreciated; and compensation is a non-divisive issue. This last characteristic requires special attention in view of Qatar Foundation's emphasis on bringing an American university to Education City and the incentives that have been offered to facilitate this objective.

يعكس هذا القسم التزام جامعة تكساس إي أند أم في قطر بأن يشار إليها كجامعة تعمها ثقافة الاحترام المتبادل على كافة المستويات، وتنوعها العلمي يشكل مصدر قوة واضح، ويدرك غالبية الموظفين فيها أن ما يفعلونه يساهم في تعزيز مكانة الجامعة وتحقيق مهمتها، وأنهم يشعرون بقيمة جهودهم بشكل واضح ومستمر، وأن التعويضات متساوية وغير خلافية. وتتطلب هذه السمة الأخيرة اهتماماً بالغاً من مؤسسة قطر في سبيل جذب جامعات أمريكية حديثة وتقديم الحوافز التي تسهيل هذا الهدف.
Goals and Desired Outcomes

Working Life Environment

By 2015, Texas A&M at Qatar will be recognized as the ideal working environment in Education City as evidenced in employment offers accepted (80 percent of offers to final candidates), contract renewals (at least 50 percent), retention rate (regrettable losses less than 10 percent of all losses) and a majority of those leaving employment leaving for reasons other than working environment or compensation. Texas A&M at Qatar will be benchmarked by others for its cohesive and diverse working environment.

Recognition and Satisfaction
Develop a working life environment committee to focus on key areas of interest to faculty and staff (employee morale, physical work environment, buddy program for new employees, social activities, etc.).

Employee Growth and Development
Develop career ladders for staff positions.

Recognition and Satisfaction
Develop mechanisms for honoring and recognizing individuals, departments, teams, as well as committee accomplishments and innovation.

Transparency
Develop a committee to review compensation packages for fairness and competitiveness; communicate; get buy-in from employees.

Transparency
Complete a review and inventory of all policies and procedures; effectively educate the community to ensure consistent understanding and application.

Transparency
Develop regular informational sessions for employees on a variety of timely topics.

Employee Growth and Development
Build a database of existing training resources (free, local, minimal cost, etc.) and University-recognized credentials (certification, licenses, etc.) and develop an umbrella training strategy for the University detailing how required competencies will be maintained and supported.

Recognition and Satisfaction
Develop a working life environment committee to focus on key areas of interest to faculty and staff (employee morale, physical work environment, buddy program for new employees, social activities, etc.).

Employee Growth and Development
Develop career ladders for staff positions.

Recognition and Satisfaction
Develop mechanisms for honoring and recognizing individuals, departments, teams, as well as committee accomplishments and innovation.

Working Life Environment

By 2011, the community will understand what compensation equity means, an acceptable majority will believe it is being achieved and will communicate positively about the environment to potential employees.

Transparency
Develop a committee to review compensation packages for fairness and competitiveness; communicate; get buy-in from employees.

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This component encompasses Texas A&M at Qatar’s commitment to the implementation of the Strategic Plan and the creation of an organization that evaluates and improves upon its performance and abilities to realize a vision. Unlike other Strategic Components, Continuous Improvement and Assessment does not deliver a direct mission imperative. Instead, it makes all other outcomes more likely to be realized. In essence, Continuous Improvement and Assessment ensures the creation of a culture that is always reaching forward and not regressing. The key to success is the establishment of an office that can lead, guide, monitor and assess all University departments on their achievement of the Strategic Plan’s initiatives, SACS and ABET outcomes, and general departmental effectiveness. The initiatives enumerate a take a gradual approach toward the establishment of such an office.
Establish an office to track the progress on all Strategic Plan and accreditation outcomes. The Strategic Plan identifies a vision, mission and strategic initiatives, and is itself a blueprint for improvement. The SACS and ABET accreditation requirements are similar, but they focus on the role of an institution of higher learning. These are intermediate plans for improvement. The dean will designate an office to track progress on the work toward Strategic Plan achievements and accreditation efforts by the end of 2010.

Modify the annual performance evaluation process for department directors (and above) to include assessment on achievement of continuous improvement measures within their respective areas of responsibility.

Modify the annual performance evaluation process for program coordinators to include assessment on achievement of continuous improvement measures within their respective areas of responsibility.

This will ensure that the dean, department directors and program coordinators clearly have continuous improvement as an integral part of their jobs and not an extra effort.

Create a group to define an institutional research and effectiveness office and its charter. The office should be created and a director hired by 2011. The office should be able to report, and create conditions for, the achievement of the first outcome (75 percent of initiatives should show improvement) by 2011. By 2012, the continuous improvement process should feed back into the Strategic Plan and departmental organizational processes. Once established, the director of the office will assume responsibility for development, accuracy and distribution of all Texas A&M at Qatar official statistics and institutional assessment.

Qatar is a fast-changing environment and events can unfold quickly that change the fundamental assumptions made in the Strategic Plan. Accordingly, there is a need to create a group, likely led or coordinated by the institutional research and effectiveness department, that can respond rapidly to such events. By 2011, the University should conduct an exercise to amend the Strategic Plan in response to a hypothetical event.

Update the regular academic year’s planning to include gathering SACS- and ABET-related data throughout each semester, designate key individuals in programs and support departments to gather the data, perform program and departmental assessments, and aggregate it into University assessment as regular activities. Use previous periods’ assessments to improve plans for upcoming activities.

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Continuous Improvement and Assessment

**Goals and Desired Outcomes**

1. By 2011, a mechanism will be in place to set and achieve improvement goals within each department consistent with the vision and mission set forth in the Strategic Plan. 75 percent of the initiatives under the Strategic Plan will show improvement consistent with the measures established for each initiative.

2. By 2011, a mechanism to perform SACS and ABET assessments will be part of the regular academic year’s planning and execution.

3. By 2012, the continuous improvement process will feed back into the strategic planning and departmental operational organization.

4. By 2011, a mechanism will be in place to set and achieve improvement goals within each department consistent with the vision and mission set forth in the Strategic Plan. 75 percent of the initiatives under the Strategic Plan will show improvement consistent with the measures established for each initiative.

5. By 2011, a mechanism to perform SACS and ABET assessments will be part of the regular academic year’s planning and execution.

6. By 2012, the continuous improvement process will feed back into the strategic planning and departmental operational organization.

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Shared Governance

Shared governance reflects a general commitment on the part of faculty, staff, academic professionals, students and the administration to work together to strengthen and enhance the University. Its core values include informed and inclusive decision making; transparency and clarity of operations and decision making; and open lines of communication. Shared governance reflects mutual respect and trust in the University community and the contributions from all members. Building such trust and respect allows all other activities to proceed more smoothly. It capitalizes on collective intelligence and strengthens morale.

حكم المشترك

يعكس الحكم المشترك التزام أعضاء هيئة التدريس والموظفين والأكاديميين والطلاب والأمانتين والأعمال والأعمال والدماريات والكفاءة والأعمال، القرارات والتشرير الإداري الداخلي، التخطيط ورغبة في مساعدة الناس. بالنسبة لل القرارات الإدارية، نحن نرغب في تقديم مساعدة لكل شيء. ونحن نسعى إلى تحقيق التوازن بين الحكمة والفاعلية، حيث نسعى لجعل الكل يشعر بالثقة والاحترام والاحترام الاحترام والاحترام الاحترام.
Ensure appropriate committees and departments have an opportunity to provide input during the development of new protocols and procedures regardless of who is initiating the policy.

Establish other mechanisms for and awareness of obtaining input from students on various issues relating to student life and sharing it with the administration.

Increase awareness and effectiveness of mechanisms for obtaining inputs from the faculty and staff.

Establish a method for addressing comments and concerns submitted through the electronic suggestion boxes and communicating those to the community.

Informed of what shared governance means and aware of their individual responsibility in the process

Able to identify the major mechanisms that exist within the University to implement it

Comfortable that they can give input through various mechanisms that will be heard and valued as significant decisions are considered, made, communicated and implemented

By 2012, all faculty, staff and students will be:

1. Informed of what shared governance means and aware of their individual responsibility in the process.
2. Able to identify the major mechanisms that exist within the University to implement it.
3. Comfortable that they can give input through various mechanisms that will be heard and valued as significant decisions are considered, made, communicated and implemented.
4. Established other mechanisms for and awareness of obtaining input from students on various issues relating to student life and sharing it with the administration.

Increase awareness and effectiveness of mechanisms for obtaining inputs from the faculty and staff.

Establish a method for addressing comments and concerns submitted through the electronic suggestion boxes and communicating those to the community.
This component encompasses Texas A&M at Qatar’s commitment to providing an intellectual environment that encourages the development and expansion of the human mind and spirit; advances critical thinking and problem solving; significantly embraces global awareness; encourages lifelong learning; develops in students the wisdom and skills needed to assume responsibility and leadership in both the local and the global community; and is committed to the success of each of its students once they are enrolled.
Goals and Desired Outcomes

1. Enhance student intellectual development. This outcome may be achieved by:
   - Establishing a student information technology literacy program*
   - Introducing an honors program at Texas A&M at Qatar*
   - Delaying declaration of major until the sophomore year*
   - Developing higher levels of critical thinking (analysis, synthesis and evaluation)**
   - Promoting study abroad programs and exchanges*
   - Developing the desire for lifelong learning
   - Developing mentorship opportunities

2. Promote excellence in teaching. This outcome may be achieved by:
   - Continued faculty and staff development with respect to teaching**
   - Technology-enhanced teaching**
   - Sharing with other schools**
   - Teaching workshops**

3. Increase design and research opportunities for students. This outcome may be achieved by:
   - Service learning for design projects*
   - Research for undergraduates*
   - Potential joint projects with other universities**
   - Emphasis on communication skills

4. Strengthen the University’s presence nationally and internationally through teaching and learning. This outcome may be achieved by:
   - Expanding contacts with Texas A&M University, Education City universities, and universities in the region through technology enhancement**
   - Creating more study abroad opportunities

5. Develop student participation and leadership in relevant technical fields. This outcome may be achieved by:
   - Promoting active learning in courses**
   - Developing additional student leadership opportunities**
   - Developing mentorship opportunities
   - Developing communication skills
   - Providing additional certificates and minors for students
   - Developing and participating in professional and honor societies

* Denotes this initiative should be accomplished in two years
** Denotes work on this initiative should start immediately; however, the initiative will not be completed within two years.
This component encompasses Texas A&M at Qatar’s commitment to developing a research program that will achieve prominence in the State of Qatar, the United States and the rest of the international academic and research community. The development and dissemination of knowledge, strategic orientation toward fields of local importance and unique Texas A&M at Qatar competency, and interaction and cooperation with other institutions and parties, both within and outside of the Texas A&M University System, are the key factors needed to promote the missions of Texas A&M, Texas A&M at Qatar, Qatar Foundation and the State of Qatar.
Implement successful graduate degree programs with an appropriate balance of graduate students pursuing both research and professional degrees.

Establish sufficient on-going infrastructure support from Qatar Foundation and other local sources to allow for the continued, successful operation of a prominent research program at Texas A&M at Qatar.

Ongoing development of opportunities for international and local collaborations.

Establish centers of excellence that exemplify prominence in research.

Develop unique technical facilities such as electrical/machine shops and high performance computing and visualization centers to support research and other activities and to provide services to the wider community.

Goals and Desired Outcomes

1. 50 percent of all students will be engaged in research and 40 students will graduate with a M.Sc. or M.Eng. degree.

2. 75 percent of faculty will be engaged in research and scholarly activities.

3. 75 percent of faculty members will be engaged in research and scholarly activities.

4. 50 percent of all students will be engaged in research.

5. 40 students will graduate with a M.Sc. or M.Eng. degree.
This component encompasses Texas A&M at Qatar’s commitment to connecting to Qatari society such that Texas A&M at Qatar is a source of engineering and science knowledge and expertise; is a source of students and employees that value contributing to the well-being of society; and is a partner that enriches and is enriched by community service activities.

يعكس هذا القسم التزام جامعة تكساس إي أند أم في قطر بالتواصل مع المجتمع القطري لتغدو الجامعة مصدراً للمعرفة والخبرات العلمية والهندسية، ومصدراً للطلاب والموظفين الذين يقدرون قيمة المساهمة في رخاء المجتمع، فضلاً عن كونها شريكاً حيوياً في تطوير المجتمع وتفعيله مع الأنشطة والخدمات المجتمعية.
Lifelong Learning
Promote and be a source of lifelong learning for Qatari society with respect to engineering and science knowledge by hosting and participating in a variety of activities that contribute to societal learning.

- Continuing education: Offer continuing education courses in engineering and science to professionals in industry and government.
- Training: Conduct training programs in engineering and science at all levels of technical staff in industry and government.
- Conferences: Organize conferences in engineering and science on technical topics with interest to Qatar society.
- Seminars: Conduct seminars on technical topics of interest to Qatari industries, government and society on a broad range of topics.
- Professional societies: Participate in and host activities of professional societies, including sponsoring student chapters. Host and participate in a diverse spectrum of activities (conferences, paper contests, discussion forums, networking events) relating to professional societies.

Engagement

Continuing education
Offer continuing education courses in engineering and science to professionals in industry and government.

Training
Conduct training programs in engineering and science at all levels of technical staff in industry and government.

Conferences
Organize conferences in engineering and science on technical topics with interest to Qatar society.

Seminars
Conduct seminars on technical topics of interest to Qatari industries, government and society on a broad range of topics.

Professional societies
Participate in and host activities of professional societies, including sponsoring student chapters. Host and participate in a diverse spectrum of activities (conferences, paper contests, discussion forums, networking events) relating to professional societies.

Public lectures
Arrange public lectures by noted experts on topics with global and societal context.

Outreach
Reach out to the community by offering expertise in science and engineering, support for K-12 education, and access to unique testing and evaluation laboratories.

- K-12 education support: Support Qatar’s K-12 educational institutions by offering expertise in meeting their educational needs as well as by offering policy guidance on producing students more likely to succeed in higher education.
- Enrichment programs: Participate in enrichment programs that contribute to the development of human capital.
- Engineering extension services: Offer unique expertise and laboratories to help Qatari industry and government with their work. Extension services will range from advice on engineering or science problems to testing and diagnostic services requiring specialized equipment or computing or visualization expertise.
- Consulting: Make faculty and staff available for consulting in their areas of expertise to Qatar society. Actively seek opportunities for and encourage faculty and staff to make themselves available for consulting.

Community Service
Serve Qatar society by participating in service activities such as Reach Out To Asia, social and charitable organizations.

- Service learning: Students will engage in service-learning initiatives.
- Faculty and staff volunteer service: Faculty will be encouraged to participate in and volunteer their services to community projects.
This component encompasses Texas A&M at Qatar’s commitment to providing a safe and welcoming student environment that encourages students to achieve academic excellence within their chosen field. It includes cultivating a desire to grow as a person and as a professional through opportunities offered in research and project collaboration, as well as through unique experiences that will ultimately enhance the leadership skills and engineering competencies of Texas A&M at Qatar graduates.

يركز هذا القسم التزام جامعة تكساس آي أم في قطر بتوفير بيئة تعليمية آمنة وملائمة لتشجيع الطلاب على تحقيق التفوق الأكاديمي. ويتضمن ذلك تشجيع رغبة الطلاب في تحقيق التفوق في مجالات الأبحاث والمشاريع المشتركة، وتبادل العلوم والخبرات التي ستسهم في صقل القدرات المهنية والمساعدة في إعداد الطلاب لقيادة مستقبلهم في مجالات تكنولوجيا الإنتاج والعلوم والهندسة. شاملًا في تدريس المهارات الأساسية لتصبح جزءًا من التدريس والتدريب الرئيسي في الجامعة. إضافة إلى ذلك، فإن الخبرة العملية للطالب ستساعد في صقل المهارات التي ستساعد في بناء المهارات المهنية والعالمية للطلاب الذين يمتلكون هذه المهارات.
Student Life Experience

Goals and Desired Outcomes

1. Develop initiatives that will increase co-curricular activities such as student organizations, student clubs, events and activities.
2. Develop initiatives that will allow for and encourage students to develop leadership skills and get involved in Texas A&M at Qatar’s decision making processes.
3. Provide support and resources for student counseling and wellness programs and services.
4. Provide supplemental and developmental tutorial instruction toward mastery of the common body of knowledge expected of engineering graduates.
5. Develop and enhance global opportunities such as study abroad opportunities.
6. Develop and enhance other global opportunities such as cultural and leadership exchange programs and service-learning trips.
7. Develop initiatives that will provide funding for students who wish to participate in international conferences.
8. Foster professional student collaboration between genders.
9. Establish initiatives and foster contacts that will increase the number and size of scholarships available for non-Qatari students.
10. Actively develop more and better opportunities for internships and summer jobs that benefit non-Qatari students.
11. Increase the quantity of recreational and study spaces within the building that are functional, comfortable and inviting.
12. Make available a more varied and healthy choice of food and drink within the Texas A&M Engineering Building.

By 2015, a minimum of four unique, high quality programs or events will be offered annually to enhance the leadership skills and engineering competencies of Texas A&M at Qatar graduates.
This component encompasses those activities that not only identify sources of external funding for projects that promote the vision and mission of Texas A&M at Qatar, but also ensure a high rate of success in acquiring funds from identified sources.

يشمل هذا القسم الأنشطة التي تحدد مصادر التمويل الخارجية للمشاريع التي تروج لرؤية ومهمة جامعة تكساس إي أند أم في قطر، كما تضمن أعلى معدلات النجاح للحصول على التمويلات من المصادر المعلومة.

Development
التطوير
Hire an experienced director of development to implement a collaborative relationship between Texas A&M at Qatar, the Texas A&M Foundation and Qatar Foundation.

Acquire external funding for a scholarships fellowships program and ensure that the program is sustainable.

Pursue external funding to enhance professional activities for employees and students (i.e. travel, lectures and conferences).

Pursue external funding to be used for the purchase of facilities, equipment and apparatus.

Pursue external funds to endow faculty positions in the form of faculty chairs, faculty professorships and distinguished professorships to further enhance the academic and research capabilities of Texas A&M at Qatar.

Pursue external financial support to bring scholars, eminent engineers and prominent business leaders to Texas A&M at Qatar to provide role models for students.

Pursue external financial support to enhance the Texas A&M at Qatar student experience through wholly or partially funded student opportunities.

Provide $10 million per year of donated funding to relevant programs and activities

Accumulate a total of $25 million in donations as the base of a development account

Provide an annual benefit to Texas A&M at Qatar of 5 percent of the endowment per year

Operate at an annual cost comparable to the Texas A&M Foundation (15 percent of the amount raised)

Pursue external funding for a discretionary account to provide assistance to employees or students in support of the Texas A&M at Qatar vision and mission.

Seek private funding to improve and enhance the educational experience for women, minorities and other underserved constituencies.

Establish external funding sources for donor named programs.

Increase participation of the Development Office in national and international organizations that promote educational fundraising.

Individually and collectively participate in community service projects that improve the quality of life and advance the University’s public service mission.

Build a solid working relationship between the Office of Student and Community Relations and the Development Office.

Establish a Development Council with applicable Texas A&M at Qatar offices and programs represented within the membership.

Initiate regional initiatives that will successfully engage Aggies and regional corporations in support of Texas A&M at Qatar and its mission.