

5 YEAR STRATEGIC PLAN

HAMAD BIN KHALIFA UNIVERSITY

2025 - 2030



**INNOVATING TODAY
SHAPING TOMORROW**

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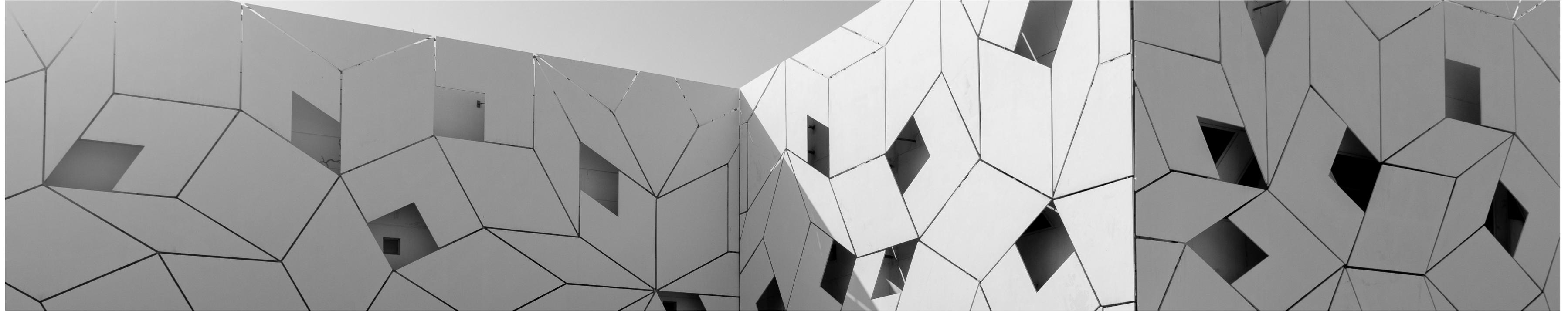
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OVERVIEW





Executive Summary

Hamad Bin Khalifa University (HBKU), a member of Qatar Foundation for Education, Science, and Community Development (QF), is a leading research university committed to driving transformative change in Qatar, the region, and beyond. As a university, we take pride in representing our community, culture, and country while embracing our responsibility to contribute to global progress. Through world-class education, cutting-edge research, and community-centered initiatives, we seek to address national priorities while shaping solutions for global challenges.

In Fall 2024, HBKU began a collaborative and inclusive effort to develop a five-year strategic plan to expand on how the University will meet the vision, mission, objectives and aspirations of HBKU's ten-year strategy "*IMPACT 2035*".

The nation, region and the world have changed dramatically over the last five years. Global and local occurrences have changed how we tackle issues and the world is experiencing imminent challenges such as climate change, pandemics, the rise of polarization and migration. HBKU will continue to work towards its mission amidst these challenges strategically and proactively, while remaining grounded in our intended impact locally and globally. With our collective focus directed to the future, HBKU is positioned to advance academic and research excellence not just today but for generations to come.



WHAT IS NEXT?

HOW DO WE LOOK

BEYOND TOMORROW?

This five-year strategic plan outlines the University's roadmap for growth, emphasizing excellence in research, education, and global impact. At its core, the strategy sets forth our ambition to be recognized as a global leader in cultivating and addressing complex policy challenges. Through rigorous, evidence-based research and forward-thinking solutions, the University will contribute credible insights to policymakers, advocate for impactful policies, and advance social change.

Sustainable, high-quality academic programs are essential, ensuring consistency in academic excellence and alignment with 21st-century skill requirements. By addressing the region's shortage of graduate degree holders and especially PhD holders and tapping into a strong pool of eligible students, HBKU can position itself as a top-tier academic institution.

By implementing this strategic plan, HBKU will solidify its role as a leading research university, producing scholarly contributions and real-world solutions that drive meaningful change. Through collaboration, interdisciplinary research, and strategic partnerships, we remain dedicated to unlocking human potential and shaping a future driven by knowledge, discovery, and innovation.



Investing in Our People

One University

Academic, research and professional roles will evolve in the coming years to enhance and strengthen HBKU's community. Activities will model the many ways that education and research mutually enrich each other, and the expertise of professional staff will continue to play a critical role while maintaining our culture and a sense of community cohesion.

HBKU values a diversity of views and experiences of its members and strives to support them in reaching their potential, aligning with the University's mission to contribute to society through education, learning, and research at the highest international standards. Further, we will cultivate a dynamic and supportive academic and research environment that not only attracts and retains top talent but also nurtures and develops the potential of our community members. By fostering interdisciplinary collaboration, innovative teaching, and industry engagement, we are committed to shaping a future-ready workforce that is well-prepared to tackle the challenges of tomorrow.

Over the next five years, HBKU will be focusing on the following overarching principles:

World-Class Talent Acquisition and Development

A comprehensive faculty/researcher/staff recruitment and retention framework will be developed to attract and retain top global talent for HBKU. Faculty/researcher/staff development and training will be enhanced to align with emerging research trends and interdisciplinary collaboration. This includes career pathways and promotion criteria for faculty and researchers, as well as international visiting scholar and sabbatical exchange programs.

Capacity Building

HBKU will develop a thriving community by concentrating on developing our people's personal, professional skills and knowledge throughout their careers, providing ongoing support to help them achieve their full potential in the HBKU environment.

To achieve this, we will:

- Prioritize developing our people by enhancing the pathways for growth, enabling their success. We will empower the Center for Faculty Advancement & Success in Teaching (CFAST), that will focus on empowering faculty to explore innovative pedagogical and technological approaches to enhance their teaching effectiveness and enrich student learning. The goal is to support faculty in delivering high-quality, innovative teaching and learning experiences that meet the needs of our diverse student population and provide a supportive environment where faculty are empowered to experiment with different tools and modalities, engage, and learn through reflective teaching practice.

- Aim to support Qatari faculty development through Qatari Faculty Development Fellowship Program (QFDFP), to support qualified nationals in pursuing advanced academic qualifications. This program prepares them for faculty positions within HBKU, reinforcing the University's commitment to national capacity building.
- Elevate the development of our researchers by introducing targeted workshops and seminars that address emerging trends and provide resources to navigate these changes effectively. In parallel, we are committed to creating platforms that encourage interdisciplinary collaboration and innovation, fostering an environment where faculty and researchers can exchange ideas and work together on pioneering projects. This comprehensive approach will not only enhance the professional growth of our researchers but also ensure they are well-prepared to lead and innovate within their respective fields.
- Establish career pathways for our professional colleagues. This will ensure that our staff can navigate their career paths with confidence, helping them to achieve their professional aspirations.



Our Vision

To be a pioneering and impact-driven university addressing critical challenges facing Qatar and the world.

Our Mission

Hamad Bin Khalifa University is dedicated to developing world-class integrated graduate and selected undergraduate academic programs, advancing national research capabilities, and cultivating leaders who drive meaningful change.



Our Values



Excellence

Commit to the highest standards of quality of delivery, and innovation, continuously striving for impactful results, ethical leadership, and meaningful contributions to societies at national, regional, and global levels.



Integrity

Uphold honesty, transparency, accountability, and ethical responsibility.



Curiosity and Discovery

Embrace new ideas, explore uncharted frontiers, and foster diverse forms of expression. Cultivate intellectual curiosity, a willingness to take risks, and a strong entrepreneurial spirit.



Rootedness

Foster pride in our culture and heritage with values that reflect social and moral beliefs, while also embracing our Arabic language, dealing with challenges and navigating new frontiers.



Diversity

Foster a climate that is open and welcoming to diverse people, ideas and perspectives; that promotes constructive discourse; and that engages faculty, researchers, staff and students in activities that promote the University's core values.



Strategic Objectives

01

A driver of innovative academic programs and pathways that encourage exploration and contribute to a dynamic society.

HBKU strives to be a globally recognized leader in education, being forward-looking and enabling transformative impact at national, regional, and international levels. By fostering a culture of excellence, we aim to equip future leaders with the skills and knowledge needed to address complex challenges and create meaningful change. We will leverage on Qatar Foundation's (QF's) unique ecosystem to advance knowledge creation and application in key and emerging fields, contributing to the growth of Qatar's knowledge economy and positioning the University as a forward-looking academic hub.

02

A pioneer in cutting-edge research and applied solutions addressing critical challenges in Qatar and the world.

The University will lead in producing cutting-edge research that transforms practices, shapes thinking, improves lives, and provides solutions to the most pressing challenges facing Qatar and the world. Through interdisciplinary research of the highest caliber, we will cultivate a culture of innovation and entrepreneurship, recognized by funders, peers, stakeholders, users, and adopters alike. Our efforts will increase the quality and impact of our research and innovation while strengthening partnerships with national and international collaborators to consolidate our position as the nation's leading research-intensive university and further develop our international standing.

03

A recognized knowledge hub with cultural, societal and economic impact at national and international levels.

The University will serve as a gateway to support the local community, disseminating research and teaching. By capitalizing on Education City's (EC) unique ecosystem and focusing on areas where we have a clear value proposition, we will drive knowledge exchange and provide real-world applications, through our lens, that contribute to the community and enhance our footprint in key strategic areas.

04

Dynamic university operations and resources to support the HBKU's mission.

Establish a flexible and resilient operations model, designed to effectively support the University's mission. This enabling model will support a high-quality academic and research environment where faculty, researchers, innovators, entrepreneurs, students, and staff can thrive, contributing to the enhancement of the University's brand recognition and visibility.



SWOT Analysis

Strengths

- Unique Education City ecosystem supporting the delivery of research-intensive academic programs.
- World-class faculty, researchers, and students who have received awards and recognition.
- Significant contributor to government development strategies in a multilateral spirit.
- Cutting-edge interdisciplinary research in fields of local and global relevance, e.g. biomedical sciences, energy and environment, artificial intelligence, Arabic language, ethics, sustainability and humanities.
- Proactive high-impact partnerships with Education City partners, national and international stakeholders across private and public sectors.
- High-impact capacity building and development activities.
- An agile and young University compared to other research, higher education institutions regionally and worldwide.

Weaknesses

- Young University brand, its global recognition and reputation still in development.
- Competitive market in recruiting and retaining top students, faculty, researchers and staff.
- Limited local market for student recruitment.
- Ability to attract self-paying graduate students.

Opportunities

- Multidisciplinary graduate and selected undergraduate degree programs leveraging the ecosystem.
- Established knowledge hub for government and industry.
- Institutional support for national strategies development and implementation, including critical sectors such as sustainable energy, artificial intelligence, healthcare and upskilling and reskilling workforce.

Threats

- Cultural and geopolitical factors in attracting certain global talent.
- Rapid growth of higher education institutions in Qatar.
- Limited external funding.

ACADEMIC STRATEGY

Transformational Learning



Academic Strategy

As HBKU navigates the evolving landscape of higher education, it must be positioned to address the country's multifaceted needs while continuing its upward trajectory as a global university. We recognize the imperative to adapt and thrive amid the unique challenges and opportunities presented by the changing nature of work, teaching, and learning.



By 2035, demand for post-secondary and graduate education is anticipated to rise dramatically. Rapid change has prompted a global appetite for transfiguring knowledge, adaptive anticipatory design and content. Lifelong learning will fuel needed capability and resilience.

Supporting our students is our utmost priority; we will provide a variety of formats and modalities, learning that equips students to question, navigate change and distill information. Curricula will cut across unforeseen evolving obstacles through critical analysis, creative engagement and social entrepreneurship.

Entrepreneurial thinking requires taking initiative, exchanging knowledge across disciplines, learning from experience, and resourcefully engaging with creativity, culture, and literacy. The University is committed to ethical innovation that enriches lives and enhances society in every aspect especially from an Arab and Islamic perspective.

Hence, we built our academic plan on a robust framework that integrates diverse educational approaches, unique pathways, stackable credentials, lifelong learning, and skill acquisition beyond traditional degree programs. This approach is essential in preparing our students for a future in which they will navigate future careers, requiring continuous skill and knowledge development.



Strategic Goals

01

Integrated interdisciplinary programs that anticipate tomorrow's demands

Leverage Education City's (EC) ecosystem, expertise as well as partner with government, industry, international universities and organizations to introduce new cross cutting academic research programs that transcend traditional fields of study. Our focus will be on the intersections between sciences and humanities and embedding ethics, and artificial intelligence across programs. The programs will always have meaningful impact across the region and the wider world.

02

Personalized and flexible learning pathways

Align teaching methods to the individual needs of students today and in the future, delivering greater flexibility. Develop non-traditional alternative educational pathways to address the future workforce diverse competency-based needs, by building on existing courses, credentialing, certificate options including executive education and online learning. These could be a catered approach of stackable courses, various certificates, diplomas, and applied learning opportunities.

03

Increase student success and empower future leaders

Integrate career education and experiential learning opportunities into the curriculum to improve career readiness and post-graduation outcomes including expanding educational access through improved online resources and education. Ensure HBKU graduates are equipped with the skills, knowledge, confidence and attributes to realize their potential and succeed in their university program, their future careers and as digitally-enabled and global citizens.

04

Enhance student well-being

Foster a thriving academic environment where students excel academically, socially, and emotionally by enhancing student wellness, personal and professional growth, and encouraging engagement. This includes mental health support, and a vibrant campus community.



Academic Flagship Areas

HBKU will continue to strengthen its expertise in its core areas—engineering, computer sciences and artificial intelligence, policy, law, social sciences, and life sciences – and apply each in novel ways to help resolve contemporary critical issues. In this respect, our academic programs, associated research and outreach will be exemplified through cross cutting initiatives focusing on selected key areas, examples are:



Complex Ecosystems

Build knowledge and application around climate resilience, food security, agriculture and environmental health. This will also include energy transition from fossil fuels to sustainable energy sources, as well as the networks and systems that support them such as supply chain and logistics.



Health and Well-being

Build a better understanding of biomedical priorities through a patient-centric lens via clinical data, genetics, phenomics and environmental exposure coupled with a deeper knowledge of disease, to develop precision treatment approaches tailored to patients, and develop new diagnostics, health policy, management, and the integration of AI.



Humanities, Social Sciences, and Ethics

Foster an understanding of how humanities and social sciences shape societies by analyzing human behavior, cultural dynamics and ethics. These disciplines provide insights into the ethical, legal and policy development implications of technological and financial advancements including Islamic finance, leading to sustainable systems and informed decision-making, and economics.



Future Technologies

Explore programs at the intersection of big data and data analytics with other priority areas such as health and bioengineering, sustainability, as well as aerospace engineering. Look into education technology (EdTech) and entrepreneurship and integrate AI into education by transforming learning experiences through data-driven insights and adaptive learning systems.



By integrating these critical areas into our educational programs and teaching, HBKU will cultivate the next generation of discoverers and leaders.

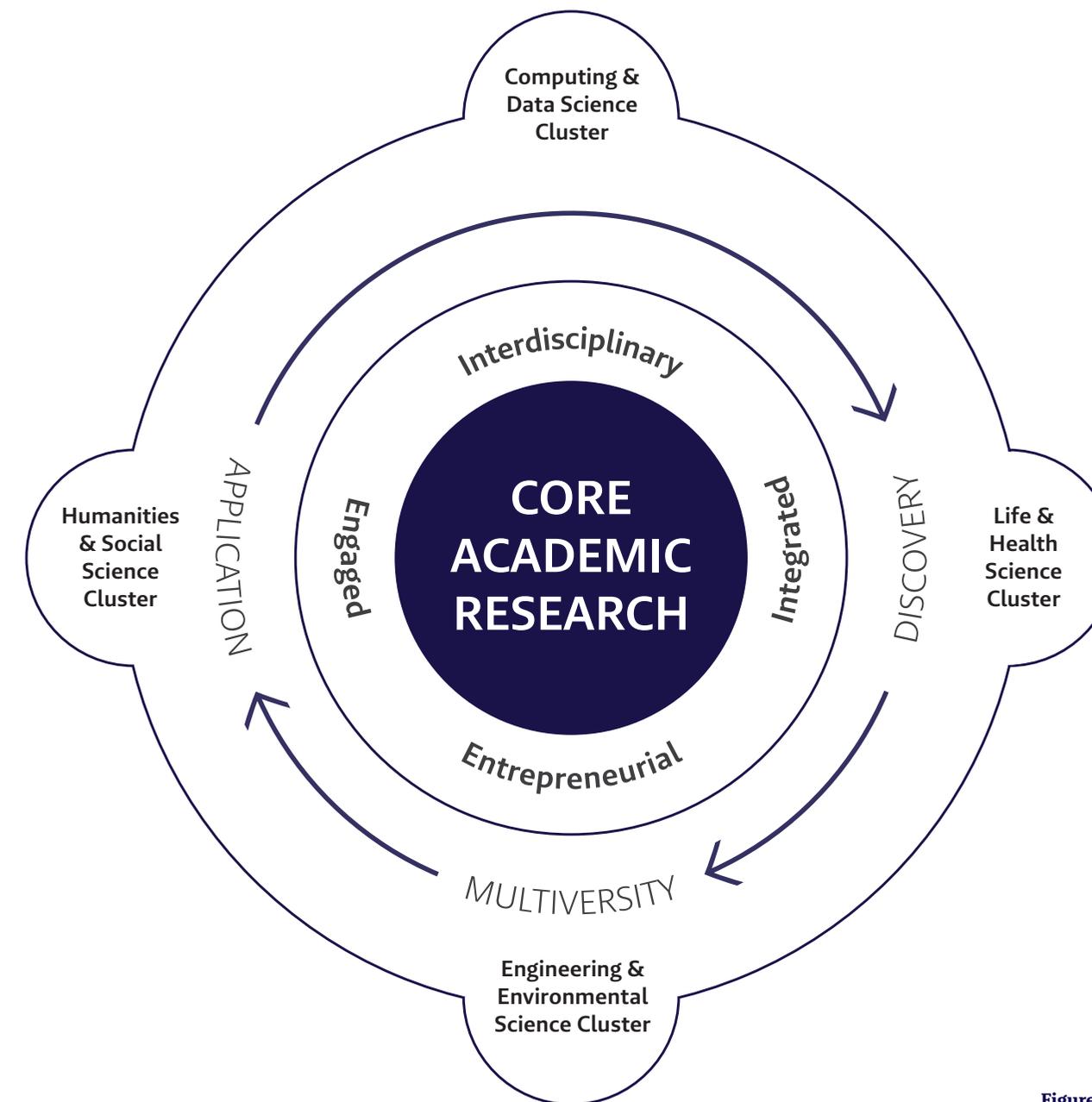


Figure 1: Academic Framework



Academic Priorities



HBKU's emphasis on cross-pollination among its colleges, institutes, centers, and other entities, has served as an engine for discovery and learning and has been a building block for the University's reputation for academic and research excellence. We are committed to being the higher education provider of choice for students, and to supporting their lifelong learning and social mobility.

Over the next five years, the University's academic strategy will utilize the clusters we have created as a conduit to achieve and focus on the following overarching strategic priorities:



Figure 2: Academic Priorities

Academic Excellence and Recognition

We will continue to define our path in academic excellence and recognition by leveraging Qatar Foundation's ecosystem to flourish against the backdrop of an ever-changing global landscape that will affect higher education over the next five years.

Some of the key imperatives are:

Elevate Global Reputation

- Position the University as a leader in global accreditation and rankings, by aligning curricula with global accreditation and ranking standards.
- Seek program-level accreditation and international recognition. Develop institutional learning outcomes that measure the value our programs add to our students.
- Strengthen HBKU's academic and teaching ethos to be a contemporary example for world leading teaching and creativity, exemplar of excellence, especially in finding novel solutions for Qatar, the region, and the world.

Strengthen Talent Acquisition and Retention

- Cultivate an entrepreneurial mindset characterized by visionary thinking and creative problem-solving, and the capacity to channel ideas into actions.
- Attract a diverse blend of world-class faculty/researchers who have experience and knowledge in selected cluster and niche areas such as artificial intelligence, biomedical sciences, humanities, Arabic heritage, social sciences, energy and environment etc.
- Incentivize and retain high-caliber faculty and researchers by fostering an institutional culture that values teaching and research equally and embeds institutional mechanisms that facilitate, recognize and reward excellent teaching and educational practice.
- Expand the student body composition with focus on increasing top quality Qatari, and international student enrollment.

Enrich Learning Environment

- Provide robust teaching and learning spaces including physical, virtual learning spaces, laboratory spaces and state-of-the-art equipment.
- Enrich HBKU library and access for faculty and students.





Future-Oriented Programs

We will be fostering an academic environment that supports student success through innovative, interdisciplinary programs. Grounded in local culture and values, with a focus on global trends and industry needs, we aim to develop future-ready graduates while promoting career-long development for alumni and professionals alike.

Our core focus is to adapt and enhance existing programs, courses, and introduce selected new academic programs and courses that are interdisciplinary in key areas that anticipate the needs for sustained success in a swiftly evolving marketplace.



Some of the key imperatives are:

Interdisciplinary programs that bridge academic fields

- Strengthen existing and develop new academic programs that integrate sciences with social, cultural, and economic disciplines to address emerging local and global challenges (e.g., artificial intelligence, and ethics, sustainability, biomedical sciences and policy).
- Explore new areas such as aerospace engineering, bioengineering, economics, integrating them with the prominence of artificial intelligence.
- Build flexible learning pathways that allow students to customize their curriculum, including stackable credentials and 4+1 programs. Expand our work with high-quality partners and offer students unique opportunities.
- Introduce and launch selected niche undergraduate degrees in selective areas to fill current gaps, such as agriculture, veterinary studies, bioengineering, and aerospace engineering.

Expand learning modalities to enhance accessibility and adaptability

- Develop blended learning models that combine in-person instruction with online, asynchronous learning.
- Offer modular learning options such as stackable credentials and micro-certifications, allowing students to pursue degrees at their own pace.
- Introduce intensive, short-term learning formats for part-time students or professionals.
- Collaborate with industry experts to co-design courses and curriculum elements that align with the latest industry standards and emerging job market demands.

High-Impact Student Experience

We are committed to providing all students with an excellent, highly distinctive educational experience that prepares them for academic, personal, and professional success in an increasingly complex, diverse, evolving marketplace and interconnected world. We will do that by instilling in them a capacity to think critically and creatively, to listen and learn from diverse life experiences, cultures, and points of view; act with ethical and academic integrity; and engage in ways that enrich scholarships and enhance Qatari community and the world.

Some of the key imperatives are:

Empower students to engage in academic research

- Create opportunities for students to participate in research projects alongside faculty and researchers via HBKU clusters.
- Establish student-led enterprises and innovation hubs where they can design and conduct their own projects and develop problem-solving and critical thinking skills.

Enrich alumni support

- Create meaningful opportunities for alumni to contribute their expertise, experience, and resources as well as support students and recent graduates.

Foster real-world learning and leadership development

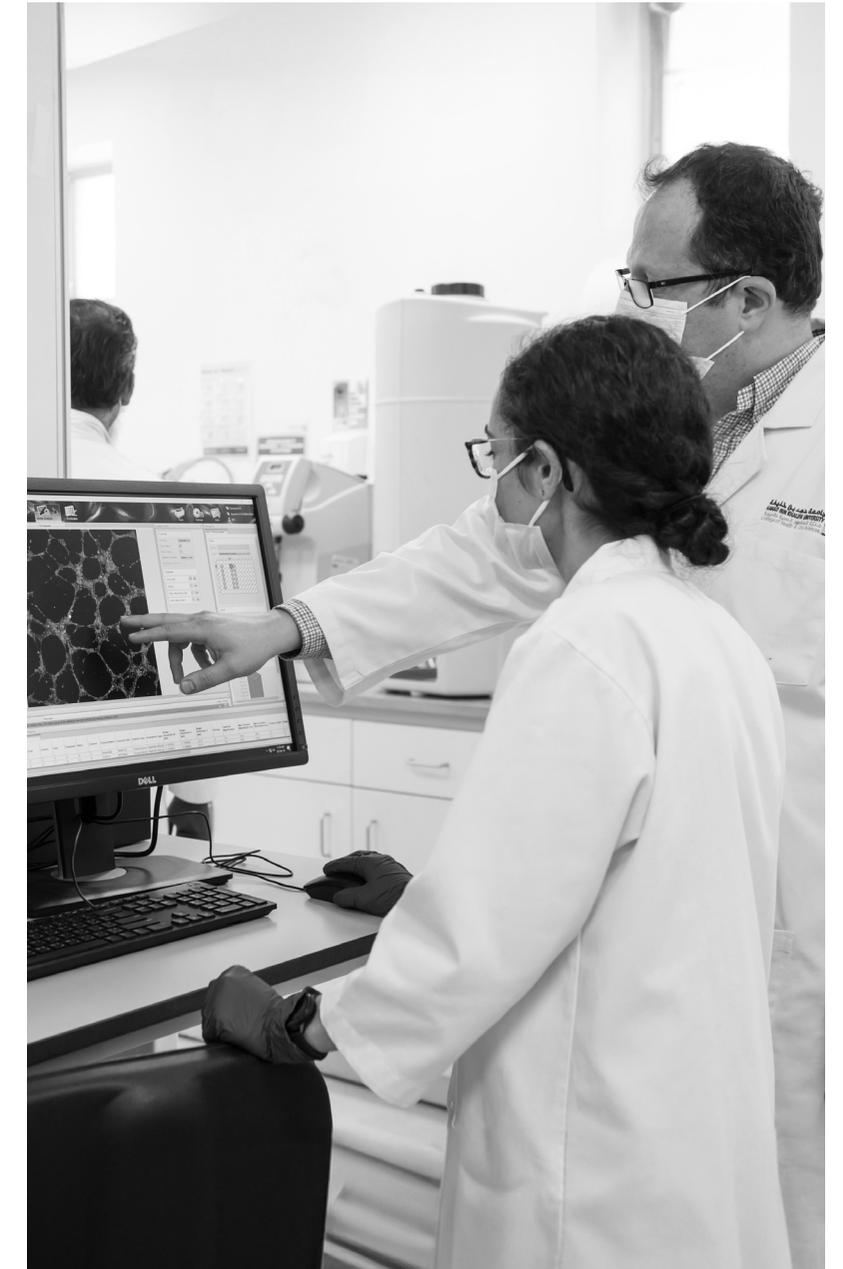
- Create real-world learning through internships, co-op programs, and leadership development opportunities in collaboration with industry partners.
- Incorporate essential skills training (e.g. communication, critical thinking, teamwork) into these programs to better prepare students for the job market.

Encourage global exposure and student mobility

- Offer opportunities for international exchanges, study abroad programs, and cross-border academic research projects.

Expand student support services, wellbeing and mentoring within the University

- Augment personalized academic advising to support students' academic and career development.
- Support students to proactively manage their physical and mental wellbeing by developing the quality and consistency of support provided.



Community Engagement and Outreach

We aim to become a hub for education and innovation, while maintaining strong local roots. We will continue to strengthen ties with the local and global community through outreach, partnerships, and socially relevant initiatives. We will expand partnerships with industry, academia, and governments on a local and global scale, with the aim of informing and supporting decision-makers.

Some of the key imperatives are:

Integrate service learning into student development programs

- Promote social responsibility by integrating service learning and community engagement into student development programs and encouraging global awareness and hands-on learning through community-driven projects.

Advance K-12 support and engagement

- Offer student internships and other courses/ programs to K-12 students to increase higher education exposure, excitement and awareness.

Expand life-long and online learning options

- Expand upskilling and reskilling options via executive education offerings, focused on our expertise as a university. Collaborate with key stakeholders/industry to develop and launch training courses and executive education programs and certificates in selected thematic areas that cater to the local needs and align with Qatar's priorities and future prosperity.
- Expand the University's visibility and portfolio of online professional courses and certificates on the edX platform.





Implementation Plan

This implementation plan is a living document that reflects the strategic priorities and key initiative examples and success criteria that require our focus to meet the University's long-term strategic goals.

Academic Excellence and Recognition

Key Initiatives Examples

Align with institutional (e.g., WSCUC) and program-level accreditation standards (e.g., ABET, NASPAA, etc.).

Global ranking participation.

Recruit and retain highly cited researchers, distinguished professors including Qatari faculty.

Recruit and retain top quality students, focused on increasing Qatari students, local resident enrollment and student diversity.

Build and develop space that provides immersive learning experiences and enhance library collection and services.

Success Criteria Examples

- 80% progress towards institutional accreditation by Year 5.
- 50% academic programs accredited by Year 5.

- Higher rankings in QS, THE, ARWU, and local ranking systems (e.g., ranked within 150 in QS ranking by Year 5).

- 15% increase in faculty listed in Stanford's top 2% most cited scholars.
- 15% increase in Qatari faculty by Year 5.

- Average GPA of incoming students >3.4.
- 50% increase in undergraduate Qatari student enrollment in 5 Years.
- 20% increase in graduate Qatari student enrollment in 5 Years.
- 0.8 student diversity index by Year 5.

- 15% new/renovated classrooms ready for hybrid and immersive learning experiences annually.
- Library satisfaction survey; 4 out of 5 (every 2 Years).

Key Initiatives Examples

Propose inter-, multi-disciplinary programs that crosscut the colleges and EC.

Develop full-tuition degree programs.

Implement new learning modalities, flexible pathways including stackable credentials.

Future-Oriented Programs

Success Criteria Examples

- 2 new programs by Year 5.
- 25% increase in cross-registration between HBKU and EC partners by Year 5.

- Launch 2 full-tuition degree programs by Year 5.

- 80% of students will have access to customized, flexible learning pathways in 5 Years.

High-Impact Student Experience

Increase student access to academic research.

Build and enhance academic partnerships with industry to provide internship opportunities for students and co-designing courses.

Expand student exchange programs.

Strengthen standard student wellness, support and advising.

- 60% of students will contribute to HBKU clusters or faculty-led research annually from Year 2 onwards.

- 30% of students will participate in internships, co-op programs, or industry-sponsored projects by Year 5.

- 20% increase in outbound and inbound student exchange participation by Year 5.

- Student satisfaction survey in Year 2 and 4 (4 out of 5 rating).

Community Engagement And Outreach

Develop new MOOCs in priority areas.

Increase the number of learners impacted by outreach activities.

Develop and implement executive education courses/programs to support stakeholders and community.

- 2 new MOOCs offered on edX annually.

- 10,000 annually (STEM outreach and colleges).

- 25% increase in executive education revenue by Year 5.
- Executive education learner satisfaction survey annually (4 out of 5 rating).

RESEARCH STRATEGY

From Discovery to Impact



Research Strategy

HBKU's research strategy is a product of its unique research ecosystem, reflecting the combined expertise and interdisciplinary strength of its colleges and research institutes.

The driving force behind HBKU's research is Qatar's transition from a carbon-based to a knowledge-based economy. As a leading knowledge and research hub, the University contributes an interdisciplinary focus to this transition, producing lasting outcomes aligned with Qatar's economic aspirations and core societal values.

The University does so while actively engaging with government, industry, and research institutions locally and internationally, to ensure its research is well-informed, robust, and benefits society at large.

In alignment with its research values and principles, HBKU's research portfolio is guided by key selection criteria:

- Aligned with core areas of expertise or target fields with potential for expansion.
- Aligned with HBKU's mission and strategically relevant to Qatar's national goals, with the aim of positively transforming people's lives both locally and globally.
- Forward-thinking, identifying emerging challenges and trends, hence positioning HBKU as a pioneer in societal advancement.
- Practical and capable of being implemented through existing or emerging technologies or have a way of influencing standards, policy making or legislation.
- Capable of attracting exceptional talent, securing funding and investment, and advancing the University's footprint and reputation.



Strategic Goals

01

Establish a Distinct Research Identity

To establish HBKU as a highly ranked, globally recognized University renowned for its focused, high-quality and forward-thinking research, offering new solutions to critical challenges, and playing a central role in shaping the nation's future.

02

Advance World-Class Multidisciplinary Research and Maximize Impact

By fostering a cross-cultural and interdisciplinary approach, HBKU aims to enhance impact, accelerate discovery, and create significant value within specialized research fields.

03

Collaborate with Industry and Stakeholders

Cultivate an environment to leverage opportunities and foster strategic, value-driven partnerships around key research priorities to broaden HBKU's global impact, particularly in emerging and high-potential fields.

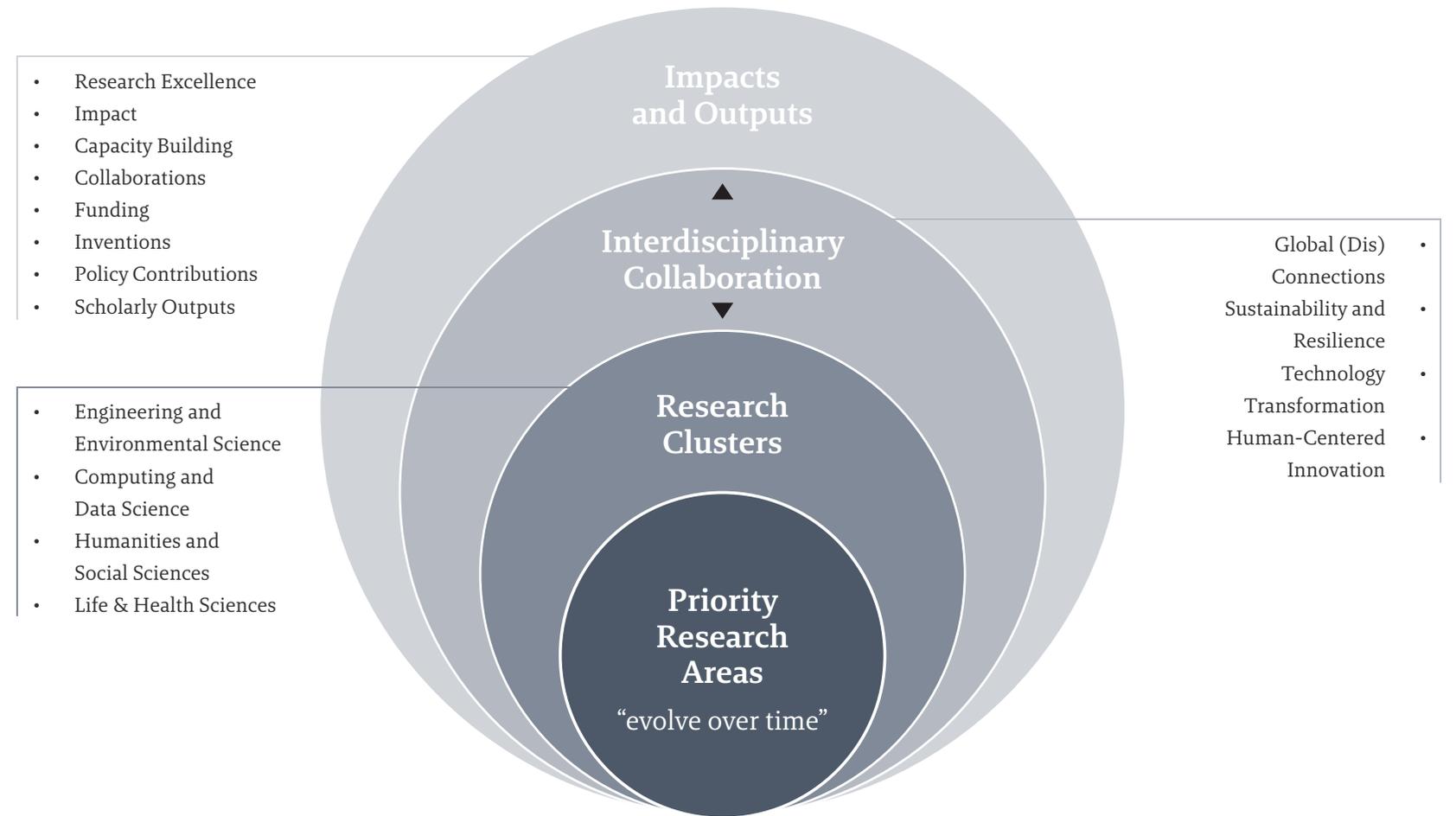


Figure 3: Research Strategy Framework

Research Framework

HBKU's research strategy is designed as a continuous, interconnected cycle that ensures sustained innovation, adaptability, and strategic growth. At its core are flagship research areas, which address the most pressing scientific, technological, and societal challenges.

These areas are dynamic and evolve over time, strategically developed over a three-to-five-year timeline through targeted investment, interdisciplinary collaboration, and capacity building. As each flagship area matures, new priorities take center stage, ensuring a continuous cycle of discovery and impact.

The University Clusters are strategic groupings designed to foster synergies, consolidate resources, and promote seamless integration between the colleges, research centers, and research institutes. By bringing together researchers within interrelated disciplines, this framework aims to maximize collaboration and ensure effective partnerships across entities.

Clusters interface at three key levels: Research, through joint projects that cut across cluster themes and engage multiple entities; Academic, by facilitating joint faculty and researcher appointments, co-taught courses, as well as student engagement in interdisciplinary research projects; and Resources, through shared facilities, research equipment, joint research funding opportunities, and collaborative workshops and stakeholder engagement.

By streamlining these elements, promoting integration across the entities and fostering a culture of knowledge sharing, the Clusters will not only elevate the quality of research, but also enhance HBKU's presence in the global research landscape.

A mechanism will be implemented to oversee operations, improve cooperation, and maximize synergies while minimizing barriers between entities within each cluster.

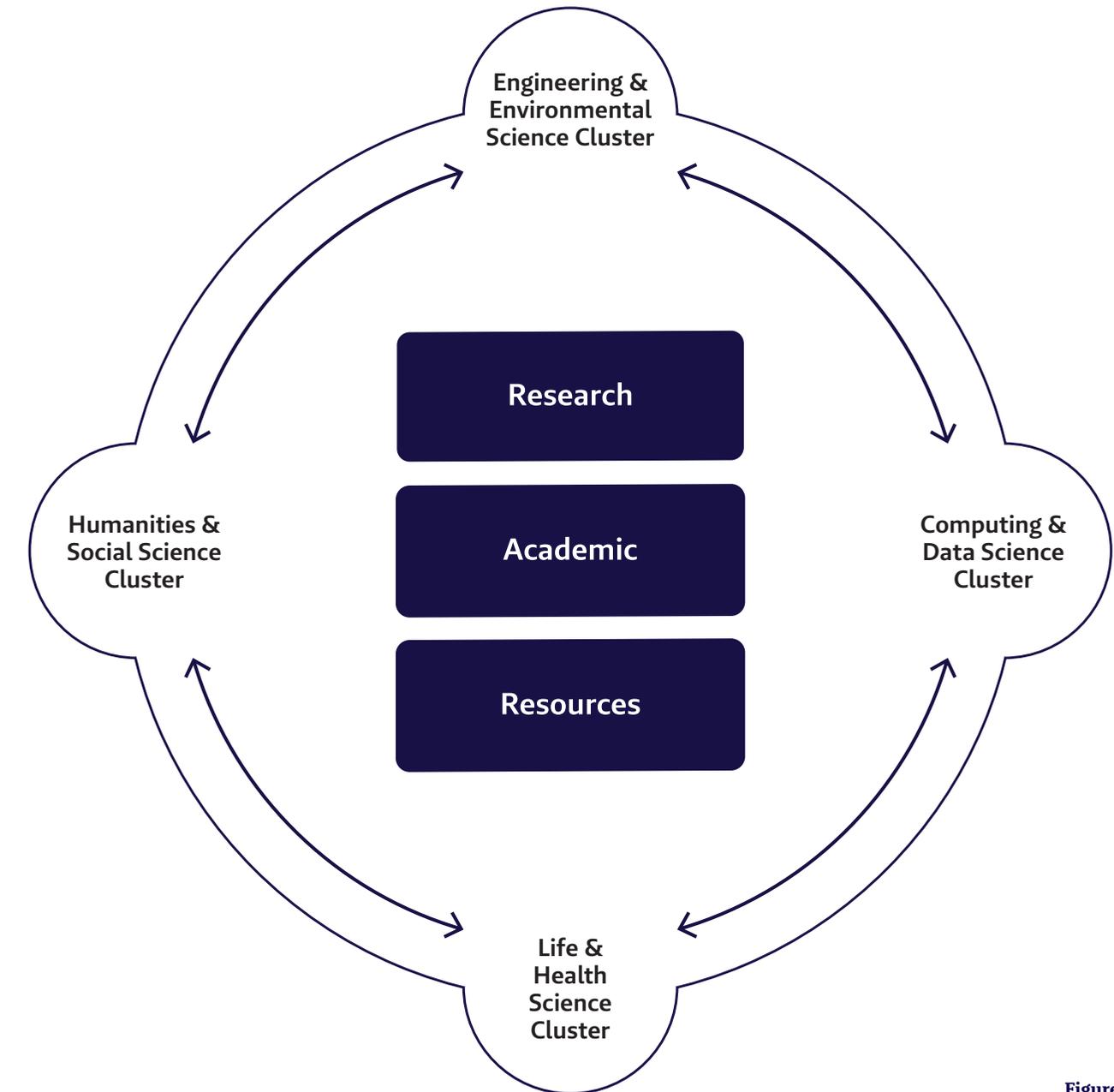


Figure 4: Research Clusters

Defining Research Clusters

The four research clusters will provide a strong foundation for long-term knowledge generation and interdisciplinary collaboration.

These Clusters, Engineering and Environmental Science, Computing and Data Science, Humanities and Social Sciences, Health and Life Sciences, offer the expertise, infrastructure, and cross-disciplinary connections essential for advancing flagship research areas. As research priorities evolve, these Clusters ensure continuity while fostering transformative breakthroughs that strengthen HBKU's global research impact.

Designed to align with Qatar's national priorities, they enable the University to meaningfully contribute to societal development. By bridging disciplines and promoting collaboration through joint projects, resource-sharing, and strategic partnerships, the Research Clusters promote the University's research influence and global competitiveness, positioning the University as a leader in distinctive, high-impact research.





Engineering and Environmental Science

This Cluster is dedicated to developing innovative solutions that enhance the sustainability and resilience of Qatar’s environment and resources. It contributes to decarbonization, the development of resilient and sustainable cities, water and food security, as well as overall societal well-being.

Research within this Cluster spans several key areas:

Environment

Enhance understanding of the natural environment and its interaction with built environments to inform mitigation policies, assess urban adaptation measures, and develop sustainable, resilient, and livable cities, strengthening national resilience and promoting human well-being in urbanized arid regions.

Energy

Advance decarbonization by developing reliable renewable energy technologies, smart grids, carbon capture and utilization, and clean fuels.

Circularity

Maximize waste conversion into value-added products to foster environmental conservation, economic growth, and product innovation while optimizing resource use and minimizing waste.

Water

Optimize water quality, advance desalination technologies, improve wastewater treatment, and develop innovative water conservation strategies to ensure long-term water security in arid regions.

Computing and Data Science

This Cluster emphasizes advancements in all aspects of artificial intelligence from sensing, data integration, machine learning modeling, safety and applications. Foundational research will drive innovation in generative AI, computational modeling, and intelligent systems tailored to address challenges in education, health, and environmental sustainability. Aligned with Qatar’s national priority of being the custodian of advancing and safeguarding Arabic language, culture, heritage, and knowledge, HBKU aspires to be a global hub of generative AI for applications that represent Arab and Qatari culture.

Through this Research Cluster, HBKU aims to lead cutting-edge advancements in:

AI and Machine Learning

Promote the study of the “Science of AI” to develop AI-driven applications for smart automation, robotics and decision-making systems with a focus on safety and reliability.

Generative AI for Arabic Language and Culture

Spearhead the development of AI models and digital tools tailored to Arabic language processing, content generation, and cultural preservation, in line with Qatar’s national vision to preserve and advance Arabic linguistic and cultural heritage.

Cybersecurity and Digital Trust

Address emerging cybersecurity threats and design in vivo privacy-preserving and blockchain applications to protect national and global digital infrastructure.

Computational Modeling and Simulation

Utilize high-performance computing applications in areas such as drug discovery, engineering design, and environmental forecasting to drive scientific and industrial progress.



Humanities and Social Sciences

The Humanities and Social Sciences Research Cluster addresses societal transformations, policymaking, cultural preservation, and the impact of emerging technologies on human development. By addressing issues such as inequality, educational reform and the use of AI in higher education and community well-being, research promotes inclusive development, fosters intercultural understanding, and establishes Qatar as a leader in international matters of national relevance to Qatar. Additionally, it integrates Islamic values to enrich regional and global discourse.

Research within this Cluster spans several key areas:

Arabic Language, Cultural Heritage, and Islamic Studies

HBKU plays a central role in promoting Arabic scholarship, digital humanities, and the study of Islamic thought to shape contemporary global discourse.

Public Policy and Legal Development

Shape legal frameworks, governance models, and economic policies that align with Qatar’s aspirations for leading global participation and sustainable development.

Education and Societal Change

Research educational reform, digital learning, and the integration of AI in higher education to promote lifelong learning opportunities.

Social Inclusion and Well-being

Address issues related to inequality, social cohesion, mental health, and community resilience to promote inclusive and equitable societies.

Health and Life Sciences

This Cluster is dedicated to advancing biomedical research, precision medicine, and public health initiatives. By focusing on the integration of biosciences and digital technologies, the University aims to improve health outcomes and combat chronic diseases.

Research within this Cluster spans several key areas:

Genomics, Microbiome, and Precision Medicine

Harness genetic and molecular research to develop targeted therapies for chronic diseases, rare genetic disorders, and personalized healthcare solutions.

Public Health and Epidemiology

Address pressing health concerns through disease prevention, health promotion, and the management of lifestyle-related illnesses prevalent in the region while developing data-driven public health strategies.

Digital Health and AI in Medicine

Develop AI-driven diagnostics and biosensor technologies to enhance healthcare efficiency.

HBKU is committed to shaping a healthier and more prosperous Qatar by leveraging its world-class expertise in medical research, digital health, and medical technologies. Through these efforts, the University aims to lead advancements in precision health across the MENA region.



Research Drivers

Four transformative research drivers are advancing this dynamic research ecosystem forward: **Technological Transformation, Sustainability and Resilience, Global (Dis)Connections, and Human-Centered Innovation.**

These broad, forward-thinking themes shape research across both clusters and flagship areas, ensuring HBKU remains at the forefront of global scientific advancement while addressing national priorities and regional needs. These drivers guide why research is conducted, and they influence funding strategies, partnerships, collaborations, and innovation pathways to maximize societal and economic impact.

By structuring research as a circular, evolving model, HBKU ensures continuity, responsiveness, and long-term strategic alignment. This approach allows the University to leverage its existing strengths while remaining agile in addressing emerging challenges, and ensuring its research remains relevant, impactful, and globally competitive.

Technological Transformation

Emerging technologies, whether in artificial intelligence, medicine, finance, or big data, have the potential to revolutionize how societies address complex challenges.

The development of these technologies will continue to be a key driver of research at HBKU, given their substantial societal benefits. Equally important is understanding their broader societal impact and ensuring their development aligns with ethical principles, respects Qatari customs and traditions, and minimizes adverse environmental consequences. By balancing technological progress with ethical responsibility, HBKU ensures that Qatar remains at the forefront of scientific discovery and digital transformation, while preserving cultural integrity and social cohesion.

Sustainability and Resilience

As Qatar moves toward a more sustainable and resilient future, HBKU is uniquely positioned to develop innovative, interdisciplinary solutions that balance environmental, economic, and social imperatives.

Situated in an arid region, Qatar faces distinct challenges, such as water scarcity, extreme heat, dust storms, and global climate change, which present both, challenges and opportunities for sustainable development alike. The region's unique environmental factors must be studied in the context of sustainability and resilience. HBKU is strategically placed to explore the complex relationship between human activities and environmental impact, and to develop strategies for climate adaptation, health protection, and sustainable development tailored to the specific needs of arid regions. By integrating sustainability across technology, infrastructure, and various sectors, HBKU supports Qatar's transition to a low-carbon economy, contributing to long-term environmental resilience, societal prosperity and well-being in the face of these challenges.

Global (Dis)Connections

Cultural, religious, and institutional frameworks are crucial in shaping global cooperation, governance, and mutual understanding.

At the dawn of the 21st century, increasing interconnectedness seemed inevitable. The rise of nationalism and the critique of the liberal international order have raised pressing questions about whether state and non-state actors can manage their differences and if so, how. These developments prompt the need for researchers to critically examine how societies navigate and cooperate to address global problems. By addressing the challenges of geopolitical shifts, digital governance, and cross-cultural engagement, HBKU ensures that Qatar remains a key player in shaping global knowledge networks and advancing sustainable international cooperation.



Human-Centered Innovation

Technological and other advancements are redefining human potential, particularly in health, education, social development, and individual well-being.

HBKU researchers focus on various dimensions of the human experience—spiritual, cultural, jurisprudential, philosophical, ethical, and physical, including medicine, fitness, sports, language capability, and mental well-being, in alignment with the University’s mission to advance knowledge that benefits humanity.

These four drivers are the foundational pillars of HBKU’s research strategy, shaping a holistic and forward-thinking research agenda that aligns with Qatar’s national priorities and HBKU’s core research strengths.

Through this approach, HBKU:

- Advances cutting-edge technology while ensuring ethical and responsible innovation.
- Develops sustainable and resilient solutions that support Qatar’s environmental and economic goals.
- Engages in global policy and governance research to position Qatar as an international knowledge hub.
- Improves human well-being by integrating health, education, and social sciences with technology and innovation.





Research Flagship Areas

Designed to capitalize on HBKU’s Research Cluster structure, HBKU’s research flagship areas foster interdisciplinary collaboration, bringing together colleges and research institutes to conduct complementary research toward common goals. These research areas are of strategic importance, enabling a more targeted and impactful approach. Each priority will host a portfolio of projects that unite researchers from various HBKU disciplines and entities, ensuring that research efforts are aligned, innovative, and capable of addressing complex challenges.

To launch these projects, workshops, brainstorming sessions, and expert discussions will be held, ensuring alignment with research flagship guidelines and HBKU’s four Research Clusters. Projects will be selected through a co-design process with rigorous reviews to define optimal implementation plans and operational parameters.

These projects are dynamic and subject to annual review to assess progress. Initially funded through HBKU’s Research Cluster funding initiative, they are designed to produce both scholarly outcomes, such as journal articles and books, as well as practical solutions to real-world problems. Project durations will vary based on scope but will not exceed three years.



1. Generative AI and Applications

Artificial intelligence (AI) is both a domain for curiosity-driven research introspection and an enabling technology with transformative potential. Although AI has undergone many hype cycles before, there is an emerging consensus that it will touch and possibly reshape the human experience.

Generative AI (GAI) is rapidly transforming our world, potentially addressing some of humanity’s most pressing challenges, including sustainable development, precision medicine, and personalized education. However, GAI also poses new challenges, such as the potential for bias, misuse, and unintended consequences.

The focus of this flagship area includes:

- Actively investigating profound questions related to the interpretability of AI systems, their efficiency, and safety across the entire software and hardware stack.

- Advancing Arabic-language artificial intelligence by developing cutting-edge models tailored to the linguistic, cultural, and contextual nuances of the Arabic-speaking world. HBKU has already pioneered the advancement of AI for Arabic language processing and understanding. By leveraging Generative AI, Fanar aims to bridge the gap in Arabic AI research, enabling high-quality content generation and equitable AI solutions.
- Conducting translational research to advance strategic domains, including Education, Health, and Humanitarian applications.

As an enabling technology, AI will diffuse into all aspects of human activity. Therefore, HBKU will advance its vital role in advising Qatar’s leadership on AI policy and regulatory matters, ensuring the country remains at the forefront of global AI governance.



2. Sustainable and Resilient Arid Cities

The future of cities depends on their ability to balance growth with environmental health, resource efficiency, and climate resilience, particularly in arid regions where extreme conditions pose unique challenges. This research area focuses on developing sustainable urban environments that safeguard human health, optimize resource management, and enhance adaptability to climate change. By integrating scientific research, technological innovation, and policy-driven strategies, it addresses critical challenges such as air and water pollution, extreme heat, and the sustainability of interconnected energy, water, and food systems.

The focus of this flagship area includes:

- Environmental health is a key area of concern in urbanized arid regions, focusing on the impact of poor air and water quality on human health and well-being. Urban emissions, natural dust, microplastics, and climate-induced health risks—such as heat stress and the spread of vector-borne diseases—require urgent attention, especially in arid regions where such threats are exacerbated.

- Sustainable urbanization, where cities adopt a nexus approach that recognizes the interdependence of energy, water, and food security. Efficient resource use and sustainable urban planning are critical to ensuring long-term resilience in water-scarce and climate-vulnerable environments like Qatar.
- Climate adaption is central to building sustainable cities. This includes designing infrastructure that can withstand extreme temperatures, implementing nature-based solutions to mitigate environmental risks, and leveraging smart urban planning to reduce pollution and optimize resource consumption.
- Policy and governance to enable the development of strong legal and policy frameworks are essential to supporting sustainability transition and enhancing resilience.

This research area aims to create livable and resilient cities by integrating environmental health research, sustainable resource management, and climate adaptation within a nexus-driven framework. This is particularly important given the growing challenges posed by climate change in arid regions.

3. Autism: Causes, Diagnosis, and Intervention

Autism Spectrum Disorder (ASD) is a developmental condition characterized by challenges in social interaction, communication, and restricted or repetitive behaviors. The spectrum nature of autism means that it affects individuals differently and to varying degrees. Autism research is multifaceted, with several key focus areas aimed at unraveling the complexities of the disorder, improving early diagnosis, and developing effective interventions.

The focus of this flagship area includes:

- Identifying autism-risk genes: Genetic research aims to pinpoint specific genes that increase the likelihood of developing autism.
- Investigating molecular and immune causes: Researchers explore how molecular and immune system dysfunctions may contribute to the development of autism.
- Studying neuronal changes: Cellular and animal models are used to study the neuronal changes in autism. These models help researchers understand how neurons in the brain function differently in individuals with autism, providing insights into the underlying mechanisms of the disorder.
- Screening potential drugs for autism treatment: Developing and testing potential drugs that could alleviate the symptoms of autism. High-throughput screening methods are employed to evaluate the efficacy and safety of various compounds and to find targeted treatments that address specific aspects of the disorder.
- Technologies for rapid and early diagnosis: Developing AI-driven screening tools using statistical analyses, machine learning, and natural language processing to identify autism early, analyzing data across infants, toddlers, and school-aged children in collaboration with psychology, neuroscience, and education experts.
- Personalized intervention and education: Creating personalized AI-based autism interventions addressing therapist shortages, diverse autism presentations, and generic therapeutic methods through customized approaches and technologies such as virtual reality, augmented reality, and e-learning tailored to individual needs and characteristics.
- Legal and policy aspects of diagnosis and treatment: Investigating regulatory frameworks and policies governing autism diagnosis, early intervention, treatment, and access to care.



4. Islamic Ethics: From Social Cohesion to Global Challenges

This research examines the dynamic intersections between Islamic thought, ethics, contemporary global challenges, and social cohesion. The initiative brings together scholars from various fields (e.g., Islamic studies, humanities, social sciences, law, international relations, health sciences, engineering, and artificial intelligence) to examine how Islamic intellectual traditions and cultural practices engage with and respond to global contemporary issues. By exploring how Islamic ethical traditions can contribute to the global discourse, we can contribute to the ethical implications and impact across various industries and sectors such as healthcare, security, finance, artificial intelligence, urban design, education, and the workforce, offering a unique perspective.

At the core of Islamic ethics lie public values that aim to cultivate harmonious social relations, encourage collective responsibility, and affirm the dignity of all members of society. Concepts such as Tawhid (the unity of God and, by extension, the unity of humanity), Salaam (peace), Ikhtilaf (constructive difference), Qist (justice), and Rahma (compassion) serve as guiding principles for interpersonal and institutional engagement. These values promote moral conduct and are tools for building inclusive and resilient communities.

The focus of this flagship area includes:

- Studying Islamic ethics as a framework uniquely characterized by (1) the multiplex epistemology (sense perception, reason, divine revelation), (2) the multiplex normative domains (the domain of universal values (qatiyyat or faraid), the domain of relative values (ijtihadiyyat) and the unregulated value-free (mubah) domains), and (3) the multi-valued logic (e.g. haram, makruh, mubah, wajib and fard) rather than binary logic based on the simple distinction between ethical and unethical, or moral and immoral.
- The integration of Islamic ethics to address global challenges and offer unique contributions to pressing issues such as artificial intelligence, public health, biomedicine, education, sustainable development, youth, family, and economic justice.
- The role of Islamic tradition in supporting inclusive innovation, social equity, and global solidarity, particularly when combined with efforts to strengthen the social fabric and maintain a balance between individualism and collectivism.
- Examining global best practices through an Islamic lens to adapt solutions suitable for Qatar and the region.

5. Global Transformations: Future of Governance

This research examines systems, institutions, and mechanisms shaping cooperation and decision-making in an interconnected world. It addresses how State and non-State actors collaborate to tackle transnational challenges such as climate change, cybersecurity, migration, public health, economic stability, and conflict resolution.

Over the last several decades, more than 500 international governmental organizations, alongside thousands of non-state actors, including NGOs, foundations, think tanks, regional forums, and even businesses- have developed policies and frameworks to address issues that transcend the State. Emerging geopolitical tensions, great-power rivalries, and regional instabilities, however, have put governance mechanisms, whether international, such as the United Nations, or regional, such as the Gulf Cooperation Council, under strain, even as collective action challenges persist.

This research explores governance challenges and region-specific issues, ensuring a nuanced understanding of policy and legal coordination at multiple levels.

The policymakers of tomorrow must navigate domestic policy regimes while maintaining a comprehensive grasp of global issues, institutions, and laws.

The focus of this flagship area includes:

- Technology and societal transformation – Addressing technological governance, cybersecurity, and digital security issues.
- Regional and international security cooperation – Exploring strategies for conflict mediation and security collaboration among states.
- Energy transition governance and sustainable development – Developing policies for managing energy transitions in the face of climate change and global sustainability goals.



Implementation Plan

To achieve our research goals, we have defined five key initiatives to be implemented in the next five years:

Strengthen and Expand Research Clusters

Further strengthening and expanding Research Clusters is essential to ensure their objectives are met and secure long-term sustainability and impact. We will form multidisciplinary research teams across HBKU colleges and research institutes to pool diverse perspectives within each Cluster, fostering discovery and accelerating innovation. With the establishment of clear research objectives (e.g., inventions, high-quality scholarly outcomes, policy development) and key performance indicators to monitor progress, these Clusters will serve as a platform to host research priorities focused on critical issues and create opportunities for key partnerships with leading organizations. It is also crucial to plan for the long-term sustainability of our Research Clusters by securing funding, either through grants or co-funding from the industry. This will depend on our capacity to maintain high-quality research outcomes and continue delivering value to our partners. The continued success of Research Clusters will enable us to expand their scope, recruit top talent, and attract bright student researchers.

Develop, Assess, and Grow Research Priorities

We will assess ongoing research projects aligned with our research priorities to identify synergies and enhance support.

Through workshops, expert analysis and team discussions, we will be constantly seeking and identifying novel ideas and innovative approaches to help our research priorities achieve their objectives. A structure will be put in place to manage research priorities and to monitor and report on their progress.

Strengthen Institutional Infrastructure for Research Support

To enable efficient and high-quality research, HBKU will continue to optimize its institutional infrastructure. This initiative focuses on maintaining and expanding state-of-the-art research facilities such as research computing, bioinformatics, fabrication labs and more. We will pay particular attention to digital research platforms to make research processes more efficient and faster. Additionally, we will leverage AI to enhance research workflows, support access to research data analytics, and streamline research administration tasks.

Develop Next-Generation Researchers

HBKU is committed to providing students with an enriching experience that goes beyond high-quality research, fostering an environment where exceptional talent can thrive and create lasting change for Qatar and the world. To sustain and expand its research capabilities, HBKU will further develop its research programs to engage more students in research through research projects, mentorship and internships. These programs will allow our students to strengthen their research skills, build their careers and gain valuable experiences to help them grow as professionals and pursue careers in research and innovation.

Establish Enduring National and International Collaborations

This initiative seeks to establish enduring partnerships with leading academic institutions, governmental bodies, and industry stakeholders both within Qatar and internationally. By leveraging these collaborations, HBKU will promote its research, facilitate knowledge transfer, and co-develop solutions to shared challenges. We will leverage our areas of deep expertise such as Arabic Language Technology and our world-class core facilities to engage with leading organizations that share similar missions to engage them in mutually beneficial partnerships.



This strategic plan outlines a roadmap to elevate our institution's research ecosystem, aligning it with broader strategic goals and addressing pressing societal challenges. Through structured implementation, and

collaborative partnerships, we aim to position our institution as a leader in research and innovation over the next five years.

Establish a Distinct Research Identity

Key Initiatives Examples

Strengthen and expand research activities under clusters.

Establish and grow Research Flagship Areas (RFA).

Success Criteria Examples

A steady increase reaching 50% by Year 5 of cross-entirety research projects aligned with the clusters from total reported research projects across HBKU.

A steady increase reaching 50% of total research funds by Year 5 focused on Research Flagship Areas (RFA).

A steady increase reaching 70% by Year 5 of HBKU publications in a year in RFA in Q1 journals.

Advance World-Class Multidisciplinary Research and Maximize Impact

Elevate HBKU's global research standing through emphasis on research quality and impact.

A steady increase in the percentage of publications in Q1 journals, reaching 85% by Year 5 of HBKU publications in Q1 journals.

A steady increase in the average H-index reaching 25 by Year 5 of HBKU researchers and faculty members.

Over 50% of HBKU faculty have a total citation count of more than 200.

Exceed the global FWCI reaching 2 by Year 5 of all faculty members and researchers.

A steady increase in the number of cumulative policy documents reaching 400 by Year 5 of policy documents citing HBKU research/scholarly outputs.

Collaborate with Industry and Stakeholders

Key Initiatives Examples

Establish enduring collaborations.

Build innovative and entrepreneurial capabilities.

Enhance business diversifications and support Qatar's journey in becoming a knowledge-based economy.

Enhance industry and stakeholder engagement.

Increase intellectual assets for the University and nation.

Augment research commercialization revenue.

Success Criteria Examples

Maintain an average of 70% of scholarly output co-authored jointly with researchers outside Qatar.

A steady increase reaching 10% by Year 5 of total external research funding from sources other than Qatar Research Development and Innovation Council (QRDI).

250 individuals enrolled in innovation and entrepreneurial programs annually.

2 new spinouts/startups annually.

5 new technology and knowledge transfer-oriented collaborations/engagements annually.

5 new patents annually.

5% increase in research commercialization revenue by Year 5.

QATAR TO THE WORLD

Locally Relevant with Global Impact





Qatar to the World

As a university, we pride ourselves on representing our community, culture, country, and the region. We educate, conduct research, engage in community centric initiatives that impact Qatar, but we also have a responsibility towards making the world a better place.

Our world's current events demand our attention and exacerbate the need for informed, dynamic dialogues and cultural literacy. For years, academic institutions, think tanks, and publishers have been analyzing the culture, history, politics of our region as well as publishing content in print and digital formats, across books and journals in key areas such as Islamic and Middle Eastern Studies from a narrow and biased point of view.



Strategic Goals

HBKU will continue to promote and create platforms that allow for the representation of Arab perspectives.

These platforms will not only bridge the existing gap in understanding between the Arab world and other nations but also serve as a foundation for cross-cultural intelligence and informed policy-making. By promoting literacy and informed discourse from an Arab standpoint, we can foster a reciprocal exchange of ideas that enriches the world.

In addition, the major issues in industry, government, and society are complex and multifaceted. Solving these issues requires bringing together scholars, technical experts, and industry professionals from a wide range of disciplines. However, traditional academic, research and innovation structures can often be a barrier to building the cross-sector teams needed to address major issues. To provide the interdisciplinary response to address today's challenges, efforts must increasingly be based on collaboration across academia, research, innovation, ethics, culture, history, and literacy.

HBKU's interdisciplinary focus matrix that is rooted in purpose and guided by cultural values enables the University as a catalyst for transformation, being a hub for knowledge locally, regionally, and globally.



Strategic Framework and Priorities

To conduct rigorous evidence-based research, be innovative and forward-looking, and to offer credible ideas to government leaders, the Arab world needs policy advocacy that focuses on quality. The region also needs views and insights that are as independent and objective as possible in their research approach and governance; insights that are credible not only nationally, but also regionally and internationally. HBKU can fill this gap by producing high-quality, objective research. Therefore, the following will guide our policy advocacy:

A University for Tomorrow

We will understand the international environment from an Arab perspective and offer forward-looking solutions that address current and future challenges. To distinguish ourselves from others in the region, and internationally in the long term, we will need to adopt a forward-facing approach to our work.

Stimulating and Engaging the Next Generation

We will continue to cultivate critical thinking and encourage younger generations in the region to articulate their own ideas on how to meet global challenges. We will encourage and cultivate the next generation of Arabs to think critically about the policy challenges and opportunities that they and their societies face, rather than relying on perspectives of those from outside the region.

Collaborative Approach

We will engage with multiple stakeholders and bring Arab perspectives onto the international stage. We strive to engage and impart knowledge with multiple stakeholders, national institutions, leaders, officials, business, media, civil society, and others. Operating from a position of confidence, we are open to all the best strands of thinking, whether these are available regionally in the Arab world, or internationally. As such, we aspire to include the perspectives of others from around the world on policy issues of common concern.

Over the next five years, HBKU will focus on the following overarching strategic priorities

Policy and Practice

Establish the University as one of the leading hubs in the region for dialogue and debate on public policy that cultivate independent analysis and engagement with policy makers to foster diversity of thought and tackle pertinent global issues through an Arab lens and forward-looking framework.

We recognize the opportunity that HBKU has to inform public policy from cross-disciplinary perspectives and ensure a multifaceted approach to policy challenges. It thus helps HBKU fulfill its mission as a force for positive social change through an Arab lens.

Thought Leadership

Position HBKU as a cornerstone of Qatar's knowledge-based economy by providing a unique local and international platform for literature, scholarship, discovery and learning.



Advocacy for our Culture and Heritage

Our culture has been a source of pride. Our goal is to instill that pride in generations to come. We cultivate graduate students who are global thought leaders yet are rooted and confident in who they are. We aim to do this through a series of initiatives.



Implementation Plan

Over the next five years, HBKU will focus on the following key initiatives examples to achieve its goals

	Key Initiatives Examples	Success Criteria Examples
Policy and Practice	Strengthen research into the culture, history, politics, interaction, and other drivers of the decision making of major as well as emerging powers.	20% increase in policy papers developed in priority areas by Year 5.
	Develop new ideas on how decision makers in Qatar and the region can respond effectively to a changing global landscape.	10% increase in consulting/volunteering services to local stakeholders by Year 5.
	Serve as a forum in which Qataris and their Arab peers can understand the rationale behind the decision making of these powers and what their international agendas mean for Qatar and the region; support the development of professionals to articulate their ideas and communicate their solutions.	6 strategic roundtables annually bringing together policymakers and researchers to discuss topical issues and facilitating dialogues annually.
Thought Leadership	Broaden the distribution channels and copyright exchange, for titles in new geographical zones and diversify formats following latest industry trends.	10% increase in publication sales through electronic platforms, both digitally and in print annually.
	Foster the exposure of Qatari and Arab writers to other cultures.	20 participants in Doha Publishing Fellowship program.

	Key Initiatives Examples	Success Criteria Examples
Advocacy for our Cultural Heritage	Strengthen a sense of pride in Qatari culture and Arab-Islamic identity and cultivate creative voices that possess awareness of local themes, aligning with the Qatar National Vision 2030.	10 titles published supporting Qatari culture, and heritage annually. 10% increase in the number of participants in cultural and heritage programs by Year 5.
	Advance the use of the Arabic language through literacy by inspiring a love for reading and writing in children and young people.	20 Arabic titles published annually.
	Attract mid-career Qatari and Arab writers from all over the world and enhance their creative writing skills.	5 writers per year in annual residency program.

**UNIVERSITY LEVEL
IMPACT INDICATORS**





University Level Impact Indicators

We will provide insights into HBKU's global standing, competitiveness, and contribution to academia, research and society by diligently assessing and comparing the University's performance, quality, and impact. This includes evaluating teaching, applied research, local and international outlook, as well as industry engagement dimensions.

Key areas include:

Reputation and Ranking

- National and International Rankings: The University's position in national and global rankings, such as those for academic quality, research, or faculty expertise.
- Next Generation Academic Programs: Cutting-edge, modern, proactive programs that focus on outcomes aligned with evolving workforce needs, new modalities and flexible pathways including stackable credentials.
- Faculty/Researcher Recognition: The number of faculty/research members recognized for excellence in teaching, research, or service, such as through awards or prestigious fellowships.

- Collaboration and Participation: Strategic partnerships in priority areas and exchange programs with top universities globally that reflect the institution's international reputation as well as representing the University in international conferences or hosting strategic conferences at the University.

Student and Graduate Success and Employability

- Student Success: Graduation rates and GPA distribution.
- Student Experience: Students engaged in research, real world learning experience, international exposure and wellbeing.
- Pathways for Employability: Employability in companies, universities as well as postdocs placement in reputable institutions.
- Career Advancement: The career progression of alumni, including promotions, leadership roles, or entrepreneurial ventures.
- Alumni Impact: The professional and societal contributions of alumni, including leadership roles in industries, public service, or research.





Research and Innovation Excellence

- **Research Identity:** Remain at the forefront of global scientific advancement while addressing national priorities and regional needs.
- **Research Output and Quality:** Research outputs including H-index, citations, peer reviewed publications etc.
- **Research and Innovation Knowledge Transfer:** Entrepreneurial capacity, business diversification (i.e. spinouts/startups), research commercialization revenue, intellectual property, knowledge and technology transfer.

Community Engagement and Social Responsibility

- **Community Outreach:** The extent of university involvement in local or global communities through service-learning, volunteer work, or partnerships with social organizations.
- **Working with Schools:** Increase number of K-12 learners impacted by outreach activities.

- **Global Citizenship:** The University's role in developing responsible global citizens, including students' engagement with global issues and international internships or research opportunities.
- **Lifelong Learning:** The University's upskilling and reskilling of executive education offerings that are focused on University expertise and online edX professional/educational courses/certificates.
- **Cultural Heritage Advocacy:** The University's impact in promoting the protection, preservation, and appreciation of cultural heritage in ways that are grounded in Islamic teachings, values, and traditions.

Policy Influence and Leadership

- **Government and Policy Influence:** The University's role in influencing public policy or through research, advocacy, or direct involvement.
- **Thought Leadership:** The University's impact as a thought leader in its field, through expert contributions to global challenges.



Glossary

HBKU

Hamad Bin Khalifa University

QF

Qatar Foundation

EC

Education City

WSCUC

**WASC Senior College and
University Commission**

ABET

**Accreditation Board for Engineering
and Technology**

QS Ranking

Quacquarelli Symonds, World University Rankings

THE

Times Higher Education

ARWU

Academic Ranking of World Universities

NASPAA

**Network of Schools of Public Policy, Affairs,
and Administration**



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