QATAR UNIVERSITY

Strategic Plan 2010-2013

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I. EXECUTIVE SUMMARY

This report addresses the Office of Faculty and Instructional Development (OFID)'s 2010-2013 plan of action to achieve QU's mission of preparing competent graduates by providing high-quality education.

Since 2004, OFID has been catering to the professional development of QU academic faculty in collaboration with colleges, departments, and programs and in accordance with the vision and plan of the VPCAO to whom it reports to.

OFID designs and implements workshops and programs for faculty members in different areas, mainly teaching methodology, technology, assessment, and research. OFID also collaborates with other universities, educational institutions and centers to develop workshop programs that enrich QU faculty members' knowledge and skills in the areas mentioned above.

OFID's areas of performance are aligned with QU's strategic plan in the sense that we referred to the main QU KPAs to develop the OFID's KPAs to guide us in planning workshops and programs. This strategic plan has been worked on with stakeholders, project teams, and the administrative team within the office. It has also been shared with professionals from the American University of Beirut as external partners.

II. CONCEPT AND OVERVIEW

A. INTENT OF OFID

OFID's role is to disseminate information based on research about the most recent educational trends and pedagogical practices like active learning and integrating technology into classroom instruction to QU faculty. Hands on activities and follow up sessions are major components of OFID. Fulfilling the mission of OFID only happens through close collaboration with QU community.

B. MISSION

The mission of the Office of Faculty and Instructional Development (OFID) is to support QU academic staff with ongoing professional development programs and resources that meet faculty needs for high quality education. OFID aims to facilitate and support faculty research endeavors and the implementation of best teaching practices in a collaborative working environment through workshops and seminars on curriculum enhancement and innovations.

III. DEPARTMENTAL ORGANIZATION

A. Leadership

The director is responsible for planning, designing, implementing and evaluating programs in alignment with QU mission and objectives. The director of OFID reports to the Vice President and Chief Academic Officer.

B. Project Teams

With the collaboration of faculty members, OFID provides training programs and consultations to faculty interested in improving their instructional skills, looking for solutions to certain problems they might be facing, or in need of guidance to publish their research.
Starting Spring 2010, OFID developed Project Teams consisting of faculty members from all QU colleges and programs who work on pilot projects such as:

- Research for Publication
- Peer-Observation Program
- English Writing Support program for TAs and wider community

OFID has also started working on two other Teams:
- Quality and Measurement
- Policies and Procedures

C. Collaborations

OFID collaborates with all QU colleges and programs (Foundation and Core Curriculum Programs). To offer the best services, OFID works closely with many other departments such as the External Relations Department and the Information Technology Department.

IV. OFID Strategic Plan 2010-2013

Key Performance Area 1. To support faculty members in their professional development needs for a student- centered environment

In alignment with QU KPA 1: Prepare competent graduates by providing high-quality education, OFID offers a wide spectrum of services by collaborating and coordinating with other offices, centers, departments, and colleges to assess faculty's needs to support faculty members in their professional development for excellence in teaching and to improve the quality of university graduates. Internationally well-known visiting professors, experts and faculty members will conduct workshops and other activities to develop and build on the knowledge, skills, and instructional techniques of faculty, TAs, and other academic supportive staff.

Objective 1.1. To design and implement programs about active learning strategies based on needs from Colleges and academic staff.

In line with the university's objective 1.4: *To enrich curriculum with active learning*, OFID plans on improving the faculty's knowledge and skills needed for the adoption and implementation of a dynamic, interactive student-centered

teaching and learning environment. The program addresses areas such as motivation and integrating technology into classroom instruction in order to make students active learners and problem solvers**.**

Key Performance Indicators

> 1.1.1. Response rate to a needs' assessment survey sent to Deans, Program directors, Heads and Faculty members.
> 1.1.2. Number of programs related to active teaching methodologies
> 1.1.3. Percentage of participants attending these programs
> 1.1.4. Percentage of participants satisfied and strongly satisfied with workshops and follow-up sessions
> 1.1.5. Percentage of participants observed in class applying active learning strategies

Objective 1.2. To establish a formative process for peer-observation throughout the university to maintain a culture of improvement and enhance communication and teamwork between faculty members.

For the purpose of sharing innovative pedagogical approaches among faculty, OFID offers an opportunity for faculty peers to hold reflective conversations about teaching through *Partners*

for Improved Teaching and Learning, a peer observation program. The objectives of the program are to give faculty opportunities to critically reflect on current teaching practices, improve teaching by sharing new ideas, expand, refine and develop new skills, and solve problems in the classroom by discussing with and learning from colleagues.

Key Performance Indicators

> 1.2.1. Number of observations done per year
> 1.2.2. Percentage of participants' satisfaction with their performance improvement.
> 12.3. Content analysis of reports from observation sessions indicating dissemination of good practices

Objective 1.3. To Assess the impact of workshops on the reported effectiveness of instructional techniques used by participants

In addition to collaborating with departments, colleges, and centers for needs assessment, OFID places high value on the contribution faculty members can make to improving teaching and learning at QU. OFID will schedule classroom observations to benchmark workshops to disseminate the knowledge and skills of faculty and share them with other faculty members.

Key Performance Indicators

> 1.3.1. Response rate on a survey after follow-up sessions
> 1.3.2. Percentage of satisfaction in the use of implemented instructional techniques following workshops.

Objective 1.4. To develop and implement programs meeting new and junior faculty needs.: Inter-Cultural communication, Academic Promotion, teaching and assessment, research support and technology

Based on the QU objective 1.7: To attract and retain high-quality faculty and staff and maintain an enriching community for faculty, OFID offers presentations for new faculty at the beginning of the academic year to introduce them to the Qatari culture and Qatar University. OFID partners with QU faculty and students to prepare orientation sessions about the university culture of quality and communication. Also, to maintain transparency and a positive working environment at QU, OFID orients new teachers about QU promotional policies, offers training sessions in the latest Blackboard version and other areas.

Key Performance Indicators

1.4.1. Number of sessions meeting new faculty needs during their first year
1.4.2. Percentage of academic staff who participate in professional development (PD) activities during their 1rst year at QU
1.4.3. Percentage of new faculty response to an attitude scale towards PD activities.

Objective 1.5. To develop online workshop programs for faculty members

OFID explores different possibilities and requirements needed for providing online delivery of some selected OFID services. The goal is to reach as many faculty as possible and to increase the number of active learners in the workshops.

Key Performance Indicators

1.5.1. Percentage of workshops lecture-captured and posted online
1.5.2. Number of distance learning programs
1.5.3. Percentage of faculty members who register for the distance learning programs.
1.5.4. Percentage of participants satisfied with online workshops .

Key Performance Area 2. To support faculty members as scholars at the international level

In alignment with QU KPA 2: Conduct quality research that addresses contemporary challenges and advances knowledge , OFID organizes workshops and training for faculty interested in writing research for publication in refereed journals to promote personal and professional growth and contribute to national development.

Objective 2.1. To design research consultation programs for publication in indexed journals

OFID provides seminars and consultations on writing research, such as submitting a research paper and promoting effective use of SPSS. For example, the Research for Publication Program consists of one-on-one consultation sessions as well as seminars that aid teachers in choosing the appropriate journal and research methodology, and revising and resubmitting papers. Also, OFID collaborates with QU Library to offer sessions about bibliographic software.

Key Performance Indicators

2.1.1. Number of programs offered to promote research writing
2.1.2. Number of faculty members attending workshop sessions for research
2.1.3. Percentage of faculty members sending papers to international journals after attending OFID's programs

Objective 2.2. To develop an English Writing consultation program for research publication based on faculty members' needs.

Key Performance Indicators

2.2.1. Number of faculty members consulting OFID for the English Writing Program

Objective 2.3. To develop an English writing program for Teaching Assistants (TAs)

OFID developed an English Writing Program for Qatari TAs to support them in their applications to graduate studies in international universities.

Key Performance Indicators
2.3.1. Number of TAs attending OFID writing program

Key Performance Area 3. To create an environment conducive to collaboration across Colleges, Programs, and academic community.

This KPA is in alignment with QU KPA3: *Identify the need and aspiration of QU society*. In the Fall semester 2009, OFID organized an event that brought QU faculty community together to share experiences across the university and with actual partners. OFID'S future plans are to extend the invitation to other educational institutions in Qatar and abroad.

Objective 3.1. To organize an annual event for and with faculty members -OFID Days- to share experiences

OFID's goal is to bring together the rich expertise in QU and share real-classroom experiences in order to help maintain a learning community that always seeks quality in teaching for better learning. By planning OFID days, OFID will help build bridges between faculty members from different colleges to benefit from each other in order to bring up QU students to the concept of excellence that Qatar University has embedded in its vision. Faculty members present high-

quality information about how to incorporate recent pedagogical practices and educational technologies into classroom instruction and how to motivate students .

Key Performance Indicators

3.1.1. Number of faculty members involved in planning for the event

3.1.2. Number of sessions, activities delivered

3.1.3. Number of participants during the OFID days

3.1.4. Percentage of satisfaction with the OFID Days quality according to a survey

3.1.5. Percentage of increase in faculty participation

Objective 3.2. To involve external academic partners in OFID activities
Key Performance Indicators

3.2.1. Number of external associations and/or universities involved with OFID

3.2.2. Number of external facilitators/presenters involved in OFID's activities

3.2.3. Number of sessions in cooperation with external partners

3.2.4. Number of QU and external participants attending OFID events

 3.2.5. Percentage of participants satisfied with the series of lectures

Objective 3.3. To develop an online newsletter that will reflect the rich image of faculty and instructional development at QU.

 In order to connect faculty with each other throughout university, OFID will launch an online newsletter to update colleagues with the latest achievements.

Key Performance Indicators

3.3.1. Number of newsletters issued each year.

3.3.2. Number of articles on faculty development

3.3.3. Percentage of responses to a survey about the online newsletter quality

Key Performance Area 4. To establish a structured and congenial environment for academic improvement

This KPA is in accordance with QU KPA4: Provide effective and efficient support and facilities to academic missions and maintain a supportive environment for the university community.

OFID will provide effective and efficient support to faculty members and document the processes for a service oriented culture. To achieve this aim, OFID will develop policies and procedures in collaboration with stakeholders and improve the technological means for a paperless environment and develop an on- line registration system and on- line survey system.

Objective 4.1. To build policies and procedures for OFID in collaboration with stakeholders

Key Performance Indicator

> 4.1.1. Policies available to faculty members through OFID's website

Objective 4.2. To improve the use of different technological means for a paperless environment

In an effort to contributing to environmental awareness at QU, OFID is moving into a paperless environment. This has already diminished the use of paper in workshops to increase efficiency; there will be less time spent handling documents and looking for information.

Key Performance Indicators

> 4.2.1. Develop an online registration system
> 4.2.2. Number of workshop evaluated online
> 4.2.3. Percentage of reduction in paper use in comparison with previous years

Objective 4.3. To develop online surveys to assess OFID's performance
Key Performance Indicator

> 4.3.1 Percentage of responses to online surveys