

ANNUAL REPORT

2014 -2015



20 مؤسسة قطر
Qatar Foundation
معاً نزهر

لإطلاق قدرات الإنسان.
Unlocking human potential.

QATAR FOUNDATION

Established in 1995, Qatar Foundation (QF) is the inspirational vision of His Highness the Father Emir Sheikh Hamad Bin Khalifa Al Thani, Founder of Qatar Foundation, and Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation. During the past 20 years QF has evolved from just one school - Qatar Academy - into a thriving, world-class campus offering a diverse educational experience that ranges from early years schooling right through to postgraduate study. With a focus on science and research, innovation and creativity, QF's many schools, colleges and universities unlock human potential and provide Qatar's young leaders with the skills they need to contribute positively to their communities, and to the nation as a whole as it transforms to a knowledge economy.



Marking the 20th Anniversary of Qatar Foundation, His Highness the Father Emir Sheikh Hamad Bin Khalifa Al Thani, Founder of Qatar Foundation, presents Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, with a symbolic gift, the 'Key to Unlocking Human Potential', at the Qatar Foundation Convocation Ceremony, held at Qatar National Convention Centre, on the 5th May 2015.

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QATAR FOUNDATION BOARDS

Board Of Trustees

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Her Highness Sheikha Moza bint Nasser

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**His Highness Sheikh
Hamad Bin Khalifa Al Thani**

The Father Emir of Qatar and
Founder of Qatar Foundation



**His Highness Sheikh
Tamim Bin Hamad Al Thani**

The Emir of Qatar



**Her Highness
Sheikha Moza bint Nasser**

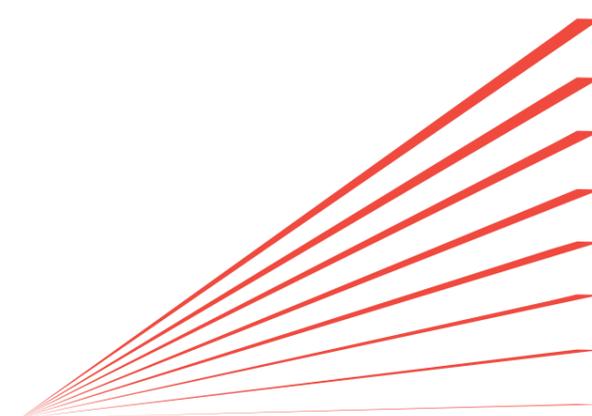
Chairperson of
Qatar Foundation

EDUCATION

Qatar Foundation offers a unique educational cycle that is empowering young people with the skills, knowledge and aptitude necessary to make outstanding contributions in their chosen fields, and to lead Qatar as it transforms into a knowledge economy. From as young as six months, schoolchildren are immersed in a culture of learning that nurtures their creativity, while the diverse range of specialist programs available at Hamad Bin Khalifa University and Qatar Foundation's eight international partner universities inspire the highest levels of innovation necessary for young people to fulfill Qatar National Vision 2030.

PRE-UNIVERSITY EDUCATION

The Pre-University Education offered at Qatar Foundation encompasses pre-school, primary and secondary provision and promotes a culture of research and innovation from a young age, ensuring students are equipped with a standard of education that will open doors for them anywhere in the world.

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- QATAR ACADEMY DOHA
 - QATAR ACADEMY AL KHOR
 - QATAR ACADEMY AL WAKRA
 - QATAR ACADEMY SIDRA
 - QATAR ACADEMY MSHEIREB
 - AWSAJ ACADEMY
 - QATAR LEADERSHIP ACADEMY
 - ACADEMIC BRIDGE PROGRAM

QATAR ACADEMY DOHA

Empowering students to achieve academic excellence and be responsible citizens

GOALS

- Offer a rigorous program encompassing an international English-medium education, strong Arabic and Islamic Studies.
- Challenge students to be critical thinkers.
- Support students to become active and contributing members of society, through learning experiences serving the needs, interests and learning styles of each student.

STRATEGIES

- Enable students to understand and embody the International Baccalaureate (IB) Learner Profile at all stages and areas of their own personal development.
- Deliver a comprehensive curriculum within the framework of best practice that challenges, inspires and empowers the QA learning community to develop as responsible citizens and leaders.
- Reinforce students' cultural identity through a multi-dimensional Arabic and Islamic Studies program.

- Work with internal and external stakeholders to achieve the school's mission and vision.
- Sustain and improve QA's financial strength and systems in order to achieve the educational ambitions of the school.
- Ensure QA facilities and IT services provide a world-class learning environment that enables the school to meet the demands of the school's mission.
- Bring the QA community together by enhancing understanding and commitment in a Qatari environment respectful of other cultures.
- Sharing of best practice in line with the school's mission and its set of guiding principles.

NOTABLE ACHIEVEMENTS

- Implementation of Middle School Model (Grades 6-8) and Single Gender Model (Grades 6-10).
- Increased by 6 percent the number of students scoring advanced or better in the Arabic proficiency test.
- High success rate for students in the IB Primary Years

- Program (PYP) Exhibition (100 percent), Middle Years Program (MYP) Personal Project (86 percent), and MYP Community and Service (100 percent).
- Improvement in Grade Point Average (GPA) in single-gender grades: girls from 4.42 to 5.54, and boys from 4.29 to 5.30 (out of 7) (as of the third quarter).
- Full Council of International Schools (CIS) and New England Association of Schools and Colleges (NEASC) accreditation of the Early Education Centers.
- High graduation and university enrollment rates: between 90 percent and 100 percent each year for the last 5 years.

FUTURE INITIATIVES AND INCENTIVES

- Continue providing high-quality education and services to students, within the new District Model and with lower staffing levels.
- Enhance and refine the Middle School and single-gender programs.
- Continue implementing the Strategic Plan.

QATAR ACADEMY DOHA OFFERS A **RIGOROUS PROGRAM** ENCOMPASSING AN INTERNATIONAL ENGLISH-MEDIUM EDUCATION, STRONG **ARABIC AND ISLAMIC STUDIES**



QATAR ACADEMY AL KHOR

PROMOTING **COMMUNICATION** AND **COLLABORATION** AMONG PARENTS, STUDENTS, SCHOOL AND COMMUNITY

Providing students with the opportunities to reach their full potential

GOALS

- Provide the highest possible standards of education that help each student achieve excellence and develop as an independent critical thinker, as a lifelong learner, and also as a responsible citizen.
- Provide students at all levels with internationally accepted English medium curricula, Arabic, Islamic studies, and national studies curricula that meet national standards.

STRATEGIES

- Implement a bilingual curriculum that is suitable for Qatar and of a leading international standard.
- Achieve academic excellence through high quality teaching, in a stimulating learning environment.

- Provide facilities of an international standard which support student learning and development.
- Pursue management excellence, by adopting best practice and innovation, in order to ensure the Academy's ongoing success.
- Promote communication and collaboration among parents, students, school and community.
- Reach out to the community and the world.

NOTABLE ACHIEVEMENTS

- International Baccalaureate Diploma Program (IBDP) authorization received in March 2015.
- MSA Accreditation for Grades 9 and 10 – April 2015 (Full Accreditation K-10).
- Implementation of the Middle Years Program (MYP)

Next Chapter requirements in the curriculum through collaboration, the written curriculum, assessments and the taught curriculum.

- Reach Out - KG English and Arabic Coordinator presented Workshops at the November Teaching and Learning Forum for teachers from Supreme Education Council (SEC) schools.
- Grade 10 students sat for the IB Biology E-Assessment (pilot).
- Authorized by the College Board as an official Preliminary Scholastic Aptitude Test (PSAT) site.
- Introduced PSAT training for students in grades 9 and 10.
- Introduced the International Baccalaureate Diploma Program (IBDP) to students, teachers and parents.
- Introduced the Naviance program for the university admission application process.



HELPING EACH STUDENT **ACHIEVE EXCELLENCE** AND DEVELOP AS AN INDEPENDENT **CRITICAL THINKER**

- Grade 10 students participated in the Model United Nations (MUN) at Georgetown University in Qatar.
- Students won third place in the National Arabic Spelling Bee.
- Participated in Reach Out initiative to share best practices.

FUTURE INITIATIVES AND INCENTIVES

- Organize preparations for move to new campus.
- Manage growth and use existing space until new campus is built.
- Prepare for the Middle States Association of Colleges and Schools (MSA) Accreditation of grades 11 and 12.
- Implement/deliver the DP program and prepare for the DP exams.
- Prepare students for taking the PSAT in October.
- Prepare students for the IB E Assessments.
- Introduce Singapore Math for grades 1-5.

- Implement the Implement level 0 MYP (grade 5) under the direction of the MYP Coordinator.
- Develop the MUN further as a club and embedded as Service as Action in the curriculum.
- E-assessments practice piloting will expand to Arabic, integrated science and visual arts.
- Preparation for Grade 9 students (2015-2016) to take E-assessments for certification in June 2017.
- ATL alignment from DP through elementary needs to be horizontally planned.
- Provide training for teachers implementing level 0 MYP in grade 5.
- Provide training for administrative staff and teachers for the implementation of Measures of Academic Progress (MAP) tests for the 2016-2017 academic year.
- Prepare for the implementation of the MAP testing program.
- Design new action plans for reading and math for Grades 9 and 10.
- Prepare the Mid-Term Report for the MSA.

- Introduce the extended essay.
- Introduce the Community and Service (CAS) program for the DP.
- Conceptualizing teaching and learning in the IBDP.
- Provide support sessions for DP subjects.
- Utilize Managebac for the DP.
- Promote Theory of Knowledge (TOK) and MUN in the DP.
- Develop plans for external trips.
- Expand the Week Without Walls program.
- Participate in the Sheikh Tamim Bin Hamad Al Thani Award.
- Complete requirements for European Council of International Schools (ECIS) membership.
- Prepare for the visit of Dr Virginia Rojas who will be conducting workshops and in-class co-teaching in English Language Learner (ELL) strategies.
- Provide math support for students in the MYP and DP.
- Logistical and budget planning for the first graduating class.

PROVIDING STUDENTS AT ALL LEVELS WITH INTERNATIONALLY ACCEPTED ENGLISH MEDIUM CURRICULA, **ARABIC, ISLAMIC STUDIES**, AND **NATIONAL STUDIES CURRICULA** THAT MEET NATIONAL STANDARDS



QATAR ACADEMY AL WAKRA

Inspiring students to reach their full potential and to become competent, independent, and responsible individuals

GOALS

- Provide the highest possible standards of education where students can develop to their full potential to positively impact their community and the world.
- Serve the local community by developing students who are critical thinkers, life-long learners, globally-minded responsible citizens that are of the highest academic caliber and grounded in high moral values and cultural integrity.

STRATEGIES

- Graduate students with the highest academic achievements that will enable them to enter and complete advanced education programs from universities in Qatar or abroad.
- Cultivate students who possess strong leadership qualities and are good citizens of the world. Students will embody the values of Qatar Academy Al Wakra, and will use their skills to promote the well being of the world around them.
- Attract and develop the highest quality educators

including Qatari nationals and strive to support neighboring school leaders and teachers.

- Continuously develop curricula, assessments and instructional strategies that meet the needs of students and adhere to high quality national and international standards.
- Establish and maintain a nurturing, stimulating, and safe educational environment for staff, students, and parents.

NOTABLE ACHIEVEMENTS

- Developed a new web-based curriculum map providing ease of access to assessments and instructional units aligned with common core standards.
- Achieved candidate status for accreditation with the New England Association of Schools and Colleges (NEASC), The Council of International Schools (CIS), and International Baccalaureate (IB).
- Increased the number of students making more than one year of growth on the NWEA MAP Reading test from 29.9 percent in 2013-14 to 56.7 percent in 2014-15.
- Increased the number of students making more than one

year of growth on the NWEA MAP Math test from 45.1 percent in 2013-14 to 61.7 percent in 2014-15.

- Raised QR 99,980 for the Sheikh Thani bin Abdullah Foundation for Humanitarian Services (RAF). The funds will build a school for 180 students in a village in Mauritania.

FUTURE INITIATIVES AND INCENTIVES

- Continue to raise the bar for student achievement.
- Full implementation of the school's Response to Intervention (RTI) instructional model, including Arabic instruction.
- Fully implement the revised teacher evaluation system.
- Develop the school's Year 1 IB Middle Years Program.
- Become an IB Candidate School for the Primary Years Program.
- Expand the functionality of our Google Docs Curriculum Map to align standards, assessment and instruction, with a particular focus on integration and cross-curricular connections.

SERVING THE LOCAL COMMUNITY BY DEVELOPING STUDENTS WHO ARE **CRITICAL THINKERS**, LIFE-LONG LEARNERS, AND RESPONSIBLE CITIZENS



QATAR ACADEMY SIDRA

Nurturing student creativity and developing inquiring and compassionate world citizens

GOALS

- Prepare students to contribute to a more peaceful, sustainable and equitable world.
- Promote the development of critical thinking skills, reflection and service learning.
- Provide a multilingual, progressive, international education that serves the Sidra community and that is aligned with Qatari culture.

STRATEGIES

- Enhance student learning and increase student achievement.
- Build instructional capacity (hire and improve human capital).

- Educate world citizens to ensure that all students become independent, reflective and compassionate problem-solvers with an appreciation and understanding of cultural diversity.
- Build school programs that support the needs of a wider range of learners (inclusive school movement).
- Ensure the school's sustainable development through effective internal systems, and a safe and secure facility and infrastructure to meet current and future community needs.

NOTABLE ACHIEVEMENTS

- Successful entrance into the candidacy stage for the International Baccalaureate Primary Years Program (PYP), Middle Years Program (MYP) and Diploma Program (DP).

- Successful implementation of a year-long, weekly professional development program of all educators from Pre 3 to Grade 9 in the development and implementation of approaches in both the PYP and MYP programs.
- Selection of a curriculum that will enable students to achieve expectations in terms of knowledge, understanding and ability to perform.
- Designed the curriculum using the Rubicon Atlas curriculum mapping system.
- Successful completion of the two units of inquiry by all primary school teachers Pre 3 through Grade 5.
- Identification of DP courses to be offered in Grade 11 and began to develop unit planners for these programs as well as planning for compulsory professional development courses for teachers required by the IB.

ENSURING THE SCHOOL'S **SUSTAINABLE DEVELOPMENT** THROUGH EFFECTIVE INTERNAL SYSTEMS



PROVIDING A MULTILINGUAL,
PROGRESSIVE, **INTERNATIONAL EDUCATION**
THAT SERVES THE SIDRA COMMUNITY AND
THAT IS **ALIGNED WITH QATARI CULTURE**

- Expanded the curriculum to ensure all aspects of the IB Learner Profile are covered.
- Planned and implemented the move of our Pre 3, Pre 4, and Kindergarten classes to an SEC (Supreme Education Council) school in Bani Hajer.
- Organized successful visits by consultants from the Council of International Schools and the New England Association of Schools and Colleges PYP, MYP and DP programs, ensuring that the school's strategic plan for achieving authorization are achievable and on track.
- Realignment of teaching schedules to allow for more collaboration and consultation by teachers at all grade levels.
- Development of a Learning Support Team to support students who were not achieving grade level expectations.
- Completed a successful year of training of faculty in the inquiry-based approach to student learning.
- Identification of the learning needs of students

- within the school who were not achieving grade level expectations.
- Expanded the amount of time for Middle Year Students in the Advisory Program.
- Identified student needs and hired faculty to support student learning needs beyond traditional classroom capabilities.
- Completed a three-year enrollment and capacity plan for the school up to and including Grade 12.
- Successfully completed fire warden training so that the school meets the required health and safety standards.
- Undertook initial planning with Capital Projects of the renovations required at the current facility in order to meet the requirements of the IB program, including planning for two science laboratories.
- Planned relocation of the school's library to help it to develop to a level required to meet the needs of our students.

FUTURE INITIATIVES AND INCENTIVES

- Completion of a plan that will allow for the full development of the school. Until space issues are resolved the ability to expand the school and thus the IB program will continue to be very limited.
- Continuation of the strategic objectives.
- Attainment of IB Diploma Program Authorization and the continuation of growth in the PYP and MYP programs.
- Expansion of our capacity of inclusion.

ENHANCING STUDENT
LEARNING AND
INCREASING STUDENT
ACHIEVEMENT



QATAR ACADEMY MSHEIREB

PROMOTING **COMMUNICATION AND COLLABORATION** AMONG PARENTS, STUDENTS, SCHOOL AND THE COMMUNITY

Providing high quality education by establishing an effective learning environment for students of all academic achievement levels

GOALS

- Establish a nationally and internationally accredited and recognized academy of educational excellence that provides a model system based on dual language and inclusionary practices.
- Develop a model school that serves as a training and professional development site for other schools and educators, emphasizing evidence-based practices in inclusion and multi-levelled services.
- Become a highly effective and reputable professional development center designed to serve schools and educators who work with, and desire to work with, students in inclusive settings.
- Utilize the most rigorous educationally research-based practices to meet the needs of all students.

STRATEGIES

- Ensure student excellence by providing a quality dual language education in preparation for continuous education.
- Hire and develop qualified faculty and administrators.
- Provide training for Supreme Education Council (SEC) Schools in dual language and inclusionary practices.
- Promote communication and collaboration among parents, students, school and the community.
- Ensure the school's sustainable development.

NOTABLE ACHIEVEMENTS

- Implemented a coaching model for the Qatar Academy Msheireb (QAM) Balanced Literacy program.
- Developed the Balanced Literacy Guidebook and Assessment

Policy and Manual.

- Developed the aligned Arabic Balanced Literacy program.
- Created the Assessment Tool in Arabic (first of three phases of implementation).
- Launched the Student Support Team program (SST).
- Established the school's admissions policy.
- Created handbooks for medical matters and emergencies.
- Established the QAM Community Outreach initiative.

FUTURE INITIATIVES AND INCENTIVES

- Move to the school's planned new building in 2015/16.
- Undertake teacher training.
- Conduct a Supreme Education Council (SEC) needs assessment.



AWSAJ ACADEMY

ACHIEVED SUCCESSFUL EXPANSION WITH **HISTORIC ENROLLMENT LEVELS**

Advancing the achievements of students with learning challenges and partnering with stakeholders to develop students to their full potential

GOALS

- Become a nationally and internationally recognized institute of educational excellence that provides direct services to students with learning challenges.
- Achieve full accreditation status from an internationally recognized accreditation association.
- Become a model learning center that relies primarily, if not exclusively, on the most rigorous educational research in the provision of instructional services to students with learning challenges.

- Become a 'first choice' professional development and outreach center for the region, designed to serve administrators and teachers who work with students with learning challenges.
- Become a model school and learning center whose processes and products are recognized for their scientific rigor and efficacy in the region and globally.
- Advance the achievement of students with learning challenges.
- Honor the State of Qatar's values.

- Develop, implement, and promote the most effective assessment tools, teaching methods, and curriculum programs for professionals in Qatar and beyond.

STRATEGIES

- Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar and abroad.
- Establish the Awsaj Teaching and Learning Center (ATLC) and serve students in Awsaj Academy who require

intensive interventions, and provide consultation and direct services to the Qatar community and the region.

- Influence, through research, a model school, professional development, and curriculum development, and the ability of national and regional schools to implement, sustain and develop models to serve all children, especially those with academic challenges.

NOTABLE ACHIEVEMENTS

- Achieved successful expansion with historic enrollment levels.

- Expanded outreach services in the Teaching and Learning Center to include evaluation and related services.
- Increased outreach professional development support locally, regionally, and internationally.
- Formally adopted two Supreme Education Council (SEC) schools to support them in developing inclusive practices.
- Created an educational research and development office.
- Incorporated a variety of assessment tools to monitor student academic and behavior growth.

FUTURE INITIATIVES AND INCENTIVES

- The Awsaj Teaching and Learning Center (ATLC): expansion of learning support services to all QF schools.
- Development of an alternative learning program - Awsaj.
- Recruitment of specialized staff (Awsaj 103 staff, and ATLC 35 staff).

QATAR LEADERSHIP ACADEMY

Promoting personal growth in young men and shaping tomorrow's leaders today

GOALS

- Engage students in an environment that promotes excellence in academics, leadership, athletics and character in order to prepare the leaders of tomorrow.

STRATEGIES

- Identify priorities, situational needs and main areas for improvement.
- Adopt a 'team leadership' approach and create a teamwork environment.
- Develop departmental action plans.
- Adopt fresh strategies in order to elevate overall academic performance.
- Review/complete Qatar Leadership Academy (QLA) policies and regulations.
- Implement new initiatives to improve overall school

culture, namely the School-Wide Positive Behavioral Intervention and Support (SWPBIS).

NOTABLE ACHIEVEMENTS

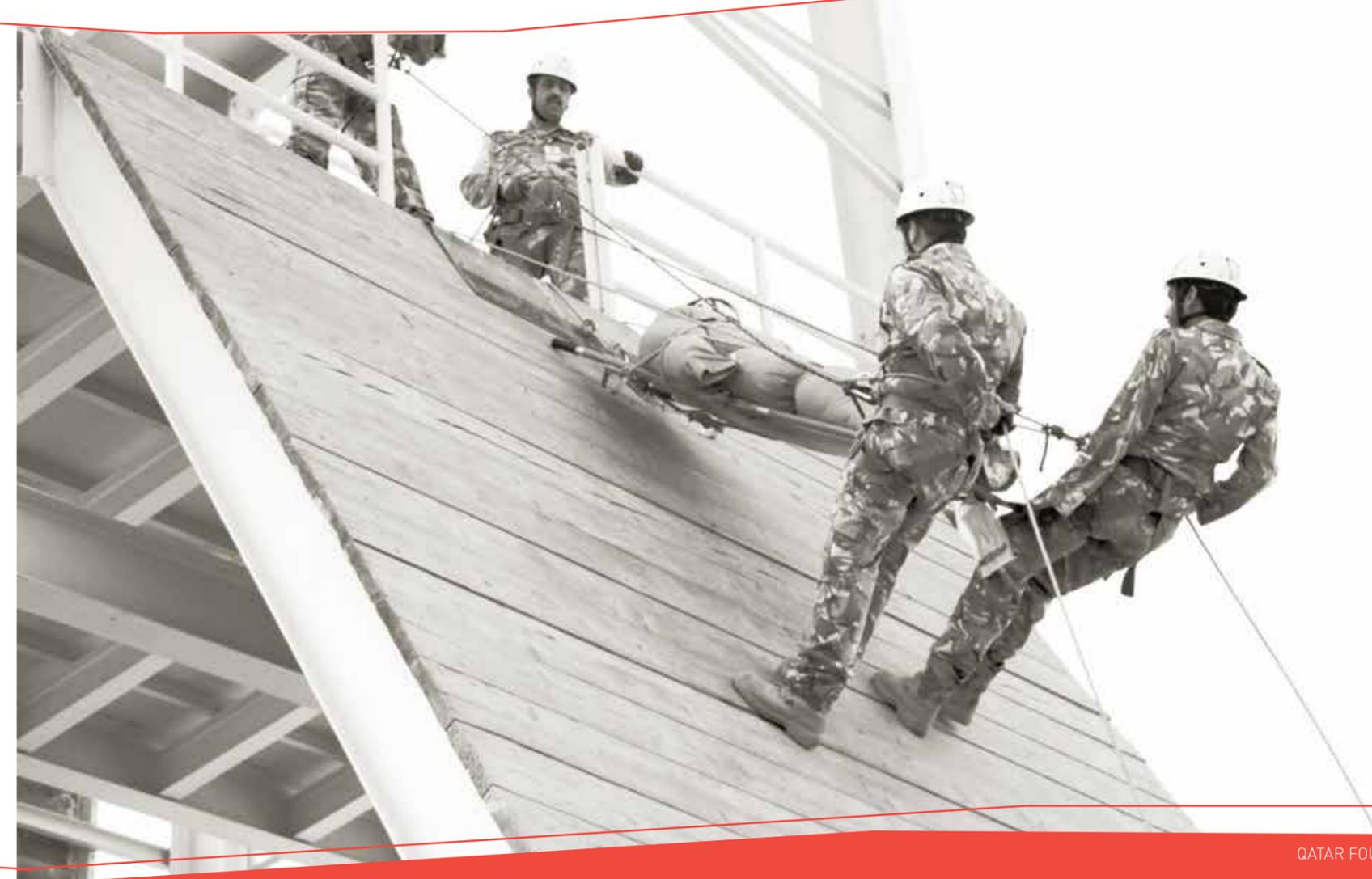
- Cadets achieved high rankings in educational competitions and debates. For example, QLA cadets were chosen as the Best Research Team in February 2015 in a competition organized by the Qatar Supreme Committee for Delivery and Legacy called 'Environmental Sustainability in Qatar'.
- Signed a Memorandum of Understanding (MoU) with the Bedaya Centre for Entrepreneurship and Career Development. The Bedaya Centre will provide careers guidance to QLA cadets in grades 10 and 11 and offer job shadowing opportunities for cadets in a working environment.
- Developed cadets' military skills through their participation in a variety of events during the year.

- Created a stronger school communication plan using the following communication tools: daily bulletins, end-of-week updates to all parents, monthly newsletters, four end-of-quarter student reports, four mid-quarter student reports.
- Made improvements to the boat-building workshop for the Dhow Boat project, a heritage and educational project which celebrates Qatar's seafaring and cultural history.

FUTURE INITIATIVES AND INCENTIVES

- Continue to improve overall student academic achievement.
- Continue to improve academic daily operations with Positive Behavioral Interventions and Supports (PBIS).
- Continue to improve communications.
- Continue to provide education beyond classroom teaching with extracurricular activities.

QLA CADETS WON **BEST RESEARCH TEAM AWARD** IN ENVIRONMENTAL SUSTAINABILITY COMPETITION



ACADEMIC BRIDGE PROGRAM

Providing graduates of Qatari high schools and other similar schools with the academic and personal skills for success in reputable English language universities around the world, with special emphasis on preparing students for Qatar Foundation universities

GOALS

- Be the pre-eminent post-secondary preparatory program in Qatar and the Gulf Region.
- Equip specially selected, top-caliber secondary school graduates for admission to, and success in, degree programs at Qatar Foundation (QF) universities and other world-class universities.

STRATEGIES

- Increase the number of students who are admitted to universities within Education City and abroad.
- Ensure that all Academic Bridge Program (ABP) students enter a program of learning at a college or university level beyond ABP after graduating.
- Maintain and improve the quality of the academic program at ABP.

- Develop 'well-rounded' students with the values, knowledge and skills to contribute positively to society.
- Sustain the financial viability of the ABP.
- Participate fully in the Qatarization process.

NOTABLE ACHIEVEMENTS

- Highest number of graduates in three years.
- Largest number of students accepted by EC universities in the history of the ABP.
- Highest percentage of graduates admitted to EC universities in the history of the ABP.
- Thirteen percent increase in revenue over what was budgeted for the 2014-2015 school year.
- More than a 38 percent decrease in the operating deficit for the 2014-2015 school year.

FUTURE INITIATIVES AND INCENTIVES

- Get re-accreditation from CEA.
- Improve the billing system and making sure all invoices are paid in a timely manner.
- Have a successful academic year in a building where major renovation is happening.
- Maintain a high percentage of EC university acceptances, as well as acceptances to other universities in Qatar and abroad.

DEVELOPING **WELL-ROUNDED STUDENTS** WITH THE VALUES, KNOWLEDGE AND SKILLS TO CONTRIBUTE POSITIVELY TO SOCIETY



HIGHER EDUCATION

Qatar Foundation continued to see growth in student enrollment, graduate numbers and research projects in 2014-2015. Hamad Bin Khalifa University introduced many new programs, and the number of cross-registration courses also increased, offering QF students an even greater diversity of choices, experiences and opportunities.

HAMAD BIN KHALIFA UNIVERSITY

- QATAR FACULTY OF ISLAMIC STUDIES
- RESEARCH CENTER FOR ISLAMIC LEGISLATION AND ETHICS
- TRANSLATION AND INTERPRETING INSTITUTE
- COLLEGE OF SCIENCE AND ENGINEERING

QF PARTNER UNIVERSITIES

- VIRGINIA COMMONWEALTH UNIVERSITY IN QATAR
- WEILL CORNELL MEDICINE-QATAR
- TEXAS A&M UNIVERSITY AT QATAR
- CARNEGIE MELLON UNIVERSITY IN QATAR
- GEORGETOWN UNIVERSITY IN QATAR
- NORTHWESTERN UNIVERSITY IN QATAR
- HEC PARIS IN QATAR
- UCL QATAR

HAMAD BIN KHALIFA UNIVERSITY

THIS YEAR MARKED THE **INTEGRATION** OF QATAR'S **THREE NATIONAL RESEARCH INSTITUTES** INTO HAMAD BIN KHALIFA UNIVERSITY: QATAR BIOMEDICAL RESEARCH INSTITUTE, QATAR COMPUTING RESEARCH INSTITUTE, AND QATAR ENVIRONMENTAL AND ENERGY RESEARCH INSTITUTE

Committed to providing research education in Qatar at the highest level, Hamad Bin Khalifa University continues to develop its academic offering, with its growing number of programs enriching the higher education landscape of Qatar and the region, in line with Qatar National Vision 2030.

GOALS

- Be a leading university in education, research, and innovation, solving critical challenges facing Qatar and the world.
- Develop world-class, integrated academic programs and national research capabilities that drive collaboration with the world's best institutions, cultivating leaders for the future, propelling Qatar's knowledge-based economy and shaping novel solutions for global impact.

STRATEGIES

- Enhance the organizational structure of Hamad Bin Khalifa University (HBKU).
- Recruit and hire key administrative, academic and research staff.
- Plan for HBKU graduate programs for the next five years.

- Optimize HBKU research agenda and academic programs.
- Identify key internal national and external international partners for collaboration.
- Build shared services and an operational model that best suits the university.
- Build the foundational elements of the university.

NOTABLE ACHIEVEMENTS

- The number of students enrolled on HBKU programs increased this year, and the university graduated the first cohort of students from its Executive Master in Energy and Resources program. Students graduating from this program joined others from programs delivered by Qatar Faculty of Islamic Studies (QFIS) and the Translation

and Interpreting Institute at HBKU's first standalone graduation ceremony, held at the HBKU Student Center on 3 May 2015. At the ceremony, 122 graduating students were honored.

- HBKU Class of 2015 graduates were awarded master's degrees across the following disciplines: Translation Studies, Energy and Resources, Islamic Studies in Contemporary Fiqh, Contemporary Muslim Thought and Societies, Islamic Studies in Comparative Religions, Public Policy in Islam, Urban Design and Architecture in Muslim Societies, and Islamic Finance. HBKU also recognized participants completing diploma programs in Islamic Finance and Public Policy in Islam.
- There was an increase in the number of Qataris graduating from HBKU, with Qataris accounting for 82 percent of students graduating from the Executive Master in Energy and Resources program and 65 percent of students graduating from the Master of Arts in Public

Policy in Islam program.

- At the start of the 2014-15 academic year, HBKU welcomed the first cohort of students on its MA in Audiovisual Translation program and went on to announce the external validation of the University's MA in Translation Studies program by the University of Geneva.
- During the year, HBKU's College of Science and Engineering invited prospective students to enroll in seven new interdisciplinary programs that targeted areas in line the future needs of Qatar and the region: master's and doctoral programs in sustainable energy, sustainable environment, and biological and biomedical sciences; plus a Bachelor of Science program in computer engineering.
- Working in strategic partnership with Northwestern School of Law, the College of Law and Public Policy appointed its founding dean and invited prospective students to enroll on its three-year graduate Juris Doctor

(JD) program. The JD program is the first of its kind in the MENA region and was devised to develop future leaders with the critical thinking skills that a world-class legal education provides.

- This year marked the integration of Qatar's three national research institutes into the university, with Qatar Biomedical Research Institute (QBRI), Qatar Computing Research Institute (QCRI), and Qatar Environmental and Energy Research Institute (QEERI).
- The ground-breaking work conducted by the three research institutes complements and greatly enhances an already rich seam of faculty research taking place across HBKU's colleges. It offers significant opportunities for novel collaborative research effort to cut across the university's growing number of entities. By providing the enrolled students with access to the research institutes, the university provided an unparalleled practical

opportunity for its students to interact with, and learn from, experts working on cutting-edge research projects.

- Research at HBKU attracted investment from Qatar and overseas, involved collaboration with academic institutions such as MIT, Weill Cornell Medicine, and Harvard University and with commercial entities such as Boeing and Samsung and involved novel investigations that focused on many Grand Challenges facing Qatar and the Gulf region.
- QEERI's researchers produced 133 peer-reviewed journal articles and 77 conference papers and presentations. Four of QEERI's publications have been listed among the 25 most downloaded articles in Elsevier's Separation and Membrane Science journals since October 2014. The total lifetime citations of publications produced by QEERI researchers reached 68,439 by June 2015, with the average H-index of QEERI senior researchers reaching 19.09. Advances have been made in the development and

RESEARCH AT HBKU ATTRACTED **INVESTMENT FROM QATAR AND OVERSEAS**, AND INVOLVED **COLLABORATION** WITH ACADEMIC INSTITUTIONS SUCH AS MIT, WEILL CORNELL MEDICINE, AND HARVARD UNIVERSITY

fabrication of new bio-fouling-resistant membranes for use in desalination and wastewater treatment. Large-scale field projects materialized and included solar power testing, microgrid research and photovoltaic anti-dust investigations.

- Scientists at QBRI published 48 publications in peer-reviewed, high-impact journals. QBRI-funded collaborative cancer and diabetes research alongside Weill Cornell Medicine and Institute Gustave-Roussy at Imperial College London resulted in several important publications with QBRI scientists as co-authors. QBRI became either the lead or co-lead institution of five research projects receiving QNRF-NPRP grants, including a project investigating traumatic brain injury. The research institute became a strategic partner in the Mother-Child Cohort Study, funded by the Supreme Council of Health.
- QCRI's scientists published more than 320 papers during the year 2014-15, and reached 159,000 lifetime citations. An existing partnership with Boeing was strengthened and extended, with QCRI delivering software designed

that offers predictive aircraft health maintenance to the airline manufacturer. Platforms devised and developed by QCRI were used by humanitarian organizations to create aid response maps for two earthquakes in Nepal. The platforms were also used during Typhoon Hagupit and Cyclone Pam in Vanuatu. Among a number of awards received, QCRI's Arabic Language Technologies team won the Best in Show award at the 2014 BBC News Hack event and the FitPet App won in the Sports & Health category of Challenge 22. Licenses were granted for a wide range of QCRI's innovative technologies and 73 patent families were filed in the US, UK and PCT.

- In addition to research taking place at the research institutes, faculty from HBKU's College of Science and Engineering published 80 scientific publications, delivered 46 keynote speeches, and achieved 21 best paper awards. Among its faculty were recipients of the IEEE Chester Sall Award, the number one ranked researcher to be published in Institute of Electrical and Electronics Engineers (IEEE) in the field of CMOS image sensors,

holder of one of the Canadian Cancer Society Research Institute's Top 10 findings of the year, the most highly cited life science professor at an Arab University, and the author of the 3rd highest cited paper in the history of Chemical Engineering.

- HBKU's Translation and Interpreting institute held its Sixth International Annual Translation Conference on the theme of "Translating the Gulf: Beyond Faultlines", where 23 of the 58 submitted abstracts were presented in front of more than 200 international translation experts.
- Faculty from Qatar Faculty of Islamic Studies published eight books, 20 journal papers, and twelve book chapters, and held the 3rd International Symposium on "The Essence of Heritage in Architecture and Urban Design" and the 10th International Conference on Islamic Economics and Finance. Within QFIS, the Research Center for Islamic Legislation and Ethics (CILE) held its signature seminar series, ahead of which it invited scholars to explore subjects covered by the seminar proceeding, such as "Islam and Bioethics" and "Gender and Islamic Ethics".

A WIDE RANGE OF **COMMUNITY-FOCUSED INITIATIVES** TOOK PLACE ACROSS THE YEAR, EACH ONE DRAWING ON THE **EXPERTISE AND ENTHUSIASM** OF HBKU'S FACULTY AND STAFF

- A wide range of community-focused initiatives took place across the year, each one drawing on the expertise and enthusiasm of HBKU's faculty and staff.
- Qatar Faculty of Islamic Studies delivered an extensive series of public lectures and a series of executive training programs. Within QFIS, CILE held ten monthly lectures across the year, broadcasting them online to a global audience. In June 2014, CILE held its inaugural five-day residential summer school for university graduates with an interest in Islamic ethics. CILE also held its third Annual International Conference in Brussels, in collaboration with the European Muslim Network, where the subject of "Islam and Modern Ethical Dilemmas" was extensively explored.
- Evening classes targeting the general public offered language instruction across five languages, and language workshops and public lectures focused on such topics as "professional English" and 'Subtitling for Protest Movements'. The Professional Services Center of the University's Translation and Interpreting Institute offered

free Arabic to English interpreting services during the Holy Month of Ramadan of 65 prayer sessions held at the Education City Mosque, with the English translation broadcast live through QF Radio.

- HBKU's three national research institutes opened their doors to students from across Qatar, inviting them to take part in summer internships. Representatives of the research institutes reached out directly to the community with a number of innovative science-based initiatives, such as QEERI's "Science Majlis", a monthly open-to-all event in an informal café setting and QCRI's "Coding is Cool" computational workshop for 98 high school students from across Qatar. QCRI's "Jalees" Arabic e-book reader became adopted by schools across Qatar, reaching 22,000 students in the process.
- In collaboration with Maersk Oil Qatar, HBKU Student Life department developed a year-long student leadership program, titled 'EBDA' that was open to students from across Education City's university campuses and from Qatar University.

FUTURE INITIATIVES AND INCENTIVES

- Enrollment of the first cohort of students on eight new academic programs: a Juris Doctor graduate law degree; Master of Science and PhD programs in Sustainable Energy; Master of Science and PhD programs in Environmental Sustainability; Master of Science and PhD programs in Biological and Biomedical Sciences; and a Bachelor of Science program in Computer Engineering.
- Achieving full integration of Qatar Foundation's three national research institutes into HBKU, as part of a commitment to develop the research education capacity of the university.
- Completing the transition of Bloomsbury Qatar Foundation Publishing into HBKU Press, as a new publishing arm for the university.
- Development of a full suite of HBKU policies and procedures.
- Completion of a ten-year strategic plan for HBKU.

QATAR FACULTY OF ISLAMIC STUDIES

A focus of thought and dialogue that leads research and debate in all that relates to Islam and Muslims, including contemporary concerns and issues of heritage

GOALS

- Produce scholars who are strongly grounded in Islamic faith, practice, and civilization, and who are competent and eager to engage with all that their civilization produced, as well as the wisdom and thought of other civilizations.
- Inspire thought based on the plurality and tolerance of Islamic Jurisprudence and civilization that enables Muslims, in terms of perception and practice alike, to face contemporary challenges.
- Make clear the rich, dynamic, and inspiring spirit of Qatar’s Islamic heritage, to emphasize its tolerance, diversity, and hence its ability to serve all of humanity through infinite paths for dialogue and action.
- The aim of Qatar Faculty of Islamic Studies (QFIS) is to contribute to our age, rather than to separate from it.

STRATEGIES

- Maintain premium quality of academic programs.
- Automate all operational functions for higher efficiency toward time-management and achieving effectiveness excellence.
- Achieve efficiency in administration and support units as well as retain highly qualified faculty and administrative staff.
- Enhance teaching facilities and resources for future academic advancement.
- Increase the awareness of QFIS programs to local, regional, and international stakeholders.
- Infuse students, faculty, staff and other members of the QFIS community with an entrepreneurial mindset.
- Develop QFIS Islamic research capabilities through the mixture of contemporary science.

NOTABLE ACHIEVEMENTS

- During 2014-15, QFIS students completed a total of 29 Masters theses, as follows: 13 Master of Arts in Public Policy in Islam; 2 Master of Arts in Islamic Studies in Contemporary Fiqh; 3 Master of Arts in the Study of Contemporary Muslim Thought and Societies; 3 Master of Arts in Islamic Studies in Comparative Religions; 4 Master of Science in Islamic Finance; and 4 Master of Science in Urban Design and Architecture in Islamic Societies.
- QFIS faculty and research students published a total of 8 books, 20 journal papers, 12 book chapters, 4 newspaper and magazine articles, 2 book reviews.
- QFIS faculty and research students took part in a total of 44 local and international conferences, lectures, workshops and presentations.
- QFIS faculty and research students took part in a number

THE **QFIS EXECUTIVE TRAINING PROGRAM** CONTRIBUTED TO THE BUILDING AND DEVELOPMENT OF HUMAN RESOURCE CAPABILITIES

of community development initiatives. For example, The Essence of Heritage in Architecture and Urban Design 2014 was the third International Symposium held at QFIS that aimed to explore the essential role of the lessons learnt from heritage. The legacy of knowledge embedded in the heritage of civilizations is immense and vital for both the present and the future of societies. This symposium aimed to raise awareness of the quintessential role of architectural and urban heritage and its pertinence, now more than ever, especially in the face of globalization, the rapid pace of urbanization and the pressing issues of environmental sustainability.

- The QFIS Executive Training Program contributed to the building and development of human resource capabilities and enhanced institutional performance through a series of specialized capacity building training programs designed to meet the general training needs of executives working in various fields. In addition a series

of specialized training programs in the fields of Islamic Finance and Public Policy in Islam aimed to raise the performance of executives working in the Islamic Finance and banking sector as well as the Public Policy sector in order to enhance their efficiency and competitiveness as well as achieve excellence.

- During 2014-15 QFIS faculty and research students contributed to the successful coordination and organization of several community outreach and academic events conducted by various academic fairs, convocations, national celebrations, open house events, panel discussions, press conferences and reading group sessions.
- Since its integration into Hamad Bin Khalifa University (HBKU), QFIS has reduced its administrative and technical manpower by a significant percentage

by realigning its administrative and technical responsibilities and availing itself of centralized HBKU capabilities and services.

FUTURE INITIATIVES AND INCENTIVES

- Increase the number of research grant applications to achieve higher funding opportunities.
- Assess the existing position of QFIS in the international education market as well as new competitors.
- Propose a new branding strategy.
- Achieve increased visibility and publicity in the international education market.

RESEARCH CENTER FOR ISLAMIC LEGISLATION AND ETHICS

CILE IS CREATING A PROMINENT
AND **CREDIBLE** SCHOOL OF
ETHICS WITH **TRANSFORMATIVE**
CONSEQUENCES

Developing the skills and innovation potential of students concerned with leading the reform and renewal of contemporary Islamic legal and ethical thought and behavior

GOALS

- Lead the reform and renewal of contemporary Islamic legal and ethical thought and behavior by contributing a sustainable ethical framework for addressing contemporary challenges.
- Produce, apply, recommend and disseminate Islamic ethical thought and behavior by engaging scholars of text and scholars of context to bring about a leading credible school of thought with transformative consequences.

STRATEGIES

- Produce new and applied Islamic ethical thought by bringing scholars of text and scholars of context together in one forum to tackle the critical issues of the day.
- Develop specialized areas of Islamic research, e.g. ethics, politics, bioethics, media, the environment, etc.

- Disseminate knowledge and understanding of Islamic applied ethics through engaging a diverse and global audience.
- Develop an effective communication strategy and create a strong media awareness of the work of the Research Center for Islamic Legislation and Ethics (CILE), both inside and outside of Qatar.
- Increase and build capacity through staff training.

NOTABLE ACHIEVEMENTS

- Contributed to the teaching requirements within Hamad Bin Khalifa University (HBKU). As well as their research focus, CILE academic staff taught various courses within the Qatar Faculty of Islamic Studies (QFIS) Masters program on Comparative Religion. Academic staff also sat on Masters thesis examination committees for the

three programs of Public Policy, Contemporary Islamic Jurisprudence and Comparative Religion.

- Delivered lectures at external institutions such as Qatar University. Dr Mohamed EL-Moctar EL-Shinqiti, Professor of Islam and Political Ethics at CILE, lectured on World Religions in the Fall of 2013 at Qatar University. Dr Fethi Ahmed also taught an Introduction to Sociology course at Qatar University, and will continue to do so for 2015-2016 on a part-time basis.
- Completed a proposal for a CILE Master of Arts (MA) in Applied Islamic Ethics and Methodology to be taught to QFIS students in 2016-17. This MA program is a natural outgrowth of the research and teaching experience and expertise of the academic staff at CILE. The program aims to develop the skills and innovation potential of students concerned with leading the reform and renewal of contemporary Islamic legal and ethical

thought and behavior. The program will provide a deeper understanding of the reality of the ethical principles of Islam, historically and contemporaneously, and explore whether and how these ethical principles are applied. The program will benefit a broad range of students, Muslims and non-Muslims alike, from those who are interested in pursuing a career directly in academia, working in various areas of research, joining international organizations, to those serving in the fields of administration, public policy, development, diplomacy, or pursuing careers in medicine, engineering, social sciences, humanities and media.

- A key phase of CILE's seminars is to invite each scholar to write a preparatory paper that explores one of the key questions of the seminar. These papers enable the scholars to consider and clarify in writing their opinion on the specific topic in question prior to the seminar, brief other participants as to possible avenues of discussion, and guide the discourse during the three-day seminar

itself. CILE plans to publish selected edited seminar papers in two forms: a) as separate volumes edited by the CILE moderators of the seminars concerned; and b) in a series of CILE booklets, to be published in both Arabic and English. Each booklet will contain one main paper together with its critical response. As they contain detailed discussions by experts of various fields of Islamic ethics, they are expected to serve as useful tools in various Masters programs in both the Muslim world and beyond. Twenty of these booklets are now in preparation, covering fields of research in the arts, economics and finance, environment, education, politics and psychology.

- In May 2015, one of CILE's collaborative research project proposals, Indigenizing Genomics in the Gulf Region (IGGR): The Missing Islamic Bioethical Discourse was awarded a National Priorities Research Program (NPRP) Qatar National Research Fund (QNRF) grant. The project proposal received the highest grade attainable within the

QNRF's evaluation system; an A on an A-D scale. This four-year project will bring together a diverse mix of 16 researchers, jurists and practitioners.

- CILE held its third annual two-day International Conference to raise public awareness of current ethical challenges and, based on research, discuss possible solutions. CILE invited speakers including religious scholars and specialist scholars from fields of contemporary knowledge as well as practitioners, engaging scholars of text and scholars of context from various backgrounds and disciplines. Through collaboration with the European Muslim Network, CILE staged the conference in Brussels in March 2015, where the subject of Islam and Modern Ethical Dilemmas was explored, with over 500 members of the public in attendance as well as a strong online following. Keynote speakers included Professor David Vines, Director of Ethics and Economics at the Institute for New Economic

PROVIDING A DEEPER UNDERSTANDING OF THE REALITY OF THE **ETHICAL PRINCIPLES** OF ISLAM, HISTORICALLY AND CONTEMPORANEOUSLY

- Thinking, the Oxford Martin School, University of Oxford.
- CILE held 10 public lectures during 2014-15, attended by more than 500 people. The series of monthly public lectures was established in 2012 as a key part of CILE's aim to disseminate knowledge of Islamic ethics and legislation to its audiences and to raise public awareness of human and ethical implications. These public events provide a forum for the direct engagement of CILE's renowned guest scholars with the broader local audiences. Some lectures are conducted in collaboration with other organizations, while others attend specifically to the research questions that CILE's scholars are engaged with. Important ethical questions that touch people's lives have been discussed in these seminars across all fields of CILE's research.
- CILE launched its first five-day residential summer school for graduates with an interest in Islamic Ethics in 2014. The school was organized in collaboration with the Centre for the Study of Intercultural Dialogues and the Nura Intercultural and European Muslim Network at the Fundación Euroárabe de Altos Estudios, the premises of the Euro-Arab Foundation in Granada, Spain. Following the success of this first school, CILE

- was able to organize a second in June 2015 of similar format. Both summer schools meet CILE's strategic objectives and mission of collaborating with partners who share CILE's vision, training the next generation of scholars and sharing research with future academics. Around 75 students participated, coming from 28 countries from nearly all continents.
- CILE academic staff offered tailored training courses designed for professionals and practitioners. These courses serve to clarify the meaning and scope of Islamic legal and ethical requirements. Dr Mohammed Ghaly, Professor of Islam and Biomedical Ethics, provided one such course for the medical personnel of Sidra Medical and Research Center on Islam and Biomedical Ethics, introducing the field of Islamic Bioethics to Sidra medical staff. Similarly, in the summer of 2014 CILE held a training seminar for Qatari diplomats on Islamic values in diplomacy.
- CILE's online website is a critical means of communication with its audiences across three languages. With the assistance of a joint venture with Meeza Information Technology and QF, CILE launched a new, more interactive and responsive website in March 2015. The new CILE website now adapts automatically

- to computers, tablets and mobile phones and its rich and regularly updated content of articles, podcasts, videos and newsletters attracts followers who can share CILE's information through social media, such as Google+, YouTube, Facebook and Twitter.
- CILE now has more than half a million followers on its Facebook page; 5,000 followers on Twitter and 3,200 YouTube followers (statistics at August 2015). CILE's website hosts over 300 videos, with 100 new videos uploaded on average each year so as to keep audiences well informed and connected. These video clips include public lectures, podcasts of talks by CILE academics, teaching and training sessions, summer school lectures, annual international conference guest presentations and panel discussions, seminars, interviews, documentaries and promotional videos.

FUTURE INITIATIVES AND INCENTIVES

- CILE will focus on three main areas:
 - Promoting research.
 - Enhancing publications.
 - Developing postgraduate programs as part of the courses offered by the Qatar Faculty of Islamic Studies.

HELD THIRD ANNUAL INTERNATIONAL CONFERENCE TO RAISE **PUBLIC AWARENESS** OF CURRENT ETHICAL **CHALLENGES** AND, BASED ON RESEARCH, DISCUSS POSSIBLE SOLUTIONS



TRANSLATION AND INTERPRETING INSTITUTE

TII'S LANGUAGE CENTER ENROLLED **905** STUDENTS IN **5 COMMERCIAL LANGUAGE PROGRAMS** FOR THE PUBLIC IN ARABIC, SPANISH, FRENCH, ENGLISH AND CHINESE

Providing a world-class education in translation, interpreting, and foreign language, contributing to the growth of Qatar's knowledge-based economy as a center of education and research, and as a service provider and employer

GOALS

- Work at the intersection of research, education and professional service, building capacity in the domains of translation, interpreting, and languages in Qatar and the region.
- Provide a comprehensive suite of postgraduate programs in translation and interpreting that prepare qualified graduates for the professional and scholarly worlds.
- Advance research in the various fields of translation studies.
- Serve the community by providing foreign language education and offering high quality translation and interpreting services.

STRATEGIES

- Prepare qualified graduates in translation studies and in

foreign language.

- Produce quality research in translation and interpreting, and related fields.
- Serve the needs of business, government, and the general public in Qatar.
- Provide up-to-date facilities and a supportive working environment that allows students, faculty, and administrators to fulfill the Translation and Interpreting Institute (TII) mission.

NOTABLE ACHIEVEMENTS

- Launched the new MA in Audiovisual Translation (MAAT) program in August 2014. This is a two-year program designed to train specialists in the mediation of audiovisual texts, both for foreign-language viewers and sensory impaired audiences. The program equips

students with the practical and technological skills required for a career in subtitling, dubbing, voice-over, subtitling for deaf and hard of hearing audiences, audio description and multisensory communication strategies. It develops students' analytical skills and allows them to improve their performance, both as translators and researchers, through self-reflection. The program, which includes work placement experience, is taught in state-of-the-art computer labs equipped with the latest professional subtitling software.

- In 2014, the TII at Hamad Bin Khalifa University (HBKU) officially announced the validation of its MA in Translation Studies (MATS) degree program by the University of Geneva. With this endorsement, TII was recognized as offering both the first graduate degree in translation in the State of Qatar as well as the first externally validated graduate degree at HBKU.

- The endorsement of TII's degree program by the Faculty of Translation and Interpreting (FTI) Quality Label from University of Geneva was a great accomplishment, and served as an enormous privilege to TII's MA students. The students have earned a degree that is not only characterized by the quality of TII and HBKU, but is also internationally-benchmarked and officially approved and endorsed by one of oldest and most prestigious universities in the world.
- Having graduated the first cohort of five TII students from the MATS program in May 2014, this left a second cohort of 14 enrolled MATS students for the academic year 2014-2015. With the new admissions cycle for the year, a class of 18 newly admitted students enrolled, seven in the MATS program and 11 in the new MAAT program. Therefore, the total number of freshmen across both programs for the 2014-2015 academic year was 18, the total number of all enrolled students was 32, and the

total number of graduates was five.

- TII organized the Sixth Annual International Translation Conference at Qatar National Convention Centre (QNCC) March 24-25, 2015. The theme of the conference was Translating the Gulf: Beyond Fault Lines and it aimed to refocus, reconnect, and expand the field of translation beyond its traditional borders. TII received 58 abstracts, from which 23 were selected for presentation at the conference. Panelists came from Qatar, Egypt, Spain, UK, UAE, Serbia, Iran, Saudi Arabia, Morocco, Sweden, Algeria, USA and Palestine. The conference attracted local, regional and international participants. There were 383 people who registered to attend the panels, seminars, workshops and keynote addresses.
- TII organized a distinguished public talk on 21 October 2014, entitled Subtitling for Protest Movements by Dr Mona Baker, a Professor of Translation Studies at

the Centre for Translation and Intercultural Studies, University of Manchester, UK. The event was held at QNCC. Dr Mona's presentation focused on the use of translation in two different but related contexts: the global movement of collective action, and the Egyptian Revolution.

- TII encouraged its professors to give one faculty presentation per semester as part of TII's professional development plan. The faculty presentations allow faculty to share their research interests with each other, as well as with students and staff in Education City.
- TII organized the first graduate forum on 9 April 2015. Fourteen graduates, in addition to Noura Abdulrahman who graduated in 2014, presented their theses to the TII community. The all-day event took place in Awsaj Auditorium.
- TII's Language Center enrolled 905 students in its

TII'S PROFESSIONAL SERVICES CENTER OFFERED **FREE WORKSHOPS** IN SPORT, MEDIA AND POLITICAL TRANSLATION DURING ITS ANNUAL CONFERENCE

- five commercial language programs for the public in Arabic, Spanish, French, English and Chinese, made up as follows: Arabic language courses for the public in six different levels as well as Khaleeji dialect and Arabic for Medical Professionals: 369 students; Spanish language courses for the public in five different levels: 208 students; French language courses for the public in four different levels: 205 students; Professional English language courses for the public: 71 students; Mandarin Chinese language courses for the public: 52 students.
- TII's Language Center offered two Study Abroad programs in Spain and France for the public. The Study Abroad program in Granada enrolled nine students, and the Study Abroad program in Tours enrolled five students.
- TII's Language Center offered three professional English workshops for the public, and enrolled 20 students.
- TII's Language Center offered language courses to students at HBKU and Qatar Faculty of Islamic Studies. In total, 257 students enrolled for English courses, and 54 students for Arabic.

- TII's Language Center organized several multicultural events, including the following: Arabic Language Day; a Francophonie week featuring cooking workshops and linguistic and cultural workshops; a Spanish cinema night; Chinese Spring Festival celebrations at the Chinese embassy, and weekly badminton sessions between TII's Chinese students and the local Chinese community.
- TII's Professional Services Center offered free workshops in sport, media and political translation during TII's Annual Conference in March 2015.
- TII's Professional Services Center offered translation and interpreting services at a preferable rate during Doha Film Institute (DFI) Qumra Festival in March 2015.
- TII's Professional Services Center organized the Career Fair 2015 for TII MAAT and MATS students.
- TII's Professional Services Center provided free interpreting services (from Arabic to English) during the Holy Month of Ramadan (18 June to 17 July 2015) for Asr and Taraweeh prayers, Friday prayers and Eid

prayers. The total number of sessions amounted to 65. The English translation was broadcast live on Qatar Foundation (QF) Radio.

- TII's Postgraduate Studies and Research Center organized a public talk entitled A Day in a UN Interpreter's Life by Mohamed Ben Said, Arabic interpreter at the United Nations in Geneva. The talk was held on 14 April 2015 at the Assembly Hall, Awsaj Academy.

FUTURE INITIATIVES AND INCENTIVES

- Obtain official validation of TII's MA in Audiovisual Translation (MAAT) degree.
- Initiate an awareness campaign to better educate the community about translation and interpreting, in both academic and professional fields, and also to attract more Qataris.
- Work on a proposal for a joint degree in Conference Interpreting with the University of Geneva.
- Establish studios and obtain tools for the MAAT program, including an in-house dubbing studio.

A TOTAL OF **257** HBKU STUDENTS ENROLLED AT TII'S LANGUAGE CENTER FOR ENGLISH COURSES, AND **54** STUDENTS FOR ARABIC



COLLEGE OF SCIENCE AND ENGINEERING

A newly established college within Hamad Bin Khalifa University, the College of Science and Engineering aims to be a world-class, multidisciplinary college that will advance knowledge and nurture leaders and innovators

GOALS

- Be a world-class multidisciplinary college with significant positive impact on Qatar, the region, and globally in science, engineering, and technology.
- Advance knowledge and nurture technically grounded leaders and innovators to serve societal needs, with a focus on an integrated multidisciplinary curriculum and multidisciplinary research in science, engineering, and technology.

STRATEGIES

- Be among the most highly respected colleges of science and engineering in the region and the world:
 - Be ranked among the top five scientific and engineering colleges in the region within five to 10 years, according to reputed ranking organizations.
 - Offer programs ranked among the top three programs in the region within five years, according to reputed ranking organizations (subject-based ranking).

- Attract and retain world-class scholars.
- Attract and enroll excellent students with major Qatari participation and international diversity.
- Educate 21st century graduates with unique characteristics and a global outlook:
 - Provide a multidisciplinary education that is of upmost importance for students to meet the dynamic needs of today's economy.
 - Educate students to be global leaders and citizens ready to make a difference both at home and around the world, given the globalization of the world economy.
 - Provide students with signature characteristics such as entrepreneurship, innovation, leadership, teamwork, ethics, and strong communication skills.
- Conduct significant research with local impact and international reach:
 - Conduct research that contributes to the nation's Grand Challenges as identified by the Qatar National Research Strategy, both within the college and in collaboration with other organizations in Qatar and internationally.

- Extensively publish in top venues of the college's areas of research.
- Generate Intellectual Property (IP) for possible commercialization or start-up.
- Build strong research collaboration with industry.
- Increase the funding needed to conduct world-class research and support a critical mass of PhD students and scientists.
- Build strategic partnerships with universities and research institutes locally and internationally to extend the quality, breadth, and impact of the university's programs:
 - Build strong education and research partnerships with Hamad bin Khalifa University (HBKU) research institutes, branch campuses, and other Qatari organizations (e.g. Qatar University, Sidra).
 - Build strategic partnerships with selected world-class universities and organizations.
 - Implement vibrant exchange programs for faculty and students.
- Build an inspiring working environment and infrastructure

BUILDING **STRATEGIC PARTNERSHIPS** WITH UNIVERSITIES AND RESEARCH INSTITUTES LOCALLY AND INTERNATIONALLY TO EXTEND THE **QUALITY, BREADTH, AND IMPACT** OF THE UNIVERSITY'S PROGRAMS

where the college is able to recruit, retain, and enable a diverse community of exceptional faculty, students, and staff to thrive:

- Build transparent governance in the college where faculty, students, and staff are empowered to achieve their best and be part of a collegiate working environment.
- Provide the needed resources and infrastructure to achieve the college vision, mission, and strategic objectives.

NOTABLE ACHIEVEMENTS

- HBKU's College of Science and Engineering (CSE) awarded 28 students with an Executive Master's degree in Energy and Resources. This interdisciplinary degree was launched in January 2014 in partnership with three QF partner universities: Georgetown University in Qatar, Texas A&M University at Qatar, and HEC Paris in Qatar.
- Designed curriculums for the following seven programs, and

sent them for review:

- Division of Sustainability: MS/PhD in Sustainable Energy and MS/PhD in Sustainable Environment.
- Division of Life Science: MS/PhD in Biological and Biomedical Sciences.
- Division of Information and Computing Technology: BS in Computer Engineering.
- Published 80 scientific publications during the academic year 2014-15 with an average of eight publications per faculty.
- Gave various presentations to government and industry organizations to inform them about the college's vision, mission, and strategic objectives, future plans and upcoming programs.
- Held numerous information sessions for students and the public at large, as well as informing them through the press.
- Chaired an international conference in Qatar.
- Participated in the Gulf Intelligence Forum.

FUTURE INITIATIVES AND INCENTIVES

- Ensure that the CSE's seven new academic programs are very successful and of world-class standard.
- Attract and retain world-class scholars.
- Attract the best students.
- Build all necessary infrastructure.
- Build a strong working relationship with industry and government.
- Build strong and strategic partnerships with some of the best universities in the world.
- Conduct impactful research that can contribute to the local economy and receive worldwide recognition.

VIRGINIA COMMONWEALTH UNIVERSITY IN QATAR

A center of excellence for education and research in art and design. Through its programs, the university develops individual capacity to lead innovations in the creative and cultural professions in Qatar and the region

GOALS

- Contribute to the vitality of human, social, economic and environmental development in Qatar and the region through creative innovation, expression and collaboration.
- Cultivate a dynamic intercultural environment of diverse research, learning and community engagement that propels the holistic development of exemplary artists, designers and scholars to build vibrant communities and diversified economies.

STRATEGIES

- Cultivate understanding about the potential and value of art and design in Qatar and the region.
- Attract, develop and support self-directed lifelong learners and creative innovators.
- Facilitate access and flexibility in learning through diverse and open platforms.
- Contextualize learning and research to the needs of Qatar and the region.
- Engage in collaborative inquiry and innovation that transcend disciplinary boundaries in education and research.

- Enhance operational systems to support excellence, sustainability and work/life balance at Virginia Commonwealth University in Qatar (VCUQatar).

NOTABLE ACHIEVEMENTS

- Integrated Arabic typography into the Systems in Design class for junior students in Fall 2014 in response to the need for well-designed Arabic typefaces in the market place. The outcome was not only to educate students on how to use and apply Arabic typographic principles but also to motivate them to contribute to the field and encourage them to explore type-design as a skill and business opportunity.
- Collaborated with the Rochester Institute of Technology (RIT) during the Fall 2014 and Spring 2015 semesters to encourage students taking the Graphic Design department's "Design for a Sustainable Future" course to recognize the global extent of sustainability topics, while simultaneously taking personal responsibility for local or regional issues. This class brought the core issues of the Qatar National Vision 2030 directly into their student experience.

- Developed local human capacity in the field of higher education and research. For example, the Qatari Junior Faculty program, funded by Hamad Bin Khalifa University (HBKU), allows Qatari alumni holding terminal degrees to engage in a two-year mentorship program to gain the teaching, service and research experience required to continue as a faculty member at VCUQatar. This year the university's first junior faculty member concluded her initial year within the graphic design program.
- Developed intercultural training through a unique collaboration between the Education City branch campuses and HBKU Student Affairs. The Qatar Institute of Intercultural Communication was developed as a result of this collaboration, which enabled 120 HBKU and QF community members to improve their intercultural communication skills and to collaborate on further initiatives. It also developed the human capacity of staff and faculty to respectfully engage with and work effectively in a multicultural environment and created an opportunity for further collaboration between QF centers and branch campuses for future professional development.
- Collaborated with UCL Qatar to develop intercultural training for Student Affairs professionals. The

MORE THAN **400** VISITORS ATTENDED VCUQATAR'S ANNUAL **OPEN HOUSE EVENT**, DESIGNED TO ENCOURAGE DISCOURSE ON ART AND DESIGN AMONG THE **COMMUNITY**



STUDENTS ENGAGE IN ADVANCED UNDERGRADUATE RESEARCH TO PRODUCE **INNOVATIVE WORK** THAT INTEGRATES CONCEPTS AND APPROACHES FROM **MULTIPLE DISCIPLINES**

collaboration was presented at the HBKU sponsored Young Professionals Institute for Student Affairs Professionals and at the HBKU Student Affairs certificate program. It has led to a wider commitment by student affairs staff to maintaining cultural sensitivity and educated them on intercultural communication strategies.

- Offered intercultural training sessions for all incoming freshmen and new faculty/staff with an intercultural communication facilitator. The sessions led to a marked decrease in bullying incidences on campus and a smoother transition for new hires and entering students.
- Fostered interdisciplinarity and innovation. VCUQatar's Department of Painting and Printmaking developed a collaborative class between art and design students from VCUQatar and medical students from Weill Cornell Medicine-Qatar (WCM-Q). The project, Art and Medicine, researched the disparate but connected practices of art and medicine. Students participated in a learning laboratory structured as a one-semester course with workshops, seminars and lectures to investigate how each discipline solves problems, develops expertise, and utilizes creativity, analysis, synthesis, and evaluation to create new knowledge. After completing the faculty-led projects, students produced interdisciplinary works of art that examined the relationship between art and medical practice in a contemporary context. This research project developed practical, innovative,

interdisciplinary pedagogies that provided art students with new understandings, materials and tools that further developed their artistic practice, and allowed medical students to rethink medical decision-making and patient care.

- VCUQatar's Department of Art History offered blended learning courses to facilitate access and diversity of offerings through open platforms, with courses taught simultaneously in the VCUQatar and the VCU Richmond campus. For example, in Fall 2014 the Islamic Art Survey course included 15 VCUQatar students and 10 art history students enrolled from the home campus. The program included a field trip with VCU Richmond students to the Smithsonian Museum's Islamic collection in Washington DC. Also in the Spring 2015 semester, VCUQatar art history majors enrolled in the blended course, Islamic Art in Spain, in collaboration with the art history faculty in Richmond and the University of Cordoba. VCUQatar and VCU Richmond students conducted a field visit to Spain in May 2015.
- VCUQatar's Department of Art History faculty incorporated specific teaching modules to allow for interdisciplinary diversity in the art history courses. As the Department of Art History courses are open electives for all design/studio majors, these collaborations allowed students to see the applicability of art history within their own field of study, and understand how cultural context informs their own work.

- Embedded "real-world" projects with partners such as AL SHAQAB, Qatar Museums and Total into the VCUQatar Graphic Design studio. This important part of the curriculum allowed students to become acclimated to the contemporary professional practice of design, and become cognizant of their impact on society outside the walls of the university. It also meant students had direct connection to organizations for future internships and positions.
- Professor Peter Martin and VCUQatar graphic design alumnae Dana Ahdab collaborated to develop 'The Garden Project' as a pedagogical prototype to explore how a design student might learn the scope and processes of understanding the multi-dimensional, interactive, and contextual character of value. Students were able to approach self-generated, hands-on research investigations independently.
- Focused on technology in the classroom. For example, the Graphic Design department introduced students to new technological tools in order to support their ability to implement design ideas from research to final production. This allowed students to understand how to bridge software and hardware applications to enhance design processes, and understand the nuances of each application to produce work efficiently.
- Organized annual international study experiences for undergraduate and graduate students. These programs

COLLABORATED WITH QATAR MUSEUMS TO BUILD **PROFESSIONAL CAPACITY** IN THE CULTURAL AND MUSEUM FIELDS IN QATAR

provided the opportunity to learn in an international context, work with students from international universities, attend and present at international art and design events and share the cultural heritage of Qatar and the region. This year, more than 100 VCUQatar students participated in a variety of trips abroad. Students learned the value of primary research to provide critical information for the development of art and design in Qatar and the region and gained insight about companies for internships and positions. Foreign field study trips for students included Portugal, India, South Korea, Iceland, America, Indonesia and Italy.

- Encouraged community engagement and innovation. The VCUQatar Honors Program offers an advanced liberal education that cultivates interdisciplinary research, creativity, multicultural literacy, self-development, experiential learning, and community-building. The program provides students with a foundation in social and behavioral sciences, natural and physical sciences, the humanities, fine art, and design. Students engage in advanced undergraduate research to produce innovative work that integrates concepts and approaches from multiple disciplines, a process that requires risk-taking and the pursuit of novel methods.
- Research contributions at VCUQatar included art exhibitions and curations, as well as creative writing publications which have the same impact as traditional

research in that they contribute to understanding about art and design, move the field forward, raise the visibility of the school, and invite conversation and further exploration of the field.

- Achieved the following during this academic year: 108 presentations, 53 exhibitions, 38 published articles, 23 published poems, 43 critical reviews, 10 books, 3 book chapters, 3 curatorial. Sponsored research from grants and corporate donation was USD576,220 (QR2,103,203).
- Received grant funding from Qatar National Research Fund, National Priorities Research Program for a two-year project entitled Museums in the 21st century and Global Art History: Building Knowledge Base Through Online Resources in Qatar. The two-year project includes collaborations with Qatar Museums (QM) and UCL Qatar. It seeks to build professional capacity in the cultural and museum fields in Qatar through benchmarking research on pre-professional internship experiences between museums and educational institutions, as well as development of three open-access web based courses and resources to address the needs of museum professionals in Qatar.
- A Challenge 22 Innovation Award was granted to Department of Liberal Arts and Sciences faculty member Dr Khaled Saoud for his research on Scalable Synthesis of Expanded Polystyrene (EPS), a sustainable material

for use in the 2022 World Cup. Initiated by the Challenge 22 Supreme Committee for Delivery and Legacy, Silatech and Qatar National Research Fund, Challenge 22 offered a unique opportunity to create innovative solutions to the challenges associated with hosting a major sporting event.

- Staged the five-day art and design conference Tasmeem Doha 2015: 3ajeeb! from March 8-12, 2015. It featured three days of studio workshops led by international artists and designers, presentations by world-class speakers, and a festival day that featured exhibitions and performances. The event fostered direct engagement between internationally renowned professional artists and designers and community members, VCUQatar students and faculty, and students and faculty attending from regional universities.
- The VCUQatar Fanoon Center For Printmedia Research introduced the first print-making publishing program in the Middle East. Fanoon collaborates with local, regional and international artists in the publishing of editions of prints and the realization of artistic research projects that question and explore the role of print in contemporary culture. The program expands the definition of print's possibilities in the 21st century with artists who can engage with print from a variety of perspectives and media including painting, sculpture, video, photography and performance.
- VCUQatar regularly exhibited and presented work

FIVE-DAY **ART AND DESIGN CONFERENCE**
 FEATURED THREE DAYS OF **STUDIO**
WORKSHOPS LED BY INTERNATIONAL
 ARTISTS AND DESIGNERS

produced by students, alumni and faculty on the local, regional and international scene. For example, George Awde, Assistant Professor of Photography, exhibited in the critically acclaimed exhibition "Imagined Cities" at the Los Angeles Municipal Gallery in the fall of 2014 and "Eye Spy With My Little Eye" at The Mosaic Rooms in London in May 2015. He also had a solo exhibition "Fragile States" in May 2015 at East Wing in Dubai and was an artist-in-residence at Light Work in Syracuse, New York, during the summer of 2015. His work was featured on the cover of this month's Canvas magazine and there was an article on his work in Art Asia Pacific.

- In partnership with Salam International, VCUQatar's annual fashion showcase was held in the Gate Mall in West Bay Lagoon, Doha. This year saw a record audience of 1500-plus attendees for the three-night run, from April 14 -16. Additional outreach was achieved by streaming the show online. The impact of this event was to engage students directly with a broad audience leading to awards, internships, positions and entrepreneurial opportunities. In addition, it gave the community a chance to give feedback, gave young designers something to aspire to, and set the stage for greater industry involvement in supporting the productive capacity of VCUQatar's current students and alumni.
- VCUQatar continued to develop community projects and

initiatives that engage VCUQatar with the local community and develop strong links with partner organizations. These initiatives raise the profile of VCUQatar and build relationships with individuals at schools and colleges that might serve as feeders to VCUQatar.

- VCUQatar's Community Program offered about 50 art, design and craft courses throughout the year, which were taken up by around 1050 registered participants, 33 percent of whom were Qatari. In addition VCUQatar offered special sessions that brought the amount of community members served to over 1500.
- Public exhibitions and lectures included displays of art and design work by students, faculty and invited artists, designers and creative organizations. The impact of these open-access exhibitions and lectures is to bring about 1,000 visitors a year to VCUQatar and Education City, fostering public dialogue on contemporary art and design practice; and serving as a link between internationally-acclaimed exhibiting artists and lecturers and VCUQatar, Qatar Foundation, Qatar and the wider region. Additional lectures are organized in association with partners such as QM, which has collaborated with the university to present a number of lunchtime presentations by world-renowned artists.
- VCUQatar partnered with the International Academy for

Intercultural Development (IAID) Academy for Dance, Music and Arts in the Fall of 2014 to offer community courses at IAID's D-Ring Road location. Now in its second semester, this event is gaining in popularity and has already doubled its attendance.

- VCUQatar presented its annual Faculty Exhibition at the Msheireb Enrichment Center off the Doha Corniche. The exhibition received a great deal of attention from the local media and increased visibility for VCUQatar, while providing an opportunity to educate a new audience about art and design, many of whom would not normally come to the university at Education City.
- VCUQatar Art History faculty collaborated with QM, inviting curators and researchers into its art history classes as guest lecturers, including three Museum of Islamic Art (MIA) curators and three archaeologists working on the Qatar National Historic Environmental Record project (QNHER). Sixty-eight VCUQatar students had field study trips to the MIA and Mathaf: Arab Museum of Modern Art.
- VCUQatar's Department of Graduate Studies collaborated with QM's Office of Strategic Cultural Relations to provide international educational and research collaborative experiences for students, faculty and international designers, allowing them to share

VCUQATAR CENTER FOR PRINT MEDIA
 RESEARCH INTRODUCED THE **FIRST**
PRINT-MAKING PUBLISHING PROGRAM
 IN THE MIDDLE EAST

cultural approaches to design.

- VCUQatar staged a Qatar Day event at the annual Student Government Association festival at the home campus. More than 3,000 visitors attended VCUQatar's khaleeji tent, which further strengthened the relationship between VCU students in the USA and in Qatar. Additionally, VCUQatar partnered with Qatar Foundation International, inviting representatives to host a booth in which they taught people how to write their names in Arabic, distributed Arabic language learning wheels and promoted their programs. This provided an international learning experience for the 18 VCUQatar students who managed and led VCUQatar Day; and presented an opportunity for seven students from various VCU Richmond student organizations and 11 students from the VCU Globe living-learning program to visit Qatar for leadership and cultural exchange. The successful collaboration across campuses led to a joint presentation by Jeremy Schenk, Director of the VCU Student Commons, and Valerie Jeremijenko, VCUQatar Assistant Dean of Student Affairs, at the Association of College Unions International Annual Conference in April 2015 (the session title was "Building Community Through International Leadership Exchange Experiences").
- Senior VCUQatar fashion students designed a wardrobe for the "Lady in Red," the new mascot for the Kempinski

Hotel on the Pearl, in Fall 2014. This project furthered collaboration with Al Fardan, an important partner for the university.

- For the sixth year in a row, students and faculty volunteers from VCUQatar travelled to Indonesia for a service-learning trip to the SMK N1 Rota Bayat School in the Klaten District of Jogjakarta in Java. Reach Out To Asia (ROTA) and its local partner Titian Foundation rebuilt the school in 2009 after the java earthquake. During the trip, VCUQatar faculty and students provided instruction in art, design and crafts to the students of Bayat, enabling them to use their new skills to launch a sustainable career.
- In the fall of 2014, Sadia Mir, assistant professor of English in the Liberal Arts and Sciences Program at VCUQatar, was given a unique opportunity to foster English language acquisition amongst Qatari youth through creative writing. Initiated by a partnership between the American Embassy in Qatar, VCUQatar and the Supreme Council of Education, Professor Mir and Julia Kirby, the Embassy's English Language Advisor, worked together to develop the Young Writers' Program. The aims of the program are to promote a writing culture in Qatar, to contribute to the nation's goals of educational development, to engage with and support Qatari and regional communities, and to build new

relationships with partners.

- VCUQatar held its second Zwara: Annual Open House in the Fall of 2014. The event is designed to encourage the community to learn more about VCUQatar and its programs, events and new developments. Zwara welcomed over 400 visitors to the campus, raising awareness about VCUQatar, promoting the university among potential applicants, and contributing to the general discourse regarding art and design in the community.
- The Department of Interior Design (IDES) Advisory Board was established in Fall 2014. The board comprises international and local design firms, VCUQatar alumni, and Qatar institutions dealing with construction, architecture, art, and design. The board supports IDES partnerships and collaborations with industry to keep pace with emerging trends, local needs, and comply with accreditation standards to ensure continued success and excellence.
- The first Community Maker Majlis and Market took place in Fall 2014. VCUQatar alumni and community members were invited to present their arts, crafts, designs and technology and to showcase their products/ideas in the market. The event brought together like-minded creatives in the community and set a precedent for future

VCUQATAR HELD **REGULAR EXHIBITIONS** OF WORK PRODUCED BY STUDENTS, ALUMNI AND FACULTY ON THE LOCAL, REGIONAL AND INTERNATIONAL SCENE

- annual events.
- VCUQatar this year introduced Arabic into its publications that had previously featured English-only text, including exhibition brochures, the VCUQatar Viewbook, and the Calendar of Events. Also, the 2014-2015 "Crossing Boundaries Lecture Series" was opened with an artist conversation conducted in Arabic, with an English translation. The initiative provides ease of access for Arabic readers and speakers to engage with VCUQatar's literature and events.
- The IDES newsletter was established to reach out to all alumni, the local design industry, IDES VCU Richmond, and other stakeholders. It will be published twice during the academic year and include student, alumni and faculty accomplishments, departmental and university activities. The objective of the newsletter is to generate better understanding of the activities and accomplishments of IDES VCUQatar and IDES-Richmond which is paving the way for teaching and research collaboration, as well as streamlining the curricula across both campuses; garner alumni interest and involvement in program activities; and to generate constructive competition between students.
- VCUQatar supported QF's K-12 arts education

- development committee, which has established a link between K-12 education and EC universities. This leads to better integration of learning outcomes from K-12 to higher education through direct involvement of faculty and administrators with QF committees.
- VCUQatar provided seminars/workshops for local science teachers at both elementary and secondary levels to help them prepare their students for university-level natural science requirement. This helped to improve overall math and science skills among freshman students entering VCUQatar.
- VCUQatar took the lead in creating and formalizing a regional professional association for design educators called the Middle East Design Educators Association. A board composed of nine members representing art and design institutions in Qatar, Egypt, Jordan, KSA, Kuwait, Lebanon, Qatar and UAE met twice in 2014.
- Nine VCUQatar alumni were awarded spots in Qatar Museums' new Fire Station Artist-in-residence program. Launched in March 2015, nearly half of the inaugural residencies were offered to VCUQatar alumni, seven of whom accepted. This raised the profile of VCUQatar as being at the forefront of creating an indigenous culture of creativity and

- innovation.
- VCUQatar enhanced operational guidelines and procedures to improve transparency and effectiveness.
- VCUQatar improved health and safety through the recruitment and training of additional fire wardens and medical first responders. First Aid training included interested students as well as family members of faculty and staff.

FUTURE INITIATIVES AND INCENTIVES

- Work with the National Association of Schools of Art and Design to maintain accreditation of VCUQatar's degree programs.
- Increase support for research and review of Faculty Research Grant guidelines.
- Enhance VCUQatar's international brand by improving teaching and learning, meeting accreditation standards, elevating research production, and development of interdisciplinary learning paradigms.
- Build the Master of Fine Arts (MFA) program through recruitment and retention, graduate employment opportunities, and research opportunities.

THE ANNUAL **FASHION SHOWCASE** HELD IN DOHA ATTRACTED A RECORD AUDIENCE OF MORE THAN **1,500** FOR ITS THREE-NIGHT RUN



WEILL CORNELL MEDICINE-QATAR

Providing the finest education possible for medical students to produce a highly skilled biomedical workforce for Qatar

GOALS

- Make a significant contribution to Qatar National Vision 2030 by producing highly skilled medical professionals.
- Educate the community about healthy lifestyles.
- Create a culture of research in order to further the drive towards a knowledge-based economy.
- Provide the finest education possible for medical students.
- Conduct research at the cutting edge of knowledge.
- Improve healthcare both now and for future generations.
- Provide the highest quality of care to the community.

STRATEGIES

- Become the regional hub for world-class medical education.
- Be recognized as a center of excellence in education, research and clinical training.
- Grow the local cohort of highly skilled medical professionals through both Weill Cornell Medicine-Qatar's (WCM-Q's) degree program and continuing

professional development courses.

- Create knowledge and intellectual property pertinent to Qatar and the region through a cutting-edge, translational research program.

NOTABLE ACHIEVEMENTS

- A total of 42 students received their US-accredited MD degrees at Graduation 2015, the biggest graduating class in WCM-Q's history.
- WCM-Q was accredited as a provider of continuing medical education and continuing professional development by the Qatar Council for Healthcare Practitioners. The accreditation recognized the quality and value of programs offered by WCM-Q for physicians and healthcare practitioners across the country.
- WCM-Q announced a restructuring of its curriculum that will see its premedical and medical programs integrated into one cohesive six-year medical education program. As a result of this integration, students will no longer have to go through a separate admission process to make the transition from the two-year premedical program to the four-year medical program. Instead, a single

admission process will determine entrance to a six-year medical education program and students will progress through the course according to advancement criteria, which include academic performance, professionalism and commitment to the profession of medicine.

- WCM-Q launched the Grand Rounds lecture series to share the latest knowledge and innovations in healthcare. These interactive learning sessions help practicing healthcare professionals to identify the key challenges of meeting a variety of healthcare needs, to discuss how this impacts their ability to manage patients, and to explore the benefits of a multidisciplinary approach to patient care. Attendees at the lectures are eligible for Continuing Medical Education credits.
- Medical and educational experts from all over the world convened in Doha for the Innovations in Global Medical and Health Education Forum, hosted by WCM-Q. The forum brought together some of the world's foremost authorities on medical education and medical practice with practicing healthcare professionals and researchers to share their expertise and discuss the opportunities presented by a wide range of innovations related to medical education, assessment, licensing, and program accreditation.

THE CLASS OF 2015 WAS WCM-Q'S **BIGGEST GRADUATING CLASS** IN ITS HISTORY, WITH 42 STUDENTS RECEIVING US-ACCREDITED **MD DEGREES**



NEWLY **RESTRUCTURED CURRICULUM** WILL SEE WCM-Q'S PREMEDICAL AND MEDICAL **PROGRAMS INTEGRATED** INTO ONE COHESIVE SIX-YEAR MEDICAL EDUCATION PROGRAM

- To further grow Qatar's medical research enterprise, the Academic Health System held a five-week advanced clinical research training course at the Hamad Medical Corporation (HMC) Clubhouse in Hamad Bin Khalifa Medical City. A total of 24 senior healthcare professionals from multiple disciplines and medical specialty groups in Qatar participated in intensive two-hour training sessions on weekday evenings in February and March 2015. The advanced course was directed by Dr Shahrad Taheri, professor of medicine at WCM-Q, and taught by experts from HMC, WCM-Q and WCM-New York. Dr Taheri underscored that "the primary goal of the course was to equip a variety of healthcare professionals with the practical skills and knowledge they need to run clinical research projects that could lead to real innovations in the way care is delivered".
- Students of WCM-Q and Qatar University's (QU) College of Pharmacy explored the benefits of inter-professional educational approaches to patient care at a joint event held at WCM-Q. Thirty-five third-year medical students and approximately 30 third-year QU pharmacy students took part in the Inter-Professional Education workshop, which saw them work cooperatively with one another to

hold consultations with standardized patients posing as long-term diabetes sufferers with acute complications. The World Health Organization defines inter-professional education as instances in which practitioners of two or more professions learn about and with each other to enable effective collaboration and improve healthcare outcomes. This event marked the first such workshop conducted at WCM-Q as part of the longitudinal curriculum.

- WCM-Q launched a new program for medical professionals to develop innovative practical examinations for assessing the skills of resident physicians. The course, delivered by WCM-Q's Division of Continuing Professional Development and other WCM-Q faculty and staff, provides participants with the skills to design a program of simulated clinical examinations with standardized patients – trained actors who play the role of patients.
- Researchers at WCM-Q made exciting new discoveries about the role of calcium in biological processes that underpin almost all aspects of life. The research project shed new light on the complex role played by calcium ions (Ca²⁺), which at the cellular level serve

as messengers, ferrying information to different parts of the cell to facilitate key biochemical processes such as fertilization, muscle contraction, transmission of nervous signals and blood clotting. The research, which used advanced laser microscopy and electrophysiology techniques to reveal a novel pathway for calcium signaling at the intracellular level, was published in the prestigious biomedical journal Nature Communications. The findings are likely to have broad implications on many physiological and pathological processes. The work was funded by Qatar National Research Fund under its National Priorities Research Program and by the Biomedical Research Program of Qatar Foundation.

- Aspetar and WCM-Q renewed their agreement to expand an existing clinical training and education partnership. The original agreement signed in 2009 saw Aspetar become a designated center for providing academic and clinical training opportunities to WCM-Q medical students, and promoting medical education in primary care and specific clinical services such as the diagnosis and management of musculo-skeletal disorders. In addition, as part of the original agreement, selected Aspetar physicians involved in teaching and supervising

CANCER RESEARCHERS AT WCM-Q MADE A **BREAKTHROUGH** THAT COULD LEAD TO IMPROVED **TREATMENTS** FOR ONE OF THE DEADLIEST FORMS OF THE DISEASE

WCM-Q medical students were appointed Weill Cornell faculty members. The collaboration entails that Aspetar provides its premises, facilities and well-reputed experienced staff for the education and training of WCM-Q students. In addition, WCM-Q faculty will provide clinical services to Aspetar's patients within its scope of services. Moreover both organizations will be able to use the two facilities for integrated biomedical research and related publications. It is anticipated that the renewed agreement will lead to additional future collaborations between the two medical institutions.

- A collaborative study conducted by WCM-Q and Qatar Diabetes Association found that up to 4.2 per cent of secondary school students could be prediabetic. Prediabetes is a condition in which blood sugar level is elevated more than normal but not sufficiently high to be labeled as diabetes. The research involved four independent schools and a total study sample of 1,694 students aged between 11 and 18. In all 56 boys and 15 girls were found to have the high blood-sugar levels associated with prediabetes. Significantly, the researchers were also able to identify the risk factors associated with prediabetes. The knowledge could help

prevent a disease that afflicts between 15 and 17 percent of Qatar's population.

- Researchers at WCM-Q made a major step towards understanding why certain cancers often recur after they have been treated with conventional therapies. The research, which focused on a specific protein that allows skin, prostate and breast cancers to regrow after initially successful treatment, paves the way for future studies that could lead to the development of a new generation of more effective anti-cancer drugs. Led by WCM-Q's Professor of Genetic Medicine and Immunology, Dr Lotfi Chouchane, the project was the result of a joint effort by researchers from WCM-Q, Qatar Biomedical Research Institute, and Sidra Medical and Research Center. Additional contributions were made by medical institutions in China and the US. The study demonstrated the role of a protein in the survival and renewal of some cancer cells – known as cancer stem cells – which are able to resist even the most advanced anti-cancer drugs available today.
- WCM researchers in Qatar and New York discovered a new test to detect whether a patient's immune system is rejecting a transplanted kidney. The new test, if

fully developed, could one day help doctors determine whether a patient is rejecting their new kidney far earlier than the test currently used in hospitals. Another advantage is that the newly discovered method uses urine analysis, while the current test involves taking biopsy material directly from the implanted kidney using a syringe, which can cause discomfort and bleeding. The research was published in the prestigious Journal of the American Society of Nephrology.

- Cancer researchers at WCM-Q made a breakthrough that could lead to improved treatments for one of the deadliest forms of the disease. Across Qatar, the Middle East and the wider world, tens of thousands of women die from ovarian cancer each year, meaning any improvement in the therapies used could be of huge significance. But a postdoctoral associate in genetic medicine at WCM-Q discovered one of the aspects of how and why a patient may build up resistance to the popular cancer drug bevacizumab, which is sold commercially as Avastin. The results showed that patients would benefit from a combination of therapies – when you use an anti-FGF in tandem with Avastin you get better results. This could apply to other cancers as well. With this kind

WCM-Q LAUNCHED THE GRAND ROUNDS **LECTURE SERIES** TO SHARE THE LATEST KNOWLEDGE AND **INNOVATIONS IN HEALTHCARE**

- of study WCM-Q was looking for optimizing treatments for these diseases. It also explains the mechanism, how it works and how treatment can be improved. The results could also help build new translational research as combination therapies can be studied in trials. The research was funded by Qatar National Research Fund under its National Priorities Research Program award number: 09-1174-3-291, 4-640-1-096, 6-1131-3-268 (A. Rafii) and JSREP No: 4-013-3-005 (B.S. Guerrouahen).
- WCM-Q researcher Dr Stephen Atkin conducted a study that discovered overweight type-2 diabetes patients live longer than those of normal weight. The study, entitled The Obesity Paradox in Type 2 Diabetes Mellitus: Relationship of Body Mass Index to Prognosis: A Cohort Study, was published in the prestigious academic journal *Annals of Internal Medicine*. The research found that although overweight patients had a higher chance of having a cardiovascular event, such as a heart attack or a stroke, they were three times less likely to die of a cardiovascular event than patients of normal weight, while patients with low body weight had the highest mortality risk.
- The Color Run was brought to Qatar for the first time by

- WCM-Q's health campaign, *Sahtak Awalan: Your Health First*. *Sahtak Awalan* aims to change unhealthy habits into healthy behaviors so as to create a population able to make an active contribution to the aims of QNV 2030. The 5km Color Run was part of that, demonstrating that exercise can be fun and that everyone can participate. In all, more than 5,000 people of all ages took part.
- Students and faculty at WCM-Q continued to reach out to the community by helping at a medical camp that offered free health checks and medication to thousands of low-income workers.
- WCM-Q began revamping the menus and cafeterias of QF's schools as part of its *Sahtak Awalan: Your Health First* campaign. Qatar Academy's cafeteria was the first to be refurbished, with students being given nutritional and dietary guidelines, and a new menu was created by AMLAK Services.
- Sahtak Awalan's* new initiative, Yalla Natural, was brought to QF, giving hundreds of children from across Qatar the chance to learn about the importance of exercise, fresh, organic food and sustainability.

- Project Greenhouse, which WCM-Q runs through *Sahtak Awalan*, continues to grow across Qatar. WCM-Q is providing schools with greenhouses so that they can learn to grow – and then eat – their own fruit and vegetables. Along with health education, Project Greenhouse also feeds into science classes and helps teach about the environment and sustainability.

FUTURE INITIATIVES AND INCENTIVES

- Implement WCM-Q's six-year medical curriculum to enhance student success.
- Implement a new medical curriculum that places the patient at the center of medical education.
- Expand medical student residency program options in Qatar and the United States.
- Increase global public health awareness initiatives through visible conferences in Qatar and the region.
- Continue biomedical research efforts that focus on illnesses that impact the citizens of Qatar and the region.

MORE THAN **5,000** PEOPLE TOOK PART IN THE 5KM COLOR RUN WHICH WAS BROUGHT TO QATAR BY WCM-Q'S **HEALTH CAMPAIGN SAHTAK AWALAN: YOUR HEALTH FIRST, DEMONSTRATING THAT EXERCISE CAN BE FUN**



TEXAS A&M UNIVERSITY AT QATAR

BY THE END OF 2014-15, THE TOTAL NUMBER OF TAMUQ GRADUATES REACHED **635**. OF THOSE, **258** WERE QATARIS AND **245** WERE FEMALE

Developing exemplary engineers and leaders through internationally respected undergraduate and graduate degree programs

GOALS

- Be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally and a valued resource to the State of Qatar.
- Generate new knowledge by conducting research and disseminating results.
- Serve the needs of the State of Qatar and the region through broad expertise.

STRATEGIES

- Texas A&M University at Qatar (TAMUQ) supports Qatar National Vision 2030. The branch campus' strategic priorities were developed to ensure TAMUQ's work contributes to the success of the State's efforts regarding progress.
- Enthusiastically pursue the discovery of new ideas and new knowledge to contribute to Qatar's knowledge-based economy and earn greater international renown for TAMUQ, Education City, Hamad Bin Khalifa University (HBKU) and the State of Qatar.
- Enhance capacity to produce well-rounded learners

- with high ethical values capable of addressing grand challenges.
- Populate the workforce with world-class engineers and leaders, training researchers to solve critical problems and providing education opportunities that serve local industry and the State of Qatar.
- Support teaching and learning by providing an intellectually stimulating educational environment that fosters innovative teaching, promotes student engagement, develops leadership skills and encourages lifelong learning.
- Enhance student intellectual development and promote excellence in teaching.
- Sponsor service-learning opportunities and develop student participation and leadership in relevant technical fields.
- Enhance student intellectual and ethical development.
- Enrich the student life experience by ensuring that extra-curricular and co-curricular programs and services are in place to support the holistic development and learning of all students through regular offerings of health and wellness-related programs and more and better

- internships among other opportunities.
- Perform as the premier contributor of state-of-the-art research, both fundamental and applied, and a leader for educational and economic development for the State of Qatar in alignment with the goals of Qatar National Vision 2030, but also with global impact.
- Establish centers of excellence that exemplify prominence in research.
- Promote and foster opportunities for international, regional and local collaborations.
- Establish new research collaborations with local industry and strengthening existing ones.
- Expand TAMUQ's activities in water and environmental research.
- Engage with and enrich the local community by being the State of Qatar's premier provider of lifelong learning opportunities in engineering and the sciences by enhancing awareness of civic responsibility and acting as a valued partner to local institutions, corporations and organizations through community service activities.
- Reach out to the community to offer the branch campus' expertise in science and engineering, supporting K-12



AWARDED THE SECOND STEM EDUCATOR OF THE YEAR AWARD WHICH RECOGNIZES **EXCELLENCE AND INNOVATION** IN STEM TEACHING

- education and providing access to unique testing and evaluation laboratories.
- Offer public lectures by noted experts on topics with global and societal context.
- Serve Qatar by participating in service activities with social and charitable organizations.
- Conduct seminars, symposia and workshops on technical topics of interest to Qatar's industries, government and society on a broad range of topics.
- Improve institutional excellence by providing opportunities for faculty, students and staff to contribute to and excel in teaching, research and service.
- Maintain ABET (Accreditation Board for Engineering and Technology) and SACS (Southern Association of Colleges and Schools) accreditations as the primary mechanisms for the continuous improvement of TAMUQ's academic programs and student life.
- Advance TAMUQ and the State of Qatar toward a common vision of excellence in a co-ordinated, sustained manner through development efforts. These are based on building long-term, mutually beneficial relationships and meaningful collaborations through which the branch

- campus will earn full membership in the community.
- Provide a satisfying work environment through the co-operation and team effort of all TAMUQ faculty, staff and students based on professionalism and fairness to all employees, and supporting an environment of shared governance.
- Offer Science, Technology, Engineering and Math (STEM) programs and outreach that light the spark of discovery in young students and prepare them for the rigors of an engineering education.
- Strengthen the skills of STEM educators through workshops and outreach, and recognize those who stand apart as examples of excellence among their peers.

NOTABLE ACHIEVEMENTS

- In Autumn 2014, 52.8 percent of TAMUQ's students were Qatari. Total headcount reached 537; 40 percent of that enrollment was female.
- In July 2015 (end of term) the total number of graduates reached 635. Of those, 258 were Qataris and 245 were female.

- The Master's program in Chemical Engineering graduated 13 students in May 2015.
- Ensured TAMUQ students took part in high impact learning. For example, Qatari student, Abdulla Al-Suwaidi, traveled to CERN in Switzerland for research and training; a leadership exchange took place between the home campus and Doha students; a design collaboration took place between the home campus and Qatar campus students in which 24 TAMUQ students visited main campus and 26 Texas A&M students visited the Qatar campus.
- Dr Nayef Alyafei (Class of '09) was the first graduate of TAMUQ to earn a PhD and return to the branch campus as a member of faculty.
- TAMUQ students who achieved international academic recognition: Abdul Raul won first place in the Society of Petroleum Engineers' Middle East Student Paper Contest and competed in the international contest in Houston; Qatari graduate student Dhabia Al-Mohannadi won the second place Student Poster Presentation Award, Energy and Environment, at the Annual Research Conference 2014; Student Body Government president and chemical engineering major Meera Abu Soufah won an international

TAMUQ RECEIVED TWO OUT OF THREE **NPRP-EXCEPTIONAL PROPOSALS** AWARDED IN DECEMBER 2014 FOR PROJECTS THAT EMPHASIZE **SUSTAINABILITY**

- leadership award at the AIChE conference in Atlanta.
- Mariam Al-Meer '12, a chemical engineering graduate, was awarded a prestigious placement in the MIT School of Engineering and Sloan School of Management Program.
- As of May 2015, there were 85 collaborative research projects with international partners.
- As of May 2015, there were 45 cross-registered students from EC branch campuses.
- As of May 2015, there were three joint appointments with QEERI.
- As of May 2015, TAMUQ had offered 11 continuing education classes. These included 142 attendees, 40 training days and 320 training hours; 56 percent of the 142 continuing education class attendees in 2014-2015 were Qatari.
- Many TAMUQ graduates were accepted into elite graduate schools such as Cambridge University, Massachusetts Institute of Technology, Imperial College London; California Institute of Technology, Texas A&M University and others.
- During this academic year, TAMUQ reached USD224 million in cumulative research funding.

- TAMUQ increased its number of partnerships with industry: major industry collaborators included ExxonMobil, RasGas, Oryx GTL, Ooredoo, QAPCO, QAFCO, Maersk Oil Qatar, Qatar Shell and others.
- TAMUQ filed 18 invention disclosures in 2014-2015, bringing the total to 46 patent disclosures; many of these are under review and may advance to the level of patent applications. TAMUQ currently has 47 patent applications.
- TAMUQ shared leading-edge research by organizing 21 international conferences, symposia and workshops in partnership with industry, such as the annual QAFCO – TAMUQ Conference that focuses on sustainability in chemistry and engineering; the annual Qatar Process Safety Symposium sponsored by ConocoPhillips Qatar to improve safety in the processing industries; and the 26th International Conference on Microelectronics (ICM 2014), sponsored by ExxonMobil Qatar.
- TAMUQ received two out of three NPRP-Exceptional Proposals awarded in December 2014 for projects that emphasize sustainability and green chemistry for a total of USD9.16 million. One of the projects includes Nobel Laureate Dr Robert H Grubbs, QAPCO Chair in Polymer Science and Engineering.

- TAMUQ was recognized with 23 NPRP Cycle 8 awards in May 2015 and swept the recognition awards, winning Best Researcher, Best Research Project and Best Research Office (for the second year in a row and the third time in the past four years).
- TAMUQ was awarded six Undergraduate Research Experience Program (UREP) projects totaling nearly USD150,000 to support 16 students.
- TAMUQ had 198 total active and awarded research projects and USD161.8 million in active and awarded research project funding. It completed 55 research projects.
- Continued building a culture of safety in Qatar with the further development, outreach and continuing education activities of the Mary K O'Connor Process Safety Center.
- Hosted the fourth TAMUQ Research and Industry Partnership Showcase to foster collaboration with local industry and familiarize the industrial community with TAMUQ's research, expertise, and technical capabilities and services.
- Offered Technical Services expertise and state-of-the-art facilities to 41 companies.
- Partnered with companies to commercialize research

HOSTED THE FOURTH TAMUQ RESEARCH AND **INDUSTRY PARTNERSHIP** SHOWCASE TO **FOSTER COLLABORATION** WITH LOCAL INDUSTRY

- outcomes and promote integrated solutions in industry.
- Nurtured technology commercialization among TAMUQ's own researchers and faculty, such as Modus, the first start-up with QF intellectual property that was co-founded by electrical engineering professor Dr Shehab Ahmed.
- Celebrated the election to the US National Academy of Engineering of one of TAMUQ's adjunct faculty members, Dr Robert H Grubbs, Nobel Laureate and QAPCO Chair in Polymer Science and Engineering.
- Saw TAMUQ research featured on the covers of at least three high-profile journals, Notices of the American Mathematical Society, Nature Photonics and Journal of Chemical Physics.
- Published 338 papers in 2014, of which 106 were accepted for journal publications; and published 353 papers in 2015, of which 132 were accepted for journal publications. Additional papers were published as a result of the CMS international collaboration with the European Organization for Nuclear Research (CERN).
- Collaborated with industry on seven industry-sponsored research projects.

- Partnered with Maersk Oil Qatar in a variety of STEM initiatives - including the Engineering Leaders Conference on Engineering Education, Engineering Education Letters peer-reviewed journal, and student and teacher training workshops - to support Qatar's children and achieve the goals put forward in Qatar National Vision 2030 by creating the next generation of qualified scientists, engineers and leaders who will sustain Qatar's development and success into the future.
- Engaged more than 250 young Qataris in grades 5-12 in STEM educational programs to inspire passion for science and engineering, which is critical to the future of a knowledge-based economy and the health of industry in Qatar.
- Offered professional development to 70 STEM teachers and contributed to the development of innovative teaching methods through teacher-training workshops.
- Hosted the Engineering Leaders Conference on Engineering Education in November 2014, which brought to Doha more than 100 world-renowned speakers from

25 countries on six continents to discuss engineering education and STEM enrichment.

- Announced the launch of Engineering Education Letters, a peer-reviewed, open-source online academic journal to showcase and promote engineering education in the region, and raise Qatar's profile in the global academic community by setting the standard in the MENA region for scholarly review of engineering education.
- Held the inaugural Summer Engineering Academy in June 2015, an elite, 10-day academic enrichment program designed for 20 exceptional Qatari high school students recognized as National Vision Scholars. The students worked with TAMUQ faculty on real-world, relevant research in areas critical to Qatar's success to help them understand their country's development goals and the role engineering plays in Qatar's development and pursuit of a knowledge-based economy.
- Awarded the second annual STEM Educator of the Year award to Wasan Yousif Muhsin Al-Ani, a chemistry teacher at Amna Bint Wahab Secondary School for Girls.

ENGAGED MORE THAN **1,000 PARTICIPANTS** IN MORE THAN **90 EVENTS** IN THE COMMUNITY

The competition is designed to recognize excellence in educating Qataris in STEM disciplines, which are essential for advancing Qatar's development of a knowledge-based economy.

- Visited the elderly at Al-Rumayla Hospital in February. The TAMUQ chapter of Best Buddies, BASMA, aims to include the elderly and people with disabilities into everyday society through one-to-one friendships and interactions.
- Engaged more than 1,000 participants in more than 90 events in the community, including a concert and picnic featuring the US Air Force Academy band, Pegasus.
- Continued the Distinguished Lecture Series that brings noted experts of a variety of topics to Qatar for a series of public lectures. These lectures feature world-renowned experts in diverse fields and feature speakers who are members of various national academies of science and engineering, distinguished professors from around the world, and fellows in professional societies.
- Received input from 80 community, government and industry leaders from 45 organizations through several

campus committees and councils, including the Dean's Development Council, the Dean's Industry Board and various program advisory boards. These interactions enrich the core activities of TAMUQ and help the branch campus understand how it can best give back to Qatar.

- Enhanced the scientific and technical workforce in Qatar by providing 11 continuing education courses to 159 participants; TAMUQ's world-class faculty and state-of-the-art facilities that are unique to the region directly support the needs of industry professionals in Qatar by promoting continuing growth and development, and applying novel techniques and cutting-edge technology.
- Partnered with HBKU to provide faculty instruction and support to its Executive Master in Energy and Resources and Computer Engineering programs.
- Partnered with Qatar Business Women's Association to support female engineers and engineering students, and to educate girls and their families about engineering to attract more girls to study the subject.
- Received generous funding from Al Sraiya Holding Group

to establish the Al Sraiya Holding Professorship, which supports teaching and student activities at TAMUQ.

- Signed an agreement with Qatar Environment and Energy Research Institute to appoint three joint faculty members.
- Engaged former students and current Aggie engineers currently working in the community, government and industry to speak to current students about what they do in their careers to give Aggie engineering students an idea of what to expect after they graduate and enter the workforce.

FUTURE INITIATIVES AND INCENTIVES

- Increase student engagement with transformative educational experiences, such as service learning, independent research and global experiences.
- Revise the TAMUQ freshman year experience.
- Introduce dual PhD degrees in collaboration with HBKU.
- Increase industry support of TAMUQ's research operation.
- Increase engagement with HBKU, QF entities, industry and the community at large.

CARNEGIE MELLON UNIVERSITY IN QATAR

OFFERED **193** COURSES FOR **MAJOR DEGREE PROGRAMS** IN BIOLOGICAL SCIENCES, BUSINESS ADMINISTRATION, **COMPUTATIONAL BIOLOGY**, COMPUTER SCIENCE AND INFORMATION SYSTEMS

Having a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship

GOALS

- Create an educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and wellbeing.
- Cultivate a university community committed to:
 - Attracting and retaining diverse, world-class talent.
 - Creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish.
 - Ensuring individuals can achieve their full potential.
- Impact society in a transformative way, regionally, nationally, and globally, by engaging with partners outside the traditional borders of the university campus.

STRATEGIES

- Dedicated to a distinctive work ethic and committed to excellence.
- Addressing critical issues facing society regionally, nationally, and globally.

- Adopting a collaborative, interdisciplinary approach, focused on internal and external partnerships, and developing capacity to create new fields of inquiry.
- Fostering creativity and openness to new ideas and forms of expression, intellectual curiosity, willingness to take risks, and entrepreneurial spirit.
- Commitment to improving the human condition through empathy and compassion, and the personal development of its community members.
- Dedicated to inclusion, reflected in a culture and climate that seeks, welcomes, and advances talented minds from diverse backgrounds.
- Nurturing integrity reflected in an adherence to the highest ethical standards in personal and professional behavior, and a commitment to transparency and accountability in everything that Carnegie Mellon University in Qatar (CMU-Q) does.
- Dedicated to sustainability, reflected in CMU-Q's determination to lead by example in preserving and protecting natural resources, and in its approach to responsible financial planning.

NOTABLE ACHIEVEMENTS

- Offered 193 courses for major degree programs in Biological Sciences, Business Administration, Computational Biology, Computer Science and Information Systems in 2014-15. The average class size was 19 students.
- Also offered a number of minors that typically comprised six courses that provided a substantial exposure to the core of each academic discipline.
- Added a minor in psychology, which included topics in biology, cognitive psychology, social psychology and health psychology.
- Encouraged first-rate leadership and teamwork skills which grew out of an interdisciplinary environment that required exceptional communication skills both within and across areas of academic expertise.
- Organized the QF Forum, a monthly lecture series featuring professors from across Qatar Foundation.
- Hosted the annual Brain Bowl quiz, a book club, and a study trip to Salamanca in Spain for students who had completed beginning and intermediate Spanish.
- Graduated the seventh class of QF service workers from the



CMU-Q **REACHED OUT TO THE COMMUNITY** THROUGH PRE-COLLEGE PROGRAMS THAT CHALLENGED STUDENTS ACADEMICALLY IN A FUN AND INTERACTIVE SETTING

English program run by the Language Bridges student club, sponsored by Silvia Pessoa, associate teaching professor of English, and QF's Reach Out to Asia charity.

- The General Education faculty remained active in research in the fields of language pedagogy and education, migrant labor studies, communication studies, graphic design, psychological effects of health conditions and mathematical modeling. Faculty members had seven ongoing National Priorities Research Program (NPRP) projects in 2014–15.
- Dudley Reynolds, teaching professor of English, became president-elect of the Teachers of English to Speakers of Other Languages (TESOL) International Association, a professional group with more than 13,000 members in more than 150 countries.
- Benjamin Reilly, associate teaching professor of history, had his third book, *Malaria, Agriculture and Slavery in the Arabian Peninsula*, accepted for publication by Ohio University Press.
- CMU-Q continued to take a leading role in developing programs, courses and extracurricular activities that span Education City institutions.
- Eighty-six students from other universities took classes at CMU-Q, an increase from 40 students during the

previous academic year.

- Thirty-seven CMU-Q students took courses at other Education City universities.
- CMU-Q continues to collaborate with the Academic Bridge Program to prepare students for admission into degree programs.
- With Northwestern University in Qatar, CMU-Q jointly offered a Contemporary Media Studies minor.
- The Academic Resource Center offered learning support and tutoring to help students improve their study skills and achieve their academic potential. While nearly half of those who use the services are first-years, academic support is available to students throughout their time at CMU-Q.
- The library continued to support, enable and participate in the development of the CMU-Q community through discovery, creativity and the open exchange of ideas. In addition to lending thousands of print books, magazines, newspapers, iPads and eReaders, the library provided digital access to more than 420,000 eBooks and 460 research databases and related online tools. Librarians held research and information literacy workshops throughout the year.
- Most faculty members contributed to the university's body

of work through studies funded by Qatar National Research Fund (QNRF), which was established by QF in 2006 as part of its ongoing commitment to establish Qatar as a knowledge-based economy, and internal seed research funds. Funded projects fall within the core disciplines of Biological Sciences, Business Administration, Computational Biology, Computer Science and Information Systems, as well as complementary areas like mathematics, languages, environmental science and social sciences.

- CMU-Q submitted a total of 24 proposals to the eighth cycle of the QNRF's most important funding program, the National Priorities Research Program (NPRP). Of these, five proposals with a combined budget of approximately USD4.5 million were awarded grants (a 21 percent acceptance rate). Since the inception of NPRP, CMU-Q faculty has submitted 212 proposals, of which 48 have received funding.
- Research seed funds encourage long-term faculty members to explore new areas of research and obtain preliminary data that can develop into NPRP proposals. CMU-Q'S high success rate in obtaining NPRP awards attests to the importance of seed funding. As well, this program is an important component of faculty development and enhances the environment for undergraduate research. Sixty-six

NEW CMU-Q **OUTREACH PROGRAM** INVITED QATARI STUDENTS TO EXPLORE THE FIELD OF **COMPUTER SCIENCE** DURING A WEEK-LONG WINTER INSTITUTE: DISCOVERING COMPUTERS EVENT

awards have been granted since the program began in 2004.

- Student research played an important part of the undergraduate educational experience at CMU-Q, with students engaging in independent studies, senior and honors theses, summer internships, and as junior researchers on funded projects.
- The Student-Initiated Undergraduate Research Program (SIURP) encouraged students to engage in summer research under the mentorship of a faculty member. The program awarded up to USD4,000 for research conducted on campus.
- CMU-Q's Government and Corporate Affairs office developed initiatives related to strategic studies, scientific research, scholarships and postgraduate employment opportunities for students. It also organized executive training courses, seminars, conferences, joint workshops and community service programs to enhance national capacity-building efforts.
- The office developed several new partnerships, welcomed a variety of distinguished speakers to campus, and delivered executive and professional education courses to the highest annual number of participants to date.
- CMU-Q enhanced its ties with government and industry

through a series of executive and professional education courses delivered by faculty to organizations with which the university has built strategic partnerships.

- Around 415 professionals from government agencies and 340 professionals from corporations in Qatar attended courses on campus.
- CMU-Q reached out to the community through pre-college programs that challenged students academically in a fun and interactive setting, and taught them about the majors offered at CMU-Q, the admission process and career paths.
- Modeled on Carnegie Mellon's highly successful Summer Academy for Math and Science (SAMS), the Summer College Preview Program (SCPP) program has been designed to introduce academically-motivated students to the demanding curricula of selective American universities, including those in Education City. The SCPP takes students through an intensive four-week experience with classes in mathematics and English composition, a hands-on project and SAT/ACT preparation.
- The Biotechnology Explorers Program provided secondary school students with a firsthand lab experience observing nerve cells in a living earthworm.

Participated in the CS4Qatar for Students event which taught high school students about computer science and how it applies to all aspects of life.

- Faculty members presented workshops on human-centered design and process at this year's Ibtikar (innovation) event, an information systems experience for high school juniors and seniors.
- Students became financial traders for a day as they experienced live-trading scenarios at the Tajar: Investment for Qatar event, designed to help them learn how markets work.
- A new CMU-Q outreach program invited Qatari students to explore the field of computer science during a week-long Winter Institute: Discovering Computers event. Twenty-three students participated in the event, which included an introduction to computer science research and a robotics programming workshop.

FUTURE INITIATIVES AND INCENTIVES

- Priorities include recruiting more Qatari students, and assisting alumni with job placement.

GEORGETOWN UNIVERSITY IN QATAR

Promoting intellectual, ethical and spiritual understanding through serious and sustained discourse among people of different faiths, cultures and beliefs

GOALS

- Be recognized as the leading academic institution for International Affairs in the Middle East by demonstrating academic excellence in teaching, research, and community outreach.
- Undertake education, research, and service in order to advance knowledge and to provide students and the community with a holistic experience that produces global citizens committed to the service of humankind.
- Demonstrate the values of Georgetown University; build upon the world-class reputation of the Edmund A. Walsh School of Foreign Service; work with the university's partner Qatar Foundation (QF) in its endeavors to achieve Qatar National Vision 2030.

STRATEGIES

- Georgetown University in Qatar (GU-Q) makes research a joint-priority mission of the Qatar campus along with simultaneously delivering the strong academic curriculum of the Edmund A. Walsh School of Foreign Service. The university fosters a strong research culture among faculty and students, and provides the supporting

environment and structural framework to enable it.

- GU-Q aims to deliver and sustain a robust and flexible curriculum in order to enhance the academic experience and to further the mission of the University in Qatar and the region, and to support the goals of the State of Qatar, Qatar Foundation, and of Georgetown University as a whole. To this end, deans work with faculty members to diversify curricular offerings in relevant areas based on the evolving needs of the region and on our comparative geographical advantage. Faculty members are deployed in line with curricular needs in a context sensitive to our research ambitions. The university aims to provide collaborative opportunities with Hamad Bin Khalifa University (HBKU) and other Education City branch campuses, Qatar University, and Georgetown University's Washington, D.C. campus. GU-Q's efforts to improve the teaching and learning experience draw on best practices in developing academic approaches and resources for students in writing, critical reading, language instruction, and tutoring. Conscious effort is made to embed research, critical reading, and writing across the curricular offerings. Academic freedom remains a cornerstone, fundamental to high-quality teaching and learning.
- In line with Georgetown's and QF's aims and expectations,

GU-Q explores options for the development and delivery of community education programs that reflect the university's reputation for excellence and relevance in international affairs and Georgetown University's broader expertise that also tie into the overarching goals of Qatar National Vision 2030. This includes both independent programs and those developed in collaboration with HBKU or other branch campuses, in either the traditional or executive format.

- GU-Q aims to engage the community in Qatar in every way possible by extending its outreach and relationship development efforts to both national and regional communities. This helps the university to reach its full potential by increasing its contribution locally, regionally, and internationally. Efforts in this realm build long-term relationships and networks of mutually beneficial support between Qatar and Georgetown University. Within Qatar, this strategy builds alliances with external stakeholders and leverages the university's network of relationships to maximize mutual benefit. Accordingly, Georgetown has become the institutional academic partner of the Josoor Institute (established by the 2022 Supreme Committee for Delivery and Legacy) to provide world-class training in sports and major events management at this newly created center of excellence. GU-Q has signed a Memorandum

GRADUATED **57 STUDENTS** DURING THE ACADEMIC YEAR 2014-15: **21 WERE QATARI**, 14 RESIDENTS AND 22 INTERNATIONAL



DRAWING ON **BEST PRACTICES** IN DEVELOPING ACADEMIC APPROACHES AND RESOURCES FOR STUDENTS IN WRITING, **CRITICAL READING**, LANGUAGE INSTRUCTION, AND TUTORING

GU-Q'S LIBRARY HAS EXPANDED TO HOUSE MORE THAN **80,000 BOOKS** PLUS 13,345 OTHER ITEMS, WITH ACCESS TO OVER **10,000 ARABIC LANGUAGE E-BOOKS**. IN ADDITION, THE DIGITAL COLLECTION INCLUDES **1,260,000** E-BOOKS ONLINE AND **153,567** E-JOURNALS ONLINE

of Understanding (MoU) with Qatar's Diplomatic Institute of the Ministry of Foreign Affairs (MoFA) and developed training courses for MoFA. An MoU with Brookings Institution's Doha Center offers credit-bearing internships for students. An MoU with Silatech allows GU-Q students to contribute toward entrepreneurship and job creation for young people in the Middle East. Beyond Qatar, this strategy aims to strengthen relationships in the countries of the Gulf Cooperation Council (GCC), the Levant, Asia, and Europe. Agreements are also in place for summer internships with academic credit in the London offices of Blue Rubicon.

- GU-Q seeks opportunities to collaborate with other academic institutions to facilitate the mutual exchange of ideas, knowledge, services, and resources to enhance research and teaching and for the betterment of society, while maintaining the university's unique values. It continuously collaborates with the developing programs of HBKU and other universities in Education City, as well as Qatar University and others, through supporting mechanisms, joint programs, and collaborative research. GU-Q seeks opportunities to partner with other Qatari, regional, and international institutions. An example is the innovative Certificate in Media and Politics offered jointly

with Northwestern University in Qatar (NU-Q).

- GU-Q has developed a strategic framework for student enrollment that aims to achieve both a strong Qatari presence and a genuine cohort diversity in terms of country of origin and socio-economic background. This serves GU-Q's educational mission and enhances the student learning experience. As GU-Q moves beyond the original target of 200 students, the staffing and organizational structure has been adjusted to provide the capability to support up to 300 undergraduate students.

NOTABLE ACHIEVEMENTS

- Graduated 57 students during the academic year 2014-15 (21 Qatari, 14 Residents, 22 International).
- Recruited four new outstanding scholars in the field of political science in 2014-15. Their disciplines and experiences cover a range of important regional areas and topics, making it possible for students to do more in-depth and comparative work.
- Introduced 43 new courses during the academic year 2014-15, the number of courses available to students has been

expanded and innovation in the curriculum has taken place.

- Eighty-nine students from GU-Q and 44 students from HBKU took part in the cross-registration program, which allows students to register for any HBKU partner university courses. Student enrollment in the Certificate in Media and Politics (CMAP) - a program offered in partnership with Northwestern University in Qatar (NU-Q) - partially accounts for this growth.
- Eighteen students studied at GU-Q during the academic year 2014-15 as part of the Academic Bridge Program (ABP), a pre-university program established for high school graduates from the region. If ABP students are subsequently accepted into GU-Q, some courses can count toward their Bachelor of Science in Foreign Service (BSFS) degree.
- Five different faculty members from Georgetown University's main campus taught at GU-Q during the academic year 2014-15 as part of the Faculty Exchange program. This interaction between the two campuses exposes students and faculty to different perspectives, enriches the SFS curriculum, and inspires new research projects and collaborations.

- Continued development of the Arabic Heritage Learners Program, a groundbreaking Arabic-language teaching program aimed at students from an Arab background, with the goal of preparing students for optimal performance in Arabic-speaking professional environments.
- GU-Q faculty members contributed to an NU-Q class entitled The Doha Seminar: Uneasy Cosmopolitans. The goal was to deliver a course on Qatar's history, culture, politics, and economics, while drawing on the expertise of faculty from the various HBKU partner universities.
- For a second academic year, GU-Q Dean Gerd Nonneman and Dr Mehran Kamrava taught a portion of the first module of the HBKU Executive Master in Energy and Resources degree program.
- Fifty students took part in the Study Abroad program during the academic year 2014-15. The program is an important component of the GU-Q education, and encourages students who maintain a good academic record to spend up to two semesters abroad. Many students choose to spend either a semester, a summer term, or an academic year studying either at Georgetown University's main campus in Washington DC, or at one of the more than 100 programs available across 45 countries.

- GU-Q students hosted students from universities in Qatar and around the world in March 2015 at the Fourth Annual Middle Eastern Studies Student Association (MESSA) Undergraduate Research Conference under the theme Narrowing the Gap: The Conversation between the Governing and the Governed in the Middle East. The student-run conference was attended by students from Harvard University and the University of Southern California, among others. The keynote speaker was the Minister of Administrative Development in Qatar, HE Dr Issa Saad Al-Jafali Al-Nuaimi.
- Published the second edition of The Journal of Georgetown University-Qatar Middle Eastern Studies Student Association, following the MESSA conference to showcase select conference papers. The journal is published in print and online at Bloomsbury Qatar Foundation Journal's online platform, qscience.com.
- GU-Q partnered with Georgetown University's Institute for the Study of Diplomacy to host and deliver a crisis simulation and negotiation exercise. Thirty one GU-Q students participated in this hypothetical international affairs exercise that was set in 2015 and focused on the escalating tension over conflicting maritime claims in

the South China Sea. Simulation participants gained experience in high-level diplomatic negotiations, strategic decision-making, and real-time crisis management. GU-Q introduced two workshops for students in preparation for the crisis simulation exercise.

- Twenty-four GU-Q students took part in the International Negotiation Workshop, in which they were introduced to the practice of diplomatic negotiation and to the fundamental principles of interest-based negotiation that are used by negotiators in public, private, and non-profit sectors. This workshop has been offered successfully to students from the BSFS, Master of Science in Foreign Service (MSFS), and Global Human Development (GHD) programs.
- Ten students took part in the Diplomatic Practice and Writing Workshop, participating in a discussion on the basic diplomatic functions of dialogue, advocacy, representation, negotiation, and diplomatic reporting and analysis at a workshop led by former US diplomat and Director of Studies at the Georgetown University Institute for the Study of Diplomacy, James Seevers.
- Total number of GU-Q publications authored and/or edited by faculty and staff during 2014-15 was 81, as follows: books authored by faculty and staff - 6; books edited by faculty

KEY **FUTURE PRIORITIES** INCLUDE RESEARCH, SCHOLARSHIP, PROGRAM DEVELOPMENT, AND EXCELLENCE AND INNOVATION IN TEACHING AND LEARNING

and staff - 4; book chapters written by faculty - 15; journal articles written by faculty - 36; other publications published by faculty - 16; research journals edited by faculty - 4 GU-Q scholars won research grants from Qatar National Research Fund (QNRF) totalling more than USD2.5 million.

- The QNRF awarded an additional three-year grant to support GU-Q faculty member and Islamic Bioethics Project Director Ayman Shabana's research on Islamic medical and scientific ethics. Titled Structure of the Nuclear Family in the Wake of Genetic and Reproductive Technologies, the project aims to shed light on the ways new genetic and reproductive technologies pose considerable challenges to the established structure of Islamic regulations concerning the nuclear family.
- Continued to expand and enhance the online database and collection of scholarly resources on Islamic Bioethics. The Islamic Medical and Scientific Ethics (ISME) database now holds nearly 4,000 bibliographic records and the library's special collection of print books in Arabic on Islamic Bioethics now comprises 800 volumes. This year, the Islamic Bioethics project website - in English and Arabic - was re-developed and is now used as the primary communications vehicle for the project. Additionally Ayman

Shabana's research was featured in the February 2015 issue of QF's Foundation Magazine and was presented at seven international conferences in order to promote a deeper understanding of the modern field of Islamic Bioethics.

- Awarded three undergraduate research grants by the Undergraduate Research Experience Program (UREP).
- Six GU-Q students were chosen to compete in the QNRF Seventh Annual UREP Competition. As part of the competition, QNRF selected the best 25 among all of the completed 2014 UREP projects—two of which were the work of GU-Q students. The students presented their work to a panel of expert judges in February and to the public in March. Each student was given QR1,000 in recognition of their accomplishment.
- GU-Q released the second annual volume of the Journal of the GU-Q Middle Eastern Studies Student Association, the first student-run peer-reviewed scholarly journal in Qatar.
- GU-Q entered into an important educational partnership with the Supreme Committee of Delivery and Legacy to become the main academic partner of the Josoor Institute. A number of specialized courses were held throughout the year to develop awareness of the range of educational programing that the Josoor Institute will be able to deliver.

In November 2014 a panel of internationally renowned experts met at the Aspire Academy in Doha, Qatar, to deliver a Josoor Institute course entitled Sustainability for Sports and Major Events, which was attended by over 70 delegates from Qatar and the region. Additionally, GU-Q oversaw the successful launch of the first longer format Certificate and Diploma programs in 2015. The programs draw heavily from the expertise provided by Georgetown's McDonough School of Business and also its School of Continuing Studies in Washington, DC.

- Launched and successfully completed the inaugural session of the Community Education Program in Spring 2015. Eight non-credit classes, each running for six consecutive weeks, were offered at the GU-Q campus. Classes were offered three days a week and were scheduled in the evenings in order to make them available to working professionals in Qatar. Registration was open to anyone over the age of 18.
- Participated in the joint Education City Career Fair that was held at the HBKU Student Center in partnership with Virginia Commonwealth University in Qatar, Texas A& M University at Qatar, Carnegie Mellon University in Qatar, and NU-Q. This very first joint Education City Career Fair was hosted by the HBKU Student Center and sponsored

DEVELOPED **THE ARABIC HERITAGE LEARNERS PROGRAM**, A **GROUNDBREAKING** ARABIC-LANGUAGE TEACHING PROGRAM AIMED AT PREPARING STUDENTS FOR **OPTIMAL PERFORMANCE** IN ARABIC-SPEAKING PROFESSIONAL ENVIRONMENTS

by Qatar-Shell. The event provided a platform for students to meet with employers in an informal setting and learn more about job and internship opportunities offered by companies, government agencies, and non-profit organizations in Qatar. The two-day career fair attracted over 800 students and alumni and more than 90 Qatar-based employers from public and private sectors.

- In February 2015, about 350 students representing 185 schools in Qatar, and 21 schools worldwide, converged on the Qatar National Convention Centre in Doha to participate in the annual GU-Q Model United Nations (MUN). At the GU-Q student-organized forum, participating high school students debated, deliberated, consulted, and developed solutions to real world issues, in a re-creation of the real workings of the United Nations. This year marked the 10th anniversary of the first MUN Conference in Qatar, making it GU-Q's longest running program. The celebratory tenth annual event - entitled A World in Turmoil: The Politics of Change - introduced innovative committees, such as a mock GCC and a History Security Council to the existing conference. The keynote speech was given by Dr Tarik Yousef, CEO of Silatech in Qatar.
- Twenty students participated to the Community Engagement Program (CEP), which is one of many

volunteer and community-based learning opportunities at GU-Q. The program helps students develop an understanding of the world as an interdependent system while increasing students' global awareness and concern. The theme for the academic year 2014-2015 was Education Policy and the Impact on Conflict and was demonstrated through two trips to Sri Lanka. By partnering with the non-profit housing provider Habitat for Humanity, students were given the opportunity to assist in home building projects in Eastern Batticaloa. They were also able to engage with local children through educational activities and to witness the way education fits into the livelihoods and identities of the people in Sri Lanka.

- Eleven students participated to the Zones of Conflict, Zones of Peace program (ZCZP) during the academic year 2014-2015. The ZCZP program is a co-curricular initiative that takes students to zones of ethnic, political, and religious conflict all over the world. This year, the ZCZP trip took a group of students to the United States to prospect the theme, "Islam in America," as participants visited two cities (Dearborn, Michigan and Washington, DC) in order to examine the complexities revolving around the core issues affecting Muslims living in the US post-9/11, and following the emergence of ISIS (The Islamic State of Iraq and Syria).

After the trip, students wrote blog posts, academic papers, and presented posters related to their experiences.

- The ZCZP program won the prestigious award Best Practices in International Education Award for International Exchange at the NASPA (Student Affairs Administrators in Higher Education) 2015 Annual Conference in New Orleans. The award recognized ZCZP's years of excellence in promoting global competency and cultural exchange via campus-sponsored travel.
- The Planet Georgetown Workshop Series is a new program designed to positively impact and make a difference in the lives of high school students in the greater Qatar community. During the academic year 2014-2015 the inaugural Planet Georgetown Workshop Series included the participation of more than 130 students from schools across Qatar and comprised five monthly workshops that focused on personal and academic growth.
- The Planet Georgetown 101 After School Program is a one-week program hosting students from Qatar. Exploring the theme Conflict in Our World, 32 students spent 15 classroom hours participating in discussions and debating subjects within the following topics: Art and Conflict, Media and Conflict, Language and Conflict, and Changing Borders.

GU-Q'S **ZONES OF CONFLICT, ZONES OF PEACE** INITIATIVE TAKES STUDENTS TO ZONES OF ETHNIC, POLITICAL, AND RELIGIOUS CONFLICT ALL OVER THE WORLD

- The Georgetown Pre-College Summer (GPS) Program is a GU-Q flagship program that orients and prepares high school students for university life. During the academic year 2014-2015, GPS welcomed 39 highly motivated high school students from 21 schools across Qatar. During the four-week program, students gained valuable experience developing and practicing the academic and personal skills that are necessary for university-level success.
- The Hoya English Language Program (HELP) is a volunteer program that works on providing opportunities for students to teach and learn from service-providers within our community in Qatar. The program offers English classes at four different levels including: basic, beginners, intermediate and advanced. The program has also built a curriculum for financial literacy and computer literacy training. The club has a partnership with Reach Out to Asia for training and curriculum and is open to making connections with students or student clubs that are interested in teaching or building curriculum for the project. This program and affiliated research is making a significant impact for the Qatar based community in an area where Qatar has received a lot of international media attention.
- The GU-Q Women's Society and Development Club (WSDC)

organized the Fourth Annual Breast Cancer Awareness Event and raised a record-breaking donation of QR172,000 for the Qatar National Cancer Society to support awareness campaigns and to help pay for the cost of treatment for local cancer patients. The Qatar Cancer Society was on hand to collect the money raised at the 100 percent non-profit event.

- The library has expanded to house more than 80,000 books plus 13,345 other items, with access to over 10,000 Arabic language e-books. In addition, the digital collection includes 1,260,000 e-books online and 153,567 e-journals online.
- Many distinguished speakers gave public talks at GU-Q during 2014-15, including: HE Sheikha Al-Mayassa bint Hamad Al-Thani, Chairperson of the Qatar Museums; HE Dr Issa Saad Al-Jafali Al-Nuaimi, Qatar Minister of Administrative Development; HRH Princess Ghida Talal, Chairperson, King Hussein Cancer Foundation; HE Mr Didier Reynders, Deputy Prime Minister and Foreign Minister of Belgium; HE Pablo Kang, Ambassador of Australia to the UAE and Qatar; HE Nicholas Hopton, Ambassador of the United Kingdom to Qatar and HE Saad Cachalia, Ambassador of South Africa to Qatar, plus

many others.

- The full list of achievements and research is published annually and can be downloaded at: <https://qatar.sfs.georgetown.edu/about/campus-publications>

FUTURE INITIATIVES AND INCENTIVES

- The key priorities for the foreseeable future remain:
 - Research and scholarship.
 - Excellence and innovation in teaching, learning and assessment.
 - New program development.
 - Student development and experience.
 - Academic and societal outreach and external engagement.
 - Expanded, sustainable and diverse enrollment.

ABOUT **350** STUDENTS REPRESENTING **185 SCHOOLS IN QATAR**, AND **21** SCHOOLS WORLDWIDE PARTICIPATED IN THE ANNUAL GU-Q MODEL UNITED NATIONS



NORTHWESTERN UNIVERSITY IN QATAR

Aspiring to produce a well-educated talent force and leadership cadre to serve the country and region while advancing freedom of expression and an independent media

GOALS

- Establish Northwestern University in Qatar (NU-Q) as a premier one-of-a-kind institution of higher education in Qatar, the Gulf and the Middle East, drawing on and extending the strengths of a world renowned university and its notable programs based in communication, journalism, media and the liberal arts through instruction, research, service and thought leadership.
- Deliver an educational experience and research activities of high quality comparable to the home campus in Evanston and Chicago, Illinois, and other elite institutions by creatively maximizing assets to give students an education unique in the world and worthy of a great university.
- Unify NU-Q's programs and majors to common purpose recognizing the characteristics and needs of the global media eco system and the specific concerns of Qatar and the Middle East region.
- Calibrate academic programs to benefit from and contribute to a digital and global society.
- Sharpen connections with Northwestern University (NU) in America, Hamad Bin Khalifa University (HBKU) and other Qatari institutions and organizations founded upon innovative

instructional, research and outreach activities.

- Arrange strategic partnerships with NU, HBKU, media/communication industries, business, education, government, NGOs and other sectors.
- Serve as an exemplar and model communicator in all operations and in intellectual capital development and dissemination.

STRATEGIES

- Position NU-Q for its second decade, from 2018 to 2028.
- Occupy and program the university's new building in 2016-17.
- Inaugurate the new NU-Q Media Majlis (digital gallery/museum).
- Grow the NU-Q student body.
- Continue to build a distinguished faculty.
- Implement and renew a distinctive NU-Q curriculum in concert with the home campus.
- Collaborate with HBKU and with programs at NU-Evanston.
- Organize mid-career and executive education.
- Pilot a graduate program.

- Define, reassess and extend external partnerships.
- Expand and refine research activities.

NOTABLE ACHIEVEMENTS

- Developed a common first-year program for freshmen in English composition, liberal arts and unifying communication and journalism curricula linked to the liberal arts.
- Moved from pre-admission declaration of majors to an undeclared status wherein students have greater knowledge as they make their choices.
- Revamped the curriculum for communication and journalism, focusing on common factors and streamlining media content development and technology understanding and applications.
- Implemented new required courses in Media and Society as well as Media Law and Ethics.
- Established a Strategic Communication suite of courses and future major.
- Introduced first Science and Technology Studies courses.
- Transformed and expanded on the certificate program in Middle East studies to that of a minor.

REVAMPED THE CURRICULUM FOR COMMUNICATION AND JOURNALISM, FOCUSING ON COMMON FACTORS AND STREAMLINING **MEDIA CONTENT DEVELOPMENT** AND TECHNOLOGY UNDERSTANDING AND APPLICATIONS



HELD THE FIRST-EVER **GULF MEDIA** INDUSTRY PROGRAM AND **ALUMNI SUMMIT** IN DUBAI WITH A FORMAL PROGRAM, STUDENT WORKSHOPS, AND OTHER ACTIVITIES

- Laid plans for a unifying Ways of Knowing course in the liberal arts.
- Upgraded the NU-Q writing center and combined it with an academic resources center.
- Strengthened institutional relationships with NU's Office of Research Development and Office of Sponsored Research with monthly co-ordinating meetings.
- Signed a Memorandum of Understanding (MoU) with NU's Office of Undergraduate Research, implemented NU-Q student access to home campus research grants and awards, participated in the Undergraduate Research and Arts Fair, developed the student Research Club, and incorporated research into the NU-Q Media Awards program.
- Publication of Media Use in the Middle East 2015 with integrated website, longitudinal research under an NPRP grant, the fourth such study; and first ever publication of Media Industries in the Middle East.
- Continued work on NPRP study of mobile media messaging in Qatar in collaboration with home campus and Rutgers University.
- Receipt of NPRP grant for study of youth communication of health messages per diabetes prevention in concert with

- home campus, Qatar University and Hamad Hospital.
- Publication of two major scholarly books by NU-Q faculty on North African Islam and film audience spectatorship.
- Publication of two occasional papers at NU-Q on Arab influence on higher education in the Western world and disruption in media industries.
- Creation of a monthly research colloquium with speakers from Qatar, US, Germany, Switzerland, other venues.
- Signed an MoU with Qatar Computing Research Institute with plans for joint studies, lecture series and engagement in executive education.
- Two collaborative grants on entertainment media use and media industries with Doha Film Institute (DFI) resulted in USD600,000 in additional funding.
- Undertook joint programming for Ajyal and Qumra Film Festivals with DFI, formal joint panels and research dissemination.
- Held strategic workshops with Al Jazeera, and held a joint lecture series and other collaborations for students and faculty.
- Improved and re-launched a streamlined website for media

- use, and conducted media industry surveys as part of NU-Q's community outreach.
- Engaged with the Qatar Media Industries Forum, organized by NU-Q and hosted two community programs.
- Held the first-ever Gulf Media industry program and NU alumni summit in Dubai with a formal program, student workshops, and other activities.
- Signed a new agreement with QF extending the remit of NU-Q from 2018 to 2028.

FUTURE INITIATIVES AND INCENTIVES

- Achieve a coherent and systematic move into the new NU-Q building while continuing a unified school culture.
- Find creative ways to participate in NU's new global strategy for mutual benefit.
- Enhance involvement and participation of collaborating schools in Evanston, USA.
- Seek additional grant funding.
- Replace departing faculty and staff.

SIGNED AN MOU WITH QATAR COMPUTING RESEARCH INSTITUTE WITH PLANS FOR JOINT STUDIES, **LECTURE SERIES** AND **ENGAGEMENT** IN EXECUTIVE EDUCATION



HEC PARIS IN QATAR

HEC PARIS IN QATAR CONTRIBUTED TO **HBKU'S EXECUTIVE MASTER IN ENERGY AND RESOURCES** BY DELIVERING ONE THIRD OF THE PROGRAM

Offering business management programs designed to meet the specific needs of high-potential professionals and executives in Qatar and the Middle East

GOALS

- Contribute to Qatar National Vision 2030 by developing knowledge which leads to greater economic diversification and sustainability, improves best business practice and strengthens global corporate competitiveness for organizations in Qatar and the region.
- Offer a memorable customer experience, which in turn increases loyalty, converting customers into ambassadors. This experience is consistent with HEC Paris's educative mission contributing to the development of participants' competencies, their ability to behave as reflective practitioners who revisit their practices and are architects of a responsible world.
- Develop a close relationship with stakeholders and act with professionalism in an international frame of reference.

STRATEGIES

- Create financial, educational and intellectual value.

- Establish a sustainable and viable presence in the region.
- Deliver a comprehensive portfolio of management programs and initiatives.
- Establish and implement a research office led by world-class faculty.
- Maintain academic and operational standards of excellence.
- Establish the HEC Paris brand and raise its awareness in Qatar and the region.
- Contribute to Qatar National Vision 2030 and the knowledge-based economy.

NOTABLE ACHIEVEMENTS

- Enrolled 146 new students this year - a record intake for HEC Paris in Qatar, and all intakes were oversubscribed.
- Launched HEC Paris in Qatar's fifth Executive Master of Business Administration (EMBA) cohort, to coincide

with HEC's fifth anniversary in Doha. Also launched the third and fourth cohorts of the Executive Master in Strategic Management Business Unit Management. Females exceeded males for the first time in the cohort, which started in November 2014.

- Ensured students were given the knowledge, tools and methods they needed to ensure they were able to perform best practice at their place of work while undertaking their degree program. Such impact was high and immediate. Furthermore, each student was required, as a curriculum requirement, to submit and defend an actionable research or project. Examples were innovative products or services involving new revenue streams in a large organization, or, an idea for a new business. The impact, here, is longer term.
- HEC Paris in Qatar's degree program participants benefitted from an array of world-class professors brought to Doha for the delivery of teaching modules. Academic content was complemented by influential guest lecturers from various backgrounds, sectors and disciplines, including local and international HEC Paris alumni.

- Graduated 94 HEC Paris in Qatar students at the 2015 Hamad Bin Khalifa University (HBKU) Convocation.
- Contributed to HBKU's Executive Master in Energy and Resources by delivering one third of the program on topics related to operations, supply chain, and project management.
- Successfully developed and implemented a number of custom programs in Qatar and the region. Custom programs are a key competency for HEC Paris Executive Education and as the name suggests, require an intense effort to create a program to match each customer's requirements.
- During 2014-15 nearly 400 individuals participated in HEC Paris in Qatar's custom programs. The companies they represented included Ooredoo, Commercial Bank and Etisalat. Since inception, the university has trained more than 1,000 managers/executives from the GCC.
- Ensured the faculty and research activities of HEC Paris in Qatar continued to build corporate competitiveness within the global economy and

- were fully aligned with Qatar National Vision 2030 to support the transformation of Qatar into an advanced, competitive and knowledge-based economy.
- Ensured all research activities of HEC Paris in Qatar aimed at building knowledge and supporting leadership development by investigating relevant research topics relating to management, economy and society, and by linking theory to practice. The community directly benefits from the research undertaken, as current challenges of corporations in Qatar are being investigated in an innovative and resourceful manner. The themes investigated help students to understand the complexity of strategy and leadership alongside energy and supply chain management. The authorization of the Research Office in 2014 enabled HEC Paris in Qatar to propose to Qatar National Research Fund eight new innovative research programs in Qatar initiated by HEC Paris faculty at the start of 2015.
- Faculty members published four articles in academic journals during the academic year 2014-2015, and

delivered four presentations on their findings during renowned international research conferences. Furthermore, HEC Paris in Qatar's Dean and CEO Dr Laoucine Kerbache collaborated on a National Priorities Research Project with Qatar University, Texas A&M University in Qatar, Qatar Environment and Energy Research Institute and Qatar Airways on Competitive airline revenue and fare pricing optimization facing customers' behavior and Dr Wolfgang Amann published and co-authored a book on Innovations in Executive Education and presented his latest book on anti-corruption during the United Nations annual PRIME conference in June 2015. Applied and impactful research is best represented by HEC Paris in Qatar's students' work: in 2014-15, HEC Paris faculty supervised 45 professional theses for the Specialized Master in Strategic Business Unit Management and 36 Capstone projects for EMBA students. Besides their relevant research activities, HEC Paris in Qatar's faculty members were very active as teaching professors and academic directors.

ENROLLED **146** NEW STUDENTS THIS YEAR - A **RECORD INTAKE** FOR HEC PARIS IN QATAR, AND ALL INTAKES WERE OVERSUBSCRIBED

- HEC Paris in Qatar actively collaborated with the executive business community in Qatar to develop new business cases on local companies that are used as pedagogical materials in management education. So far, HEC Paris in Qatar has developed 11 new case studies on AL SHAQAB, Msheireb Properties, QDVC (Qatari Diar), Ooredoo, Salam International, Mosafer (Abu Issa Holding), Securitas, Empower People, Glencore and Coastal. In order to further expand the collaboration with the local business community and continue research and development activities, HEC Paris has signed long-term agreements with Commercial Bank Qatar and Ooredoo to continue developing local pedagogical content alongside innovative executive education programs.
- In order to share new knowledge with the executive community, HEC Paris in Qatar organized four workshops presenting the latest research and case studies: case labs on the luxury strategy of AL SHAQAB, the transformation of Salam International, the total quality management of Coastal Trading and Engineering, and on the corporate social responsibility strategy of Securitas.

- HEC Paris in Qatar hosted the annual European Foundation for Management Development (EFMD) conference aimed at the MENA region in April 2015. The EFMD conference focused on innovations and strategies by regional business schools. Over a period of three days, 24 speakers spoke to more than 60 delegates, including Deans from more than 20 universities.
- HEC Paris in Qatar organized numerous annual events aimed at the wider community to inform about the latest research and trends, stimulate debate, create innovation, and to help networking.
- In 2014/2015, 17 events were organized. Around 28 percent of attendees were women with approximately 10 nationalities represented at each event. Examples were: HEC Paris's Women's Event: Entrepreneurship & Innovation; Breakfast event, The Uncertain Leader; and in April 2015: Case Lab to test case study on Securitas UAE.
- HEC Paris in Qatar hosted Cédric Villani, a world-renowned and award-winning mathematician, a pre-eminent specialist in equations in the kinetic theory of

gases and plasmas and in optimal transportation. In 2010, he received the Fields Medal, which is the most prestigious award in mathematics. Between 2000 and 2009, he held professorial posts at Atlanta, Berkeley, Princeton and the École Normale Supérieure de Lyon and is currently a professor at the Université de Lyon and the director of the Institut Henri Poincaré in Paris. In September 2014 HEC Paris awarded Prof Villani with the title of Professor Honoris Causa.

- HEC Paris in Qatar hosted several high level delegations from the French government. In February 2015, His Excellency Matthias Fekl, Minister of State for Foreign Trade, gave a speech at the campus and took questions from an audience that included Qatari dignitaries and distinguished alumni and guests. In March 2015, the campus also hosted the Secretary General of the Ministry of Foreign Affairs.
- HEC Paris in Qatar's management ensured that its finances delivered a sound return on investment. Highlights of 2014-15 included:
 - Revenues increased by 12 percent Year on Year (YoY), while staff costs increased by 3 percent.
 - Revenues covered operational costs for the second

LAUNCHED HEC PARIS IN QATAR'S **5TH EXECUTIVE MASTER OF BUSINESS ADMINISTRATION** COHORT, TO COINCIDE WITH HEC'S 5TH ANNIVERSARY IN DOHA

consecutive year, thanks to prudent financial management and increased efficiencies.

- Revenue from degree programs grew by 31 percent YoY.
- From 2012-13 to 2014-15, revenues grew by 83 percent at an almost constant operational cost.

- In April 2015, around 40 students from the main campus in France visited Doha as part of a study program. The MSc in Large Projects group, in addition to benefitting from lectures, was able to see first-hand Qatar's large-scale projects such as rail and the new port. Such exchanges raise Qatar's profile and generate renewed interest in Doha as a must-see destination. This visit built upon the successes of two previous visits in April 2014.
- HEC Paris in Qatar hosted a group of students from the home campus studying entrepreneurship in the Arab world, and a group of 30 MBA students and three professors from the Lubin School of Business at Pace University (New York City). Such intra campus collaborations are a valuable dividend from the activities of HEC Paris in Qatar.
- For the third year in succession, HEC Paris had a

Qatar-themed pavilion at the Roland Garros sports stadium in Paris to celebrate the presence of HEC Paris and the development of education in the Middle East.

- HEC Paris expanded activities in Qatar and the Gulf region at large. These included a new Research Office in Qatar that is now open for business and the new proliferation of custom programs that are proving increasingly popular with businesses in the region.

FUTURE INITIATIVES AND INCENTIVES

- Increase activities and output in a prudent and strategic manner.
- Launch additional degree programs in disciplines that will help Qatar achieve its 2030 national vision. One such example is an Executive Master in Human Resource Management: a degree well suited to support Qatarization efforts, but also nationalization efforts in other Gulf Cooperation Council (GCC) states. Other potential disciplines could be in Luxury Management.
- Expand HEC Paris in Qatar's customized program

activities by diversifying the client base geographically and by industry. This type of activity raises QF's profile in neighboring countries and promotes QF as a regional education hub within the GCC's blue chip corporations.

- Continue to expand research activities in parallel with HEC Paris in Qatar's faculty based locally. More case studies will be developed, giving HBKU and QF additional exposure regionally and internationally.

UCL QATAR

A center of excellence in the field of cultural heritage, focusing on postgraduate degrees in museology, library and information studies, along with flexible and high quality continuing professional development courses delivered to meet market requirements

GOALS

- Continue to develop as a world-class, research-led higher education institution specializing in the Arab and Islamic world.
- Promote and enhance research capacity in the heritage sector within Qatar and the wider MENA region.
- Work with appropriate organizations and bodies to promote understanding, interest and knowledge about cultural heritage among people within Qatar, the region and the international community as a whole.

STRATEGIES

- Deliver the highest quality education at postgraduate level tailored to the needs of Qatar in all areas of cultural heritage.
- Contribute to the generation of future cultural leaders and heritage specialists, informing thinking about culture in Qatar, the region and internationally.
- Facilitate critical thinking, discussion and debate about

cultural issues as part of professional development and academic study.

- Support professionals working in museums, galleries, libraries and the wider heritage sector; advance their expertise and career development through the provision of Continuing Professional Development courses at the cutting edge of the heritage profession.

NOTABLE ACHIEVEMENTS

- Successfully carried out an internal UCL Quality Assurance review.
- Achieved professional accreditation for the new Master of Arts in Library and Information Services degree from the Chartered Institute of Library and Information Professionals.
- Delivered 45 Professional Development Courses.
- Won USD7.3 million in competitive research grants.
- Published 37 journal articles, papers, and monographs.
- Undertook key research including the following:

- The Origins of Doha. This UCL Qatar research project, supported by the Qatar National Research Fund, aims to explore the foundation and historic growth of Doha, its transformation to a modern city, and the lives and experiences of its people, through a combination of archaeological investigation, historical research and oral testimony. The project is applying detailed analytical techniques to the archaeological record of Doha and Bidda', according to current best practice in archaeological research.
- The Crowded Desert. This is a joint UCL Qatar - Qatar Museums survey project in the Umm Al-Ma'a area of North West Qatar. Beginning in February 2015, it is an ambitious multi-scale program of field surveys and excavations aimed at producing a deeper knowledge of the human presence in the Qatari desert. Particular focus is being given to the dynamics of nomadic settlement and mobility strategies, as well as to their relationships with sedentary communities over time. The project aims to provide an overview of population dynamics in the Umm Al-Ma'a - Mleiha area across

ACHIEVED **PROFESSIONAL ACCREDITATION** FOR THE NEW MASTER OF ARTS IN **LIBRARY AND INFORMATION SERVICES** FROM THE CHARTERED INSTITUTE OF LIBRARY AND INFORMATION PROFESSIONALS

- time and to shed new light on long-term patterns of mobility and sedentarism in the Qatari desert. An additional aspect is that it will act as an opportunity to train Qatari archaeologists, cultural heritage professionals and UCL Qatar students in fieldwork methodologies and techniques.
- Materiality and Preservation in Islamic Contexts. This is an interdisciplinary research project, launched in January 2015, to investigate and understand the ways in which heritage is constructed and preserved in Qatar, and how this fits with Islamic values in the country. The research is a two-year UCL Qatar project in conjunction with Texas A&M University at Qatar and the Qatar Faculty of Islamic Studies, and is supported by the Qatar National Research Fund.
- Iron Age Metal Production in the Arabian Region and in the Levant. Professor Thilo Rehren, Director of UCL Qatar, and Dr Martina Renzi, Research Fellow, have been investigating Iron Age Metal Production in the Arabian Region and in the Levant since March 2014. Through an analytical study of metal artifacts and

- production debris, the Iron Age Arabian Metallurgy project aims to shed light on the technology used to make metals and on the compositions of the main alloys adopted during the Iron Age in key regions of study.
- Coming Clean - a research project that investigates ethical, philosophical, aesthetic, cultural and material considerations involved in conservation.
- UCL Qatar undertook a range of activities within the wider community context, including:
 - Qatari Nature under the Microscope in conjunction with Al Ruggaya School, Qatar Canadian school and Doha College.
 - History and Archaeology of Qatar, in partnership with the Supreme Education Council.
 - School archaeology workshops for Year Four students at the Compass International School.
 - 'Best Buddies' special needs program.
 - Conservation Lab visits for schoolchildren.
 - Drawing workshops at the Sheikh Faisal bin Qassim Al

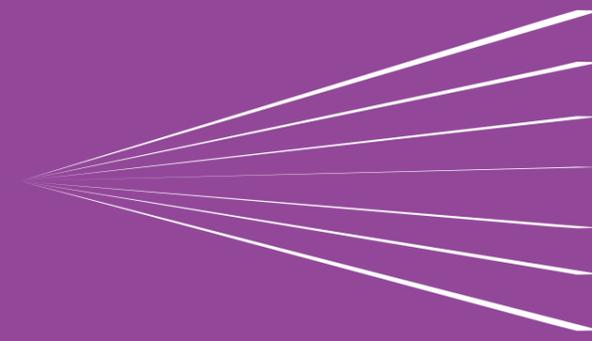
- Thani Museum.
- Music concerts.
- Took part in the Intel Arab Science Competition.
- Curated an exhibition for schoolchildren.
- 'A View of the Corniche' art workshop.
- 'Definitely Able' conference.
- School reading sessions.
- Student art exhibition at Mathaf: Arab Museum of Modern Art.

FUTURE INITIATIVES AND INCENTIVES

- Following an internal review and ongoing discussions with partners such as Qatar Foundation and Qatar Museums, UCL Qatar will be re-shaping its current academic portfolio during the 2015-16 academic cycle to concentrate on supporting national projects such as the Qatar National Library, while maintaining an emphasis on Museology.

SCIENCE AND RESEARCH

Qatar Foundation promotes a culture of scientific innovation through research and development. As a growing center of world-class research excellence, its research institutes are addressing Qatar's Grand Challenges by encouraging interdisciplinary interaction and cross-fertilization of ideas between primary areas of research, as identified by Qatar National Research Strategy.

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- Qatar Science and Technology Park
 - Qatar National Research Fund
 - Sidra Medical and Research Center
 - Qatar Computing Research Institute
 - Qatar Environment and Energy Research Institute
 - Qatar Biomedical Research Institute
 - Qatar BioBank

QATAR SCIENCE AND TECHNOLOGY PARK

QSTP SUPPORTED QF R&D'S **ECONOMIC AND HUMAN DEVELOPMENT OBJECTIVES** FOR QATAR, AND WAS INCREASINGLY RECOGNIZED AS AN **INTERNATIONAL HUB** FOR APPLIED RESEARCH, INNOVATION, INCUBATION AND ENTREPRENEURSHIP

Providing a unique platform for supporting innovation and entrepreneurship in Qatar, accelerating the commercialization of research, and incubating technology

GOALS

- Be recognized as Qatar's primary incubator for technology development, fostering the environment needed to accelerate commercialization of research and supporting innovation and entrepreneurship.
- Grow Qatar's knowledge-based economy by encouraging companies and institutes from around the world to develop and commercialize their technology in Qatar and by helping entrepreneurs launch technology businesses.
- Be recognized as an international hub for applied research.

STRATEGIES

- Administer and monitor capacity building programs and the Qatar Robotic Surgery Center.

- Execute operating processes and systems.
- Accommodate applied research, technology development, and commercialization.
- Implement a targeted, content-based communications program.

NOTABLE ACHIEVEMENTS

- Qatar Science and Technology Park (QSTP) hosted a total of 489 delegates from 54 countries at the 31st International Association of Science Parks and Areas of Innovation World Conference, Doha 2014 (IASP).
- There were 38 resident companies based at QSTP during 2014-2015.
- QSTP resident companies invested a total of QR1.35 billion during 2014-2015.

- QSTP resident companies filed a total of 28 patents during 2014-2015.
- Focused on the four themes identified as national priorities by Qatar National Research Strategy (QNRS) in 2012: Energy, Environment, Health Sciences, and Information and Communication Technologies.
- Collaborated with Qatar Foundation's (QF's) cluster of leading research universities located in Education City.
- QSTP Free Zone members, including SMEs, international corporations, and research institutions, collectively committed to investing in new programs, creating intellectual property, enhancing technology management skills, and developing innovative new products in line with QNRS.
- QSTP supported QF Research and Development's economic and human development objectives for Qatar, and was increasingly recognized as an international

hub for applied research, innovation, incubation and entrepreneurship.

- Launched the QSTP Accelerator initiative to help local entrepreneurs bring their ideas to market. Offered as an intensive three-month program, the QSTP Accelerator provides training and mentoring for aspiring entrepreneurs, and in 2014-2015 attracted 28 applicants.
- Launched the QSTP Incubator initiative in June 2015. This is a technology-focused program that fosters innovation and entrepreneurship in Qatar. It aims to support the launch, establishment and growth of promising start-ups, spin-offs and SMEs through mentoring, coaching, business facilitation, access to funding, subsidized office space in QSTP and other support business services. The first cohort had eight applicants.
- QSTP's first-ever Demo Day - held in June 2015 -

allowed graduates of its Accelerator program to showcase their inventions to local investors and mentors. A second Demo Day is planned for January 2016.

- Regularly hosted events, talks, and tours that support the building and promotion of a culture of innovation and entrepreneurship in Qatar.
- Initiated the TECHtalks series, an opportunity to explore the latest trends in technology development within its four areas of focus, exchange knowledge, and identify solutions. In 2014, there were four TECHtalks and 13 QSTP tours, which rose to five and 17 respectively in 2015.
- QSTP's Proof of Concept Fund, which supports Qatar-based researchers in demonstrating the commercial viability of their inventions, had 50 applicants in 2014-2015. Three awards were presented in 2014-15.

- QSTP organized its first Speed Pitching event on the sidelines of Global Entrepreneurship Week 2015, allowing innovators to present their business ideas to an expert panel.
- During 2014-2015, QSTP was home to 1,253 staff: 654 of them working in Research and Development (R&D).

FUTURE INITIATIVES AND INCENTIVES

- Continue to grow as a unique platform that transforms creative ideas in Qatar and the Pan Arab region into reality.
- Continue to develop as an international hub for technological and scientific innovation, and an essential supporter of aspiring entrepreneurs through QSTP's permanent mission to implement Qatar's National Research Strategy.

QATAR NATIONAL RESEARCH FUND

IN THE FIELDS OF **ENGINEERING AND TECHNOLOGY**, PHYSICAL AND LIFE SCIENCES, MEDICINE, HUMANITIES, AND ARTS AND SOCIAL SCIENCES, QNRF APPLIED A **COMPETITIVE AND HOLISTIC** SELECTION APPROACH IN ITS SUPPORT OF ORIGINAL RESEARCH

Advancing knowledge and education by supporting original, competitively selected research at all levels - from students to established scientists - in the academic, public and private sectors, and in all fields of science, in alignment with Qatar's National Research Strategy

GOALS

- Enable Research and Development (R&D) excellence in Qatar, supporting the nation's transformation to a knowledge-based economy and its successful fulfillment of Qatar National Vision 2030.
- Provide funding opportunities for R&D at all levels and across all disciplines, with emphasis on the four Qatar National Research Strategy pillars: Energy and Environment; Computer Sciences, and Information and Communications Technology; Health and Life Sciences; and Social Sciences, Arts and Humanities.

STRATEGIES

- Funding research projects of national interest within three specific categories: capacity and development building programs; competitive research funding

- programs; and research connections programs.
- Building human capital, infrastructure and research culture in Qatar.
- Raise Qatar's international profile in research.
- Enhancing and building Qatar National Research Fund (QNRF) research management capabilities and infrastructure.

NOTABLE ACHIEVEMENTS

- Continued to develop QNRF's Capacity and Development Building Programs. QNRF believes that success in building human capacity is the key to helping Qatar achieve its 2030 vision of a knowledge-based economy and increase the nation's productivity through economic diversification. Starting from the early school years, several QNRF research programs were devoted to supporting researchers and students at different stages

of their research career, such as:

- Scientific Research Competition (SRC). The SRC is an expansion of the original Secondary School Research Experience Program and, in collaboration with the Supreme Education Council, aims to build human capacity in problem solving and develop basic research skills through hands-on research activities.
- Undergraduate Research Experience Program (UREP). UREP aims to provide opportunities for undergraduate students to experience research under the mentorship of their faculty members. UREP has been running successfully for the past 10 years, and thousands of students and faculty members have benefited from the program. To date, 2,300 students have been supported by UREP (34 percent Qataris), in more than 800 projects across a variety of research areas in Qatari institutions.
- Graduate Students Research Award (GSRA). GSRA

aims to attract graduate students to enroll for their PhD studies at institutions in Qatar, and retain them after graduation to enhance the country's research capacity. To date, 17 students have been supported by GSRA in PhD programs in Qatar.

- Post-Doctoral Research Award (PDRA). PDRA aims to attract the top post-docs to Qatar to enhance the nation's research capabilities. To date, 26 postdocs have been awarded by PDRA over its two cycles.
- In the fields of engineering and technology, physical and life sciences, medicine, humanities, and arts and social sciences, QNRF applied a competitive and holistic selection approach in its support of original research.
- Programs and projects funded by QNRF were submitted by researchers of all levels of experience, and across the academic, public, and private sectors. Research projects that succeeded in being awarded funding have the potential to benefit Qatar, through their capacity to:

- Enhance education and improve health.
- Stimulate innovation.
- Conserve valuable natural assets.
- Create intellectual property.

- QNRF's Competitive Research Funding Programs took two forms:
 - Unsolicited (or investigator-driven), such as the National Priorities Research Program (NPRP), NPRP-Exceptional Proposal (NPRP-EP) and the Junior Scientists Research Experience Program (JSREP).
 - Solicited (or top-down calls), under the Thematic and Grand Challenges Research Program (TGRP).
- As the flagship funding program of QNRF and the main extramural research funding activity in Qatar, the National Priorities Research Program (NPRP) has funded more than 900 research projects since its launch in 2007, and the number of Qatar-based institutions benefiting

from NPRP awards has now reached 65. The interest in QNRF funding opportunities has also been increasing continuously and reached 869 proposals submitted in the eighth cycle of the NPRP.

- Launched in 2011, the NPRP- Exceptional Proposal (NPRP-EP) is a funding opportunity for proposals that are considered exceptional in terms of one or more of the following characteristics:
 - World-class excellence.
 - High-risk, high-impact (societal, environmental, economic, or health).
 - Larger scale, multidisciplinary, with increasing complexity.
 - Multi-institution collaboration, especially with stakeholders (public and private sectors).
 - Ambitious research and technological developments that require substantial funding and an extended timeframe.

THE NATIONAL PRIORITIES RESEARCH PROGRAM HAS FUNDED **MORE THAN 900 RESEARCH PROJECTS** SINCE ITS LAUNCH IN 2007

- The NPRP-EP is expected to contain these goals in a mixture that depends on the nature and domain of the research. The application process starts by submitting an Initial Research Proposal (IRP), followed by a presentation for the idea of the project by the LPI to a panel of experts. IRPs that are approved will proceed to the next stage of full proposal submission and will then go through the extended review process for the final funding decision. So far, QNRF has received 44 IRPs in eight batches of submissions, of which 25 went on to be submitted as full proposals with eight awarded.
- The Junior Scientists Research Experience Program helped to build human capital in Qatar by supporting younger scientists to initiate or lead their own research.
- The Thematic and Grand Challenges Research Program offered calls for proposals that are designed to be outcome-focused in order to address the research priorities of the country. The calls have well-defined research topics and each will have its own budget conditions and steering committee represented by relevant stakeholders. Some of these calls might also be jointly funded, either with the relevant stakeholders as

with the Doha International Family Institute, a member of QF, in the Osra (an Arabic word meaning "family") call, or with an international funding agency under an area of common research interest, as with the National Institutes of Health in the field of infectious diseases.

- A call addressing a Grand Challenge in the field of personalized medicine was launched in collaboration with Qatar BioBank and the Qatar Genome Project (QGP), known as the Path towards Personalized Medicine (PPM). The PPM call initiative was designed to support and benefit from the pilot phase of QGP, and to train the next generation of young scientists in "-omics" technologies. It will support experts in genomic and genetics, working at research facilities inside Qatar and represent fundamental components within integrated healthcare programs to pave the path toward personalized medicine in Qatar.
- A joint call was launched with the Belmont Forum to encourage collaborations on research into climate change.
- A Qatari team from the Supreme Council of Health (SCH) was awarded under the 2014-US-QATAR-MENA Infectious Disease Research Initiative, led by Dr Mohammed Al Hajri. The project, a collaboration between

the SCH and the University of Gezira, Sudan, will study the Middle East Respiratory Syndrome Coronavirus (MERS-CoV) infection in humans and camels. Other awarded teams include researchers from Iran, Jordan, Morocco, Saudi Arabia and the United States.

- An NPRP-EP awarded project entitled "Date Palm Genome: The key to sustainable date palm horticulture" forms the basis for a deep and functional understanding of date palm biology. The major outcome will be an improved and accurate date palm genome. As one of the region's vital food sources, the new genomics resource will ensure a sustainable food supply, enhance food security and includes the establishment of the first date palm biobank, genome sequencing of multiple date palm trees, identification of candidate genes for gender determination, fruit length and fruit color amongst other outcomes.
- Held two Research Connections Programs that aim to connect researchers in Qatar to their peers and other research communities, to foster collaborations, build capacity and generally increase engagement at all levels. This year's programs were:
 - Conference and Workshop Sponsorship Program.

THE JUNIOR SCIENTISTS RESEARCH EXPERIENCE PROGRAM IS HELPING TO **BUILD HUMAN CAPITAL** IN QATAR BY **SUPPORTING YOUNGER SCIENTISTS** TO INITIATE OR LEAD THEIR OWN RESEARCH

- Qatar-UK Research Networking Program, which is jointly funded with the British Council.
- Launched the Women In Science (WIS) initiative, which builds on the realization that while females in Qatar with science degrees represent about 60 percent of graduates, very few of them go on to complete a higher research degree, and hence the initiative aims to fill the gap between the number of successful females graduating from universities and the number of females effectively present and active in the research workforce in the disciplines of the natural sciences and engineering.
- Continued to build upon both quality and quantity of QNRF research outcomes. The decisive vision and sustained effort of QNRF, since its launch, has yielded a significant impact on the research environment in Qatar. The surge in the number of outputs has now reached more than 5,000 and includes journal papers, online papers, conference papers, books, creative works and patents, and has shown an annual growth rate of almost 80 percent. Besides the quantity, the quality of research generated by QNRF funding is exceptional. In fact, the Field Weighted Citation Impact is 68 percent above the world average. The citation impact has been

increasing steadily since 2009 and reached over twice the world average. More than 21 percent of QNRF-funded publications belong to the world's top 10 percent most cited articles. Some QNRF-funded research has been so successful that it has even made an impact on the formulation of national environmental and energy policies. Such activity is represented by collaborations with more than 500 institutions outside Qatar, many of which are of top caliber institutions, and has greatly enhanced Qatar's international visibility within the global research community.

FUTURE INITIATIVES AND INCENTIVES

- Continue to provide targeted funding as an essential aid to national and regional growth; as the means to diversify the nation's economy, enhance educational offerings and develop areas that affect the community, such as health and environment.
- Continue to develop the practice of promoting women as researchers and building their capacity at both national and international levels, as exemplified by the QNRF WIS initiative.
- Encourage scientific dialogue and research partnerships

at all levels, and wherever possible.

- Continue to administer funding for original, competitively selected research and further collaborations within academia, the public, private, governmental and non-governmental sectors through effective, mutually beneficial partnerships. While QNRF actively seeks internationally recognized researchers, it is dedicated to funding research that meets the needs of Qatar.

SIDRA MEDICAL AND RESEARCH CENTER

Providing patients with world-class healthcare services in an innovative and ultra-modern facility specially designed to promote healing

GOALS

- Be a beacon of learning, discovery and exceptional care, ranked among the top academic medical centers in the world.
- Address the growing need for more comprehensive patient-focused medical services for women and children in Qatar and throughout the region.
- Provide a diversity and quality of care conducive to training medical students and highly skilled clinicians, in collaboration with the premier medical school in Education City, i.e. Weill Cornell Medicine-Qatar (WCM-Q), leading research institutions worldwide, and with Qatar's health sector.
- Be a pioneer in clinical and translational biomedical research of value to the population of Qatar and the world.

STRATEGIES

- Create and execute an activation plan for the opening of

Sidra's Outpatient Center.

- Create an environment conducive to interdisciplinary investigations bridging clinical and laboratory activities emerging either within Sidra's activities or proposed by other Qatari institutions dedicated to biomedical research.
- Facilitate the process of clinical testing and discovery by adopting advanced technologies.
- Address biomedical problems relevant to Qatar and of global impact.
- Provide optimal research training to the next generation of Qatari scientists, in order to build capacity.
- Provide exemplary and innovative education activities for a competency-based, learning experience that promotes life-long learning behaviors and evidence-based practices.
- Develop and implement community outreach activities that address the health care needs of people.
- Establish evidence-based practice policies, procedures and guidelines.

- Develop effective outreach initiatives to attract Qatari students toward the clinical and research-oriented career pathways offered through the Sidra Scholarship Program, and develop new graduates through the National Career Development Program.

NOTABLE ACHIEVEMENTS

- Set up of clinical genomic core facility instrument installation and training in partnership with Qatar BioBank.
- Took the lead in the Qatar Genome Project aiming to sequence 10,000 Qatari individuals in its pilot phase.
- Launched the Scientific Interest Groups in order to allow for an easy flow of information among the local scientific community and to serve as a forum for exchange of information and knowledge.
- Established a number of collaborations both locally and

SIDRA TOOK THE LEAD IN THE **QATAR GENOME PROJECT** AIMING TO SEQUENCE 10,000 QATARI INDIVIDUALS IN ITS PILOT PHASE

internationally.

- Medical Staff delivered a total of 348 research papers affiliated with Sidra Medical and Research Center and published in leading global journals.
- Carried out 256 educational activities across schools, universities, hospitals, and among Sidra's own staff throughout the year.
- Carried out 59 community outreach activities at a local and global level.
- Formed important collaborations with a number of entities such as WCM-Q, the Supreme Council of Health, Qatar University, Qatar Biobank, Aspetar, Sick Kids Toronto, and Boston Children's Hospital.
- Implemented the DAISY Awards in Qatar. The DAISY Foundation (an acronym for 'Diseases Attacking the Immune System') is a non-profit organization set up in the USA dedicated to thanking and recognizing nurses for their hard work, compassion and skills. Sidra's

family-centered services nursing branch adapted the program to enable recognition of nurses working in the commissioning and preparation for the opening phases of Sidra's new hospital services. The Sidra DAISY Awards are therefore not only the first DAISY Awards in Qatar, but also the first ever worldwide at a Greenfield hospital project.

- Appointment of Professor the Lord Darzi of Denham as Sidra Vice Chairman.

FUTURE INITIATIVES AND INCENTIVES

- Plan for the opening of the Sidra Out Patient Center (OPC) in 2016.
- Begin commissioning and activation of the OPC.
- Develop a full orientation program for Sidra staff of the OPC.
- Retain and produce intellectual property for Qatar.
- Continue serving Qatar by utilizing Sidra's clinical and

research expertise.

- Design and implement a 'student to employee' career map based on individual development plans, and Sidra workforce strategy for the deployment of current and future national graduates to Sidra partners for experience and competency development, and for further for deployment of current and future graduates toward the OPC when opened.
- Design and implement an automated performance development system that aligns organizational and individual performance to allow effective monitoring, feedback and evaluation of employee performance.
- Develop a change management support program and resources for all staff identified for deployment outside Sidra and the OPC.

QATAR COMPUTING RESEARCH INSTITUTE

Qatar Computing Research Institute is a national research institute integrated within Hamad Bin Khalifa University. It aims to be a global leader of computing research in identified areas that will bring positive impact to the lives of citizens and society

GOALS

- Conduct innovative, multidisciplinary applied computing research that addresses national priorities by enhancing the quality of life for citizens, enabling broader scientific discoveries, and making local businesses more competitive globally.

STRATEGIES

- Provide global leadership in research for Arabic language technologies and content creation, cyber security, data analytics, distributed systems, social computing including social innovation and computational science and engineering.
- Carry out technology transfer to local organizations through engagement and outreach.
- Build local capabilities by establishing opportunities for young Qatari talent to pursue a scientific research career

and attracting top international computer science talent.

- Create intellectual property and develop applications that have the potential to be commercialized.
- Ensure a continuous presence at top international venues and in top tier journals, partner with leading international academic institutions and participate in joint projects with global industrial research labs.

NOTABLE ACHIEVEMENTS

- Qatar Computing Research Institute's (QCRI's) partnership with Boeing strengthened as QCRI delivered software for predictive aircraft health maintenance; the contract has been extended for two years.
- Organized the 2nd annual Machine Learning and Data Analytics Symposium in March 2015 with Boeing; over 300 local and international participants.

- QCRI was the local organizer for the 2014 EMNLP (Empirical Methods for Natural Language Processing), a leading scientific conference in the area of language technologies held for the first time in the Middle East. Over 400 paying attendees, 85 percent international.
- QCRI hosted a public lecture on innovation and entrepreneurship by Mike Stonebraker, Turing Award winner and serial entrepreneur, to an audience of 250 people.
- QCRI's scientists have published over 320 papers in their name during the fiscal year July 2014– June 2015, and have over 159,000 lifetime citations; this reflects the strength and global recognition of the QCRI research team. The number of papers published and affiliated to QCRI during the fiscal year is over 240.
- QCRI's MicroMappers and AIDR (Artificial Intelligence for Digital Response) platforms were used by humanitarian organizations to create aid response maps for the two recent Nepal earthquakes, occurring

QCRI'S SCIENTISTS HAVE PUBLISHED OVER **320 PAPERS** IN THEIR NAME DURING THE FISCAL YEAR JULY 2014– JUNE 2015, AND HAVE OVER **159,000 LIFETIME CITATIONS**

in April and May 2015. MicroMappers and AIDR were also used during Typhoon Hagupit (Ruby) in Dec 2014 and Cyclone Pam in Vanuatu.

- Digital Humanitarians, authored by Dr Patrick Meier, and Twitter: A Digital Socioscope co-edited by Dr Yelena Mejova and Dr Ingmar Weber were published.
- Notable global media attention in mainstream media, including The New York Times, Bloomberg, CNN, The Washington Times, Forbes, Fortune, Time, The Economist, The Washington Post, The Huffington Post, National Geographic, BBC, Nature, Science, Fast Company and others.
- Dr Ahmed K Elmagarmid was inducted as a Fellow of the American Association for Advancing Science (AAAS), elected as one of nine members in the section on Information, Computing and Communication.
- Best Paper Award at the 2014 Workshop on Information Security Applications (Omar Alrawi - AMAL: High

fidelity, behavior-based automated malware analysis and classification).

- Best In Show Award at 2014 BBC News Hack on language technologies (Arabic Language Technologies team).
- QCRI has the second highest number of papers accepted at SIGMOD 2015, a leading international conferences for database research.
- DataXFormer won Best Demo Award at SIGMOD 2015.
- First paper accepted at SOSP (bi-annual conference – ACM Symposium on Operating System Principles): Arabesque – a system for distributed graph mining.
- FitPet App wins Sports & Health Category at Challenge 22 (Ingmar Weber, Yelena Mejova along with Khalifa Al Haroon and Hamad Al Amari).
- Licenses (including commercial, open source and test/evaluation) have been granted for Jalees, Tweet Mogaz, QATS, Nadeef, AIDR, Arabic Speech Recognition, Geotagger.

- Some of QCRI's homegrown technologies are with QSTP and have just entered either the accelerator or proof-of-concept phase.
- QCRI's FitPet application wins the Challenge 22 Award and is now in the incubation stage at QSTP.
- Eleven patent families granted (inception to date).
- Filed 73 patent families in the US, UK and PCT representing 175 filings (inception to date).
- Continued success with QCRI's first start-up Tamr, as the company received USD25 million in Series B funding from Hewlett Packard Ventures, Thomson Reuters, MassMutual Ventures and others.
- Al Jazeera:
 - Delivered an advanced automated transcription system (QATS – QCRI Automated Transcription System) to Al Jazeera for off-line videos, achieving over 93 percent accuracy for broadcast news reports.

CONDUCTED **RESEARCH ON DATA** FROM RECORDS IN QATAR MOBILITY INNOVATIONS CENTER'S DATABANK TO SUPPORT THE DEVELOPMENT AND DELIVERY OF **MOBILITY SOLUTIONS**

- In addition to QATS, QCRI delivered other technologies and prototypes to Al Jazeera including an Arabic search engine, FAST, Comments Filter, EARS (Editor Assisted Recommendation System), MAQSA, 3D copy detection, ePigeon and more.
- Sidra:
 - Improving healthy living through research and analysis of data from health sensors and integrating them into applications.
 - Developing a system to magnify subtle motions of player movements especially during incidents that caused injuries or may have impacted the player's performance.
 - Biomarker discovery and systems biology for inflammatory breast cancer.
- Close engagement with key stakeholders in cyber security including the Ministry of Interior (overall strategy, implementation and the National Cyber Security Research Laboratory), and organizations from government, policy, IT, communications,

- media, finance, transportation, health, education and megaprojects.
- Worked closely with Kahramaa to study its industrial control system and model a component of a water purification system to identify security threats.
- Conducted research on data from the transport and traffic records in Qatar Mobility Innovations Center's databank to support the development and delivery of mobility solutions.
- Developed an application to enable visually-impaired people to use Braille on their smartphones and tablets in both Arabic and English; it is being tested by the Al Noor Center and Qatar Social and Cultural Center for the Blind.
- Engaged with Qatar Red Crescent on humanitarian computing and disaster management, and how social media can be used effectively in disasters.
- Jalees e-book reader is in use by 22,000 students in Qatar.
- Worked closely and engaged with humanitarian organizations during Typhoon Hagupit (Ruby), Cyclone

- Pam in Vanuatu and the earthquakes in Nepal for disaster response.
- Organized the second QCRI-CSAIL (Computer Science Research Program) annual meeting, during which the project overview sessions were open to the public. Attendees participating in the overview sessions numbered 150.
- Delivered software for predictive health maintenance, a project funded by Boeing.
- Expanded communications with Boeing regarding mutual business plan touch points and future opportunities for engagement across our six research areas.
- Established and/or strengthened ties with top academic technology institutions including Purdue University, Hasso-Plasser Institute Potsdam (HPI), University of Waterloo, Tsinghua University, National Tsing Hua University, University Basilicata for research initiatives.
- Began exploring an opportunity for a QCRI-IBM Innovation Center addressing physical analytics,

DEVELOPED AN APPLICATION TO ENABLE **VISUALLY-IMPAIRED** PEOPLE TO USE BRAILLE ON THEIR **SMARTPHONES AND TABLETS** IN BOTH ARABIC AND ENGLISH

- smarter city transportation, cyber security, education, and energy efficiency and usage.
- Signed an MoU with Sony Computer Science Laboratories to carry out joint research in areas including language technologies, humanitarian technologies innovation, and advanced sports analytics.
- Attracted 26 students (post-docs, assistants, associates) from top schools to join QCRI.
- Attracted, hired and trained 27 Qatari talent (via Qatar Science Leadership Program, national trainees, interns, admin).
- Organized two-month summer internship for 37 students from local universities in Qatar and in the region.
- Delivered a two-week introductory programming course to 166 elementary and preparatory students in partnership with Qatar Scientific Club as part of their summer camp activities.
- Organized outreach events to inspire youth about computer science research: Coding is Cool; Machine

Learning and Data Analytics; visit by Sherborne students; and high profile guest at Qatar Academy.

FUTURE INITIATIVES AND INCENTIVES

- Work collaboratively with HBKU to ensure a smooth transition - focus on the development of efficient and effective processes and procedures.
- Advance the execution of plans for the cyber security research grand challenge.
- Employ newly established scientist track and software engineering track promotion processes to ensure the retention of highly-qualified staff.
- Complete hiring and integration of Research Directors—Data Analytics and CS&E as well as the Director of Computing Infrastructure. Also, fill key vacancies with world-class researchers.
- Increase focus on commercialization and start-ups.
- Extend QCRI's impact both locally and internationally by increasing research output via publications in top

- venues, licensing opportunities, and patent filings.
- Increase the adoption of systems and platforms developed by QCRI researchers and engineers by local and international organizations.
- Increase local outreach in order to hire and train Qatari talent.
- Bolster joint research projects with Qatar Environment and Energy Research Institute and Qatar Biomedical Research Institute.

QATAR ENVIRONMENT AND ENERGY RESEARCH INSTITUTE

QEERI HAS 108 RESEARCHERS,
MARKING A **GROWTH RATE OF
92 PERCENT** SINCE JULY 2014

Qatar Environment and Energy Research Institute is a national research institute integrated within Hamad Bin Khalifa University. By addressing Qatar's energy and water security grand challenges it aims to become a leading research center of excellence with global impact

GOALS

- Position Qatar as a leading nation in renewable energy research and development, especially in solar photovoltaics, energy storage and grid integration.
- Provide the science and technology basis for energy-efficient water desalination, coproduced and waste water treatment and reuse, and recharging Qatar's water aquifers.
- Catalyze the creation of an industrial ecosystem for energy and water security.
- Develop local capabilities to boost Qatar's knowledge economy.
- Optimize synergies with the Qatari industry, government, scientific, and civil society organizations to achieve energy and environmental sustainability.

STRATEGIES

- Assist and expedite the introduction of off-grid and grid-integrated photovoltaic and energy storage technologies by providing scientific and engineering solutions to the deployment of 1GW solar power in Qatar.
- Enhance the sustainability of water resources by providing scientific and technological solutions as a basis for energy-efficient water desalination, co-produced and waste water treatment and reuse, Qatar's aquifers recharge, and climate change impact.
- Catalyze the creation of an industrial ecosystem for energy and water security through local and international partnerships.
- Enhance research culture and build a pool of Qatari researchers in energy and water in Qatar.

NOTABLE ACHIEVEMENTS

- Qatar Environment and Energy Research Institute (QEERI) hired top quality research staff who made an enormous difference in the competency of QEERI programs and capabilities. QEERI currently has 108 researchers, marking a growth rate of 92 percent since July 2014.
- In the fiscal year 2014-15, QEERI's researchers produced 133 peer reviewed journal articles and 77 conference papers and presentations. Four of QEERI's publications were made highly visible to the scientific community and listed among the 25 most downloaded articles in Elsevier's Separation and Membrane Science journals since October 2014.
- The total lifetime citation of publications produced by QEERI researchers reached 68,439 in June 2015.

- The average of h-index of QEERI senior researchers has reached 19.09. (The h-index is an author-level metric that attempts to measure both the productivity and citation impact of the publications of a scientist or scholar. The index is based on the set of the scientist's most cited papers and the number of citations that they have received in other publications.)
- In the fiscal year (FY) 2014-15, QEERI's scientists submitted 34 invention disclosures, compared to two invention disclosures in FY 2013-14.
- QEERI has been awarded 31 grants from Qatar National Research Fund since 2011. QEERI's success rate in the 8th National Priorities Research Program cycle reached 18 percent.
- Excellent advances were made on the development and fabrication of new bio-fouling resistant membranes for applications in desalination and wastewater treatment.

The Water and Environmental Science and Technology team designed a large-scale infrastructure. Large-scale equipment is currently under construction for installation in eight months' time. This will make Qatar the only country in the Middle East and North Africa (MENA) region to have developed such technology.

- Large-scale field projects are being established, such as the solar testing facility (250kWpV + 500kWh battery), microgrid (installation of smart sensors in QF housing), solar maps, PV anti-dust work, and a smart microgrid.
- QEERI has well-developed innovative connection tools to increase visibility, sharpen the focus of research in Qatar and to attract distinguished researchers from abroad. This includes an appealing and world-class new website <http://qeeri.org.qa/>, in addition to an internal portal and an internal newsletter titled The Researcher, which is circulated monthly.

FUTURE INITIATIVES AND INCENTIVES

- Continue to deliver on water and energy grand challenges.
- Make improvements in environmental quality and natural resource management, in such areas of concern as sea pollution and fresh water supplies.
- Expand collaborations with local and international partners to increase research capacity and capability within Qatar.
- Enhance Qatarization within QEERI, and hire more trained, qualified laboratory technicians and postdoctoral researchers.

QATAR BIOMEDICAL RESEARCH INSTITUTE

QBRI FUNDED **COLLABORATIVE RESEARCH** IN CANCER AND DIABETES WITH WEILL CORNELL MEDICINE-QATAR AND THE INSTITUTE GUSTAVE-ROUSSY, IMPERIAL COLLEGE LONDON

Qatar Biomedical Research Institute is a national research institute integrated within Hamad Bin Khalifa University. It aims to transform health through science in Qatar as a national center of excellence, and to create a global hub for translational medicine

GOALS

- Engage in basic and applied biomedical research that strongly supports the translation of novel scientific discoveries into more efficient therapies and better preventative strategies for human diseases, ultimately leading to the development of personalized medicine.

STRATEGIES

- Improve the diagnosis, treatment and prevention of diabetes and cancer.
- Better understand the genetic bases of neurological diseases.
- Establish scientific and technological leadership in genomics and personalized medicine.

- Establish scientific and technological leadership in computational biology and biostatistics.
- Establish core technology and enabling platforms.
- Contribute proactively to achieving the goals and strategic objectives of Qatar.

NOTABLE ACHIEVEMENTS

- Qatar Biomedical Research Institute (QBRI) is playing active and important roles in shaping the national biomedical and health research landscape and research agenda through its proactive participation and contributions in several national planning and strategic committees.
- QBRI, represented by its Executive Director, is an active and leading member of several national strategic

committees overseeing the implementation of national strategies, research funding and cross-institutional coordination:

- Qatar Metabolic Research Group (Chair).
- Qatar Cancer Research Partnership, with Lord Araa Darzi (Co-Chair).
- Scientific Advisory Committee, Qatar BioBank and Qatar Genome (Co-Chair).
- Board of Trustees Qatar Biobank and Qatar Genome (Member).
- Board of Academic Health System, Qatar (Member).
- Strategic Research Planning Committee, Sidra Medical and Research Center (Member).
- Joint Qatar Foundation and Weil-Cornell Medical College Advisory Board (Member).

- Path Towards Personalized Medicine (PTPM) Steering Committee, Qatar National Research Fund (Member).
- Exceptional Grants Review Committee, Qatar National Research Fund (Member).
- Executive Committee, International Brain Research Organization (Member).
- Advisory Committee, Department of Health Sciences, Qatar University (Member).
- QBRI funded collaborative research in cancer and diabetes with Weill Cornell Medicine-Qatar (WMC-Q) and the Institute Gustave-Roussy, Imperial College London that resulted in several important publications with QBRI scientists as co-authors.
- QBRI is currently the lead or co-lead institution to five Qatar National Research Fund-National Priorities Research Program (QNRF-NPRP) grants, including a

- new NPRP grant in Traumatic Brain Injury.
- QBRI is a strategic research partner in the Mother-Child Cohort Study funded by the Supreme Council of Health. Agreement signed and implementation to start in Fall 2015.
- QBRI scientists continued to be active in publishing their work, collaborating with other scientists in Qatar and globally, despite the lack of research space (48 publications in peer reviewed and high impact journals).
- Completed the re-structuring of QBRI from a technology-based to a disease-based research institute.
- Developed a new business plan and organization structure to support the mission of QBRI.
- Completed the integration of Shafallah Medical Genetic Center into QBRI.
- Established a research grants office and launched the

- first internal grant cycle, which includes rigorous internal and external reviews by experts in the relevant fields.
- Re-launched an active recruitment campaign and identified highly qualified candidates for all core-managers positions. Recruitments are underway.
- Secured functional research space and equipment for all existing QBRI scientists and staff.
- Established a fully operational QBRI cellular and molecular biology research laboratories in education city (WCM-Q) – Capacity of Dry and Wet lab space (20-24 staff and scientists).
- Established a functional structural biology core facility in QBRI Lusail, the only high quality comprehensive protein laboratory in Doha and one of only a couple in the entire region.

ENTERED INTO A **STRATEGIC PARTNERSHIP** WITH HAMAD MEDICAL CORPORATION THAT COVERS SHARED USE OF FACILITIES, JOINT APPOINTMENTS AND RESEARCH COLLABORATION IN **DIABETES AND BREAST CANCER**

- Installed confocal and fluorescent microscopes. This is the nucleus for the QBRI advanced optical microscopy and imaging core.
- Upgraded the capabilities of the QBRI Genomic facility through acquisition of genomic Next Generation Sequencing and Single Cell Genomic instruments, as well as training of the technical staff in-house and at international conferences and schools.
- Secured sufficient office space at Tornado Tower for non-wet lab activities to enable QBRI to launch its computational and population sciences research programs.
- Secured laboratory space for the diabetes group at the interim translational research institute in Hamad Medical Corporation (HMC).
- Entered into a strategic partnership with HMC that

covers shared use of facilities, joint appointments and research collaboration in diabetes and breast cancer.

- Signed Letter of Intent and negotiated an agreement with Japanese Research Institute Riken to establish a joint molecular diagnostic research laboratory and research programs in Qatar and Japan, aimed at advancing preventive and personalized medicine in Qatar. RIKEN-PMI (Preventive Medicine and Diagnosis Innovation Program) will also train QBRI scientists and facilitate the transfer of genomics technologies and expertise.
- Signed a Memorandum of Understanding with the International Brain Research Organization (IBRO) for establishing the IBRO-MENA sub-regional headquarters in Qatar and designated QBRI as the host organization. The agreement include IBRO funding for an annual neuroscience school and seed funding for the

- Executed a Letter of Agreement with Harvard Medical School (HMS) for launching the "Cancer Biology and Therapeutics program" (HMS-CBT), a one-year training program targeting clinicians and scientists from Qatar and the region, where the modules will take place in Doha, London and Boston.
- Restructured and renegotiated the QBRI-HMC-Institute Gustav Roussy and QBRI-Imperil College collaboration agreements in order to shift resources and activities back to QBRI and to ensure more active participation and/or leadership roles by QBRI in the project implementation and management.
- Initiated the QBRI seminar series – over 25 leading scientists from other institutions from inside and outside Qatar presented their research and meet with the QBRI staff and scientists to explore opportunities

PARTICIPATED IN QATAR RESEARCH LEADERSHIP PROGRAM EVENTS IN SAN FRANCISCO, LONDON AND DOHA, AND PROVIDED OPPORTUNITIES FOR **TRAINING AND CAREER GUIDANCE** AND MENTORING TO QRLP SCHOLARS

- Co-led and contributed to Hamad Bin Khalifa University (HBKU) and Qatar University (QU) graduate programs in biomedical sciences:
 - The HBKU Master of Science (MS) and Doctor of Philosophy (PhD) programs were launched, with 20 students accepted; six QBRI faculty hold joint appointments at the College of Science and Engineering.
 - QU biomedical PhD proposal is under consideration with QU Academic Committee.
- Taught and instructed graduate level courses at QU – over 23 lectures were delivered to master level students on a variety of topics.
- Mentored and supervised graduate level students from

for collaborations. QBRI scientists delivered seven outside seminars at conferences and symposia in Qatar.

- Participated in various Qatar Research Leadership Program (QRLP) events (San Francisco, London and Doha) and provided opportunities for training and career guidance and mentoring to QRLP scholars. One QRLP scholar received training in clinical research as part of the Harvard Medical School Global Education Programs and was hired at QBRI.
- Organized the IBRO School in Neurogenetics in December 2014, with support from IBRO. Students from Qatar and across the MENA region undertook theoretical and practical studies in neurogenetics. HMC, HBKU, and QF partner university WCM-Q participated as instructors and guest speakers.
- Launched the first QBRI Summer Research Program – May to July 2015; seven undergraduate students, including three Qatari students, took part in the pilot

QU (one PhD and one MS) and HEC (four MS).

- Launched internal training programs (genomics and protein biochemistry) for QBRI scientists and technical staff in May 2015; the curriculum and the course material were developed internally by expert QBRI staff scientists. During the three-week program trainees received theoretical lectures followed by hands-on laboratory training walking them through an entire process of DNA and protein methods. This program and other modules will be extended to HBKU students in the Spring of 2016 as part of their MS/PhD curriculum.
- Supported the QF IPTT Office (Intellectual Property and Technology Transfer) in its activities.
- Mentored three technology start-up companies at Qatar

phase and conducted research in QBRI labs working in three research areas relevant to stem cells, diabetes and cancer.

ORGANIZED THE FIRST **QBRI-IBRO** SYMPOSIUM
 “NEUROLOGICAL AND PSYCHIATRIC DISORDERS:
 FROM MECHANISM TO THERAPEUTIC STRATEGIES” –
 A LANDMARK TWO-DAY **NEUROSCIENCE SYMPOSIUM**
 WHICH WAS THE **FIRST OF ITS KIND TO BE HELD IN QATAR**

- Led the organization of the Biomedical and Health Grand Challenges sessions during the QF Research and Development (R&D) Annual 2014 Qatar National Research Strategy (QNRS) Forum.
- Participated actively in the organization and scientific sessions of the Annual Research Conference 2014 (ARC'14) in November 2014:
 - Led the organization of the Breakthrough in Biomedical Research session.
 - Organized and moderated a health debate on Personalized and Precision Medicine in the next 10 years: Hype, Hope Or Clinical Reality?
 - Several QBRI scientists presented posters of their work.
 - QBRI brainstorming session on natural product and chemical biology hosting three renowned scientists.

- Organized the first QBRI-IBRO symposium “Neurological and Psychiatric Disorders: From Mechanism to Therapeutic Strategies” in December 2014 – a landmark two-day neuroscience symposium which was the first of its kind to be held in Qatar. HMC, HBKU, and QF partner university WCM-Q participated as instructors and guest speakers.
- Organized QBRI-Kyoto symposium on stem cells in March 2015 – QBRI hosted six distinguished Kyoto University scientists. QBRI scientists presented.
- Presentation by QBRI scientists at the Middle East Stem Cell Symposium: “Opportunities and Challenges in Stem Cell Research and Therapy Development” in March 2015 in Doha, Qatar.
- Co-led (Executive Director) and participated actively in the sessions of the 2014 Brain Forum in Lausanne, Switzerland, March 31-April 1, 2015.
- Participated (QBRI scientists) in the Arab Diabetes

- Medical Congress, which was held on April 23-25, 2015 in Doha, Qatar (presentations, session moderators and round table discussions).
- Participated and presented (Biotech Director) at QU Drug Discovery Symposium: Contemporary advances in the field on April 28, 2015.
 - QBRI diabetes research program and scientists were featured in a special documentary produced by Qatar TV.
 - Qatar TV presented a feature of the QBRI-Harvard training program accompanied by an interview with Dr Walid Qoronfleh, Director of Biotechnology.
 - Qatar Radio conducted an interview with QBRI Executive Director Dr Hilal Lashuel on the mission of QBRI and the QBRI-IBRO partnership.
 - QBRI ED participated as a guest speaker and panelist in several major conferences and public events, including:
 - World Innovation Summit for Health 2015 (Healthcare

ORGANIZED THE **QBRI-KYOTO**
SYMPOSIUM ON STEM CELLS –
 QBRI HOSTED SIX DISTINGUISHED
 KYOTO UNIVERSITY SCIENTISTS

- and Ethics: Genomics).
- Annual Research Conference 2014 (Breakthroughs in Biomedical Research).
- QSTP Tech Talks (Technology Innovation in Life Sciences and Building a Knowledge Economy (Sept 2014); and ICT and Genomics Innovation (May 2015)).
- QBRI research activities, scientists, partnerships and training programs were widely covered by the QF Telegraph and QF Foundation magazine, Aljazeera.net and local newspapers.
- QBRI’s Executive Director represented QF at the Science Technology and Society Forum Annual Meeting in Japan and was a guest speaker at the pre-emptive medicine session.
- QBRI’s Executive Director was invited to speak at a special session on The re-emergence of science in the Middle-East: vision, progress, and challenges during the Annual 2014 Harvard Alumni Weekend.

- QBRI scientists and management actively participated in the Qatar-Sweden Research Forum.
- QBRI’s Executive Director actively participated in the QF-UK The Road Ahead Forum at UCL-UK.

FUTURE INITIATIVES AND INCENTIVES

- Ensure the successful integration of QBRI within HBKU.
- Continue to position QBRI as a leading institute that is actively participating in shaping and implementing the national biomedical and health research agenda and Qatar National Research Strategy (QNRS).
- Hire Research Center directors and principal investigators.
- Establish QBRI core facilities and complete the hiring of lab managers.
- Secure lab space in case QF Research & Development Complex Phase 1 lags behind.

- Continue the intramural projects successfully and establish the grants finance system.
- Participate actively in HBKU MS/PhD programs and activities.
- Develop joint appointments between QBRI research staff and HMC.
- Establish partnerships with elite institutions to help accelerate the developments of QBRI’s research programs and enabling platforms.
- Start the implementation of Qatar Cancer Research Strategy.
- Support the development of unique educational and training programs at HBKU.

QATAR BIOBANK

A national center for the collection of biological samples, data and information to enable research leading to the discovery and development of new healthcare interventions

GOALS

- Establish a research enterprise platform across Qatar to achieve extraordinary improvement in diagnostic and prognostic intelligence required to deliver personalized healthcare for the benefit of people in Qatar, the region and worldwide.

STRATEGIES

- Establish and sustain Qatar BioBank (QBB) as a fully operational organization internationally recognized for excellence.
- Create a BioBank with sufficient numbers of participants contributing high-quality data and bio-samples for use in research of benefit to healthcare in Qatar.

- Increase the supply of bio-samples and data to researchers for use in research of benefit to healthcare in Qatar.
- Provide the region's most advanced BioBank Collection and Asset Management Service.

NOTABLE ACHIEVEMENTS

- Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, officially opened the new QBB building in Hamad bin Khalifa Medical City on 11 February 2015.
- Her Highness was accompanied by His Excellency Abdullah Bin Khalid Al Qahtani, Minister of Health, and Secretary General of the Supreme Council of Health (SCH), together with Dr Hanan Al Kuwari, Chairperson

of the Qatar BioBank Board of Trustees; and Dr Asma Al Thani, Vice Chairperson of the QBB Board of Trustees.

- Her Highness Sheikha Moza bint Nasser toured the new state-of-the-art facility and examined the services it provides for citizens and residents alike.
- The inauguration followed the conclusion of QBB's two-year operational pilot phase, during which more than 2,700 volunteers were recruited, and epidemiological data, phenotyping measurements and biological samples were collected as part of the Qatar Genome Project, a genome mapping of the local population spearheaded by QBB.
- Announced by Her Highness Sheikha Moza bint Nasser at the World Innovation Summit for Health (WISH) in Doha 2013, the Qatar Genome Project will result in a

QBB'S COLLECTION OF SAMPLES AND INFORMATION ON THE **HEALTH AND LIFESTYLES** OF LARGE NUMBERS OF THE NATIONAL POPULATION WILL MAKE **VITAL MEDICAL RESEARCH** POSSIBLE FOR SCIENTISTS IN QATAR, THE REGION AND THE WORLD

notable change in future public health treatment through personalized healthcare. QBB's collection of samples and information on the health and lifestyles of large numbers of the national population will make vital medical research possible for scientists in Qatar, the region and the world.

- During this period, progress was made toward phasing out Imperial College London support at the operational level.
- A clinical information system has now been initiated, to be completed by a commercial laboratory information system.
- QBB passed its annual inspection for the ISO 9001 and ISO 27001 certifications.
- QBB is forging collaborations with local scientists: so far

13 ongoing collaborations have been established to date.

- Organized the first Qatar Biobank international symposium 'BioBanking in the Context of Personalized Healthcare' in February 2015. This will become a biannual event.
- QBB updated its organizational structure and governance, including the setting-up of an International Science Advisory Committee, a Genome Committee, a BioBank Program Committee, and a Regulation and Access Committee.

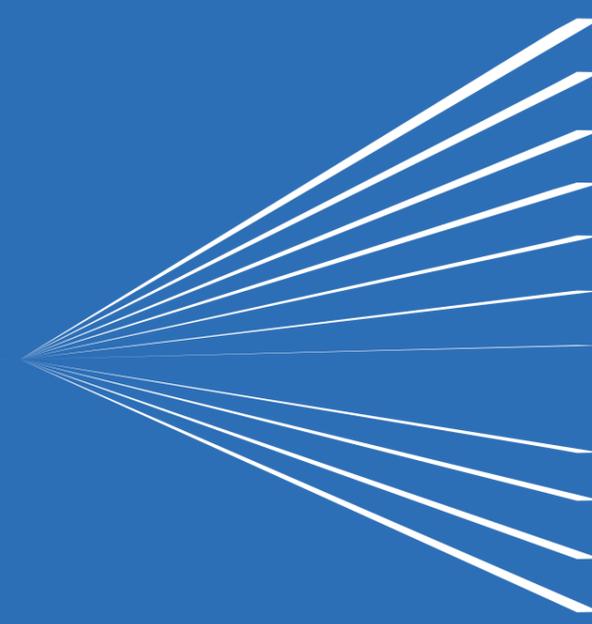
FUTURE INITIATIVES AND INCENTIVES

- Complete the hiring of all operational staff needed to carry out QBB's activities.

- Introduce more efficient processes that will help to improve the visitor experience for all participants at QBB.
- Finalize the new clinical information system planned for the BioBank, so that it can sustain the increased numbers of participants expected this year.

COMMUNITY DEVELOPMENT

Community Development is an essential part of Qatar Foundation's support for Qatar as it transitions toward a knowledge economy. This support includes helping to preserve Qatar's cultural heritage and traditional Islamic values, and ensuring that the people of Qatar are at the forefront of the nation's ambition to achieve sustainable development.

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- QATAR DIABETES ASSOCIATION
 - AL SHAQAB
 - QATARDEBATE CENTER
 - REACH OUT TO ASIA
 - DOHA INTERNATIONAL FAMILY INSTITUTE
 - QATAR CAREER DEVELOPMENT CENTER
 - QATAR FOUNDATION PUBLISHING CENTER
 - BLOOMSBURY QATAR FOUNDATION
 - QATAR PHILHARMONIC ORCHESTRA
 - QATAR MUSIC ACADEMY
 - QATAR NATIONAL LIBRARY
 - QATAR NANNY TRAINING ACADEMY

QATAR DIABETES ASSOCIATION

Raising the quality of life in Qatar through raising awareness of healthy lifestyles, and the management of, or prevention of diabetes

GOALS

- Help people with diabetes and those who are at risk of developing it by providing innovative patient care, diabetes education and related services with the hope of improving the overall quality of life for those who are affected.

STRATEGIES

- Improve education, knowledge and awareness levels regarding diabetes in Qatari society.
- Increase the number of patients with diabetes who are receiving support from Qatar Diabetes Association (QDA).
- Improve the level of care for diabetic patients by improving the level of knowledge of healthcare professionals in Qatar.
- Improve and increase the QDA fundraising efforts.
- Be an advocate of patients' rights in general, and of patients with diabetes in particular.
- Facilitate and co-operate with diabetes-related research and statistics.

NOTABLE ACHIEVEMENTS

- Continued to promote the "Action On Diabetes" campaign for its fifth consecutive year. The campaign was launched

in November 2011 together with Maersk Oil, the Supreme Council of Health, Hamad Medical Corporation and Novo Nordisk, and this successful collaborative effort has initiated many health and wellbeing projects, including major programs to raise awareness about diabetes among the population of Qatar, and has stimulated people into taking avoidance action.

- Joined with "Action on Diabetes" to formulate Qatar-based Diabetes Educator (DE) certification. The first two sets of graduates of the certified DE program in Qatar graduated from the Michener Institute's for Applied Health Science, in February 2015. A third group of nurses have begun the third program and are currently learning about the latest developments in diabetes care, in order to improve the quality of life for those with the condition. The initiative has proved to be a great success, with 55 educators already certified as a Diabetes Educator nurses.
- Continued to assess the risk of diabetes in adolescents in Qatar, defined as the combination of family history and obesity. Most recent figures show that the prevalence of diabetes among the Qatari population aged 18 to 64 in Qatar is 16.7 percent (source: Qatar STEPS survey 2012). The same study showed 70 percent of the population is overweight and 41 percent are obese.
- In collaboration with "Action on Diabetes", QDA continued for the third consecutive year to measure the risk of diabetes in students aged between 12 and 18 at randomly selected schools in Qatar. The study, which includes questionnaires,

blood tests and the taking of physical measurements such as height, weight, waist circumference and body mass, is scheduled for completion in 2016, with a follow-up of three years.

- Trained more than 34 students from Qatar University (QU) and Calgary University (CU) as part of ongoing educational agreements. QDA provided diabetes clinical training for QU students enrolled in the university's Human Nutrition program, and also for nursing students at CU.
- Organized Diabetes Prevention Camps for adolescents in Qatar who are obese and have a high risk of developing diabetes. QDA also continued to offer its Rights of Students with Diabetes at School program, which is making a difference in the lives of students both in regards to advocacy and in training for school staff.
- Provided mobile clinic outreach services to the more remote areas of Qatar, such as Umsaeed, Dukhan, Al Khor and industrial areas, as well as schools outside of Doha, through the QDA Diabetes Mobile Unit program. This valuable program has allowed QDA to take an important step toward achieving its desired goal of having the rights of students with diabetes at school formally recognized. In collaboration with Hamad Medical Corporation (HMC) and the Primary Health Care Corporation (PHCC), a proposal was put forward which has resulted in a Ministerial Decree to form an official committee to investigate this issue.

LAUNCHED NEW QATAR-BASED DIABETES EDUCATOR CERTIFICATION FOR HEALTH EDUCATORS

- Participated in a number of scientific research studies concerning diabetes. For example, QDA worked in collaboration with the medical statistics department of Hamad Medical Corporation, with Weill Cornell Medicine-Qatar, and with Harvard University. QDA also supported research projects on diabetes via the Qatar National Research Fund, such as "Nutritional Intervention of Type II Diabetes Mellitus by Vitamin D in Qatar", "Adolescent Pre-Diabetes in a High-Risk Middle East country: A Cross-Sectional Study", and "Neutrgnomix Study". All of the above programs help to maintain a high quality image of the QDA in Qatar and the region, consolidating its role as a leader in the field of diabetes education, care and management with partners in Qatar, Gulf, and the region as a whole.
- Strived to increase awareness to an even wider audience, to reach more people to make a real difference in the lives of all diabetes sufferers.
- Worked hard to advance diabetes management, prevention and cure through QDA's role of supporting scientific studies and research in the field.

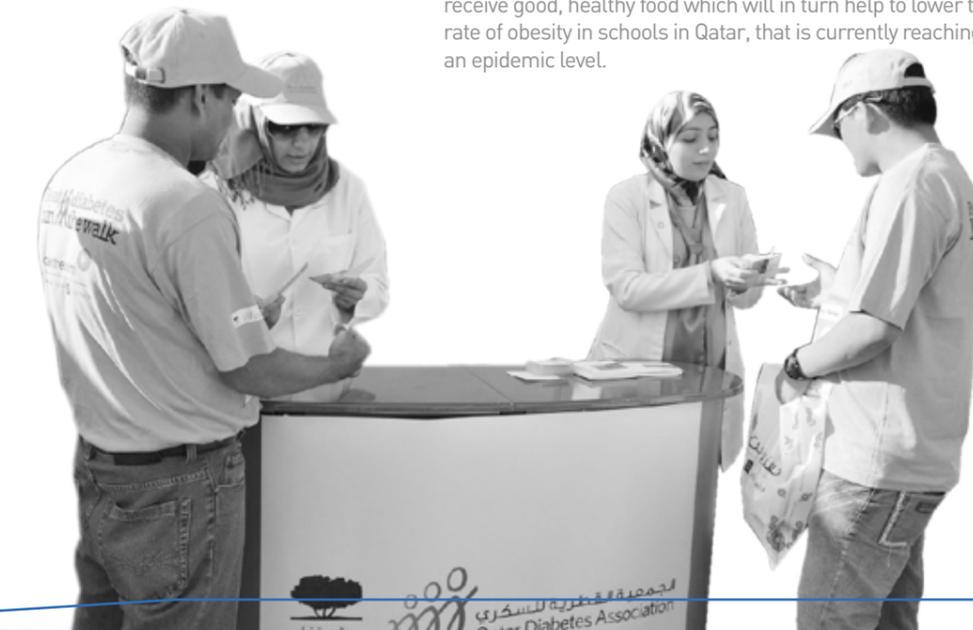
FUTURE INITIATIVES AND INCENTIVES

- Continue to improve the education and services QDA offers to people with diabetes in Qatar and to those who are at risk of getting it.

- Expand diabetes prevention programs directed at Qatari youth and encourage them to participate in more camps; carry out studies related to diabetes prevention, including looking at the scale of the problem and the issues connected to dealing with it; improve post-camp follow-up programs.
- Publish scientific papers based on QDA's research into the risk of diabetes in Qatari youth, and follow up the results in

collaboration with Weill Cornell Medicine-Qatar and other research entities in the field. Devise a strategy to involve policy-makers in supporting the protection of the population.

- Support other entities specializing in diabetes to formulate and implement a protocol for diabetes care and management guidelines within Qatar health care facilities.
- Help to formulate dietetic guidelines for school cafeterias in Qatar on diet and nutrition, to ensure that children will receive good, healthy food which will in turn help to lower the rate of obesity in schools in Qatar, that is currently reaching an epidemic level.



AL SHAQAB

Striving to become the global leader in preserving, improving and promoting the Arabian horse breed through setting the highest standards in breeding, showing, equestrian arts and equine welfare, and encouraging community participation

GOALS

- Build on Qatar's heritage with the Arabian horse to become a leading global center for equine professionals.
- Provide an engaging experience for the community.

STRATEGIES

- Development of human capital.
- Produce successive generations of world-class and premier show horses within top bloodlines to which AL SHAQAB has access.
- Develop and maintain riders able to compete with the 10 top-ranked International Federation of Equestrian Sports (FEI) riders.
- Lead equestrian education for riders and trainers in the Gulf region.
- Become a world-renowned riding academy graduating

fully trained riders up to competition level.

- Ensure sustainable preservation of the Arabian breed for future generations in Qatar.
- Lead innovations and advances in equine veterinary medicine, research and welfare while becoming the point of reference for equestrian information in the Gulf region.
- Become a focal point and knowledge center for the public, and a major Qatari landmark.
- Increase awareness of AL SHAQAB's history and achievements locally, regionally and internationally.
- Become financially sustainable within the next 10 years.

NOTABLE ACHIEVEMENTS

- AL SHAQAB continued its efforts to build a Quality Management System by developing new procedures, while reviewing and updating existing ones. AL SHAQAB went through an external quality audit which resulted in

maintenance of its ISO 9001:2008 Certification.

- AL SHAQAB completed a comprehensive study on horse insurance program evaluation and recommended the implementation of a new insurance strategy that would result in significant cost savings and better policy terms.
- AL SHAQAB's Breeding and Show Department participated in 13 International / A Level Shows, obtaining 15 Gold, 10 Silver and 5 Bronze medals. Results in major show competitions were:
 - Paris 2014 World Championship
 - . Kahil Al Shaqab – World Gold Champion Stallion.
 - . Victoria Al Shaqab – World Bronze Champion Yearling Filly.
 - . Marwan Al Shaqab was named the Best Sire for the 8th Consecutive Year.
 - Scottsdale 2015
 - . Hariry Al Shaqab – Champion Stallion
 - . Falah Al Shaqab – Reserve Champion Colt
 - . Leen Al Shaqab – International Champion Filly

AL SHAQAB'S BREEDING AND SHOW DEPARTMENT PARTICIPATED IN 13 INTERNATIONAL/A-LEVEL SHOWS, OBTAINING 15 GOLD, 10 SILVER AND 5 BRONZE MEDALS

- . Ghala Al Shaqab – Egyptian Heritage Reserve Champion Filly
- Menton Mediterranean and Arab Countries Arabian Horse Championship 2015
 - . Hariry Al Shaqab – Menton Gold Champion Stallion.
 - . Sultanat Al Shaqab – Menton Gold Champion Yearling Filly.
 - . Marwan Al Shaqab was named the Best Sire for the 9th Consecutive Year.
 - . AL SHAQAB was named Best Breeder of the Show.
- AL SHAQAB'S Qatari Support Program represented a 59 percent increase this year from 2013-14 season. This year 116 Qatari breeders received benefits from AL SHAQAB because of this program.

- The AL SHAQAB Endurance team participated in 25 competitions locally and internationally with a total 111 individual event participation resulting in 60 participations either being successful in the form of winnings or qualifications. Endurance winnings in total were 16 gold, 8 silver and 10 bronze medals.
- 2014 FEI's World Endurance Ranking rated AL SHAQAB top rider Faleh Nasser Bughenaim as World No. 1 Endurance Rider and Khalid Sanad Al Naimi World No. 5 Endurance Rider out of 3,466 riders worldwide.
- AL SHAQAB staged the six-day international equestrian

event CHI AL SHAQAB 2015 for the third consecutive year. The event, which took place March 2-7, 2015, attracted 233 competitors from 31 countries. International horses and riders participated in five disciplines: Show Jumping, Dressage, Endurance, Vaulting and Para Dressage. Para Dressage was a new discipline introduced in the event which was conducted within the same budget frame as last year. In Para Dressage, the competitor's mobility, strength and coordination are assessed in order to establish their



LAUNCH OF A NEW **EQUESTRIAN SCHOOL** EDUCATIONAL PROGRAM RESULTED IN THE HORSEMANSHIP CLUB ATTRACTING OVER **400 NEW MEMBERS** THROUGHOUT THE YEAR, THEREBY **PROMOTING HORSEMANSHIP** AND HELPING TO DEVELOP RIDERS LOCALLY

classification profile, and people with similar functional ability profiles are grouped into competition grades. The competition within each grade can therefore be judged on the skill of the individual competitor on their horse, regardless of the competitor's impairment.

- Launch of a new Equestrian School educational program resulted in the Horsemanship Club attracting over 400 new members throughout the year, thereby promoting horsemanship and helping to develop riders locally.
- AL SHAQAB's Equine Education Department initiated cooperation with strategic partners with the aim of being a premier educational hub that offers expansive curricula, diversified programs and high level training in equestrian sports disciplines for talented youth and adults.
- The Equine Education Department organized educational tours for Qatar Academy Schools and other local schools to raise the awareness of AL SHAQAB's efforts in equestrian training and maintenance of horses' welfare.
- AL SHAQAB collaborated with Awsaj Academy in organizing an AL SHAQAB Riding Camp for 39 Grade 4

students who faced learning difficulties. The program helped all students to gain increased positive attitude, strength, coordination and balance, confidence, and overall riding ability. The riding program for Grade 4 students was seen as a highly successful partnership between AL SHAQAB and Awsaj Academy, resulting in positive growth and change for many students in both physical and emotional areas.

- AL SHAQAB was among the venues hosting Qatar National Sport Day celebrations, and was the main venue for the Garangao festival held during Ramadan. It also had a strong presence at the Qatar National Day celebrations held at Darb Al Saai.
- AL SHAQAB successfully established a Language Bank in 16 languages, to fulfill all internal language translation and interpretation requirements. The aim is to identify the language proficiencies of all AL SHAQAB staff in order to facilitate this resource.
- The AL SHAQAB Finance team developed a full fixed-asset verification exercise.

FUTURE INITIATIVES AND INCENTIVES

- Develop a 5-year strategic direction and plan for AL SHAQAB.
- Recruit, develop and retain the quality manpower required to manage AL SHAQAB facilities and assets.
- Establish a unique national development project to attract young Qataris to join the diverse equine fields.
- Analyze previous spending trends with the objective of reducing waste and improving quality.
- Study and finalize optimum horse stock and continue horse stock reduction to achieve the optimum size by developing and implementing creative solutions.
- Operate the state-of-the-art AL SHAQAB Equine Medical Center.
- Maintain the level of participation in regional and international competitions in both breeding and show, and endurance to ensure continuity and improvement in winnings.
- Improve and expand AL SHAQAB international equestrian competitions.

MAINTAINING A **WORLDWIDE REPUTATION** AS **A LEADER IN EQUINE BREEDING**, PRESERVING AND SHOWING HIGH QUALITY ARABIAN HORSES



- Identify commercial opportunities to develop new revenue streams.
- Continually strive for improving business operations by ensuring process efficiency, benchmarking and adopting automation where possible.
- Execute the proposed contract with Langestut Warendorf to implement operational expansion of the Equine Education Department activities and programs.
- Organize more competitions through the Equine Education Department to raise the standard of riders competing locally and regionally.
- Develop a new strategy for acquiring sponsorships.
- Develop and implement an international promotion plan

for CHI AL HAQAB.

- Actively market and enhance the rental services of the Arena for third party events.
- Diversify and extend the events portfolio by attracting national and international events and activities to the AL SHAQAB main arena.
- Reach out to regions where the AL SHAQAB bloodlines are still not properly represented by AL SHAQAB horses and maintain AL SHAQAB's worldwide reputation as a leader in equine breeding, preserving and showing high quality Arabian horses.
- Increase the number of foals sired by AL SHAQAB stallions all over the world.

QATARDEBATE CENTER

Fostering dialogue and debate, and promoting the principles of youth empowerment and active citizenship through QatarDebate's unique contribution to the education and engagement of young people

GOALS

- Become the premier resource, reference and education center for dialog, debate and public speaking in Qatar and internationally.
- Develop lifelong skills and values, as well as public awareness of the value of open dialog, debate, youth empowerment, and active citizenship.

STRATEGIES

- Promote and integrate QatarDebate's bilingual debate programs and learning materials as a formal part of Qatar's educational curricula.
- Promote and facilitate the practice of debate in Arabic

and English as a key learning method for developing confident and articulate active citizens among young people and educators in Qatar and the region.

- Make QatarDebate the established bilingual debate program in the region and the established Arabic debate program in the world.
- Give Qatari youth unique opportunities to participate and develop their understanding of active citizenship.
- Support the continuous growth of QatarDebate as a center of expertise and excellence in Qatar and the region through effective awareness-raising activities and robust institutional systems and resources.
- Build the capacity of QatarDebate and its beneficiaries through the availability of learning tools, resources,

and infrastructure to support debate programs internationally.

NOTABLE ACHIEVEMENTS

- Hosted the Training of Trainers (ToT) for the 3rd International Universities Debate Championship (the 3rd IUADC).
- Hosted the 3rd International Universities Arabic Debating Championship from 26 to 29 April 2015 at Qatar National Convention Centre, where 67 teams representing 33 Arab and non-Arab countries competed.
- Nominated the 3rd Ambassador of QatarDebate.
- Spread the culture of debate in the Arab world through

HOSTED **3RD INTERNATIONAL UNIVERSITIES ARABIC DEBATING CHAMPIONSHIP** WHERE 67 TEAMS REPRESENTED 33 ARAB AND NON-ARAB COUNTRIES



ORGANIZED **DEBATE WORKSHOPS IN ARABIC AND ENGLISH** FOR STUDENTS, TEACHERS, DEBATE JUDGES AND PUBLIC ORGANIZATIONS

the support of QatarDebate to:

- Kuwait University (workshops held at QatarDebate Center and coaches workshops in Kuwait).
- University of Tunisia (the support of QatarDebate to The Maghreb Countries Debate 2015 organized in Tunisia).
- QatarDebate won 2nd place of "The Guardians of the Arabic Language" in "بالعربي" "In Arabic" forum organized by "Sumou Society" in the Kingdom of Saudi Arabia.
- Organized a Cultural Exchange Program through QF International with the Center for Arabic Language & Culture in Chicago (CALC), Illinois, United States.
- Produced four documentaries:
 - The Participation of Team Qatar at ARGO Debate in Romania.

- The success story of two debaters.
- Al-Rayyan TV documentary film.
- Short film introducing QatarDebate Ambassadors in North Africa and Kuwait.
- Organized debate workshops in Arabic and English for students, teachers, debate judges and public organizations.
- International debate coaches delivered advanced debate workshops and materials for Team Qatar, QD debate instructors and schools/universities teachers, and debate adjudicators.
- Participated in Qatar National Day celebrations at Darb Al Saai alongside other QF entities.

FUTURE INITIATIVES AND INCENTIVES

- Participation of Team Qatar in the World Schools Debating Championships (WSDC) 2015 in Singapore.
- Draft the content of the 5th Anniversary Book for QatarDebate.
- Publish new bilingual publication "Material Resources for Advanced Level".
- Undertake new collaborations.
- Organize debate tournaments and training (Arabic and English programs).
- Organize Training for Trainers.
- Participate in the 3rd International Schools Arabic Debating Championship (ISADC).

ORGANIZED **A CULTURAL EXCHANGE PROGRAM THROUGH QF INTERNATIONAL** WITH THE CENTER FOR ARABIC LANGUAGE & CULTURE IN CHICAGO (CALC), ILLINOIS, UNITED STATES



REACH OUT TO ASIA

Helping to create a world in which all young people have access to the education they need in order to realize their full potential and shape the development of their communities

GOALS

- Work together with partners, volunteers, and local communities to ensure that people affected by crises across Asia and around the world have continuous access to relevant and high-quality primary and secondary education.

STRATEGIES

- Increase access to educational facilities, programs and resources for children and youth in post-crisis situations, by focusing on the following:
 - Rehabilitate, expand, build and equip safe educational spaces.
 - Support psychosocial programs and extracurricular activities that provide a sense of normalcy for crisis-affected young people and further their education in difficult circumstances.
 - Promote efforts to ensure the inclusion of minorities, children with disabilities, girls, or other socially or economically marginalized children and youth in education programs.
 - Identify innovative and practical solutions for ensuring access to formal and informal education in crisis-affected communities, including Information and

Communications Technology (ICT)-based programs.

- Improve the quality of education in post crisis-affected countries by promoting new or improved teaching techniques and tools, facilitating the sharing of expertise among educators, and helping to ensure that schooling prepares young people for the realities of local and global economies, by focusing on the following:
 - Support teacher training initiatives that encourage the development of pedagogical skills, helping teachers to be more student-centered, creative, and innovative in their approach to education.
 - Build and connect an online community of educators and learners that provides access to educational resources and online-collaboration and knowledge-sharing opportunities.
 - Design educational and vocational programs that provide young people with the knowledge and skills they need to be competitive in their local economies.
 - Advocate for educational standards to be adopted by partners and governments.
- Engage youth as leaders in defining and advocating for innovative solutions to education and development challenges, by focusing on the following:
 - Give voice to youth concerns and ideas by developing a significant regional youth media initiative.

- Raise awareness of global education and development issues, provide them with hands-on opportunities to learn through community service, and build their capacity to carry out advocacy activities.
- Provide youth with opportunities to engage directly in education and development issues through supporting and developing models of volunteerism.
- Establish and replicate a model for youth-friendly spaces that attract young people to learn about and take action on global education and development issues.
- Develop the institutional systems and capacities necessary to support the continued growth of Reach Out to Asia's (ROTA's) programs, by focusing on the following:
 - Build staff capacity through the development and training of existing team members and by hiring experienced technical experts.
 - Establish effective administrative, financial, legal, and human resource systems within Qatar Foundation's framework, and a Results-Based Monitoring and Evaluation (RBM&E) system in line with the particular standards and requirements of the field of international development.
 - Develop ROTA's outreach capacity by investing in comprehensive fundraising and communications plans.

246 VOLUNTEERS TOOK PART IN ROTA'S ANNUAL RAMADAN PROJECT, WHICH HELPED **900** PEOPLE



CONTINUED TO **IMPROVE THE QUALITY OF EDUCATION** THROUGH INFORMATION AND COMMUNICATIONS TECHNOLOGY

THE **NATIONAL PROGRAMS** DEPARTMENT CONTINUES TO ENGAGE WITH QATAR-BASED YOUTH AND ADULTS IN **INTERACTIVE AND EDUCATIONAL ACTIVITIES** IN ORDER TO ADDRESS LOCAL COMMUNITY DEVELOPMENT CHALLENGES

NOTABLE ACHIEVEMENTS

- Operated programs in 11 countries in MENA and Asia. To further increase ROTA's international portfolio, an assessment is being conducted in the Philippines. An assessment is also planned in August 2015 for Sudan.
- Concluded the Vocational Training Project in Nar Sher Ali Khan, Bagh Pakistan, implemented by Hashoo Foundation. The project successfully trained 2073 participants, including 1079 male and 994 female trainees.
- Collaborated with CARE International Pakistan to start the Institutional Support for Participatory, Inclusive and Responsive Education – Phase II (INPIRE II) project.
- Collaborated with the American University of Beirut in Lebanon to launch "Bringing Education to Informal Tented Settlements" in Bekaa Governorate, Lebanon, to assemble two school campuses in an effort to provide Community Based Education (CBE) for Syrian refugee children, in addition to child protection services and nutritional assistance.
- Collaborated with the Monithapana Foundation in

Cambodia to enroll 177 students for the academic year 2014-2015. The construction of labs for providing practical training was also completed during the reporting period. ROTA Hun Sen School was also equipped with training equipment.

- Continued to support the Human Development Project in Bangladesh with Muslim Aid, which has so far benefited 6,833 people (male 4,589 and female 2,244) in diploma and short skills training courses received in this reporting year.
- Concluded the community-based Education Project in Afghanistan in October 2014 in collaboration with CARE Afghanistan and conducted evaluation of the project.
- Concluded the Teacher Quality Improvement (TQI) project in Indonesia with 463 elementary and junior high school teachers and supervisors trained, assisted with post-training and mentored. Launched an extension to the TQI project in January 2015; 91 teachers have been trained to date.
- Upgraded two existing community learning hubs in Nepal, and established three new satellite community learning centers with sustainable enterprises and

provision of ICT equipment. Around 650 young people participated in life skills training.

- Initiated the new Horizon project in Nepal, focusing on early childhood development (ECD), non-formal education (NFE) and technical vocational education and training (TVET). All schools equipped with basic teaching and learning aids. Some 156 students enrolled in NFE; around 109 young people attended vocational skills training courses in different trades.
- Analyzed best practice in post-earthquake humanitarian response in collaboration with three international non-governmental organizations (INGOs) following the Nepal earthquake in April 2015.
- In response to the Gaza conflict, ROTA with Islamic Relief Worldwide is supporting two new projects in the Occupied Palestine Territory: the Rehabilitation of Damaged Schools in Gaza Project, and the Psychosocial Support through Sport and Play Project in Gaza.
- Commenced implementation of the Enhancing Education Quality through Science and Technology Innovation Clubs Project in Gaza, in collaboration with Islamic Relief.
- Signed a partnership agreement with the Mercy Corps

to implement a Supporting Palestinian Education and Employment Development (SPEED) Project in the West Bank.

- In Yemen, the project pace was affected by the ongoing fragile situation and instability. Prior to the conflict, the project, entitled Towards Better Economic Opportunities for Youth in Sana'a and Hajjah, was able to develop training modules on life skills, introduction to micro business management, marketing for micro businesses, finance and accounting and development of business plans. Additionally the program has so far selected 74 master trainers to attend TOT and 300 youth to attend life skills and entrepreneurship training.
- Signed a partnership agreement with Islamic Relief Worldwide to implement My Education My Hope Project in Tunisia.
- Continued to improve the quality of education through ICT.
- Launched The Better Connections program aiming to improve the living conditions of migrant workers in Qatar through the provision of ICT training.
- Established a new partnership with the National Center

for Educator Development, Qatar University, to co-implement the iEARN-Qatar program. This partnership granted the program official recognition from Qatar University's college of education, and placed it at the center of the Educator Development Program.

- The National Programs Department continues to engage with Qatar-based youth and adults in interactive and educational activities in order to address local community development challenges. The main achievements for 2014-2015 are:
 - The ROTA Adult English Literacy (RAEL) Program was implemented in partnership with: Georgetown University in Qatar, Texas A& M University at Qatar, Weill Cornell Medicine-Qatar. The program benefited 200 and built the capacity of 120 volunteers.
 - The ROTA Adult Arabic Literacy (RAAL) Program was launched in 2014 (pilot program) as an initiative set-up to help low income workers in Qatar improve their quality of life by learning basic Arabic skills, and therefore improving their access to life opportunities. The program benefited 10 laborers and built the capacity of eight volunteers.

- Participated in the EMPOWER Youth Conference, an annual international youth conference that provides a platform for youth to exchange views and ideas. The conference showcases the activities and efforts of a growing number of ROTA Youth Service Clubs (RYSC) as well as creates a platform for a wider range of students to learn and engage in ROTA's youth development program in Qatar. In 2014, 648 participants (138 Qatari) from around the world had the opportunity to discuss the conference theme "The Role of Youth in Developing Peace". More than 70 volunteers contributed to planning, organizing and supporting the event technically.
- Enrolled 54 new young people into ROTA Youth Service Clubs (RYSCs), a network of self-directed, youth-led extra-curricular clubs that serve local communities and address issues of Leadership, Advocacy and Global Citizenship.
- Trained 48 young people in the RYSC Leadership Training scheme, which aims to build the capacity of Qatar-based youth to be able to move on to create clubs which run service-learning projects for the community.

ROTA IMPLEMENTED FIVE **INTERNATIONAL VOLUNTEER TRIPS** (INVOLVING 117 VOLUNTEERS) WITH QATAR-BASED SCHOOLS, UNIVERSITIES AND ADULT PROFESSIONALS; **REACHED 1,495** IN-COUNTRY STUDENT AND TEACHER BENEFICIARIES

- Confirmed the appointment of 12 young Qatari leaders to the ROTA Youth Advisory Board (RYAB), to advise ROTA on better ways of engaging youth on projects that contribute to the goals of the organization and QNV 2030. They also represent ROTA in national and international events as ROTA's youth ambassadors.
- Took part in the annual Ramadan campaign, operated by 246 volunteers including food packing and distribution to families in need, community iftars, Garangao activities with children in hospital, and the renovation of a local school. The campaign benefited more than 900 people.
- ROTA implemented five International Volunteer Trips (involving 117 volunteers) with Qatar-based schools, universities and adult professionals; reached 1,495 in-country student and teacher beneficiaries.
- Launched the "1 in 11" educational campaign in partnership with the FC Barcelona Foundation and UNICEF in Jan 2015. The campaign aims to extend educational opportunities to marginalized children in Bangladesh, Indonesia and Nepal, with the goal of expanding to more countries.
- Secured key sponsors this year including Qatar Football Association, Msheireb, ictQatar, ExxonMobil, Al Waleed

- Philanthropies, Qatar First Bank, Qatar National Bank, NAKILAT, Qatar Airways, RAF, QP, and OXY.
- Participated for the fourth time at the annual CIES conference on the subject of comparative and international education. The theme for the conference was "Imagining a Humanist Education Globally". Presented a research paper on "Instilling Humanist Ideals in Youth through Volunteerism and Community Service" which explored the role that volunteerism and community service have on Qatari youth. In particular, it focused on the contribution of ROTA's Volunteer Program to the promotion of humanist ideals among Qatari youth.
- Continued to strengthen networking and collaboration. In addition to having a special consultative status at ECOSOC and a member of the International Network of Education in Emergency (INEE), ROTA has obtained the Social Accountability International (SA8000) certification (the first NGO to do so in the Middle East).
- Hosted the 5th ROTA Gala Dinner, an event that showcases ROTA's values and achievements, and demonstrates the local and international community connections fostered. This year's theme was "Plant a Book, Harvest a Future" in relation to ROTA's support for less privileged communities in Asia.
- Participated in National Sport Day and this year, for

- the first time, ROTA organized sporting activities for participants with special needs.
- Obtained the ISO 9001 certification and SA 8000 certification.

FUTURE INITIATIVES AND INCENTIVES

- Finalize the strategic plan for 2015-2019.
- Conduct a country assessment for Sudan, to upscale ROTA's International Programs portfolio. This will be carried out by ROTA's International Programs department, which will also begin a new program in Turkey focusing on "Education in Emergency" for Syrian refugees, and responding to Nepal's recent earthquake by focusing on "Education in Emergencies".
- Manage a 10-school pilot volunteer program in collaboration with the Supreme Education Council (SEC) as part of the Qatar School Service Pilot Program. Another priority is to launch the Adult Professional Volunteer Pilot Program in Indonesia.
- Strengthen links between all youth programs to ensure sustainable youth development and empowerment.
- Prepare for the ROTA Gala Dinner 2016.
- Organize sports-focused fundraising events.

LAUNCHED THE **"1 IN 11" EDUCATIONAL CAMPAIGN** IN PARTNERSHIP WITH THE FC BARCELONA FOUNDATION AND UNICEF



DOHA INTERNATIONAL FAMILY INSTITUTE

ORGANIZED **FIRST ANNUAL CONFERENCE ON FAMILY RESEARCH AND POLICY** IN COLLABORATION WITH THE SOCIAL AND ECONOMIC SURVEY RESEARCH INSTITUTE AT QATAR UNIVERSITY

Striving to be a global knowledge leader on the Arab family through research, policy and outreach

GOALS

- Support the aims of the 2004 Doha Declaration on the Family.
- Contribute to the global knowledge base on the Arab family today through the development and dissemination of high quality policy relevant research.
- Encourage knowledge exchange on issues related to the family across an international and interdisciplinary network of researchers, policy-makers, and service providers.
- Make family issues a priority for policy-makers through advocacy and outreach at the national, regional and international levels.

- Build an international network of regional experts.

STRATEGIES

- Promote high-quality research on family issues, in line with the 2004 Doha Declaration on the Family.
- Promote the central importance of family policies in programs and strategies at all levels, in line with the 2004 Doha Declaration on the Family.
- Develop and maintain a coalition of Arab NGOs and develop and implement a concerted communication strategy.
- Build internal capabilities and help develop Qatari

citizens as leaders in family policy, research and advocacy.

NOTABLE ACHIEVEMENTS

- Organized the first Annual Conference on Family Research and Policy, in collaboration with the Social and Economic Survey Research Institute (SESRI) at Qatar University:
 - The conference promoted research on the family in the Arab world and generated evidence to inform family policies that promote the wellbeing of families.

- More than 400 abstracts were received through a public call for abstracts and 27 were accepted to be developed into full papers.
- Papers were presented by researchers from Qatari, Arab and international universities.
- Launched the first cycle of OSRA Research Grants in collaboration with Qatar National Research Fund (QNRF):
 - The Osra Research Grant provides grants for research on the Arab family and family policy-related issues.
 - The OSRA Research Grant offers up to \$50,000 per grant to the most competitive and innovative proposals

and is open to researchers from Qatar and all Arab countries.

- For researchers from other countries, it offers the opportunity to participate as collaborative partners with Qatari or Arab based institutions.

- Awarded on a yearly cycle, the grant focuses on four main themes:
 - Marriage in the Arab world.
 - Family/work balance in the Arab world.
 - Family laws and practices in the Arab world.
 - Parenting in the Arab world.

FUTURE INITIATIVES AND INCENTIVES

- Continue in-house, policy-oriented research.
- Prepare for the second Conference on Family Research and Policy (to be held in October 2016).
- Award first OSRA Family Research Grants with QNRF and launch the second cycle.
- Organize one UN relevant expert group meeting, either alone or with a partner.

QATAR CAREER DEVELOPMENT CENTER

IMPROVED AWARENESS AND VARIOUS STAKEHOLDERS' INTEREST REGARDING QCDC AND ITS WORK

Nurturing human potential via lifelong career guidance, learning and development

GOALS

- Be a model career development center recognized for making an invaluable contribution toward establishing highly accomplished Qatari human capital.
- Support the continual building of Qatari capacity in alignment with Qatar National Vision 2030, and the aims of a knowledge-based economy.

STRATEGIES

- Launch, operate, maintain and continuously improve Qatar Career Development Center (QCDC).
- Empower the people of Qatar through the provisioning of cutting-edge career guidance/planning services and products.

- Enrich and support career guidance/planning practices, literature, policy-making and overall thought.
- Instill a career guidance/planning mindset and practice.

NOTABLE ACHIEVEMENTS

- Completed most of the strategic documentation and governance literature needed to launch and activate QCDC, awaiting the relative decision and directives from QF senior management.
- Addressed the interests of Qatari youth, parents, as well as other key target groups and stakeholders.
- Strengthened the foundation of the "Career Mindset and Practice" which Qatar Career Fair (QCF), QCDC's

predecessor, established over the course of previous years as opposed to a mere "job/employment" culture in Qatar.

- Encouraged and guided governmental and private organizations in Qatar to adopt long-term employee career planning/career practices.
- Planned, prepared, and implemented a number of substantial career development projects and programs, with the aim of empowering Qatari youth as well as other career guidance partners (individuals and organizations).
- Generated considerable careers guidance, support and planning; provided knowledgeable insights into careers in research; initiated and participated in career-related studies; devised and created informative literature.

- Improved awareness and various stakeholders' interest regarding QCDC and its work.
- Strengthened a number of strategically and tactically needed relationships and partnerships with career development organizations and individuals.
- Reviewed, improved and updated where necessary all strategic planning and documents in readiness for the transformation of QCF to a fully-fledged career development center.
- Streamlined, structured and organized all corporate and project planning, implementation and evaluation functions pertaining to the new center, in order to advance and progress all productivity and performance levels.

FUTURE INITIATIVES AND INCENTIVES

- Launch and activate the new Qatar Career Development Center from all proper legal, administrative and operational perspectives.
- Carry on projects and tasks that were previously planned and organized, including the annual Career Fair.
- Plan and implement all annual projects and tasks successfully, once all the required resources have been secured.
- Enhance and increase stakeholder awareness of, and interest in the work of QCDC.
- Develop the competencies and skills of all members of the QCDC team.

- Build new strategic and tactical relationships and partnerships with world-renowned career development organizations.

QATAR FOUNDATION PUBLISHING CENTER

MAKING **KNOWLEDGE**
ACCESSIBLE TO INSPIRE
AND ENRICH PEOPLE'S LIVES

Aspiring to become the leading book publisher and bookseller in the Arab world, and working actively to support the development of a knowledge-based society in Qatar

GOALS

- Establish and operate printing, publishing and distribution centers of excellence to make knowledge accessible and to inspire and enrich people's lives.

STRATEGIES

- Establish a high quality and professional printing operation.
- Develop online portal for sale of Arabic eBooks.

- Develop Qatar Foundation Publishing Center (QFPC) as a self-sustaining operation.

NOTABLE ACHIEVEMENTS

- The Digital Print House (DPH) is currently the only active operation within QFPC, as the other activities have been terminated over the past two years. Therefore, this report is focused on the achievements of DPH in 2014-15.
- DPH achieved sales of QR 4 million in fiscal year 2014-

15, a 33 percent increase over the previous year.

- Implemented ←50k PO process delegated by procurement.
- Handled printing of sensitive internal QF documents.
- Became sole supplier of all QF business cards, QF Telegraph and The Foundation magazine (starting April 2015).
- Handled major branding/printing projects for QF entities, including Qur'anic Botanic Garden, Qatar Nanny Training Academy, QF R&D, QF Teaching &

Learning Forum 2015, Qatar Career Forum 2015, and collateral for World Innovation Summit for Health (WISH) 2015.

- Reduced paper inventory by 25 percent.
- Reduced operating costs by negotiating Blanket Purchase Agreement (BPA) with Kodak.

FUTURE INITIATIVES AND INCENTIVES

- Phase 1: Complete study on educational and academic printing and determine which, if any, DPH should pursue.
- Phase 2: Develop a plan to implement the recommendations of Phase 1, and carry them out in a new location, in order to address current space constraints.
- Finalize and initiate plans for a new site for QFPC.

BLOOMSBURY QATAR FOUNDATION

ENHANCING LITERARY SKILLS IN CHILDREN THROUGH DIGITAL EDUCATIONAL PUBLISHING PROGRAMS

Dedicated to being the leading publisher in the region and a cornerstone in building Qatar's knowledge-based economy

GOALS

- Provide local and international publishing platforms for literature, literacy, scholarship, science and learning.

STRATEGIES

- Build a leading international Gulf-based publishing portfolio in English and Arabic.
- Become a leading scholarly publisher by connecting Qatar's national research interests to the international research community.

- Launch knowledge hubs to further QF thought leadership in strategic research fields, i.e. water, food security, and health.
- Support learning and teaching standards in Qatar and beyond through digital educational publishing programs.
- Develop Qatar-based publishing capacity, literacy and a society appreciative of literary achievements.

NOTABLE ACHIEVEMENTS

- Sales increased by 106 percent against a background

of stringent budget cuts.

- Nature Partner website launched.
- Enhanced knowledge transfer and publishing education.
- Increased BQF's international reputation.
- Positive international and local press coverage.
- Developed global and regional sales structures.
- BQF authors and translators won major awards.
- Re-launched the Arabic publishing list.
- Hosted well-attended events at the Doha International Bookfair.

- QScience continued its strong growth and provided mission-critical support to regional events.

FUTURE INITIATIVES AND INCENTIVES

- Implement the publication program.
- Develop a strategic business plan for the Educational Unit.
- Address digital publishing opportunities.
- Ensure strong management structure in Doha.

- Further increase regional and international reach in cooperation with Bloomsbury.

QATAR PHILHARMONIC ORCHESTRA

Aspiring to be a mirror to Qatar by creating a link between Eastern and Western music under the Qatar Foundation umbrella

GOALS

- Be a national orchestra that represents our country.
- Increase the size of the Qatari audience.
- Enhance community and culture within Qatar and throughout the region, bringing a message of peace to the world via the union of Arabic and Western music.
- Lead the way for children and adults to appreciate classical music.
- Inspire those throughout the music field, including composers, conductors and soloists.

STRATEGIES

- Build appreciation of both Arabic and classical Western music in Qatar and the region.
- Become an internationally renowned and world-class orchestra.

- Become known for the development and performance of unique combinations of Arab and Western music.
- Attract the required government and community support for Qatar Philharmonic Orchestra (QPO).
- Improve financial self-sufficiency.
- Develop and maintain an effective orchestra infrastructure that supports world-class performance.

NOTABLE ACHIEVEMENTS

- Played at the prestigious BBC Proms at the Royal Albert Hall in London, which was sold out. The event was classed as one of the top 10 live events in classical music held in London during the year by The Guardian newspaper.
- Completed installation of a fully functioning and fully operational QPO ticketing system.
- Held the first ever recording of QPO in the Katara studio

- with a Qatari composition.
- Increased audience attendance.
- Increased participation in national events.
- Increased the number of concerts.
- Toured overseas (London and Rome).

FUTURE INITIATIVES AND INCENTIVES

- Sign contracts with international media companies, for example with a TV company to have four TV productions per year shown around the world.
- Start selling QPO music on CDs through NEXUS.
- Make more recordings at the Katara studio, to be published worldwide.
- Embark on more international tours to promote QPO to the world.
- Collaborate on future musical projects with new partners.

DEVELOP AND MAINTAIN AN EFFECTIVE **ORCHESTRA INFRASTRUCTURE** THAT **SUPPORTS WORLD-CLASS PERFORMANCE**



QATAR MUSIC ACADEMY

DEVELOPED THE **FIRST** AND ONLY **YOUTH** **ORCHESTRA** IN QATAR

Internationally renowned for excellent music education incorporating both Arab and Western music, thereby helping to foster a thriving music culture in Qatar and the region

GOALS

- Develop promising talent from the region to be the next generation of world-class musicians, by providing comprehensive music education programs in Arab and Western classical music.
- Offer Arab and Western curricula that draw on both practice and music theory.
- Provide an environment that encourages students to achieve their potential.

STRATEGIES

- Establish a unique internationally recognized music academy that supports music and performance.
- Attract musically talented students from Qatar.
- Provide a world-class musical education.
- Build awareness and appreciation of music in Qatar (both traditional Arab and Western classical).
- Ensure Qatar Music Academy's (QMA's) ongoing sustainability.

- Build regional music research capabilities in Qatar.

NOTABLE ACHIEVEMENTS

- Received 856 online applications for 500 places on QMA programs for 2015-16, demonstrating the continuing high demand for music education in Qatar.
- Students performed extremely well in external music examinations held by the Associated Board of the Royal Schools of Music (ABRSM) and Royal Irish Academy of Music (RIAM). The overall pass rate was 96 percent.
- Students participating in the Arab Music Department's practical examination Sharqiyyat (for students who have completed 18 months of instrumental tuition) had an overall pass rate of 93 percent.
- Continued to develop and enhance the Academy's curricula. Both Western and Arab curricula underwent continued revision cycles, and recording was added. The Arab Music Department also began the process of publishing eight Preparatory Level One books for four different instruments.
- Fully delivered QMA's two main educational programmes –

the Academic Music Program and the Music for All Program – to the highest standards.

- Conducted workshops designed to give children at schools exposure to music education. This has been coupled with the staging of high-profile musical performances by both QMA students and faculty. The outcome is a strengthening of music awareness and appreciation generally in Qatar.
- Created a monthly newsletter, The Music Box, to establish a link between all aspects of the QMA community.
- Successfully launched a music laboratory for both students and the community.
- Developed the first and only Youth Orchestra in Qatar.
- Established the first and only Qatari Ud Trio in Qatar.
- Added three new courses to QMA's course list.

FUTURE INITIATIVES AND INCENTIVES

- Ensure the continuing availability of world-class music teachers at QMA.
- Maintain and repair all musical instruments to make sure

they are fully operational during summer.

- Prepare all students of the Academic Program to sit the Royal Schools of Music (ABRSM) and Royal Irish Academy of Music (RIAM) examinations, and Sharqiyyat Arab Instrument exam, and achieve a pass rate of at least 75 percent.
- Monitor the progress of all ensembles.
- Ensure the retention of students and increase the proportion of Qatari students at QMA.

- Continue to develop and refine QMA's curricula and deliver the best quality music education for the students. Programs will be monitored to ensure that they fully meet the needs of the community. Relationships will be strengthened with key institutions and associations.
- Build and enhance relationships with the corporate community in Doha, with the aim of increasing QMA's organizational sustainability through sponsorship in 2015/16.

- Promote the awareness and appreciation of music in the community, and increase the participation of Qataris.
- Continue the existing program of community performances and educational events.
- Continue specialist training for all administration and faculty staff.



QATAR NATIONAL LIBRARY

LAUNCHED **THE QATAR DIGITAL LIBRARY** WHICH PROVIDES FREE ONLINE ACCESS TO OVER **500,000 PAGES** OF HISTORICAL ARCHIVAL ITEMS AND MANUSCRIPTS

Disseminating knowledge, nurturing imagination, cultivating creativity and preserving the nation's heritage for the future

GOALS

- Building a bridge of knowledge between Qatar's heritage and its future.

STRATEGIES

- Complete a 21st century, world-class Qatar National Library (QNL) by 2017 with all the functions of a national library, a university and research library, and a metropolitan public library for the digital age.
- Provide library services to support all levels of research.
- Provide library services to support all levels of education.
- Raise awareness, foster understanding of Qatar and the Arab and Islamic world's heritage, and support its preservation.
- Leverage knowledge technology to implement library activities and outreach programs that foster life-long learning, nurture creativity, and promote recreation.
- Play a leading role in developing the professional library network in Qatar and advance scholarship with partners around the world.

NOTABLE ACHIEVEMENTS

- Launched the Qatar Digital Library online portal project (QDL), which provides free access to over half a million pages of historical archival items and manuscripts, on 22 October 2014, with 224,216 users, 305,777 hits and 1,941,009 pages views from the launch date to 30 June 2015.
- Continued to develop QNL's print collection by acquiring an additional 31,876 items for the Heritage Collection and 25,385 for the main collection.
- Ensured accessibility of QNL's 162 resource databases to registered users, with 318,028 e-books and 17,801 e-Journals and e-Articles.
- Successfully delivered 74 library programs/activities including a regular monthly book discussion and Information Literacy programs in 2014-15, with a total of 6,547 participants of different ages.
- Attracted more than 117,486 visitors to the QNL website www.qnl.qa and had more than 554,544 page views.
- The Heritage Collection organized 180 tours for 1,102

visitors during FY 2014/2015 to highlight its heritage items.

- Announced the second phase of the ongoing partnership between QNL/QF and the British Library in January 2015. Phase two will see the digitization of 1,125,000 pages of rare, historical documents that will be shared with the public through QNL's online Qatar Digital Library (QDL) in a bid to significantly enhance current understanding of the Islamic world, Arab culture and the Gulf's regional history.
- Hosted visits at QNL's Heritage Collection for several dignitaries, including the Thai Foreign Minister, Georgian Culture Minister, embassy officials from the Korean Embassy and other dignitaries from within Qatar including Sheikh Faisal Bin Qassim Al-Thani.
- Successfully hosted the 2015 World Digital Library Arab Peninsula Regional Group meeting by organizing the "Arabic Authority Control – A Capacity Building Training" workshop in May 2015, attracting over 50 participants including 13 regional partners.
- Through membership and sponsorship QNL contributed

(or supported the contribution of) 178 items containing 25,521 digital pages to the World Digital Library (WDL) website. Additionally, 1,246 contextual items (data sets containing expert descriptions in 7 languages for the books, maps, manuscripts, etc. contributed) were created and added to the WDL.

- Collaborated with the Ministry of ICT-Qatar to host the Digitization Workshop for Qatar Government organizations (e.g. Amiri Diwan, Post Office, Ministry of Environment, Supreme Education Council... etc) and other Institutions (e.g. Qatar University, Museums... etc).
- Established the Eduroam connection in Qatar for education, research and museums for seamless internet connection in the country and globally.
- Became the International Standard Identifier for Libraries and Related Organizations (ISIL) agency for Qatar to allocate a library identification number to all Qatar libraries and related organizations.
- Raised QNL's local, regional and international profile. This was a result of a strategically planned campaign by communications, marketing, public relations, and

events management, and public outreach programs and activities.

- Launched the new QNL branch in the HBKU Student Center, in Education City. This comes in line with QNL's efforts in facilitating access to valuable information for students, researchers, and the people of Qatar in the easiest possible way. The QNL team are onsite to offer free registration to a vast collection of the library's online resources, showcase the advanced digital learning resources and feature the new Qatar Digital Library that provides unrivalled access to the collection of precious heritage material. To date, 1,244 registrations were completed successfully.
- Performed 130 registration visits to a wide variety of organizations, such as libraries, universities, government departments... etc.
- Enhanced the number of individual registrations to reach 12,112 active users.
- Completed an inventory at the Heritage Library from August 2014 to 7 June 2015, covering 92,155 items.
- Recruited a total number of 34 staff from 1 July 2014 to 8

June 2015, 35 percent of which are Qatari.

FUTURE INITIATIVES AND INCENTIVES

- Plan for, and move the entire QNL collection safely to its new building.
- Allocate and display the QNL collection at its new location.
- Further develop the QNL collection with e-resources, heritage materials and more printed Arab language materials. Additionally, acquire materials in other languages, DVDs, CDs, and periodicals.
- Develop an action plan for disability services.
- Set up an Information Technology (IT) infrastructure, including a Radio-Frequency Identification (RFID) system.
- Plan for QNL IT Disaster Recovery.
- Collaborate with research institutions for research data and data sets collection and curation.
- Increase the total number of Qatari staff, especially to cover the core business positions.

QATAR NANNY TRAINING ACADEMY

DEVELOPING AND PROMOTING **BEST PRACTICE IN THE FIELD OF NANNY TRAINING** IN THE ARAB WORLD

Contributing to social and human development in Qatar by educating and training children's nannies in order to help preserve Arabic identity

GOALS

- Help families to raise their children in a way that enhances Islamic values, Arab culture and national identity.
- Offer high level childcare and child development education and training both locally and regionally.
- Preserve Qatari and Islamic identity.

STRATEGIES

- Graduate qualified nannies who are sensitive to the local culture, language and religion:
 - Maintain a curriculum appropriate to the needs of Qatari society.
 - Develop and maintain a nursery for the purpose of training students at the academy.
 - Establish and implement an effective recruitment process for students.
 - Design a program for training male companions to look after the daily activities of young boys.
- Promote "Best Practice" in the field of nanny training in the Arab world:

- Establish and maintain a professional reputation for the academy.
- Monitor and enhance the effectiveness of the program.
- Identify and apply best practices.
- Support the Development of the Nanny Profession in Qatar:
 - Establish community campaigns to promote the importance of qualified nannies.
 - Educate parents on the importance of the role of qualified Nannies in the household.
 - Explore strategic partnerships with related entities within Qatar.
 - Work with stakeholders to create favorable working conditions for nannies.
 - Educate Qatari families on the proper ways to deal with children.
- Build human and financial sustainability for the academy:
 - Hire and train qualified faculty.
 - Establish internal financial policies and procedures and maintain a fee structure to maximize sustainability.
 - Run an effective governance board.

- Develop the required internal processes and systems.
- Establish appropriate revenue streams.

NOTABLE ACHIEVEMENTS

- Held regular meetings of the Board of Directors for the purpose of managing the academy's affairs.
- Completed submission of the annual plan and strategic plan to Qatar Foundation after obtaining approval by the Board of Directors.
- Completed all policies that regulate the work of the QNTA (e.g. employment policy for nannies in Qatari households, organizational chart, job descriptions, evaluation forms, internal policies and procedures, documenting work contracts, and training students).
- Published all QNTA policies and the list of rights and duties for employees and students.
- Trained teachers on how to use various evaluation tools and offer practical follow-up.
- Trained employees on how to assess behavior; conducted ongoing workshops in classroom management, the

psychological characteristics of nannies of various age groups, and their link to learning.

- Created a multi-phase media plan for introducing the QNTA to Qatari society, and activated academy's website, and published informational brochures about the academy.
- Evaluated curricula and prepared initial suggestions for a curriculum upgrade:
 - Completed the curriculum evaluation policy, which contains clear goals for learning, and the means and tools for evaluation and grading.
 - Completed the distribution of the major courses of the curriculum within the teaching schedule, in line with official academic accreditation.
 - Formed an Agreement with Cognition Education to submit an initial proposal for the ideal way to start the accreditation process.
- Cooperated with relevant government entities in Comoros and Djibouti, and made other attempts to find other suitable countries for recruiting students.
- Organized and implemented individual meetings with Qatari families to explain the academy's mission, and to explain the role and responsibilities of the nanny.

- Participated in many radio and newspaper interviews to introduce the academy and to answer all inquiries.
- Organized an informational workshop, with well-known experienced participants from the educational and social development fields.
- Cooperated with the Ministry of Interior and obtained an approval to add a new job title in Qatar: "Specialized Nanny".
- Formed specialized committees:
 - To work on offering ways to help in obtaining sustainability for the academy.
 - To review the academy's policies and procedures.
 - To prepare a "study profile" for a new idea proposed by Her Highness "graduating male companions".
 - To develop an improved hiring process for graduates and to find suitable placements for them.
- Cooperated with relevant departments at Qatar Foundation to prepare a building according to health and safety best practices.
- Organized a variety of essential workshops for students, including "First Aid", "Fire Safety", "Correct Punishment

Methods for Children", "Immunization Schedules", "Early Years Illnesses", and "Personal Wellness".

- Organized a variety of essential workshops for academic staff, including "The Hero Teacher", "Teaching Adults", "First Aid", And "Fire Safety".
- Organized a variety of essential workshops for management, including "Best Communication Methods During Crises".
- Started planning more workshops for students, academic and administrative staff, such as "The Art of Etiquette", "Effective Planning and Time Management", and "Professional Communication in the Workplace".

FUTURE INITIATIVES AND INCENTIVES

- Groom qualified nannies, sensitive to the local culture, language and religion.
- Develop and promote "Best Practices" in the field of Nanny training in the Arab World.
- Support the development of the nanny profession in Qatar.
- Build a human resource and financial sustainability plan for the academy.