جامعة الدوحة
للعلوم والتكنولوجيا
UNIVERSITY OF DOHA
FOR SCIENCE & TECHNOLOGY

UDST STRATEGIC PLAN

2024 - 2027

TABLE OF
CONTENTS

His Highness the Father Amir
Sheikh Hamad Bin Khalifa Al Thani

His Highness
Sheikh Tamim Bin Hamad Al Thani

PRESIDENT'S MESSAGE

Welcome to our Strategic Plan 2024-2027. The University of Doha for Science and Technology (UDST) was established as the first applied university in Qatar, by the Emiri Decision No.13 of 2022, issued by His Highness the Emir Sheikh Tamim bin Hamad Al Thani.

Our strategic plan aims to set the path towards UDST's ambitions during this new phase of education, in an era full of opportunities, developments and challenges in the workplace. UDST's community has been managing significant change since 2022, when we transformed from a TVET higher education college with a 20-year legacy, to a full-fledged applied university. We planned an ambitious growth strategy, developed new policies and implemented new organizational systems, all the while continuing to address the demands in the aftermath of COVID-19.

From the very start, the University has been outward-looking and focused on the future. We adopted the path set forth by Qatar's 2030 National Vision, in addition to the 3rd National Development Strategy and Qatar's Education Strategy 2021-2022 from the Ministry of Education and Higher Education. Along the way, we have remained committed to UNESCO's Strategy for TVET 2022-2029, with the objective of promoting Technical and Vocational Education and Training, and we have aligned ourselves with the UN Sustainable Development Goals.

In developing this strategic plan, we held sessions with world-leading consultants, and hosted engagement and feedback sessions with the University's internal and external community, exploring the trends and drivers that shape our institution, higher education and the world today. It was a privilege to be able to actively engage in, and contribute to, many of these sessions, and also learning from the expertise of our community.

By reading UDST's strategic plan, you will gain insight into our ambitious vision, and see how we translate that vision into reality through our mission. We have identified five strategic priorities, each with clearly defined action items and success measures. We hope this will not only make us more effective and efficient in reaching our goals, but will clearly show our contribution to the social, economic and sustainable development of Qatar and the world.

Guided by our new Strategic Plan 2024-2027, I am confident that all of us at UDST will be well prepared to meet our strategic priorities and achieve our vision over the next four years.

Dr. Salem Al-Naemi
President,
University of Doha for Science and Technology

OUR UNIVERSITY

Making History

UDST is the first national applied university in Qatar offering Bachelor's degrees and Master's degrees, in addition to Certificates and Diplomas in several fields. We have 70 programs in the fields of Engineering and Technology, Business, Computing and Information Technology, Health Sciences, and General Education, in addition to our internal Foundation Program Unit.

Learning at UDST is a transformative experience. The University is known for exceptional student-centered learning rooted in experiential and applied education, taught by industry and academic experts in our state-of-the-art facilities. We honor the legacy we have built over the past 20 years, and look forward with confidence to continuing to fulfill our mandate of providing exemplary applied science and technology education, while promoting research and innovation.

UDST is also the UNESCO Chair on Technical and Vocational Education and Training and Sustainable Development. It was the first UNESCO Chair to be awarded in the State of Qatar and its continuation is extremely prestigious for both UDST and the country.

College of
Business

College of
Engineering &
Technology

College of
Health Sciences

College of
Computing and
Information
Technology

College of
General Education

Foundation
Program

70
Programs

85+
Student
Nationalities

7000+
Students

8,500+
Alumni

50+
Faculty & Instructor
Nationalities

OUR STRATEGIC PLAN

The Planning Journey

Formulating the strategic plan was a collaborative process (see Figure 1 below) involving multiple stakeholders. We sought input from constituent groups within the University, as well as government and industry leaders. We drew on several key documents developed for UDST over the last few years, in addition to building on significant activities conducted in the past.

The strategic plan was developed after thorough research and consultations at all levels of the organization, including:

- Planning workshops with academic and non-academic management, faculty, staff, students and alumni
- National and international reference points from the Government and the United Nations, such as:
  - Qatar National Vision 2030
  - 2nd and 3rd National Development Strategies
  - Qatar Education Strategy 2021-2022
  - UNESCO Strategy for TVET (2022-2029)
  - UN Sustainable Development Goals

- Insights from the Industry
- Recommendations from strategic consultancy firms
- Discussions with the Executive Management Council and the University Council
- Benchmarking, analysis and optimization by Institutional Excellence
- Review and feedback from the President of the University
- Guidance from the Executive Committee and Board of Trustees
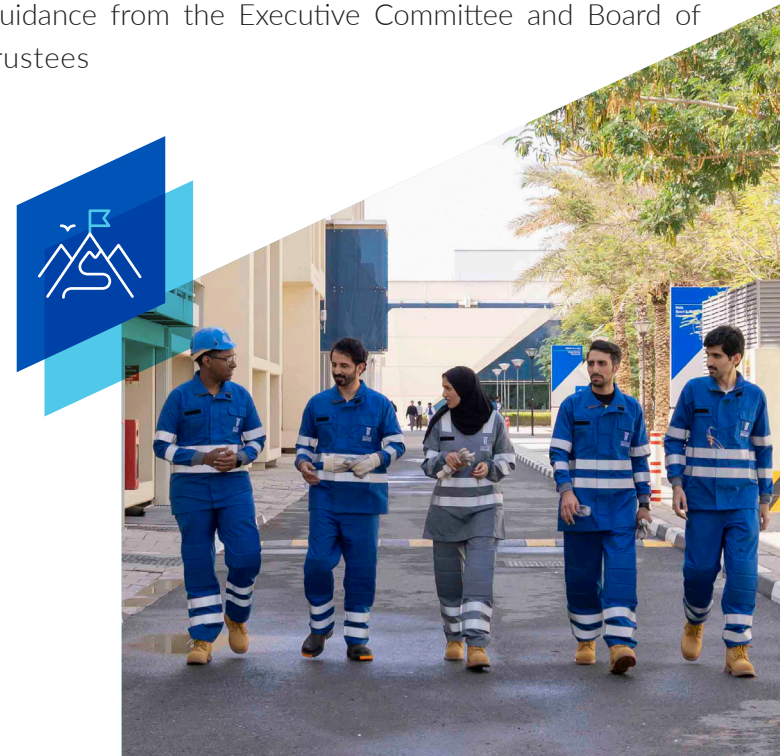
Our Strategic Plan
Overview

Looking forward to 2027, UDST has a steadfast focus on five strategic priorities these are:
1. Enhancing Academic Excellence
2. Advancing Applied Research, Innovation and Sustainable Development
3. Fostering Student Development, Engagement and Success
4. Strengthening Community Engagement and Impact
5. Demonstrating Institutional Effectiveness and Efficiency

UDST developed these priorities by collaborating with students, employees, employers, consultants and industry partners. They are the backbone of the comprehensive strategic plan that will guide us for the next four years. The plan highlights the University's strengths and aspirations, expressed through the Vision, Mission, Values, Priorities and Action Items, and includes detailed Success Measures to enable us to identify and monitor our progress.

Our Vision

UDST shall be a leading institution that promotes excellence in applied education and research contributing to innovation and sustainable development of the State of Qatar and the global community.

UDST is committed to contributing to Qatar›s National Vision 2030 as we become a leading university with an international reputation. We are also committed to contributing towards the UN Sustainable Development Goals and the UNESCO Strategy for TVET 2022-2029.

Through outstanding programs, research, innovation and student experience, we aim to:

Produce world-class and employable global citizens.

Organize community outreach engagements that will develop our society.

Conduct innovative applied research that will contribute to a sustainable world.

Our Mission

UDST advances quality applied science and technology through agile applied higher education and research for the socio-economic development of the State of Qatar and the world.

The mission of UDST is to prioritize high-quality applied education, research, and sustainable development in order to empower graduates, drive innovation, and solve local and global social and environmental challenges.

UDST is committed to holistically developing, engaging, and empowering its students throughout their academic journey, enabling them to achieve their academic and professional aspirations while becoming exemplary global citizens equipped with innovative mindsets.

Furthermore, UDST places a high priority on maintaining sustainable engagement with the community, enhancing trust, and promoting both the well-being and economic prosperity of the community. To achieve its mission, UDST aims to be consistently e effective and efficient in its performance, maintaining ahigh standard of quality.

Our Values

We are motivated to stay focused on the mission while encouraging innovation and enabling our students, faculty and staff to reach their full potential. In order to maintain a strong culture of quality, integrity and accountability, we must be ready to adapt when needed and ensure we leave behind a sustainable world for future generations. For this reason, a core set of values guides and motivates us at UDST:

Accountability
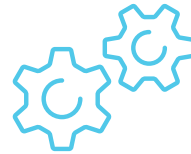
Adaptability

Innovation

Integrity

Quality

Sustainability

Our Values

What does it mean for UDST?

Accountability

At UDST, we strive to be held responsible and answerable for the specific results and outcomes of every activity we undertake. We believe in taking ownership of our responsibilities, ensuring that our actions have a tangible impact and contribute to the success of our students and stakeholders.
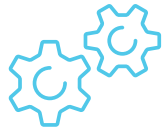
Adaptability

At UDST, we anticipate and respond, in a timely manner, to changing economic, social and global changing situations by empowering our graduates through applied learning experiences and by responding to the evolving needs of students, communities and the workforce.

Innovation

At UDST, we embrace innovation in education by developing and fostering new ways to teaching, learning and applied research in line with new developments and technologies in relevant fields and providing solutions to real-world problems locally and internationally.

Integrity

At UDST, we are committed to uphold the values of higher education in our governance and to engage in sound and transparent business to fulfill the trust of the public in all matters.

Quality

At UDST, we are committed to high standards in meeting our educational objectives and students' success, utilizing appropriate evidence to improve teaching, learning, research and overall institutional effectiveness to fulfill both current commitments and future needs and opportunities.

Sustainability

At UDST, we are committed to environmentally sound development, creating curriculum, research and professional practices that meet the needs of the present without compromising the needs of future generations for a better quality of life.

Our Priorities

1 — Enhancing Academic Excellence

2 — Advancing Applied Research, Innovation and Sustainable Development

3 — Fostering Student Development, Engagement and Success

4 — Strengthening Community Engagement and Impact

5 — Demonstrating Institutional Effectiveness and Efficiency

1 Enhancing Academic Excellence

UDST will continue to enhance its applied and professional higher education that prepares students thoroughly and produces highly-skilled, employable and motivated graduates for a global workforce.

Overview:

The strategic priority of enhancing academic excellence in applied and professional higher education will serve local and global workforce demands by equipping students with skills that shall bridge the gap between theory and practice, empowering graduates to make immediate contributions to local and global market needs.

Action Items, Year of Completion and Success Measures

Action Item	Year of Completion	Success Measures
1.1 Enhance the excellence of academic programs ensuring relevance to emerging technology, market needs, local and global workforce expectations and incorporating UN Sustainable Development Goals.	2026	1.1.1 Within 3 years of graduation, achieve 70% of employment of graduates. 1.1.2 Within 2 years, embed UN Sustainable Development Goals in all programs. 1.1.3 Within 2 years, achieve 70% graduation rate within the minimum time.
1.2 Offer new interdisciplinary and multidisciplinary degree and graduate programs, and micro-credentials.	2027	1.2.1 Within 4 years, introduce 2 to 3 new degree and/or graduate interdisciplinary and multidisciplinary programs. 1.2.2 Annually introduce 1 or 2 new micro-credentials.
1.3 Promote and foster a systematic approach to embed innovation and entrepreneurship utilizing artificial intelligence and other advanced digital technologies in teaching and learning.	2026	1.3.1 Within 2 years introduce 2 innovative AI systems for autonomous tutoring and learning content generation, respectively. 1.3.2 Within 3 years, introduce Virtual Reality and other advanced digital technologies for simulation.
1.4 Create accessible STEM/TVET pathways for students from secondary technical and specialized schools.	2025	1.4.1 Within 2 years, achieve 30-50% annual increase in the number of qualified students from students from secondary technical and specialized schools enrolled onto UDST programs.

2 Advancing Applied Research, Innovation and Sustainable Development

UDST will advance applied research and innovation to deliver high impact solutions that address real-world problems of local and global importance. It will foster will foster and support sustainable development and help develop socially responsible professionals locally and globally.

Overview:

The strategic priority of advancing applied research, innovation and sustainable development recognizes the need to address local challenges by fostering innovative research, and integrating UN Sustainable Development Goals. Incorporating sustainable development principles ensures that UDST actively contributes to positive local change, creating lasting impact and solutions to pressing societal and environmental issues.

2 Advancing Applied Research, Innovation and Sustainable Development

Action Items, Year of Completion and Success Measures

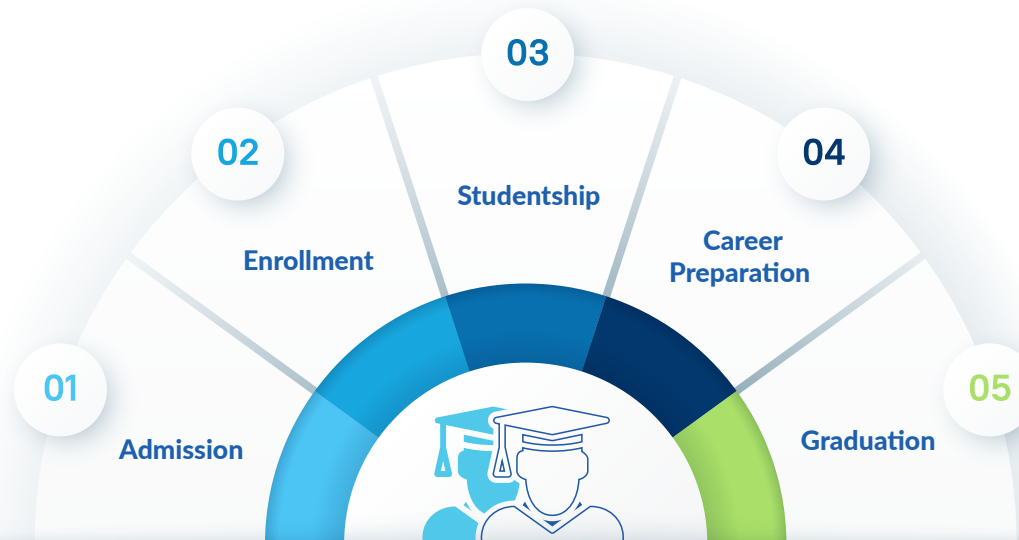| Action Item	Year of Completion	Success Measures
2.1 Enhance the visibility and increase impact of the University applied research and innovation in areas of national priorities.	2027	2.1.1 Within 4 years, achieve 70% annual increase in the number of Academic and Applied Research Scopus-listed outputs in identified areas, including sustainable development. 2.1.2 Within 4 years, achieve 20% growth in international coverage of research events increasing awareness of university's role as a leader in providing solutions to real world problems and innovations. 2.1.3 Within 4 years, achieve 40% annual increase in the number of research projects impacting national priorities using industry 4.0 technologies.
2.2 Increase external funding and collaborations with industrial and other stakeholders to conduct applied research and promote innovation and transfer technology.	2027	2.2.1 Within 2 years, achieve 20% annual increase in grants and external funding obtained through collaborative joint research partnerships and other stakeholders. 2.2.2 Within 4 years, achieve 20% of the total Academic and Applied Research Scopus-listed outputs through collaborative joint research partnerships.
2.3 Incubate new entrepreneurial projects and start-ups.	2027	2.3.1 Within 2 years, achieve 20% annual increase in successful launch of entrepreneurial projects and start-ups established within the university. 2.3.2 Within 5 years, achieve 20% annual increase in successful commercialization of entrepreneurial projects and start-ups established within the university.

Fostering Student Development, Engagement and Success

UDST will continue to holistically develop, engage and empower its students throughout the student life cycle to reach their academic and professional aspirations and be innovative exemplary global citizens.

Overview:

This strategic priority of UDST is to prioritize the holistic development, engagement, and empowerment of its students throughout their academic journey. By focusing on enhancing the student experience, improving graduation rates and time-to-graduate, and promoting employability, UDST aims to support students in reaching their academic and professional aspirations, while cultivating their innovative minds and encouraging exemplary global citizenship.

01 Admission
02 Enrollment
03 Studentship
04 Career Preparation
05 Graduation

Fostering Student Development, Engagement and Success

Action Items, Year of Completion and Success Measures

Action Item	Year of Completion	Success Measures
3.1 Develop and implement a structured approach to promote and foster holistic student development, equipping them to emerge as critical thinkers, innovators, lifelong learners and global citizens.	2027	3.1.1 Within 2 years of the implementation of the Framework, achieve at least 90% overall student satisfaction rate. 3.1.2 Within 2 years, achieve annual increase of more than 10% in the number of students engaging in clubs, organizations, co-curricular and extra-curricular programs. 3.1.3 Within 2 years, achieve 10% annual increase in the effective participation of Student Council members or/and representatives in decision-making related to student affairs matters, as deemed appropriate. 3.1.4 Within 2 years, achieve annual decrease of 30% in the number of students on Academic Probation 2. 3.1.5 Annually achieve 5% increase in student CGPA for students who participate in co-curricular, extra-curricular, clubs and student council activities.
3.2 Establish and implement a structured approach and programs for academic advising and support for at-risk students.	2027	3.2.1 Annual percentage of students on academic probation should not exceed 10%.
3.3 Develop and implement a systematic approach aimed at enhancing the employability of students and alumni.	2027	3.3.1 Annual 10% increase in employment of student and alumni engaged in employability enhancement programs.

4 Strengthening Community Engagement and Impact

UDST prioritizes sustainable community engagement, fostering trust, and promoting well-being and economic prosperity through strategic partnerships, leveraging the potential of Qatar's citizens for lasting positive impact.

Overview:

The strategic priority of UDST is to establish sustainable and meaningful engagement between the university and the community, fostering trust and contributing to the overall well-being and economic prosperity of society. By focusing on building strategic partnerships and maximizing the contributions of students, faculty, and staff to the community, UDST aims to create a positive and lasting impact.

4 Strengthening Community Engagement and Impact

Action Items, Year of Completion and Success Measures

Action Item	Year of Completion	Success Measures
4.1 Increase and maintain active strategic partnerships with local and international stakeholders, including alumni.	2026	4.1.1 Within 3 years, achieve 20% annual increase in successful implementation of agreements between UDST and local and international stakeholders. 4.1.2 Within 3 years, achieve 20% annual increase in the number of strategic partnerships established with local and international stakeholders.
4.2 Develop and implement a systematic approach to strengthen the engagement of students, faculty, and staff with the local community including engagements addressing UN Sustainable Development Goals.	2025	4.2.1 Within 2 years, achieve more than 80% community satisfaction with UDST contribution to local community. 4.2.2 Within 2 years, achieve more than 70% UDST community satisfaction with UDST contribution to local community on sustainable development.
4.3 Promote growth, diversification, and inclusion of Qatari nationals in the university workforce.	2027	4.3.1 Within 4 years, achieve a 60% increase in the number of Qatari nationals employed at UDST.

5 Demonstrating Institutional Effectiveness and Efficiency

UDST aims for optimal effectiveness and efficiency through accreditation, student experience, data analytics, campus development, and diversified revenue streams.

Overview:

The strategic priority of UDST is to ensure institutional effectiveness and efficiency in delivering a high level of performance that aligns with its mission, vision, and values. By focusing on key areas such as NCQAA institutional accreditation, student experience, data analytics, campus development, and diversified revenue streams, UDST aims to enhance its overall effectiveness and efficiency.

5 Demonstrating Institutional Effectiveness and Efficiency

Action Items, Year of Completion and Success Measures

Action Item	Year of Completion	Success Measures
5.1 Achieve an internationally recognized level of excellence in institutional performance.	2027	5.1.1 Within 4 years, achieve institutional accreditation by National Committee for Qualifications and Academic Accreditation (NCQAA). 5.1.2 Within 2 years, achieve ISO 9001: 2015 certifications across all Business Units.
5.2 Elevate UDST's position in local, regional, and global University rankings.	2027	5.2.1 Within 4 years, secure a place within the top three ranks in the Webometrics Qatar ranking. 5.2.2 Within 4 years, secure an appropriate place in THE (Times Higher Education) IMPACT. Arab and World ranking and QS Arab Region ranking.
5.3 Enhance the effective utilization of data analytics for better decision-making and continuous performance improvement.	2025	5.3.1 Within 2 years, achieve 100% of Business Units utilization of data analytics in major decision-making.
5.4 Optimize institutional administration cost.	2027	5.4.1 Within 4 years, achieve 10% decrease in administration cost. 5.4.2 Within 4 years, achieve 10% decrease in ratio of administration cost to the total cost.
5.5 Develop and enhance sustainable campus infrastructure.	2027	5.5.1 Within 4 years, achieve 10% decrease in energy consumption per square meter per Infrastructure Investment. 5.5.2 Within 4 years, achieve 10% decrease in energy cost per student per Infrastructure Investment.
5.6 Secure opportunities for diversification of revenue streams and reduce dependency on a single source.	2027	5.6.1 Within 4 years, achieve 25% increase the revenues from diversified sources (Alumni Donation). 5.6.2 Within 4 years, achieve 10% increase the revenues from diversified sources (Facility Rental). 5.6.3 Within 4 years, achieve 10% increase the revenues from diversified sources (Consultancy Services).

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