



Appreciative Inquiry Facilitation Training Certification Report

Rolene Pryor and Kelly Saretsky

College of the North Atlantic – Qatar

June 2010

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-focussed 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.

Student Interview Guide

ليلد ةلباقم بلاطلا

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

ةقيرط ؤبنتائل لبقتسـملا بـه نأ هينبن
"الضفا"

رتيب ركورد



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ينبن لبقتسـملا
اعم



Interview: Instructions اميلتلا تاداشر لاور

Using the following questions, interview your partner.

مدختسا لئسلاء قيلاتلا ءار جلا ئلباقملا عم كلیمز .

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".

ماز تلالا قايسب عوضوملا، لا ندرتت يف حرط فيا تنفسا فيفاضيا، اميسلا اذا ناك كلیمز اسمحك ءاجر لا عوضومل نيعم. عمسا بيجانع لجسو ضعب تاطحلاملا يف تاسملا عرفوتلا كلذل. لواح نا عرستت لئسفا صمصقا نم هذه ئلباقملا، عمساو نلا يا تاسافطقم دق كئدي اهب.

Interview: Peak Experience فريلا عتقلا

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

فص كروعن كسامو بلاطك يف فيلك لامش يطنطلا يف رطق دنع كنكر ائشم يف تمشنأ فيكلا.

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

- فص ئدحلا ليصتقلا.
- نم صاخشلأا نيدلا ارتاك؟ كعم
- ام يذلا لعج هذه فيرجتلا؟ فريتم
- اذام تزجنا؟

Interview: Values بئلا

- **Being a Student: What do you value most about being a student of CNAQ?**

فيك ميقت كسفن كنوك ابلاط يف فيلك لامش يطنطلا يف؟ رطق

- **The College: What do you value most about CNAQ? What is the most important thing that the CNAQ has contributed to your life?**

ميقت فيلك لامش يطنطلا يف رطق؟ فيكو مهارت فيكلا ريئلااب ايباجيا يف؟ كئديج. فيك

Interview: Wishes for the future فيور لا فيقتسملا

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?

يه سوزلا هتلائلا نم ءهجو كرطن هاجت فيلك لامش يطنطلا نئح ققحت لماك اهتاناكما يف اليقتسملا ام ننعمبو رخا، ول تمطسا نا ريغت تئلاث ءايشأ يف فيلك لامش يطنطلا يف رطق امف؟ يه

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	

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 motivate 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

Adaptability

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 boarders
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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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.

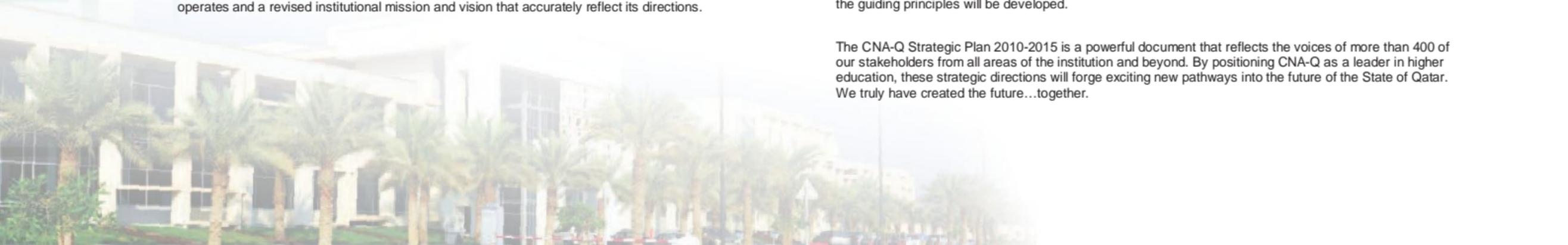
Under the leadership of the State of Qatar, CNA-Q has developed a strategic plan that outlines its major directions for the next five years, the guiding principles under which it operates and a revised institutional mission and vision that accurately reflect its directions.

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.

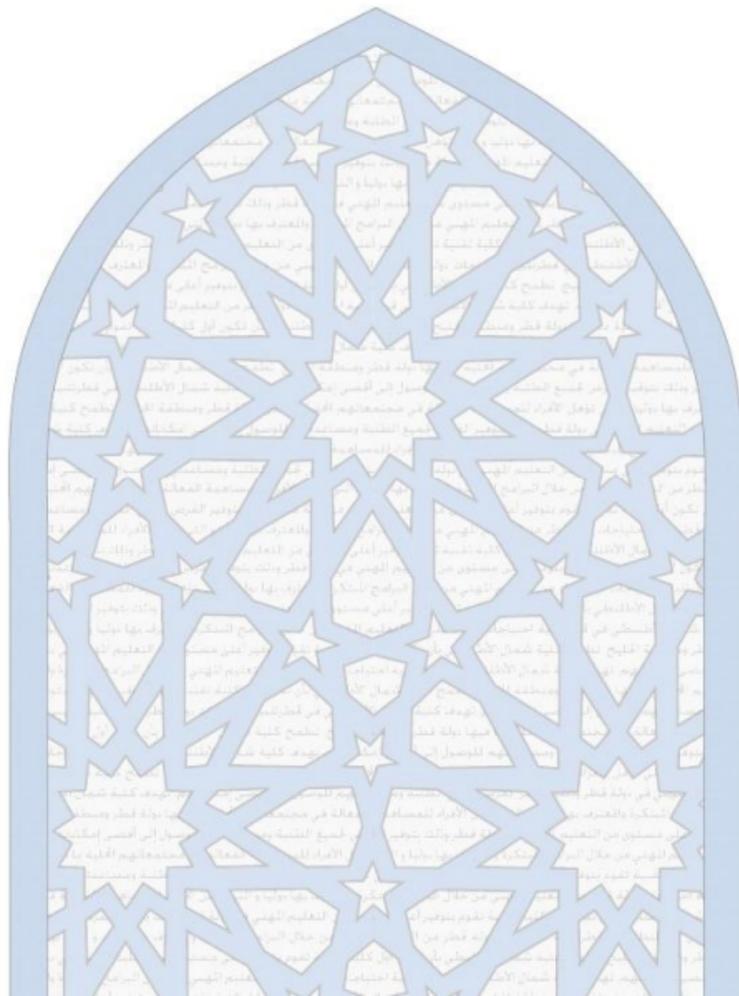


Vision

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.

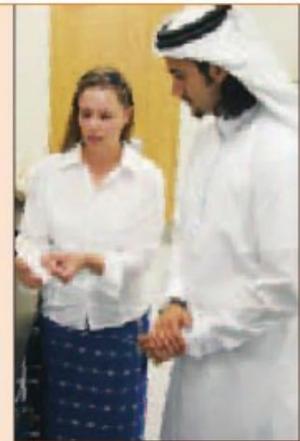
Consequently, CNA-Q is a leading educational institute in the Gulf Region.



“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



EXCE
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ATION

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



CNA-
Q
PRIDE

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



LEADERS
IN
COMMUNICATION

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.



Creating the future... together
2010-2015

I look forward to seeing the smiling
faces of the students and interacting family in a way
with our friendly sta

Staff and students
have become my

Innovation
Communication

Amazing experience

At the end of the day it is all
about relationships

Engaging to enrich the experience

Personal and professional growth

CNA-Q has given me the
opportunity to work with some
wonderful, dedicated people

My College, My Community, My Country. Our Future.

STORIES OF EXCELLENCE

I enjoy the friendly relationship
with the staff on all levels which
has enhanced my life and living

Opportunities

Engages Industry

Empowered

Sense of
purpose

Change your life at

collaboration
and team
spirit
Sharing and
collaboration

CNA-Q has valued my
experience and
knowledge, and made me
feel a part of a big team

CNA-Q provides everything for
students to be successful in the future

