



Creating the future...together  
2010-2015

# Appreciative Inquiry Facilitation Training Certification Report

Rolene Pryor and Kelly Saretsky  
College of the North Atlantic – Qatar  
June 2010

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## **1. Name and Contact Information:**

Rolene Pryor  
Manager of Quality Assurance,  
College of the North Atlantic – Qatar  
PO Box 2449  
Doha, Qatar  
[Rolene.pryor@cna-qatar.edu.qa](mailto:Rolene.pryor@cna-qatar.edu.qa)

Kelly Saretsky  
Manager of Planning and Analysis  
College of the North Atlantic – Qatar  
PO Box 2449  
Doha, Qatar  
[Kelly.saretsky@cna-qatar.edu.qa](mailto:Kelly.saretsky@cna-qatar.edu.qa)

## **2. Brief description of the organization, group, or community you worked with.**

Opened in September 2002 through an agreement between the State of Qatar and College of the North Atlantic (in Canada), CNA-Q is Qatar's premier comprehensive technical college. With approximately 750 staff and 4500 full and part-time students, CNA-Q is one of Qatar's largest post-secondary institutions.

CNA-Q combines a Canadian curriculum and industry expertise in 4 program areas, including Business Studies, Engineering Technology, Health Sciences and Information Technology. CNA-Q's Corporate Services and Continuing Education division offers specialized courses for corporate clients as well as evening and weekend courses for individuals.

## **3. List the names and/or category of stakeholders you included in the Core Group, the cross-section of people that helped you identify the topic and modify the Interview Guide.**

CNA-Q Strategic Planning Core Team (SPCT), membership as follows:

- Abdulrahman Ahmad, Student
- Ali Al Humaidi, HR (Qatarization) Consultant (external)
- Christine Bolan, Dean of Health Sciences
- Dorm Chipp, Dean of Students
- Tammy Drover, Student Services Officer
- Gayle Holmes, Manager of HR
- Heather Friesen (chair), Director of Institutional Research and Planning
- Bibin Jacob, Receiving Clerk, Facilities
- Monica Kennedy, Manager of Marketing and PR
- Paul Macleod, Faculty (EFL)
- Jaywant Michael, Faculty (Banking)
- Patricia Murphy, Student Counsellor
- Bonnie Simmons, Manager of Corporate Training
- Enid Strickland, Interim President
- Steve Warren, Chair of Program Development



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#### **4. What was the positive topic that the Core Group identified for inquiry? What method did you use to help them identify the topic?**

At CNA-Q we used AI to formulate our strategic plan for 2010-2015. As such, the positive topic focussed on stakeholders' "peak experience" with CNA-Q either as a student, employee, graduate, or industry partner.

#### **5. Attach or include the modified Interview Guide they used, i.e., the Generic Interview Guide slightly modified for the positive topic of the inquiry.**

*Please see the attached sample interview guide. The guide was modified to meet the varying needs of each stakeholder group.*

#### **6. What method of interviews did people use to inquire into exceptionally positive moments, face to face paired interviews, or some other way?**

Three methods were used:

1. Each session had an interview section that involved face-to-face paired interviews lasting 40-60 minutes each
2. Two members of the core team conducted individual interviews with stakeholders who were not able to attend a full session
3. An online form was also available for individuals for individuals who could not attend a full session

#### **7. Attach or include a list of the Life-Giving Forces (what they MOST wanted to create MORE of) that the group identified in the stories they shared.**

Please see the "Themes" attached. These were all of the ideas recorded by the Stakeholder groups at the different inquiries.

#### **8. Attach or include the Provocative Proposition(s) the group or organization created from the LGFs.**

The following are the provocative propositions, a.k.a. "preferred statements of the future", that were created from all of our stakeholder sessions. Statements generated in the Arabic sessions have been translated.

The statements of the preferred future were a key part of the data that the SPCT reviewed to develop the strategic plan.

- CNA is a growing collaborative, international community. CNA is a great place to work. We're all ONE College.



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- CNA-Q is the most responsive and innovative post-secondary institution in the State of Qatar. CNA-Q's student-centred
  - Programs are essential to meeting Qatar's 2030 Vision!
  - CNA-Q is the leading college of choice for individuals and industry.
  - CNA-Q is the premier path to educational excellence. Discover the "Future You" at CNA-Q.
  - CNA-Q brings in the world and beyond!!!
  - CNA-Q offers a number of degree programs without any conditions for better career.
  - CNA-Q is the best choice to attain a quality international education.
  - The best University in Qatar - UNA-Q!!
  - Bright future in your hands.
  - Share what you have, to know what they have.
  - We are a successful International entity recognized and acknowledged locally, nationally and internationally. "We have a CAN (CNA) do attitude".
  - CNA-Q encourages a positive attitude that inspires people towards a brighter future. CNA-Q is a unique opportunity to grow.
  - CNA-Q is giving the opportunity for a higher education that meets the demands of the market;
  - CNA is an international institute using collaboration, communication and community to building an environment of continuous learning.
  - Maximum benefits derived for all stakeholders through fostering and nurturing opportunities. CNA-Q's success is indicated by our students' success!
  - CNA-Q is committed to "making a difference" in Qatar through the delivery of excellent technical education!
  - CNA-Q is committed to nurturing the advancement of Qatar.
  - CNA-Q fosters a challenging, stimulating and creative work environment.
  - CNA-Q is committed to expanding and adapting with integrity to creatively meet and surpass ALL stakeholder's needs and expectations.
  - My brother and I graduated from CNA-Q - my college, my community, my country, our future!
  - At CNA-Q employees excel in developing world class programs and students supported by strong leadership and innovative organizational design.
  - CNA-Q is the best technical college in the Gulf!
  - CNA-Q is a collegial environment of highly competent people who develop students for an evolving workplace.
  - CNA-Q is a community where student success is our success.
  - CNA-Q, your guide to the summit.
  - Dream Big - CNA-Q will get you there.
  - CNA-Q is helping our nation GROW!
  - CNA-Q unlocks Qatar's learning potential
  - CNA-Q is an organization that is well engaged with its partners, industry and related stakeholders where they fully understand their respective needs.
  - CNA-Qs policies and curriculum reflect and bridge society's aspirations with student passion and potential to meet industry needs.
  - CNA-Q is an organization that is continuously feeding the industry with highly skilled technical work force.



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- CNA-Q demonstrated excellence in all aspects of communication with students, sponsors, companies. The community have helped make it the first choice for post-secondary education in Qatar.
- CNA-Q improves employees' skills by the transfer of knowledge to the professional world. It supports industry by more on the job training, customized accredited programs. It is the institution/college of choice for applied/technical higher education. CNA-Q improve our language and help with communication in a foreign culture. We want to take a degree.

### ***9. Attach or include the organization, group or community's Strategic Intentions and the individual Commitments, Offers, and Requests that were created to realize the Provocative Proposition(s).***

*Please see the attached draft strategic plan which is the final result of the Inquiries that were held.*

### ***10. Impact or Results: What organizational, group or community attitude, process or structure changes have people already made as they move toward realizing the Provocative Proposition(s)? What progress have people made toward their Strategic Intentions or Initiatives or Pilot Projects? What stories of success can you share?***

CNA-Q has been through a number of strategic planning processes with limited success. The decision was made to use an Appreciative Inquiry approach for this round of planning.

In the spirit of AI we were intentionally inclusive and provided opportunities for all of our stakeholders to participate in the process. Ultimately, the result of this process was a high-level plan that was developed collaboratively. It is our hope and intention that all of our stakeholders can “see themselves” in the plan.

Feedback suggests that people felt valued and included. They were pleased to be asked to be involved in the process. As facilitators, we feel that our community is moving towards a more solution-focused philosophy of working together. AI provides an excellent opportunity to reframe discussions about “problems” to conversations about “how things would look if they were working well”.

### ***11. What will you do to ensure that people continue to move toward realizing the Provocative Proposition(s)? How will you help them gather stories of success? How will you help them celebrate? How will you, as the AI Facilitator, support their ongoing success?***

Progress continues to be made on the strategic plan. Stakeholders were invited to view and provide feedback on the draft strategic plan. Slight changes were made based on this round of feedback and the revised document will be submitted to the State of Qatar for approval. This last round of approval is scheduled for June 2010. Once the plan has been approved



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we will continue with Phase 2 which will put measurable objectives in place for each strategic direction.

Phase 2 will also see the establishment of an ongoing committee. Subsequently, planning teams will be developed for each strategic direction. We will use Appreciative Inquiry to continue the planning process.

In addition, an Institutional Effectiveness Centre is being created at CNA-Q. One of the main goals of the new Centre is the creation of a strengths-based “Appreciative Campus” culture. This will support the implementation of the strategic plan as we will be developing in-house capacity for AI facilitation. To this end we will host an AIFT session at our College in September.

### ***12. What did you wish for in the inquiry? What did you learn from the inquiry about yourself and your facilitation? What was your "personal best" experience related to facilitating the Inquiry?***

#### **ACCORDING TO ROLENE:**

##### ***What did you wish for in the inquiry?***

I wished that people would enjoy the experience and take away a bit of the appreciative inquiry concept with them. I wished that participants would easily discuss what they would like more of in our organization rather than what they would like *less* of. I hoped that we would get the “data” that we needed from the inquiry on which to base a strategic planning document. In the end, we did.

##### ***What did you learn from the inquiry about yourself and your facilitation?***

From the inquiry I was clearly able to experience the power of appreciative inquiry. The sessions themselves moved along smoothly and it wasn't a struggle to get participants to reframe ideas from a positive perspective. My experience with AI and the many sessions that we conducted has resulted in AI taking a firm place in my life. Since we started this process, there have been many moments where I've found myself reframing to the positive, both personally and professionally.

##### ***What was your "personal best" experience related to facilitating the Inquiry?***

There was something wonderfully moving about seeing so many people from our College community being actively involved in the process – and enjoying it! It strengthened relationships between people and also between segments of the organization. I feel strongly that encouraging more AI methods into our organizational culture will have a profound effect on how we work together to achieve our mission and vision.



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### ACCORDING TO KELLY:

#### *What did you wish for in the inquiry?*

We were thrilled that CNA-Q accepted our recommendation to approach strategic planning with an appreciative inquiry model. My wish for our inquiries was that they would provide the information that we needed to develop a compelling direction for our future. More importantly, I hoped that this would be the start of a very different way of working together. I hoped that our stakeholders would feel included and valued. I hoped that excitement would be created around the idea of developing an “appreciative campus”.

#### *What did you learn from the inquiry about yourself and your facilitation?*

This process provided Rolene and me a huge opportunity to hone our AI facilitation skills. The Strategic Planning Core Team put a huge amount of trust in us and let us manage the process completely. In total we held 14 four-hour sessions and 2 full-day summits – which is a lot of practice! I learned that we need to be flexible when planning and facilitating sessions. Nothing goes exactly as planned, so being prepared to make changes “on the fly” is necessary. I also learned that positivity breeds positivity! It was wonderful to see people smiling and engaged in something that could be seen as another “dull planning exercise”!

#### *What was your "personal best" experience related to facilitating the Inquiry?*

I can't come up with one! I really enjoyed facilitating the sessions with my colleague and fellow AI facilitator Rolene. We had 6 weeks of super long hours as we prepared and facilitated the sessions. Most of the time it didn't seem like work at all! We have complementary skills that make for a great facilitation package. It was also very rewarding to see the buy-in from the SPCT when we made the pitch to use AI as the basis of the strategic planning process. They really put their trust in us – and I hope we earned it! Finally, just seeing people engaged together, sharing their peak experiences, developing statements of the preferred future, and creating amazing visuals together, was worth all of the time and effort that was put in to this.

### ***13. Have you received permission from the "client" or "clients" to tell us their story? In other words, does Company of Experts.net have permission to share this story with others? If not, who would COE.net need to contact to receive permission?***

Company of Experts is welcome to share the responses to the questions. However, at this time the strategic plan is still in draft form and not yet approved by our governing board so this document should not be shared.



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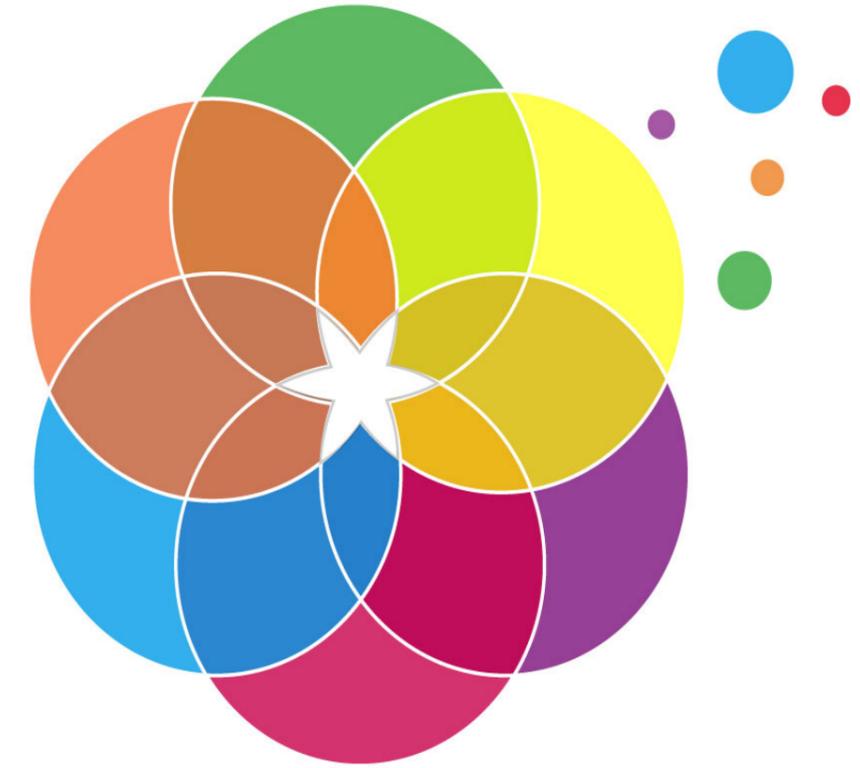
# Student Interview Guide

## دليل مقابلة الطالب

*"The best way to predict the future is to create it."*

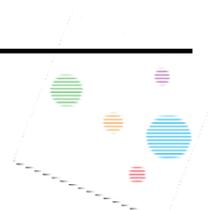
**"أفضل طريقة للتنبؤ بالمستقبل هي أن نبنيه"**

بيتر دروكر



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**معا نبني المستقبل**



### Interview: Instructions

### التعليمات والإرشادات

Using the following questions, interview your partner.

استخدم الأسئلة التالية لإجراء المقابلة مع زميلك .

Try to stay on topic, but feel free to ask additional questions, particularly if your partner seems excited about a particular topic. Listen carefully; take some notes in the space provided. Try to recall the best *stories* from your interview. Listen for any "quotable quotes".

الرجاء الالتزام بسياق الموضوع، لا تتردد في طرح أية أسئلة إضافية، لاسيما إذا كان زميلك متحمسا

### Interview: Peak Experience

### الخبرة الفارقة

Describe a time when you felt most alive, involved, fulfilled and excited about being a student at CNAQ?

صف شعورك وحماسك كطالب في كلية شمال الأطنطي في قطر عند مشاركتك في أنشطة الكلية.

- Describe the event in detail.
- Who else was involved?
- What made it an exciting experience?
- What did you accomplish?

• صف الحدث بالتفصيل.

• معك؟

• ماذا أنجزت؟

### Interview: Values

### القيم

- **Being a Student:** What do you value most about being a student of CNAQ?  
• كيف تقيم نفسك كونك طالبا في كلية شمال الأطنطي في قطر؟
- **The College:** What do you value most about CNAQ? What is the most important thing that the CNAQ has contributed to your life?  
• كيف تقيم كلية شمال الأطنطي في قطر؟ وكيف ساهمت الكلية بالتأثير إيجابيا في حياتك؟

### Interview: Wishes for the future

### الرؤية المستقبلية

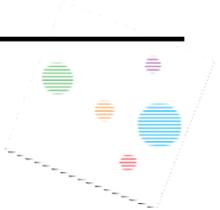
What are three wishes do you have for CNAQ to ensure we realize our full potential in the future? In other words, if you could change three things about CNAQ to make it your ideal college what would they be?

ما هي الرؤى الثلاثة من وجهة نظرك تجاه كلية شمال الأطنطي حتى تحقق كامل إمكاناتها في المستقبل؟ وبمعنى آخر، لو استطعت أن تغير ثلاثة أشياء في كلية شمال الأطنطي في قطر فما هي؟

1.

2.

3.



# Themes

Themes	Notes
Collaboration: Program development forum: hearing ideas, opens mind, sharing ideas, feel more "team" like, increasing proficiency.	
Academic council member. Participate, share ideas, healthy working environment.	
Bond of CNA and QNA	
Accreditation -> results	
Dedication	
Hard work	
Experience	
Make organization better	
Improving quality	
Empowering	
TPP recognition ceremony of students	
Providing service	
Reinforcement	
Accomplishments	
Start up -> teamwork, "can do" attitude at CNAQ	
Team empowerment, ownership, create their success	
Customer service	
Delivering quality programs	
Dedication	
Professionalism	
Make a positive difference	
Hard working	
Go outside of the call of duty	
Enthusiasm and energy	
Refocus	
Adaptability	
Coping skills	
Openness to change and flexibility	
Communication	
Responsive to requests	
Making others accountable	
Celebrating achievements	
Quality	
Teamwork	
Interaction with students	
Best and brightest here (people choose to be here)	
Energy	
Being involved	
Participate in accomplishments and activities not available any where else	
Work environment focus on success	
Feedback between programs and quality	
Linkages with other institutions/opportunities for students to continue their education in Qatar	

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Be the best "hands on" institution we can be

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Remove all barriers to institutional and individual success

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Become a model for Academic integrity

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Extend educational opportunities further in to the community

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Outperform other educational institutions and be the institution of choice

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Institution known for being student-centered

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More growth/buildings

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Embracing cultural diversity - intercultural competence

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Communication and transparency (facilitate decision making)

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Leadership to bring us to the next level

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Teamwork, collaboration, synergy

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Working with other departments for cross department initiatives

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Working with students and sense of accomplishment  
Working with young, dynamic, positive staff  
Welcoming environment  
Doing something new was exciting - involved in development  
Working and interacting with students  
Flexibility  
Sense of accomplishment  
Work ethic and belief in what we do  
Innovative thinking  
Past experience is brought to the table  
Become a truly student centered institution  
Expand programs and facilities throughout state  
CNAQ to continue to thrive and be more relevant to Qatari people  
SP be a true consultative process with stakeholders  
Develop new programs and degree programs  
More articulation agreements  
CNAQ should be accountable to broader governance  
CNAQ is the best thing that has happened to NL in a long time  
CNAQ does make a difference in the lives of students, who graduate, an accomplishment that is appreciated  
CNAQ does make an impact and a difference to the community  
CNAQ are pioneers and I have great respect for what they have done in Qatar

CNAQ is recognized at the place to go  
All roads lead to CNAQ  
Fishing ground - demonstrating CDN values  
Reaching the peak - transformation  
Honesty  
Personal development  
Integrity - no job too big or too small  
Work ethic  
Customer service - customer focus  
Equity  
Community involvement

Work and workplace satisfaction - we love it!

Personal growth

Relationship with instructors, students and counselors

Opportunities - conferences, competitions

Ambience at CNAQ

Meeting new people

Learning about new cultures

Learning life skills

Learning to smile

Program choices

Bachelor degree

Interpersonal relationships

Open bachelor degree

Adjust the schedule

Have new programs

Respect

New relationships

Course choices

Field trips

International conferences

Creative teachers

Conferences provide opportunities to students to represent the college and state

Good instructors give the college its name

Opportunity to learn

Other students

Class timings

Leisure areas

More programs

More activities

Transportation

Creative

Better communication

Skills

Empathy

Degree

Student lounge for each building

Believe in yourself

Instructors should be motivated and treat students as students

Guide students through labs

Transfer of credit/bachelor program

Experienced when leaving college

Confidence

Opportunity of choice/programming

Sponsorship opportunities  
Accreditation  
Post graduation involvement of CNAQ  
Intensive work  
Accommodations  
Access on weekends  
Continue to improve  
Consistency of instructor policy  
Extracurricular opportunity

Instructor/student relationships  
Good facilities  
Team work "One hand/one family" Confidence booster  
Presentation skills/learn new skills  
Share knowledge with difference schools  
Sharing culture and team work

Forming relationships institutionally- professional development- HR- recruitment- opportunities  
Cultural experience- Canadian experience- CNA pride- National profile

Cultural shift- One provincial college- Global focus (one college)- "I am CNA"- "Thanks, boy!" Technological advancement- financial contribution- PeopleSoft enhancement- benefit of experience of building from ground up- QATAR needed new technology (CNA had to connect)  
Opportunities have created new horizons for CNA to work in international development- template- higher profile- international experience- confidence building- opens more doors- credibility

Graduate opportunity- CNA is known internationally  
Awareness of CNA nationally and internationally- sister colleges- universities- industries- outside Canada (knowledge and contacts)

Creating a global institution- in NL- Qatar- China- international campus  
Recruitment opportunities- Qatar- knowledge in other countries- students wanting to come to NL from Africa, Australia, China, Jamaica  
Adjust programs/courses to respect the learning needs of international students - "Education Centre for the Middle East"  
Growing emphasis of research and development- Qatar Foundation- Recruitment of resource people- Tapping contract training opportunities  
Community Enhancement- connecting community and college- programming to respond to communities- home care opportunities  
Focus on community capacity building

Comfortable learning environment  
Life long continued progress  
Good relationships  
Versatile courses but room for more  
Mixed culture environment  
Student voice

Higher education and higher education qualifications to meet the challenge of the global market

Easy to get admission to full time employers for part time studies (smooth admission process)

Diversity and multicultural

Fullfill the ambitions

Sharing of best practices (eg. library)

Relationship building

Collaboration of program ideas/expertise/resources

Continuous learning opportunities (faculty exchange/students/all employees)

Community building

Effective communication is critical

Wish - enhanced activity in the area of CT

Wish - short terms exchange opportunities (not 3-yr employment) for all employees

Student centered success

Opportunity

Strong leadership

Broadened perspective

Exchange

Sense of pride

International profile enhanced

Building strength in the community

Opportunity for cultural interaction

Mutual economic development

PD - specifically regarding international business

Educational diplomacy

"I got such an education teaching in Qatar"

"Created a life changing experience"

World experience

Cultural observation/exchange- Terry Fox Run- ice hockey rink being built

Economic benefits to CNANL, NL and Canada

We have helped shape their future

They have witnessed our culture and taken some for their own - BBQs, co-ed classes

Lots of similarities to NL - leadership, vision, government role in oil

Creativity

Adaptibility

Risk taking/"can do" attitude

Flexibility

Transparency/openess

Communication

Understand stakeholder needs (students, staff, equipment, sponsors, community)

Seeing the "lights| come on

Opportunity to lead and have an impact

I'm a doer, not a quoter

Dedication  
High standards  
Bringing life experience  
Collaboration  
Positive attitude  
Better recognition of diploma credential  
Collaboration across disciplines, community, industry  
Transparency/better internal communication

Opportunity for contribution  
Freedom to develop programs, materials, etc  
Opportunity to rise to challenges  
Commitment and professionalism  
Productivity and integrity  
Great support (people and physical resources)  
Willingness to change  
Epiphanies - students get it  
Resources for PD  
Freedom to create  
Autonomy  
Recognition for work  
Strong leadership  
Better communication (faster, clearer, no rumour mill)  
More rigorous criteria (best for the job)  
Potential to be world-class  
Mission focus (define what we do best and stick to it)

Opportunities to develop personally and to have a positive impact on the lives of the community  
Honest  
Expertise  
Support  
Encouragement  
Challenging and change  
Opportunity  
Progress  
Inclusive  
Educator  
Transcend boundaries  
To expand and adapt with integrity to meet ALL stakeholders needs

Our joy comes from student success  
Passionate about our work!  
Making a difference in a positive way  
Continuous improvement  
Making graduates an integral part of our PR, success and work force  
Hire grads

Accreditation all programs  
Degrees  
Long-term contract  
Efficient communication - internal and external  
Ground-breaking, innovative projects to set us apart from the competition  
Improved housing  
Higher salaries for local hires to prevent loss of good people

Connecting with students  
Caring  
Sharing - experiences  
Positive benefits of PD  
Revisit pay and benefits - alignment with Qatar competition  
Student engagement  
Importance of family  
Employee involvement  
Leadership - encouragement and support  
Employee engagement and retention  
Employee empowerment at department and program level  
HR policies - people systems, schooling, choice for parents  
Transparency of leadership  
Employee ownership = increased involvement  
Innovative leadership at all levels in the way CNAQ does business - not duplicate what we do in Canada  
To develop people systems to harness the potential of all employees to the betterment of the organization  
Effective decision making at the top - examples - PD, contracts, exit permits, president search, housing  
Leadership should communicate, be people sensitive and consultative

Students - support  
Teamwork, collegiality, respect, trust  
Recognition of individual competencies and institutional accomplishments/role  
Appreciation of the privilege to be here  
Goal of excellence - both external and internal  
Here to work ourselves out of a job  
You are part of my CNAQ experience  
At the end of the day it's all about relationships  
Qatar is a better place because Canadians were here  
Part of something organic

Collegiality  
Interdepartmental collaboration  
Celebrating successes  
Accountability  
Competency  
Student success  
Action-oriented/proactive

Responsive programs (to 2030 vision)

Strong upper management

Development, implementation, transparent communication of standards/policies/procedures

Systematic teacher training

More research

More PD

Increased partnerships with other post-secondary institutions and industry

Increased student involvement/leadership

Cultural responsiveness and proactivity (increasing cultural-type events)

Develop a "unified" sense of community (work and living)

Increase enrollment

Maintain external community satisfaction

Provide transparency and clarity re processes/policies

More applied degrees and articulation agreements

Provide consistency in communications (at all levels)

We should be a student-driven institution

Do not forget what we are good at

Peak experiences were the direct results of challenges

Student centered

Love of our jobs

Sense of appreciation/fulfillment

Flexible reactions/actions

Respect for others

Respect for our culture

Personal relationships

Dedication and fulfillment

Mixed ability class (very low to very high) able to improve performance to meet expectations.

Great sense of personal satisfaction in facilitating this result

One of the primary organizers for first graduation ceremony after joining CNAQ. Personal accomplishment in final result - successful event, meeting students, students' pride in their accomplishments

Students in TPP class given hands-on opportunity to take apart a non-working valve and put it back together. Students were extremely excited when they realized the valve now worked.

Unique learning experience - first time they were allowed to do rather than watch

Professional administrative assistants day - Sheraton, April 2009 - first opportunity to spend day with colleagues. Put names to faces, time to share stories, inspirational presentation, great food, appreciation gifts, thank yous from managers

Today I was a great teacher

Miss, you are making us intelligent

No, I am just one part of the education

Statement to support staff workshop - "You are the most valuable part of this organization". Then please compensate accordingly

Sense of accomplishment

Great teachers/learners

Great organizers

Strong work ethic  
Caring/pride in work  
Intercultural experience

Team work  
Intercultural experience  
Making a difference  
Helping a nation grow  
Proactive planning  
Use current resources, identify future needs  
Positive  
Student centered  
Opportunities to grow  
Cross borders  
Educating nationals/expats to serve local needs

Put out and light  
Accomplishment  
Chaos -> success  
Fullfillment  
Excellence  
Students = awesome  
Good work environment  
New frontier - potential  
Ground breaking - pioneer  
Enthusiasm  
Friendly atmosphere

Increase vocational training  
Two way relationship with industry  
More communication  
Instructor involvement with industry  
Increased relationship with private sector  
Increased work experience for students  
Increased rewards for highly motivated students  
More mentoring for industry  
More involvement from industry in the classroom

Non-nationals after graduation - how do they get experience  
Discipline/core behaviours  
Manage expectations  
Expand program spectrum  
More bridging programs  
Industry specific/customized programs  
Engage with parents  
Engage with industry  
Maintaining standards

CNAQ filled the gap in work positions or jobs in the administrative field and technician level with qualified candidates

Linking the industry to the education system

Providing life long learning

Increasing the programs - secondary health profession, widening the engineering technician fields

Continue in articulation to 4 years - bachelors programs

Improve communication in regard to regular feedback on students from both parties, paper work flow and approval from local authorities

CNAQ communicates in a more timely manner about students attendance and other issues of concerns to sponsors and industry

CNAQ should offer degree programs or more articulations with universities to let students move directly into their degree programs

CNAQs students who finish their diploma programs are well prepared for work or future study

CNAQ communicates in a clear and timely manner especially if changes to programs or fees are happening

Blend of education and technical/practical skills is key

Focuses IT, Business, HR, ACCT

Training in Arabic

Soft skills - beneficial to train new and current employees

Customized training

Enjoy

Winner

My siste

Best grade

Interview project

Great mark

Good experience

Different type of experience

Happy

Enjoy

Meeting new people:

Articulation, counterparts, strengthening relationships, exposure, coming together as one organization, Strengthening ties.

Learning from each other. Technology/structure, collaboration/exchange, 'using' experiences and resources, Global thinking, help people realize what is possible

Relationship. Best friends, discovering success, "my bible", building tools

Financial. How it's helped CNA, so beneficial. Lower lay-offs, software, programs. Planting a seed, society comes a long way

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# Creating the future...together

Draft Strategic Plan 2010-2015

June 2010



# Creating the future... together

Opened in September 2002 through an agreement between the State of Qatar and College of the North Atlantic in Canada, the College of the North Atlantic – Qatar (CNA-Q) is Qatar's premier, comprehensive technical college. With more than 750 staff and 5,000 full and part-time students, CNA-Q is one of Qatar's largest post-secondary institutions.

As outlined in *Qatar National Vision 2030*, 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 and Information Technology, CNA-Q brings the State of Qatar closer to this goal.

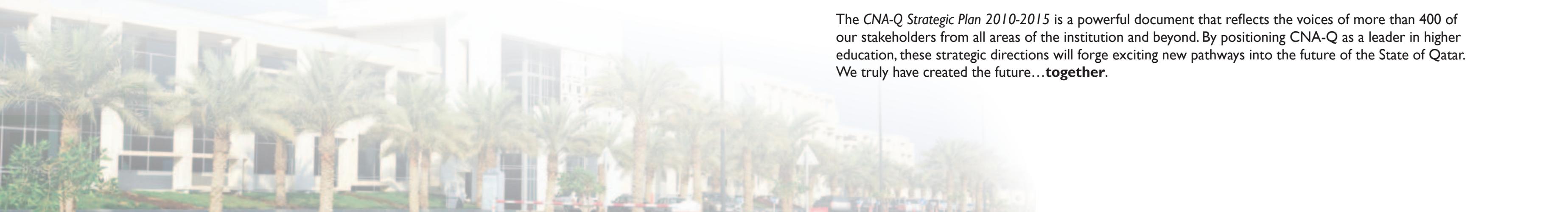
Under the leadership of the State of Qatar, CNA-Q has developed a strategic plan that outlines its major directions for the next five years, the guiding principles under which it operates and a revised institutional mission and vision that accurately reflect its directions.

The strategic planning process at CNA-Q is an innovative and non-traditional one. Through the exclusive use of an "appreciative inquiry" approach, we used interviews and group discussions 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 members of the College community were involved in this process. We actively engaged full-time students, part-time students, contract training students, graduates, CNA-Q staff, CNA staff, and key industry partners in a total of 14 four-hour sessions. The experiences and ideas that were shared were overwhelmingly positive and formed the entire basis for the strategic plan components.

It is critical that the *CNA-Q Strategic Plan 2010-2015* be a living document and therefore we will re-engage all of our partners to develop *destinations* for each of our *directions*. Beginning in September 2010, specific goals and objectives will be created for each of the five strategic directions and methods of integrating the guiding principles will be developed.

The *CNA-Q Strategic Plan 2010-2015* is a powerful document that reflects the voices of more than 400 of our stakeholders from all areas of the institution and beyond. By positioning CNA-Q as a leader in higher education, these strategic directions will forge exciting new pathways into the future of the State of Qatar. We truly have created the future... **together**.

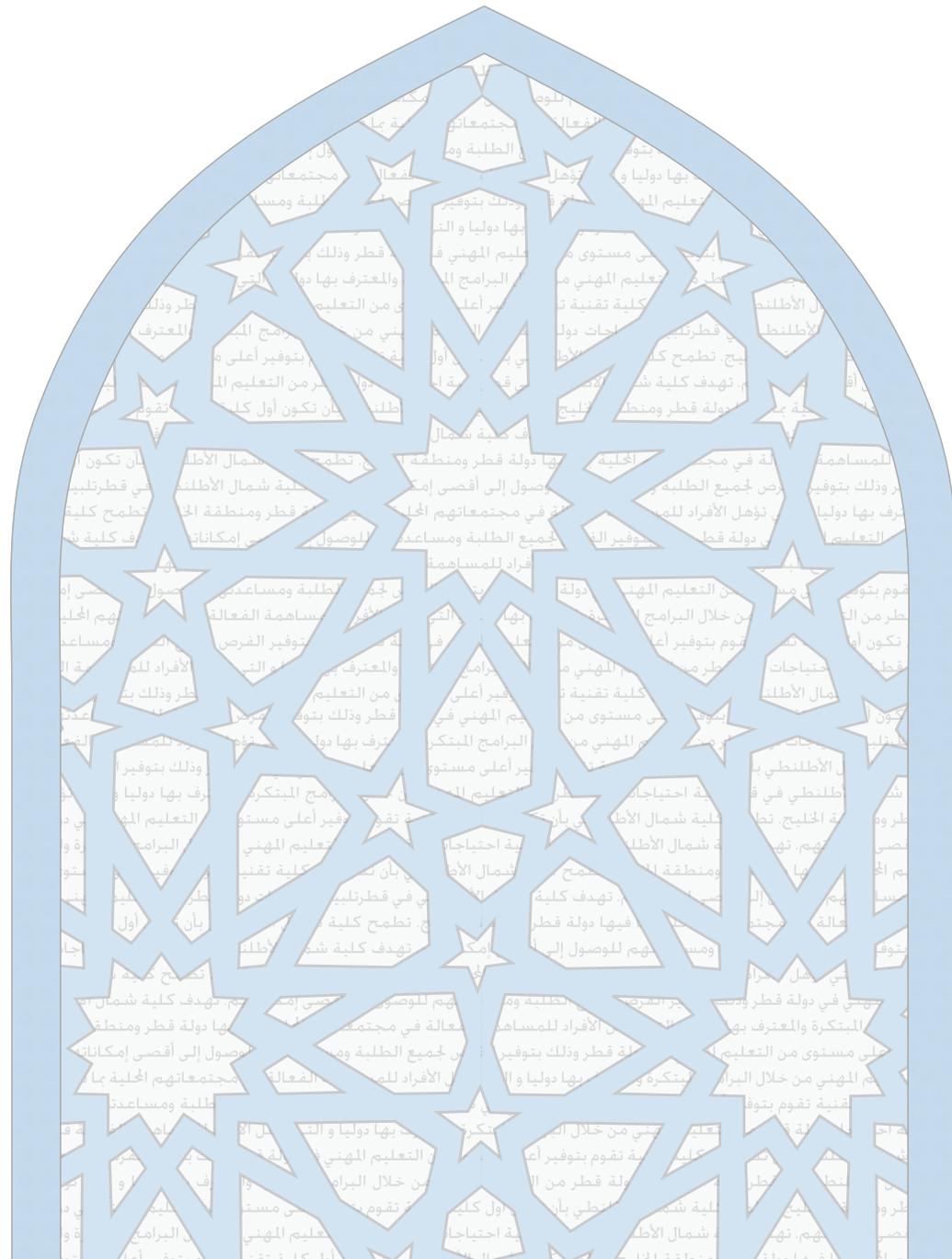


## Vision

CNA-Q aspires to be a premier technical college that will provide the best education for the State of Qatar by providing all learners the opportunity to reach their full potential.

## Mission

CNA-Q fulfils the technical education needs of the State of Qatar by delivering innovative, internationally recognized programs which prepare individuals to be active contributors to their local communities, the State of Qatar and the Gulf Region.



## Strategic Directions

The five major directions below provide the framework for our planning over the next five years. They provide a compelling direction for our future and are indicative of the College that we aspire to be.

### Learners First

Ensuring the success of past, present and future learners

### Educational Innovation

Broadening our horizons through innovation and research

### Exceptional Collaboration

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

### CNA-Q Pride

The place to learn, work and grow

### Leaders in Communication

Listening carefully and sharing freely

# Learners First

## 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 individuals have different 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 diversify 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 life-long learning.



"I LOOK FORWARD TO SEEING THE SMILING FACES OF THE STUDENTS."

We will *ensure the success of past, present and future learners* through various initiatives, which may include:

- Engaging graduates as mentors for current students
- Enhancing program and career exploration options
- Building a comprehensive Student Life Centre to enhance the student experience
- Developing a "one-stop" online and in-person student information centre
- Ensuring the course scheduling process is student-focused
- Offering programs and services that address community learning needs and interests
- Investigating alternate locations and methods for course and program delivery
- Including students in College decision making, policy development and planning
- Encouraging employee growth through a renewed commitment to life-long learning and integrated professional development



# Educational Innovation

## 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 is a leading educational institute in the Gulf Region.



“THERE IS A UNIQUE TEACHING STYLE HERE. AS STUDENTS, WE ARE EXPECTED TO DO, NOT JUST TO WATCH.”

We will *broaden our horizons through innovation and research* through various initiatives, which may include:

- Expanding opportunities for international study programs
- Integrating applied research activities into the classroom
- Assessing the educational needs of Qatar to ensure appropriate program offerings
- Implementing a comprehensive performance enhancement system for faculty that encourages innovation in the classroom
- Creating a regular digest of notable learning, research and scholarly activities at CNA-Q
- Investigating the offering of additional credentials (e.g. bachelor's degrees, associate degrees, advanced diplomas, etc.)
- Pursuing additional articulation agreements with other post-secondary institutions
- Harnessing technology creatively to enhance learning and educational opportunities
- Providing support to enable increased employee participation in research activities



## Exceptional Collaboration

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

At CNA-Q we recognize that our stakeholders make an essential contribution 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 meet their evolving needs in a timely manner.

Consequently, our exceptional relationships with the State of Qatar, CNA, industry and other educational institutions are mutually beneficial.



“ENGAGE INDUSTRY TO  
SEEK WAYS TO IMPLEMENT  
QATARIZATION  
AND HIGH-VALUED  
EDUCATION.”

We will *develop fully-integrated partnerships with the State of Qatar, CNA and industry* through various initiatives, which may include:

- Creating an Industry Liaison Office to coordinate all incoming and outgoing industry needs
- Seeking additional research partnerships with industry, other post-secondary institutions and the community
- Encouraging industry, graduates, and other post-secondary institutions to be involved in student learning, short courses, visits and workshops
- Implementing student and staff exchanges with CNA
- Fostering interdepartmental collaboration and research



## CNA-Q Pride

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 which cultivates loyalty and pride in 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.



"WE PROVIDE GRADUATES WITH THE RIGHT COMPETENCIES TO QUICKLY INTEGRATE INTO THE WORKFORCE."

We will become *the place to learn, work and grow* through various initiatives, which may include:

- Recognizing and promoting institutional successes in order to nurture institutional pride
- Developing a unique CNA-Q engagement program for students and staff which will instill a greater sense of pride and identity
- Developing an innovative recognition program for all levels of the organization
- Implementing systems to ensure that the Guiding Principles are integrated into our campus culture



# Leaders in Communication

Listening carefully and sharing freely

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

Through its 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.



"COMMUNICATION IS A FOUNDATION TO EVERYTHING, AND IS THE MAIN INGREDIENT TO SUCCESS."

We will *listen carefully and share freely* through various initiatives, which may include:

- Providing training, tools and techniques to develop exceptional communicators
- Developing effective mechanisms for communication and feedback between, and among, all stakeholders
- Maximizing information sharing by utilizing conventional and innovative communication tools



# Guiding Principles

## Paving the path to our future

The following guiding principles reflect the values of students and employees at CNA-Q. These statements illustrate 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 fulfil our mission and achieve our vision.

"MY COLLEAGUES ARE FANTASTIC!  
NOT ONLY ARE THEY GREAT TO WORK WITH,  
THEY ARE MY TRUSTED FRIENDS AS WELL."

**We value our community.** Therefore, we are dedicated to exceeding their 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 inside and outside the classroom. We consistently pursue high-quality standards without compromise.

**We value respect.** Therefore, we actively 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.

