Strategic Plan 2011 – 2016
Creating the future...together
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The world is experiencing a transition to a new age characterized by global competition, rampant change, advanced technologies, rapid flow of information, and pervasive globalization. The emerging digital economy, with information technology as its foundation and knowledge as its capital, is requiring nations to invest in technological infrastructure, focus on interconnectedness, and rethink how they are organized and how they do business. At this juncture, the State of Qatar finds itself in the enviable position of having one of the most vibrant economies on the planet—fuelled by vast oil and gas reserves. The State, however, recognizes that its hydrocarbon-based economy has a limited life span, and it has embarked on an ambitious planning process to transform its economy to a diversified knowledge economy, ensuring the future well-being and prosperity of the people of Qatar.

In 2008, the State of Qatar launched the Qatar National Vision 2030 (QNV 2030), a planning framework that had the potential to position the country as an “advanced society that is capable of sustainable development while providing a high standard of living for its people” (Qatar National Vision, 2030). The vision moved to strategy with the release of the National Development Strategy (NDS) 2011–2016 document, which outlines measurable actions focused on maximizing the benefits from the hydrocarbon economy and preparing Qatar for a successful transition to a knowledge-based, digital age future. As the amazing accomplishment of the successful bid to host FIFA 2022 would evidence, for the State of Qatar, the Time is Now!

The State of Qatar recognizes that nations which foster knowledge, innovation, and creativity, and embrace technological advances, lead the world in prosperity. The State also recognizes that a highly-skilled, technologically competent, motivated workforce will be critical in achieving the goals of QNV 2030 and the strategies of the NDS 2011–2016 documents. The implications for College of the North Atlantic – Qatar (CNA-Q) are enormous.

Qatar’s NDS 2011–2016 envisions an education and training system that “…offers Qatari citizens opportunities to realize their intellectual potential, develop their abilities, and follow their aspirations and interests.” For almost a decade, CNA-Q has been the bridge to the realization of the intellectual and occupational aspirations of thousands of young Qataris. During that time, CNA-Q experienced significant growth as it responded and gave leadership to the training and development needs of the State of Qatar. The growth has stabilized and CNA-Q is now a mature organization that is poised to evolve with the needs of the State of Qatar.

For College of the North Atlantic – Qatar, the Time is Now!

Dr. Ken MacLeod
President, College of the North Atlantic – Qatar
Opened in September 2002 through an agreement between the State of Qatar and College of the North Atlantic (CNA) in Canada, College of the North Atlantic – Qatar is Qatar’s premier, comprehensive technical college. With more than 700 staff and 4500 full and part-time students, CNA-Q is Qatar’s second largest post-secondary institution.

Qatar aspires to have an educational system that prepares individuals for success in a changing world with increasingly complex technical requirements. By providing training in a range of technical areas including Business Studies, Engineering Technology, Health Sciences, Industrial Trades, Information Technology and Security, CNA-Q brings the State of Qatar closer to this goal.

Under the leadership of the State of Qatar, CNA-Q has developed a Strategic Plan that outlines a number of strategic directions, goals, and College-wide initiatives to be implemented over the next five years. The plan also describes the guiding principles under which it operates and presents a revised institutional mission and vision that accurately reflect its directions.

The strategic planning process at CNA-Q is an innovative and non-traditional one. Through the use of an “appreciative inquiry” approach, interviews and group discussions were used to gather stories of CNA-Q excellence and to frame directions for the future that will make CNA-Q an even better place to learn, work, and grow.

All stakeholder groups of the College community were involved in this process. Full-time students, part-time students, contract training students, graduates, CNA-Q staff, CNA staff, community members, and key industry partners were actively engaged in more than 20 four-hour sessions. The experiences and ideas that were shared were overwhelmingly positive and formed the entire basis for the Strategic Plan components.

The CNA-Q Strategic Plan is a living document. As we implement our goals and initiatives, we will constantly keep our finger on the pulse of our major stakeholders and align with the Qatar National Vision 2030, the National Development Strategy 2011 – 2016, and sector strategies as they emerge.

The release of the National Development Strategy 2011 – 2016 is very timely as we prepare to operationalize our Strategic Plan. This document clearly supports the mission of CNA-Q to fulfill the technical education needs of the State of Qatar. The National Development Strategy 2011 – 2016 also provides support to each of our five strategic directions.
Our strategic direction **Learners First** outlines the importance of continuing to provide high-quality educational programming and support services to an increasingly diverse learner population. The National Development Strategy speaks about the importance of including parents, women, and working professionals in upgrading or general education activities. These NDS initiatives will be firmly achieved through **Learners First**.

The NDS recognizes that learner motivation and achievement and program relevance is enhanced by the integration of information and communication technology in the teaching and learning process. The CNA-Q strategic direction **Educational Innovation** meets this need as it puts increased emphasis on expanding our applied research activity and creating more innovative, technology-enhanced ways to deliver CNA-Q programs. CNA-Q’s Strategic Plan will ensure that we become a leader in how we use technology to learn, work, and grow.

The successful implementation of the NDS 2011 – 2016 requires a great deal of collaboration between the public and private sector, and between the many branches of government. This reality is very clearly supported by our **Exceptional Collaboration** strategic direction. CNA-Q aspires to be actively engaged with the wider Qatar community and other post-secondary institutions. Private sector participation is key to ensuring CNA-Q programs remain responsive and relevant, “…deepening the education, knowledge, and skills of Qataris” (NDS, 2011).

To achieve its goal of having highly skilled Qataris at all levels of the workforce, the NDS has called for the strengthening of technical and vocational training and a concerted increase in the prominence of technical and vocational education programs. The CNA-Q Strategic Directions, **CNA-Q Pride** and **Leaders in Communication** will ensure that the population of Qatar understands that a college technical education is an essential component of Qatar’s educational continuum, and an important stepping stone to fulfilling careers and lifelong learning.

The CNA-Q Strategic Plan 2011 – 2016 is a powerful document that reflects the voices of more than 800 of our stakeholders from all areas of the institution. Education is described as being “critical to achieving the goals of the National Development Strategy 2011 – 2016” and the education provided by CNA-Q clearly fills a much-needed niche.

Our Strategic Plan will forge exciting new pathways into the future, positioning CNA-Q, and therefore the State of Qatar, as a leader in higher education. While we recognize that the future is unpredictable, we also recognize that we truly will create the future…**together**.
CNA-Q aspires to be a premier technical college that will provide the best education for the State of Qatar by offering all learners the opportunity to reach their full potential.

The words “premier technical college,” though brief, are loaded with meaning and vision. The word “premier” infers being first, being the best. As the State of Qatar transitions from a resource-based economy to a digital, knowledge-based, global economy, the best can only be defined as an institution that has 21st century facilities, faculty, programs, and educational practices, and an institution that graduates learners with 21st century technical skills and learning behaviours.

The word “technical” delineates the unique educational niche that CNA-Q fills for the State of Qatar and underscores the reality that a technical education and general technical literacy are essential to realizing the opportunities afforded by a new age economy and the attainment of prosperity for all citizens of Qatar.

Finally, the word “college” infers workplace-relevant, learner-centered, applied learning programs delivered in a supportive learning environment where learner success is an institutional imperative, and innovation and creativity are core values.

CNA-Q will strive to achieve the vision that these three words encompass by maximizing our expertise in, and passion for, innovation and applied learning, and comprehensively using technology to support innovative teaching and learning, creating robust educational and operational support systems, and developing 21st century skill proficiency for our learners. That is, CNA-Q will be a leader in how we use technology to enhance how we learn, work, and grow.
CNA-Q fulfills the technical education needs of the State of Qatar by delivering innovative, internationally recognized programs that prepare individuals to be active contributors to their local communities, the State of Qatar and the Gulf Region.

The CNA-Q Vision and Mission reflect the needs of our varied stakeholders in the State of Qatar. CNA-Q meets these needs by engaging in the following learning activities:

**Developmental Education**
CNA-Q ensures that our learners have the appropriate academic foundations to be successful in our programs by providing training in English, math, science, etc.

**Technical Education**
CNA-Q ensures that our learners successfully transition into the workforce and meet the demands of an increasingly intellectual and technology-rich industry. CNA-Q certificate and diploma programs reflect the importance of applied learning and learner engagement and are developed in close collaboration with our key external stakeholders.

**University Transfer**
CNA-Q provides degree completion options for our learners by securing articulation agreements with accredited degree-granting institutions.

**Corporate Training**
CNA-Q addresses the varied learning needs of those who are already in the workforce by providing programming that advances specific skills as well as more general knowledge areas.

**Continuing Education and Community Engagement**
CNA-Q engages with and provides leadership to the community in which we live. CNA-Q provides personal development and special interest programs for non-traditional learners in a way that enriches the lives of the people of Qatar.
Creating the future...together
The five major directions in the following pages provide the framework for our planning over the next five years. They present a compelling direction for our future and are indicative of the college we aspire to be.
GUIDING PRINCIPLES

GP.1 CNA-Q will foster a strengths-based philosophy that capitalizes on individual and team strengths within all of our stakeholder groups. This philosophy will create the kind of work environment that will see CNA-Q recognized as the premier place to learn, work, and grow.

GP.2 CNA-Q will foster a work environment that is based on transparency, open communication, trust, respect, and employee and team development.

1. LEARNERS FIRST

Goal 1.1 CNA-Q will strengthen the value of our credentials by continuing to enhance our high-quality, technology-rich programs that meet the needs of our diverse learning community and the State of Qatar.

Goal 1.2 CNA-Q will provide a seamless student service experience that is learner-focused and quality driven.

Goal 1.3 CNA-Q will meet the needs of non-traditional learners and expand our learner population by enhancing connections with the Qatar community.

Goal 1.4 CNA-Q will develop the whole learner by complementing academic programming with enriched learning opportunities.

2. EDUCATIONAL INNOVATION

Goal 2.1 CNA-Q will support innovation in the classroom by ensuring that teaching and learning practices will develop 21st century skills in our learners.

Goal 2.2 CNA-Q will support and encourage innovation and the strategic use of technology in how we work, teach, learn, and communicate.

Goal 2.3 CNA-Q will expand applied research activity.

Goal 2.4 CNA-Q will provide increased access to CNA-Q programming to ensure students achieve their varied learning goals.

3. EXCEPTIONAL COLLABORATION

Goal 3.1 CNA-Q will increase collaboration with industry, government, and other post-secondary institutions in Qatar to create partnership opportunities for research, continuing education, resource sharing, etc.

Goal 3.2 CNA-Q will strengthen internal organizational relationships.

4. CNA-Q PRIDE

Goal 4.1 CNA-Q students and staff will be ambassadors for CNA-Q and will convey the merits of our CNA-Q credentials to the community.

Goal 4.2 CNA-Q will create an environment that generates loyalty and pride.

Goal 4.3 CNA-Q will proudly celebrate the many cultures at CNA-Q.

5. LEADERS IN COMMUNICATION

Goal 5.1 CNA-Q will strategically enhance internal and external communications to ensure that all information needs are met.
GUIDING PRINCIPLES

GP.1  Creating a Strengths-Based Campus
GP.2  Developing Employees and Teams
The following guiding principles reflect the values of employees and students at CNA-Q. They are a set of statements about how we will relate to each other and to our stakeholders. These principles will guide the decisions we make and the actions we take every day as we fulfill our mission and achieve our vision.

**We value our community.**
Therefore, we are dedicated to exceeding its expectations. We ensure that all of the campus community – both internal and external members – are valued unconditionally.

**We value excellence.**
Therefore, we give the best of ourselves both inside and outside the classroom. We consistently pursue high-quality standards without compromise.

**We value respect.**
Therefore, we contribute to a supportive environment by acting with integrity, communicating openly, and appreciating the contributions of others. We take time to meaningfully understand each other while celebrating cultural diversity.

**We value innovation.**
Therefore, we work creatively while constantly seeking out new and more effective ways of doing things. We demonstrate innovation by discovering and creating models of best practice in education.

**We value teamwork.**
Therefore, we work collaboratively to grow a better, stronger CNA-Q. By thinking beyond boundaries we harness diverse strengths to learn from each other and achieve our shared vision.

All of the strategic directions and initiatives presented in this document support our guiding principles. Through each strategic direction, we ensure that our guiding principles are a meaningful part of how we work with one another at CNA-Q.
Goal GP.1

CNA-Q will foster a strengths-based philosophy that capitalizes on individual and team strengths within all of our stakeholder groups. This philosophy will create the kind of work environment that will see CNA-Q recognized as the premier place to learn, work, and grow.

Initiative GP.1.1: Create a strengths-based model that will permeate our recruitment, hiring, and leadership and employee development programs and practices.

Initiative GP.1.2: Create a strengths-based model for our learners that will have a meaningful place in the classroom.

Goal GP.2

CNA-Q will foster a work environment that is based on transparency, open communication, trust, respect, and employee and team development.

Initiative GP.2.1: Create a comprehensive “Leaders at All Levels” development program.

Initiative GP.2.2: Develop a strengths-based employee development process in which employees will reflect on their individual strengths, how their strengths are best used in their work, and how they will capitalize on their strengths in the future. Employees will demonstrate and celebrate instances where they live each guiding principle.

Initiative GP.2.3: Create a comprehensive “Community of Colleagues” coaching program that will help individuals and teams create meaningful plans for the future by reflecting on performance to date. This will be closely tied to the employee development process.

Initiative GP.2.4: Establish an employee recognition committee and develop a comprehensive suite of employee recognition activities that honour and recognize schools, departments, teams, committees, and individuals, culminating in the annual President’s Employee Awards of Excellence.

Initiative GP.2.5: Develop mechanisms to report on and celebrate accomplishments of schools, departments, teams, committees, and individuals.

Initiative GP.2.6: Develop a range of communication activities that ensure transparency in decision making and operations, and timely and meaningful two-way dissemination of information within the College community.

Initiative GP.2.7: Develop mechanisms to identify and address employee concerns and suggestions for positive change.
LEARNERS FIRST

Ensuring the success of past, present, and future learners

1.1 Continuing High-quality Programs
1.2 Creating a “One Stop” Centre
1.3 Encouraging Community Learners
1.4 Fostering Enriched Learning
Ensuring the success of past, present, and future learners

CNA-Q is committed to creating an environment where learners are our top priority, learning is paramount, and the student experience is seamless.

Understanding that our learners are a diverse group with varied needs, aspirations, and abilities, we design our programs, services, and facilities to develop the whole learner, both inside and outside the classroom. CNA-Q actively seeks to increase our student population through community outreach and strategic partnerships.

Consequently, we ensure the success of past, present and future students by developing a culture of lifelong learning.
Goal 1.1
CNA-Q will strengthen the value of our credentials by continuing to enhance our high-quality, technology-rich programs that meet the needs of our diverse learning community and the State of Qatar.

Initiative 1.1.1: Pursue program development in order to align with Qatar National Vision 2030, the Qatar National Development Strategy and other large-scale State events such as the FIFA 2022 World Cup.

Goal 1.2
CNA-Q will provide a seamless student service experience that is learner-focused and quality driven.

Initiative 1.2.1: Create a “One Stop” learner services model that integrates recruitment, admissions, registration, placement testing, advising, sponsor liaising, career services, etc., in one central location, both physically and virtually. Services provided should comprehensively meet student needs.

Goal 1.3
CNA-Q will meet the needs of non-traditional learners and expand our learner population by enhancing connections with the Qatar community.

Initiative 1.3.1: Create a comprehensive suite of general interest program offerings for the Qatar community. Offerings will be created through the regular assessment of community learning needs and interests. Elements such as subject area, delivery method, and the nature of the potential learner will be included in the assessment process.

Goal 1.4
CNA-Q will develop the whole learner by complementing academic programming with enriched learning opportunities.

Initiative 1.4.1: Create a comprehensive, enriched learning program that may include the formal recognition of participation in student activities (e.g. sports teams, fitness, clubs), student involvement in applied research activities, service learning/volunteering, student leadership, and/or the identification and development of personal strengths.

Initiative 1.4.2: Ensure the Student Life Centre fully meets the extracurricular needs of our learners.

Initiative 1.4.3: Define and provide solutions for credential needs of our learners and industry partners. This may be accomplished by actively articulating the importance of a College credential by communicating its value with key State of Qatar partners, including industry, potential students, and parents. The College could also consider partnering with accredited degree-granting institutions to offer a selected number of degree programs on the CNA-Q campus.

“I look forward to seeing the smiling faces of the students.”
EDUCATIONAL INNOVATION

Broadening our horizons through innovation and research

2.1 Teaching for 21st Century Skills
2.2 Encouraging Innovation and Technology
2.3 Expanding Applied Research
2.4 Increasing Access to Programming
Broadening our horizons through innovation and research

CNA-Q operates in a dynamic and changing environment. We lead the way by pursuing excellence in our programming, services, and applied research.

Innovation is expected, encouraged, supported, and actively practiced across the entire organization. As a result, we remain competitive and both students and employees are actively engaged.

Consequently, CNA-Q provides technical education leadership in the Gulf Region.
Goal 2.1
CNA-Q will support innovation in the classroom by ensuring that teaching and learning practices will develop 21st century skills in our learners.

Initiative 2.1.1: Recruit and develop faculty who demonstrate excellence in learner-centered, leading-edge teaching techniques.

Goal 2.2
CNA-Q will support and encourage innovation and the strategic use of technology in how we work, teach, learn, and communicate.

Initiative 2.2.1: Develop ways to encourage innovation across the entire organization.

Initiative 2.2.2: Create a “Learning Technology Driver’s Licence” training program that will integrate fundamental technical proficiency with the effective use of technology in the classroom.

Initiative 2.2.3: Foster the innovative use of technology by promoting technological proficiency among all employees.

Initiative 2.2.4: Actively enhance technology use in CNA-Q programs (e.g. Learning Management systems, blended learning, mobile learning technology, etc.)

Goal 2.3
CNA-Q will expand applied research activity.

Initiative 2.3.1: Establish creative programs to maximize employee and student engagement in research projects.

Initiative 2.3.2: Host events, workshops, and conferences at CNA-Q that will showcase current applied research projects, foster new ideas, and encourage greater research collaboration with other post-secondary institutions and potential research partners.

Goal 2.4
CNA-Q will provide increased access to CNA-Q programming to ensure students achieve their varied learning goals.

Initiative 2.4.1: Support increased access to CNA-Q programming via innovative program delivery methods and tools.
EXCEPTIONAL COLLABORATION

*Developing fully integrated partnerships with the State of Qatar, CNA, and industry*

3.1 Collaborating with External Partners
3.2 Strengthening Internal Relationships
Developing fully integrated partnerships with the State of Qatar, CNA, and industry

At CNA-Q we recognize that our stakeholders make essential contributions to our success.

Through fully integrated partnerships, we harness the expertise of our partners. In turn, we will be actively engaged with all of our stakeholders and the community to ensure we understand and are responsive to their evolving needs in a timely manner.

Consequently, our exceptional relationships with the State of Qatar, College of the North Atlantic (CNA), industry, and other educational institutions are mutually beneficial.
Goal 3.1
CNA-Q will increase collaboration with industry, government, and other post-secondary institutions in Qatar to create partnership opportunities for research, continuing education, resource sharing, etc.

Initiative 3.1.1: Host national education discussions to articulate a common, coordinated vision across all institutions and identify opportunities for partnerships and collaboration.

Initiative 3.1.2: Actively seek opportunities to strengthen cooperation with external stakeholders.

Goal 3.2
CNA-Q will strengthen internal organizational relationships.

Initiative 3.2.1: Increase cross-departmental collaboration at CNA-Q by sharing information about each department and its function and by promoting collaborative project opportunities.

Initiative 3.2.2: Articulate organizational parallels between CNA-Q and CNA and foster collaborative relationships.

Initiative 3.2.3: Hold regular planning sessions with CNA to articulate mutually beneficial ways to share knowledge and resources.

Initiative 3.2.4: Work collaboratively with CNA to ensure that policies are comprehensive and relevant to CNA-Q needs and realities.
CNA-Q PRIDE

Creating the place to learn, work, and grow

4.1 Developing CNA-Q Ambassadors
4.2 Generating Loyalty and Pride
4.3 Celebrating Cultures
Creating the place to learn, work, and grow

CNA-Q fosters a sense of belonging by creating an identity that is engaging, dynamic and uniquely CNA-Q.

CNA-Q is an institution that cultivates loyalty and pride for all members while celebrating the Qatari culture in which we operate.

Consequently, CNA-Q will be recognized as a premier place to learn, work, and grow.
Goal 4.1

CNA-Q students and staff will be ambassadors for CNA-Q and will convey the merits of our CNA-Q credentials to the community.

*Initiative 4.1.1:* Articulate and celebrate the inherent value of all CNA-Q credentials to relevant external stakeholders.

Goal 4.2

CNA-Q will create an environment that generates loyalty and pride.

*Initiative 4.2.1:* Develop and implement a unique CNA-Q engagement program.

Goal 4.3

CNA-Q will proudly celebrate the many cultures at CNA-Q.

*Initiative 4.3.1:* CNA-Q will foster an atmosphere of celebration that will bring to life the vibrancy of the cultures at CNA-Q.

“My colleagues are fantastic! Not only are they great to work with, they are my trusted friends as well.”
LEADERS IN COMMUNICATION

Listening carefully and sharing freely

5.1 Enhancing Internal and External Communications
Listening carefully and sharing freely

Empowered communicators are fundamental to CNA-Q’s long-term success.

Through the development of exceptional communicators and processes, CNA-Q will become a listening organization where all ideas are actively considered and a sharing organization where information is openly and honestly communicated.

Consequently, CNA-Q’s exemplary communication will serve as a model for other organizations.
Goal 5.1
CNA-Q will strategically enhance internal and external communications to ensure that all information needs are met.

Initiative 5.1.1: Create corporate communication infrastructure with responsibility for internal and external communication.

Initiative 5.1.2: Create a centralized access point for external partners to improve information sharing.

Communication is a foundation to everything, and is the main ingredient to success.”
The CNA-Q Strategic Plan 2011–2016 creates a fertile environment in which all of our stakeholders, both internal and external, can learn, work, and grow. By ensuring that learners are always first in our institution and that they are supported by leading-edge collaboration, innovation, and communication, our learners and all other stakeholders will be proud to be part of the CNA-Q community.

The Strategic Plan is a living document that will become a dynamic set of practices as the plan is operationalized. Through collaborative processes, cross-functional teams will be established for each strategic direction. Each goal and initiative will be assigned to a team that will be responsible for creating action plans to ensure successful institutional adoption. Specific timelines, resource requirements and measurable key performance indicators will be linked to these action plans. The Office of Institutional Research and Planning, in strong partnership with these cross-functional teams, will oversee the development of these plans to ensure effective information sharing and cohesion across all the strategic directions.
In addition to operationalizing College-wide strategic goals and initiatives, individual CNA-Q schools and units will be tasked with creating their own department-level plans. These department-level plans will be closely linked to the directions, goals, and initiatives laid out in the Strategic Plan and will provide a framework for departmental operations.

Using a unique approach, CNA-Q will become the place to learn, work, and grow as each individual employee will be asked to link their own personal development plans to the strategic directions, goals, and initiatives presented in the Strategic Plan. Bringing strategic planning implementation to the individual level is an innovative approach that will further ensure institution-wide adoption.

In the coming months, key monitoring responsibility will be assigned and reporting timelines and deliverables will be widely articulated.

Through this stepwise process, all activities at CNA-Q will be firmly guided by the Strategic Plan. An annual “scorecard” will be produced that succinctly depicts progress on our Strategic Plan. The scorecard will be aligned to the strategic directions and goals, while measuring progress on the College-wide and department initiatives. This integrated model of planning will guarantee the full adoption of all elements of our Strategic Plan and ensure that continuous progress is made towards each of the strategic directions, goals, and initiatives over a five-year period.

Ultimately this Strategic Plan and its embedded strategies, actions, accountabilities, performance measures, and benchmarks will ensure the success of CNA-Q and enable the State of Qatar to achieve its economic, social, environmental, and human development goals.