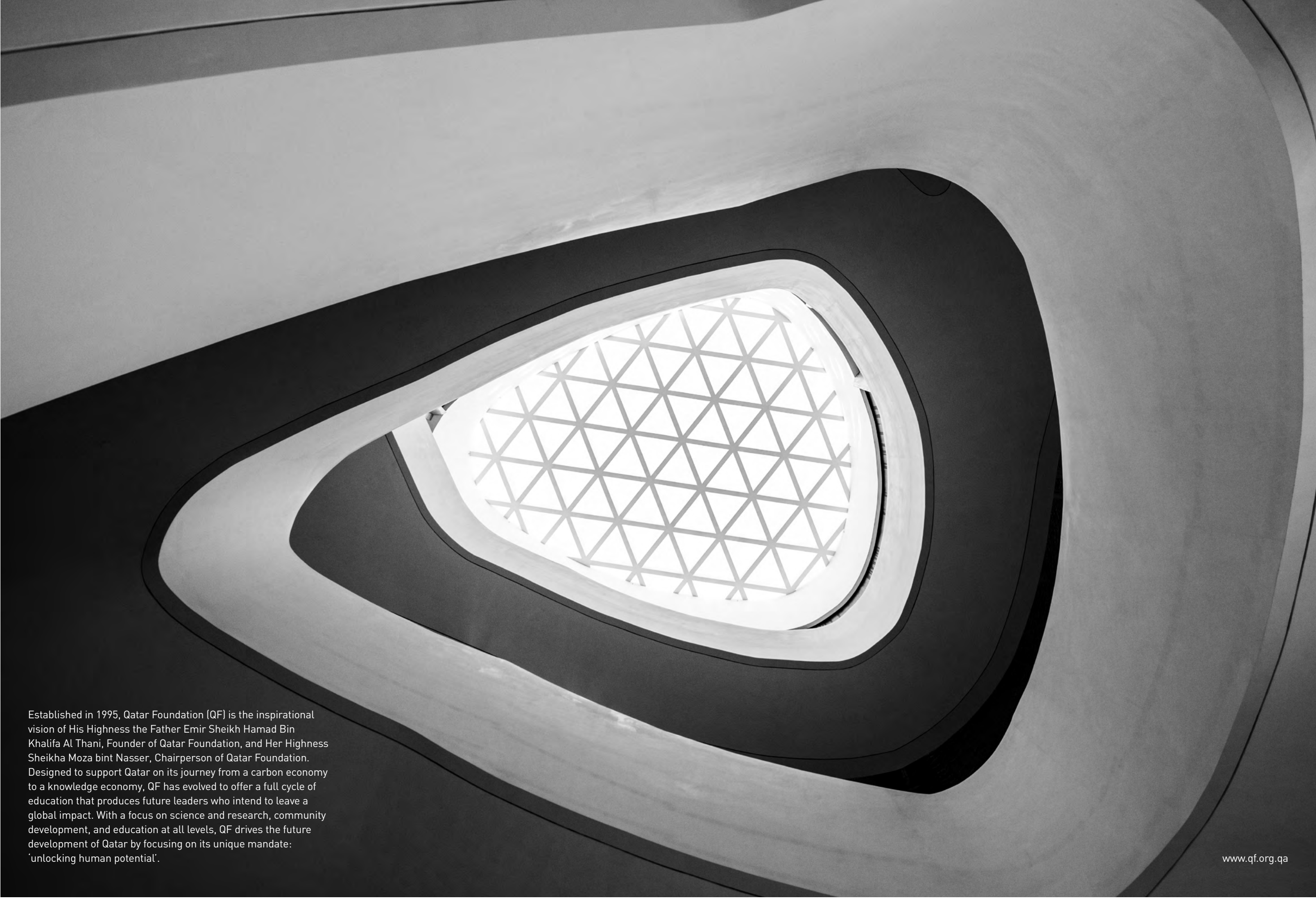


# Annual Report

# 15 16





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. Designed to support Qatar on its journey from a carbon economy to a knowledge economy, QF has evolved to offer a full cycle of education that produces future leaders who intend to leave a global impact. With a focus on science and research, community development, and education at all levels, QF drives the future development of Qatar by focusing on its unique mandate: 'unlocking human potential'.

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# Qatar Foundation Boards

## Board of trustees

Chairperson

**Her Highness Sheikha  
Moza bint Nasser**

Member

**His Excellency Sheikh  
Jassim Bin Abdulaziz Al Thani**

Member

**Her Excellency Sheikha  
Al Mayassa bint Hamad Al Thani**

Member

**Her Excellency Sheikha  
Hind bint Hamad Al Thani**

Member

**His Excellency Sheikh  
Mohammed Bin Hamad Al Thani**

Member

**Engineer Saad Ebrahim Al Muhannadi**

## Board of directors

Chairperson

**Her Highness Sheikha  
Moza bint Nasser**

Vice Chairperson

**Her Excellency Sheikha  
Hind bint Hamad Al Thani**

Member

**His Excellency  
Ali Shareef Al Emadi**

Member

**His Excellency  
Dr Mohamed Bin Saleh Al Sada**

Member

**His Excellency  
Dr Abdullah Bin Hussain Al Kubaisi**

Member

**Dr Mazen Jassim Al Jaidah**

Lifetime Board Member

**Engineer Saad Ebrahim Al Muhannadi**



**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's educational cycle brings world-class education, work experience, and career opportunities to Qatar so that young people can develop the attitudes and skills needed for a knowledge economy. Students can enroll in Qatar Foundation from as young as six months of age, thereby becoming part of an educational ecosystem that nurtures creativity and innovation.



**8** Pre-university education



**28** Higher education



**52** Partner universities





# Pre-university Education

Pre-University Education offered at Qatar Foundation encompasses pre-school, primary school, and secondary school. It aims to equip students with the knowledge and the intellect to realize Qatar National Vision 2030.



10 Qatar Academy Doha



12 Qatar Academy Al Khor



14 Qatar Academy Al Wakra



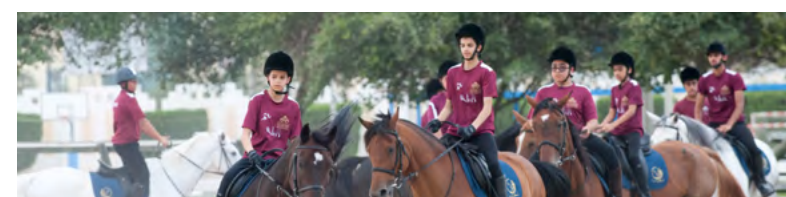
16 Qatar Academy Sidra



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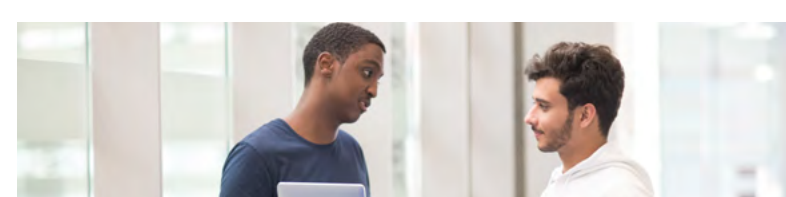
20 Awsaj Academy



22 Qatar Leadership Academy



24 Academic Bridge Program



26 Teaching and Learning Centre







# Qatar Academy Doha

Empowering students to achieve academic excellence and be responsible citizens

**100%**  
GRADUATION RATE



## Goals

Offer a rigorous program encompassing an international, English-medium education and strong Arabic and Islamic Studies.

Challenge students to be critical thinkers.

Support students to become active and contributing members of society through learning experiences that serve 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 personal development.

Deliver a comprehensive curriculum within the framework of best practice that challenges, inspires, and empowers the Qatar Academy (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 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 its mission.



## Notable achievements

Students scoring 'advanced' or better in the Avant Assessment.

High rates of success for students in culminating program experiences: PYP Exhibition (100 percent), Personal Project (99 percent), and Community and Service (99 percent).

One-hundred percent graduation and university enrollment acceptance, with more students taking the full diploma (88 percent).

Ninety-nine percent participation in the inaugural session of the global MYP eAssessment for MYP 5 students (Grade 10).

Incorporated the Learner Profile into all curriculum documentation.

Improved Qatar Academy Doha's (QAD's) performance in the ISA tests relative to international means in many of the subtests.

**100%**  
UNIVERSITY ACCEPTANCE RATE



## Future initiatives and incentives

Manage the concurrent implementation of three major initiatives: MAP, Managebac, and PBIS.

Continue implementation and development of the Professional Growth and Evaluation Model.

Align QAD's Strategic Plan with the PUE Strategic Plan.

Successfully initiate the QAD Self-Study for CIS, NEASC, and all IB Programs.

Increase student enrollment across all grade levels for the 2017/18 school year.



**Qatar Foundation plants the seeds of today that will become the trees of tomorrow, reaching to the heights and offering shade below.**

Ben Tomczak  
Music Teacher







# Qatar Academy Al Khor

**Empowering students to achieve academic excellence and be responsible citizens**



## Goals

Provide the highest possible standards of education that help each student achieve excellence and develop as an independent critical thinker, a lifelong learner, and a responsible citizen.

Provide students at all levels with internationally-accepted English medium curricula, as well as Arabic, Islamic studies, and national studies curricula that meet national standards.



## Strategies

Implement a bilingual curriculum that is suitable for Qatar and is of a leading international standard.

Achieve academic excellence through high-quality teaching in a stimulating learning environment.

Provide facilities of an international standard that support student learning and development.

Pursue management excellence by adopting best practices and innovation to ensure the Academy's ongoing success.

Promote communication and collaboration among parents, students, school, and community.



**One of the most exciting accomplishments that our school has achieved this year is our plan to move toward becoming a PYP school.**

Jessica Schneider  
Elementary Art Teacher



## Notable achievements

Achieved candidate status for IB PYP after a comprehensive feasibility study made in collaboration with PUE, in which meetings with many stakeholders were held to gather data about the strengths and areas of improvement at Qatar Academy Al Khor (QAK). Upon data analysis and many thorough discussions and reviews, QAK has applied for PYP and received approval to be a candidate school.

Completed MSA application (Substantive Change Request) for adding grades 11 and 12 to the current accreditation. The application has been sent successfully and meets all of the requirements. QAK is expecting to have the authorization visit by October or November 2016.



## Future initiatives and incentives

Successfully implement the PYP and the full DP.

Ensure that the new campus is completed and fully functioning.

Ensure college admission for all QAK graduates.

Increase enrollment of students by developing and implementing a good marketing campaign (open seats for international students from Grade 6 and above).

Successfully implement the new Pre-school 3 program.



**ACHIEVING**  
CANDIDATE SCHOOL STATUS FOR IB PRIMARY YEARS PROGRAM





# Qatar Academy Al Wakra

**Giving students the opportunities 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 their full potential and positively affect their community and the world.

Serve the local community by developing students who are critical thinkers, lifelong learners, and globally-minded responsible citizens of the highest academic caliber, grounded in high moral values and cultural integrity.



## Strategies

Graduate students with the highest academic achievements that are able 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 (QAW) 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.

Ensure that staff, students, and parents establish and maintain a nurturing, stimulating, and safe educational environment.



**We have grown from about 200 students to about 600 students, and have made great progress toward achieving accreditation with the Council of International Schools and the New England Association of Schools and Colleges, as well as implementation of the IB middle years and primary year programs.**

Bedriyah Itani  
Director



## INITIATING THE IB MIDDLE YEARS PROGRAM



## Notable achievements

Initiated the Middle Years Program (MYP), an IB program for grades 6 to 10.

Updated and completed QAW curriculum maps in all subject areas.

Completed Accreditation Report.

Passed the initial MYP authorization consultant review.

Implemented the Second Step Curriculum as part of the social emotional program at QAW.

Conducted the feasibility study for the Primary Years Program (PYP) to start the program in September 2016.

Created an RTI model complete with benchmark screeners and leveled readers to help teachers differentiate instruction and group students based on their levels and needs.



## Future initiatives and incentives

Become accredited with NEASC and CIS.

Become an authorized PYP and MYP School.

Move into the new campus.

Continue to improve student performance on MAP Reading and Math Assessments.



## CREATING AN RTI MODEL TO PROVIDE STUDENTS WITH INDIVIDUALIZED ATTENTION







# Qatar Academy Sidra

A supportive community that engages and empowers all in pursuit of learning through a student-centered, inquiry-based approach



## ACHIEVING IB DIPLOMA ACCREDITATION



### 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 is aligned with Qatari culture.



### Strategies

Enhance student achievement.

Build instructional capacity.

Create a culture of inclusion.

Concentrate on character development.

Acquire school authorization and accreditation.



## COMPLETING TWO YEARS OF CANDIDACY FOR IB PRIMARY AND MIDDLE YEAR PROGRAMS



### Notable achievements

The completion of IB Diploma accreditation marked the end of a two-year extensive application process, followed by a year of providing both in-house and external Professional Development for all faculty.

Weekly faculty collaboration sessions have enhanced the teaching and learning process at Qatar Academy Sidra (QAS).

In January of 2015, QAS began developing an in-house faculty review process that would provide administration and faculty with a platform to set goals, have significant conversations about teaching, and review their progress.

Beginning in December, the admin team and some faculty worked extensively with Capital Projects and their consultant to plan and oversee the renovation and construction of the old Procurement facility into the new QAS Primary School building.

QAS has completed two years of candidacy for the International Baccalaureate (IB) PYP and MYP programs. This has involved the leadership of many, the implementation and co-ordination of the curriculum, and the training of an entire school faculty in a new approach to student learning.



### Future initiatives and incentives

Continue Curriculum Development and growth into the IB program.

Continue development of faculty to deliver the IB program.

Expand the capacity of faculty to differentiate instruction for ELL and Special Needs Students.

Clarify the school's guiding statements (Vision, Mission, and Values/Beliefs) so that they are truly able to guide the direction of QAS.

Put in place consistent processes for measuring student achievement and progress on other strategic goals.



**This school is a community of teachers, students, parents, and support staff who come together to provide a vibrant learning environment for all.**

Stephen Massiah  
Director







# Qatar Academy Msheireb

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 research-based education practices to meet the needs of all students.



## IMPLEMENTING AN ARABIC READING ASSESSMENT TOOL



### 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 the Writers' Workshop in both English and Arabic.

Created and implemented an Arabic Reading Assessment Tool.

Built leveled Reading Resource Room in both languages.

Created an Admission Criteria for grades Pre-4 – 4.

Won the Heritage Day Competition and "The Academy's Cantor" in QF schools.

Successfully implemented the Pre-4 program.

Had all English teachers attend and complete ESL in the Mainstream Training.

Completed the feasibility study for PYP and applied for the PYP program candidacy.

Built a strong intervention program in both languages based on RTI.

Exceeded revenue target by 50 percent.



### Future initiatives and incentives

Acquire PYP authorization.

Implement strong PBIS school-wide program.

Develop Math curriculum and instruction and continue to develop the dual language reading and writing program.

Continue to provide support in English, Arabic, and Math.

Pursue international accreditation.



## CREATING AN EFFECTIVE RTI PROGRAM FOR ARABIC AND ENGLISH STUDENTS



To be an educator at Qatar Academy Msheireb means to support all the students and the staff with love.

Dr Imad Deeb  
Head of Learning Support





# Awsaj Academy

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, serving 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 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 Awsaj Prime.

Influence professional development, curriculum enhancement, and systems engineering within QF schools and Doha to help Qatar better serve students with academic challenges.

Achieve the successful expansion and development of Awsaj Academy.



## DEVELOPING AN EMOTIONAL BEHAVIOR DISORDER PROGRAM



## Notable achievements

Completed Curriculum Self Study Report.

Facilitated mid-term accreditation visit from CIS and MSA.

Granted continuing accreditation from CIS and MSA with accolades.

Established Awsaj Prime: an alternative learning program for high school students.

Adopted new math standards.

Formed and worked on the new three-year math plan for a rigorous scope and sequence.

Transitioned Awsaj Teaching and Learning Center into a district entity.

Developed an Emotional Behavior Disorder Program to benefit students in upcoming years.



## ESTABLISHING

### AWSAJ PRIME: AN ALTERNATIVE LEARNING PROGRAM



## Future initiatives and incentives

Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar and abroad.

Influence professional development, curriculum enhancement, and systems engineering within QF schools and Doha to help Qatar better serve students with academic challenges.

Achieve the successful expansion and development of Awsaj Academy.



**Awsaj Academy is working hard to give hope and success to students who need extra support: a bigger class of graduates and more success stories every year.**

**Ahmed Naddaf**  
Secondary School Islamic Studies Teacher







# Qatar Leadership Academy

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



## 17/18

GRADUATING CADETS RECEIVING  
PLACEMENT OFFERS FROM  
MULTIPLE UNIVERSITIES



### Goals

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



### Strategies

Provide a strong academic program that is internationally credible.

Provide a program that is effective in developing the desired leadership qualities and values.

Provide appropriate facilities for students that are safe, comfortable, and support the mission and vision of the Academy.

Increase the size of the student body and enrollment.

Align Qatar Leadership Academy with Qatar Foundation's institutional objectives.



### Notable achievements

A total of 17 senior level cadets out of a graduating class of 18 were accepted into two or more universities.

All cadets graduated 2016 with a grade of 75 percent and above.

All cadets completed the full International Baccalaureate (IB) DP requirements and graduated.

Sixty-seven percent of grade 7-10 cadets have improved Lexile scores.



ALL SENIOR CADETS  
**GRADUATING**  
WITH IB DIPLOMAS



### Future initiatives and incentives

Provide a strong academic program that is internationally credible.

Integrate Leadership, Boarding, and Academics to smoothly operate and support each other.

Provide appropriate facilities for students that can support Heritage and Leadership programs.

Increase the size of the student body and enrollment.

Follow international standards in boarding and make it internationally credible.



The Academy has established a program to develop the leadership and behavioral skills needed to enhance the student's abilities, way of thinking, and behavior.

Brigadier General Ali A Al-Kuwari  
Director





# 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 Arabian Gulf region.

Equip specially selected, top-caliber secondary school graduates for admission to, and success in, degree programs at Qatar Foundation universities and other world-class universities.



## Strategies

Increase the percentage of students admitted to Hamad Bin Khalifa University and abroad.

Maintain and improve the quality of the academic program.

Develop well-rounded students with the values, knowledge, and skills to contribute positively to society.



## Notable achievements

ABP completed a self-study for CEA reaccreditation. A site visit was conducted, and as a result, ABP obtained a ten-year CEA reaccreditation.

ABP celebrated its 15th anniversary.

Approximately 70 percent of ABP graduates who applied to Education City universities were accepted.

Worked closely with the Ministry of Education to clear past pending invoices.



## Future initiatives and incentives

Sustain the financial viability of the ABP.

Fully participate in the Qatarization process.



APPROXIMATELY

# 70 PERCENT

OF ABP GRADUATES WHO APPLIED TO EDUCATION CITY UNIVERSITIES WERE ACCEPTED.





# Teaching and Learning Centre

**A center of excellence for the facilitation and provision of a tiered system of support for students at risk and the community around them**



## Goals

To promote effective instruction that prevents pupils in Qatar from becoming 'at-risk' students.

To create capacity for schools in Qatar to support primary level and secondary intervention.

To provide children with special education needs with secondary and tertiary levels of intervention.

To provide parents and other district stakeholders of children with special needs with access to programs and services that support the children's development.

To advocate cultural change in Qatar and beyond toward inclusive education.



## Strategies

Promote effective instruction that prevents pupils from becoming at-risk students.

Create capacity within schools in Qatar Foundation and other select Ministry of Education schools to support primary and secondary levels of intervention (tier 1 – approximately 80 percent of students, and tier 2 – approximately 15 percent of students).

Develop and deliver services for secondary levels (tier 2 – approximately 15 percent of students) and tertiary levels (tier 3 – approximately 5 percent of students) of intervention.

Provide children with special education needs with secondary level (tier 2 – 15 percent of students) and tertiary level (tier 3 – 5 percent of students) of intervention.

Provide parents and other district stakeholders of children with special needs with access to programs and services to support the children's development.



## Notable achievements

In-serviced all directors and administrators on multi-tiered systems of support (Positive Behavior Interventions and Support; PBIS).

Provided tier two and tier three intervention to students in all QF schools.

Provided teacher training and parent training for both QF schools and the community.

Provided the National Center for Education and Development with training to enable them to take over the direct servicing of the two Ministry of Education schools that QF has been supporting over the past two years.

Built relationships with Sidra Medical Clinic, National Autism Strategy Workgroup, World Health Organization, Qatar University, Ministry of Labor, Ministry of Education, and Next Frontier Inclusion to collaborate on both a national and international level.

Provided support to all QF schools, and recruited and hired 20 additional staff members to better support schools next year.



## Future initiatives and incentives

Promote effective instruction and intervention practices within all QF schools.

Build staff capacity in all QF schools.

Ensure the effective delivery of intervention services in all QF schools.

Provide parents and other direct stakeholders with access to programs and services that support the development of children with special education needs.

Advocate the cultural change in Qatar and beyond toward inclusive education.



**I cannot imagine a project worthier of my time and effort.**

Jeff Coleman  
Assistant Principal







# Higher Education

Through the establishment of Hamad Bin Khalifa University, Qatar Foundation has been able to apply even greater focus on producing graduates that specialize in areas of particular importance to the nation.



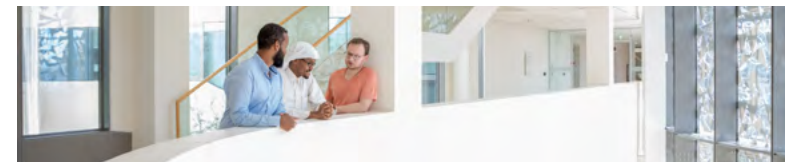
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**32** Qatar Faculty of Islamic Studies



**34** Research Center for Islamic Legislation and Ethics



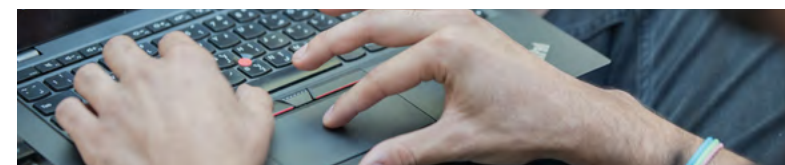
**36** College of Humanities and Social Sciences



**38** College of Law and Public Policy



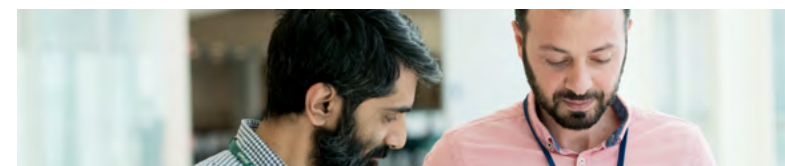
**40** College of Science and Engineering



**42** Qatar Computing Research Institute



**44** Qatar Environment and Energy Institute



**46** Qatar Biomedical Research Institute



**48** Executive Education Centre



**50** Digital Print House







# Hamad Bin Khalifa University

Hamad Bin Khalifa University develops world-class, integrated academic programs and national research capabilities that drive collaboration with the world's best institutions, cultivate leaders for the future, propel Qatar's knowledge-based economy, and shape novel solutions for global impact



RECRUITING NEARLY

200

HIGHLY QUALIFIED STUDENTS



LAUNCHING

8

NEW PROGRAMS



## Goals

To be an innovation-based entrepreneurial university leading in education and research, solving critical challenges facing Qatar and the world.



## Strategies

To be a top-ranked, widely-recognized, research-based university.

Develop leaders through programs aligned to the future needs of Qatar and the world.

Conduct high-impact research that provides solutions to challenges critical to Qatar and the world.

Leverage synergies with partners and other organizations to ensure a high-quality research and education environment.



## Notable achievements

Launched eight new programs (one undergraduate program, seven graduate programs, including JD).

Recruited nearly 200 highly qualified students mostly in accordance with new student KPIs (selectivity, GPA, etc.).

Graduated 111 students (55 percent Qataris).

Integrated research institutes.

Transitioned Bloomsbury Qatar Foundation to HBKU Press.

GRADUATED

111

STUDENTS (55 PERCENT QATARIS).



## Future initiatives and incentives

Develop new program proposals for BoT approval.

Develop strategies and plans for continuous improvement of existing programs.

Focus research initiatives on areas and themes of primary importance to Qatar and cascade into Hamad Bin Khalifa University (HBKU) academic programs and research priorities in all colleges as appropriate, focusing on research output as a criterion for success.

Increase collaboration and cooperation among HBKU colleges/programs and the branch campuses in Education City and research institutes, including academic support, operational and student life support, niche area research, etc.

Finalize HBKU sub-strategies.

Conduct preparatory exercises in collaboration with international accrediting/approving/ranking bodies for future recognition of HBKU programs.





# 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 the 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.

Contribute actively to contemporary times and needs.

Make clear the rich, dynamic, and inspiring spirit of Qatar's Islamic heritage, emphasizing its tolerance, diversity, and hence its ability to serve all of humanity through infinite paths for dialogue and action.



## OFFERING 2

**CORE PROGRAMS:  
MA IN ISLAMIC STUDIES AND MSC  
IN ISLAMIC FINANCE**



## Strategies

Continue to recruit, hire, and retain top faculty, staff, and student talent.

Review and enhance Qatar Faculty of Islamic Studies (QFIS) curricular offerings and teaching methodologies.

Review and implement research policies and performance to enhance college productivity and engage more faculty in research.

Systematically engage distinguished local, regional, and international stakeholders.

Administrative restructuring and alignment with HBKU.



## Notable achievements

Reforming QFIS's academic programs and completing alignment with HBKU's vision and mission.

Intensively restructuring and consolidating the curriculum.

Closing diploma programs, one research center, and two MA programs.

Offering two core programs: the MA in Islamic Studies with five specializations, and the MSc in Islamic Finance with two specializations.

Opening admissions in the two programs while simultaneously phasing out the legacy programs without disruption.

Enhancing the role of qualified academic staff of research centers in curriculum development and teaching.

Significantly rationalizing administrative, HR, and other shared costs of QFIS.

Intensifying search for deans and faculty.



## Future initiatives and incentives

Recruitment of Dean to provide intellectual and administrative leadership.

Effective transition management—admissions, registration, and student affairs.

Faculty assessment, recruitment, and retention.

Student recruitment and motivation.

Effectiveness of research synergy with HBKU.

Best practice standards for research and teaching.

Effective partnerships.

Publicity and image-building.



## REFORMING

**ALL ACADEMIC PROGRAMS TO ALIGN  
WITH HBKU'S VISION AND MISSION**





# Research Center for Islamic Legislation and Ethics

Producing, applying, recommending, and disseminating Islamic ethical thought and high impact interdisciplinary research by engaging scholars of text and context to bring about a leading credible school of thought with transformative influence



REGISTERING

# 40

STUDENTS FOR  
SUMMER SCHOOL IN  
GRANADA



## Strategies

To produce new and applied Islamic ethical thought by bringing scholars of text and context together in one forum to tackle the critical issues of the day.

To develop research in Islam, ethics, and other fields of specialization like politics, bioethics, media, and methodology.

To disseminate knowledge and understanding of Islamic applied ethics by engaging diverse and global audiences.

To develop an effective communication strategy and create strong media presence for the Research Center for Islamic Legislation and Ethics (CILE) inside and outside of Qatar.

To find suitable training for staff capacity-building.



## Goals

To be a leading research center in the reform and renewal of contemporary Fiqh, Islamic and ethical thought, by contributing a sustainable, ethical framework for addressing contemporary challenges in Qatar, the region, and the world.

GETTING **SUBMISSION**  
ON OUTCOMES FROM BIOETHICS SEMINAR  
ACCEPTED BY IMPERIAL COLLEGE LONDON



## Notable achievements

Publication of agreements in three languages–Arabic, English, and French–with Brill, Al Shabaka, Tawheed, and HBKU Press.

Acceptance of the submission of the outcome of the Bioethics Seminar–first seminar in CILE–for publication by Imperial College-London.

Registration of 40 students for CILE's Summer School in Granada.

Establishment of CILE's alumni network.

Reaching half a million followers on social media during the Annual Conference in 2015: Facebook: +103 percent, Twitter: +53 percent, YouTube: +40 percent, Google+: +13 percent.

Collaboration with Supreme Council of Health on Qatari law of research on human subjects.



## Future initiatives and incentives

Extend and expand CILE's publishing agreements to publish the outcome of CILE's research.

Establish partnership agreements with institutions of similar interests inside and outside of Qatar, and launch initiatives for student exchange programs.

Enhance CILE's research by putting in more resources for other research activities like Call for Papers, inviting world scholars to present papers in the center's fields of interest, and encouraging young researchers in Qatar and the region to join CILE as interns in research projects led by CILE faculty.

Encourage peer-reviewed research among academics, especially in the College of Islamic Studies, to be published in CILE's Islamic Ethics Journal by Brill to improve citation index and hence, the academic creditability of the college and HBKU.

Enhance CILE's website and CILE's presence on social media.







# College of Humanities and Social Sciences

The College of Humanities and Social Sciences (CHSS) strives to achieve academic excellence and promote cutting-edge research, accomplished through innovative and interdisciplinary postgraduate programs in humanities and social sciences that prepare qualified graduates for the professional and scholarly worlds



## Goals

To enrich society, both in Qatar, the GCC, and the wider world, by providing transformative educational experiences that bridge disciplinary boundaries.

To offer the academic community opportunities to engage in innovative research and collaboration.

To nurture a diverse body of academically-grounded and socially-responsible global citizens whose versatility will enable them to navigate the complexities of today's world and become the leaders of tomorrow.



## SIGNING AN AGREEMENT FOR A STUDENT EXCHANGE PROGRAM WITH THE UNIVERSITY OF GENEVA



## Strategies

Develop and offer four MA programs in the fields of translation and interpreting, and a PhD program.

Offer foreign language programs.

Offer professional development (continuing education) workshops.

Collaborate with local and international educational and professional institutions.

Offer translation and interpreting services and training to Qatar Foundation and Qatari corporate entities.



## COLLABORATING WITH MATHAF AND DFI TO CREATE ENGAGING APPLIED SCIENCE COMMUNITY ACTIVITIES



## Notable achievements

Revenue increased by 34 percent.

The MAAT program was validated by the University of Geneva, which made all programs offered by TII valid by an external and international entity.

CHSS engaged the Qatari community in two main applied-science activities:

- Collaboration with Mathaf: Arab Museum of Modern Art on a unique, inclusive art exhibition titled 'Art Translates.'
- Collaboration with the Doha Film Institute to deliver the first of its kind inclusive screening of Hero and the Message for visually-impaired audiences during the last edition of Ajyal Youth Film Festival.

Translated a total of 2,780,705 words in 2015-16 through the Professional Development Center.

Signed a student exchange program with the University of Geneva to send MATS students for a semester at Geneva University.



## Future initiatives and incentives

Build strong foundation for CHSS through unique, interdisciplinary MA programs and recruitment of talented researchers and faculty, thereby producing qualified graduates that serve the academic and professional sector needs of Qatar.

Exploit and enhance the existing strength of the Translation and Interpreting Institute.

Promote community development and build capacity through professional development and services as well as language training programs.

Help promote and advance Qatari industries and public service entities through collaborations.

Deliver high-quality research in humanities, social sciences, and related fields, aligned to Qatar National Vision 2030 and world-critical challenges that lead to practical solutions and new perspectives across a range of disciplines.

REVENUE INCREASED BY

34 PERCENT





# College of Law and Public Policy

Designed to “graduate leaders, not just lawyers” through an innovative and customized curriculum and a focused research agenda, the College of Law and Public Policy will equip Qatar with the critical and strategic legal and policy thinking needed to achieve the goals of Qatar National Vision 2030



## Goals

To address Qatar’s grand challenges and to provide a legacy that will yield regional and global value and purpose.

To meet the challenges of Qatar National Vision 2030 using world-class innovation in legal teaching, practicum, and research.



## Notable achievements

Exceeded goal of 60 percent Qatari student enrollment with 70 percent Qatari students.

Achieved student GPA goal of 3.5 (and diverse professional backgrounds).

Developed curriculum and got approval by HEI.

Accomplished significant and widespread outreach to Q-Corps; local, regional, and international legal, professional, and corporate community, and international academic programs.



## Strategies

Optimize human capital (faculty and students).

Deliver innovative legal training to meet the needs of Qatar and the region.

Support delivery of innovative research and publication with emphasis on the needs of Qatar and the region.

Strengthen stakeholder engagement and partner collaboration.

Strengthen brand identity.

Enhance operations: implement fiscally responsible and effective administrative and human resources systems.

Launching 7 new academic programs

Averaging 10 publications per faculty member



**EXCEEDING**  
ENROLLMENT TARGETS  
FOR QATARI STUDENTS  
(REACHED 70%)







# College of Science and Engineering

Advancing knowledge and nurturing 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



## Goals

To be a world-class multi-disciplinary college with significant positive impact on Qatar, the region, and globally in science, engineering, and technology.



## Notable achievements

Recruitment of a large number of excellent and diverse students, with strong Qatari participation.

Launch of seven new academic programs that have had very positive external and student feedback.

Strong research publication output, with an average of almost ten publications per faculty.

Being awarded a large number of research grants from within Qatar and externally.

Establishment of very fruitful collaboration and partnerships with research institutes, branch campuses, and others.

Launch of successful campaigns that introduced programs and enhanced the visibility of the college.



## Strategies

Recruit and retain world-class scholars, researchers, and excellent students so that we can achieve our mission, vision, and strategic objectives.

Build high-standard graduate academic programs that serve the needs of Qatar, the region, and the world.

Perform cutting-edge research in specialties with significant local and international impact.



## Future initiatives and incentives

Build strategic partnerships with universities and research institutes locally and internationally to extend the quality, breadth, and impact of the college's programs.

Increase the visibility of the college locally, regionally, and internationally.



AVERAGING

10

PUBLICATIONS  
PER FACULTY MEMBER



LAUNCHING

7

NEW ACADEMIC  
PROGRAMS







# Qatar Computing Research Institute

Qatar Computing Research Institute (QCRI) is a national research institute 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



## WINNING

THE GRAND PRIZE IN 'OPEN SOURCE SOFTWARE' WORLD CHALLENGE



### Goals

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



## IMPLEMENTING

A CYBERSECURITY PLATFORM WITHIN THE MINISTRY OF INTERIOR



### Strategies

Provide global leadership in research for Arabic language technologies and content creation, cybersecurity, data analytics, distributed systems, and 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 attract 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

Crossed a total of 500 QCRI-affiliated publications milestone with six best paper prizes in 2015-16.

First start-up (Tamr) infused with \$25 million in Series B funding from HP Ventures and Thomson Reuters (\$48M since launch).

QCRI platform Artificial Intelligence for Disaster Response (AIDR) won the Grand Prize in 'Open Source Software' World Challenge by the Korean Ministry of Science, ICT, and Future Planning.

Collaborated with 19 companies across the globe with two paying customers (revenue of \$1.06M).

Total of 29 software platforms developed and in use by QCRI and partners.

Implementation of QCRI's cybersecurity platform QACIP within the Ministry of Interior.

Exceeded goal for the number of Qatari national employees (includes Qatar Research Leadership Program and trainees).

Partnerships include UN-OCHA, UNICEF, MIT, Red Cross, Boeing, Qatar Airways, and Al Jazeera.



### Future initiatives and incentives

Execute QCRI's five strategic objectives and corresponding KPIs.

Work closely with local stakeholders in government and industry to increase their effectiveness and QCRI's impact.

Commercialization of the research and innovative technologies developed by QCRI.

Strengthen the cybersecurity program to be a strong pillar of Qatar's cybersecurity defense.

Increase synergies with HBKU to contribute toward successful execution of its plans.





# Qatar Environment and Energy Research Institute

Qatar Environment and Energy Research Institute (QEERI) is a national research institute 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



## Strategies

Provide scientific and engineering solutions to assist and expedite the deployment of off-grid and grid-connected PV systems in Qatar.

Enhance the sustainability of water resources by providing scientific and technological solutions for energy-efficient water desalination.

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.



## CREATING NEW SOLUTIONS FOR PEAK LOAD SHAVING IN QATAR



## 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, co-produce wastewater treatment and reuse it, and recharge 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.



## Notable achievements

Developed high efficiency 20.2 percent perovskite solar cell (Patent Application and accepted in Nature Energy) - in collaboration with EPFL.

Invention disclosure titled 'Purification of Trichlorosilane via Selective Reaction with Metals,' to be used for the production of highly pure silicon for the fabrication of solar cell of high efficiency.

Prepared and fabricated the first sodium battery in Qatar.

Developed new solutions for peak load shaving in Qatar using PV and smart sensors (3kw demonstration system at LAS building).

Developed and fabricated advanced material and membranes for desalination and wastewater treatment (with several patents filed).



## DEVELOPING HIGH-EFFICIENCY SOLAR CELL



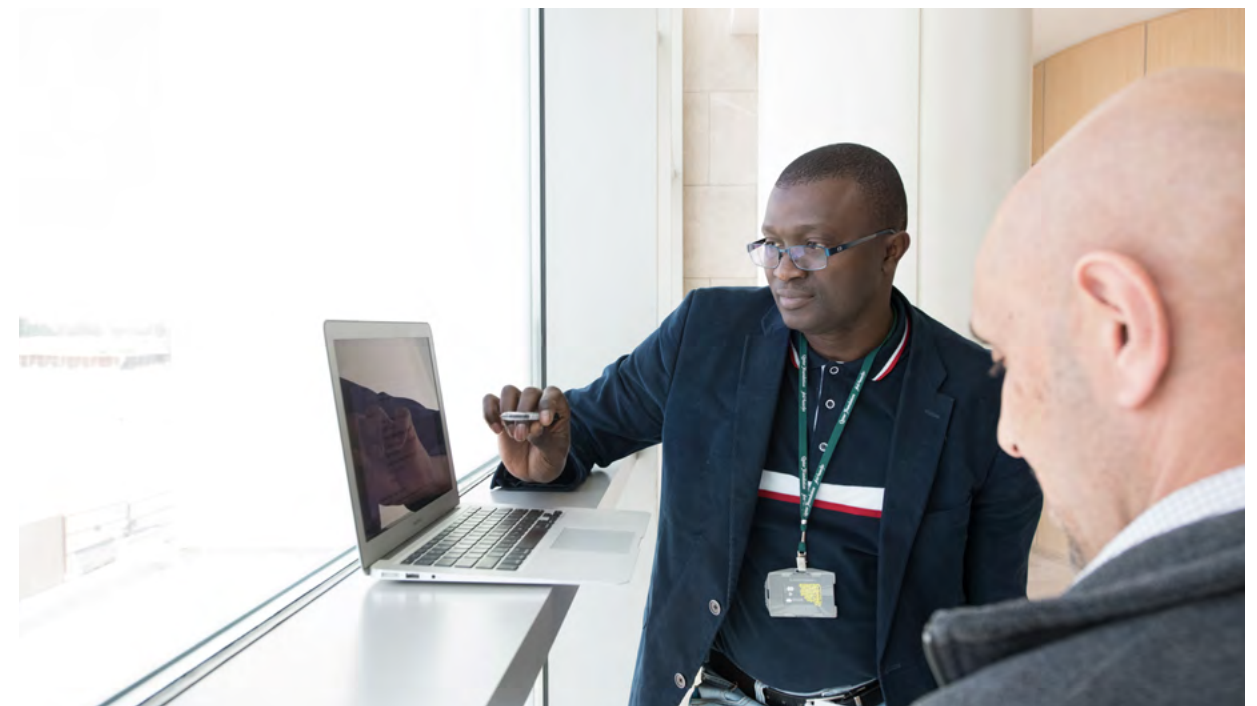
## Future initiatives and incentives

Developing a positive, inclusive, and transparent environment conducive to collaboration with shared goals and a common agenda.

Delivering on Water and Energy Grand Challenges through robust portfolio plans, taking into consideration the current headcount and available facilities and resources.

Building bridges and synergies with other HBKU academic, research, and operation units leading to an effective and smooth integration.

Enhance stakeholder engagement.





# Qatar Biomedical Research Institute

Qatar Biomedical Research Institute (QBRI), a national center of excellence and a global hub for biomedical and translational research, aims to improve and transform healthcare through innovation in the prevention, diagnosis, and treatment of diseases affecting the Qatari population and the region



## 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.



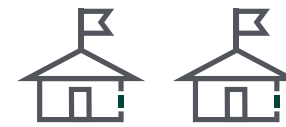
## Strategies

Improve the diagnosis, treatment, and prevention of diabetes, cancer, and neurological disorders.

Establish advanced and innovative core technology and enabling platforms for life sciences and biomedical research.

Train and retain the next generation of local scientists through the active participation and the development of graduate programs and specialized training opportunities.

Promote societal awareness, engagement, and participation in biomedical research.



## LAUNCHING

THE 'CANCER BIOLOGY AND THERAPEUTICS PROGRAM' WITH HARVARD MEDICAL SCHOOL



## Notable achievements

Three new Qatar National Research Fund grants and two new international grants from Michael J. Fox Foundation awarded to QBRI scientists.

Forty-three publications in peer-reviewed and high-impact journals despite the lack of research space.

The Director of Neurological Disorders Research Center given the role of lead researcher on the first global project to be given access to spinal fluid samples obtained through a major clinical research project, with samples granted through the Michael J. Fox Foundation. The results will be made available on an open-source platform to help with future research into a cure.

Launch of the 'Cancer Biology and Therapeutics Program' (HMS-CBT) in collaboration with Harvard Medical School.

Two unique training courses on autism spectrum disorder (ASD) diagnosis held, which resulted in doubling the number of professionals trained on the diagnosis of autism in Qatar.

Structural Biology Core Facility and Genomic Core Facility became functional.

Seven new staff joined QBRI (Director-Neurological Disorders Research Center, Associate Director-Cancer Research Center, Scientist, Lab Manager, 3 Technical Staff) and 12 are under recruitment (2 Principal Investigators, 1 Senior Scientist, 3 Scientists, 3 Core Managers, 3 Technical Staff).



## Future initiatives and incentives

Ensure the successful integration and alignment between QBRI and HBKU's College of Health and Life Sciences.

Continue to position QBRI as a leading research institute that actively participates in shaping and implementing the national biomedical research agenda and QNRS.

Hire high-profile group leaders and conducting successful (high-impact) research programs.

Establish integrated core facility business model and fully-operational platforms and enabling technologies.

Develop joint appointments between QBRI research staff and Hamad Medical Corporation.

Establish partnerships with elite institutions to help accelerate the development of QBRI's research programs and enable platforms.



BEING  
AWARDED

3

NEW QNRF GRANTS AND TWO  
NEW INTERNATIONAL GRANTS







# Executive Education Centre

Creating world-class learning opportunities that meet individual aspirations and organizational needs of the broader Qatar community, and generating new practice-based knowledge by linking executive teaching to research



## Goals

To be an entrepreneurial center of excellence for executive and professional education in Qatar and the region.



## Strategies

Adapt to a constrained economic environment through improved business development capabilities.

Strengthen ties with Qatar Foundation to play a major role in implementing its training strategy.

Develop synergies with HEC Paris in Qatar and ensure branch campus activities are coordinated.



## Notable achievements

Optimization of Executive Education Centre structure: staff reduction (2) and evolving the roles of the remaining staff toward business development functions.

Executive Master in Mobility conditionally sponsored by KRD, under development in partnership with AAA Engineering School (ENPC).

First new open seminars scheduled in Winter 2016-17.

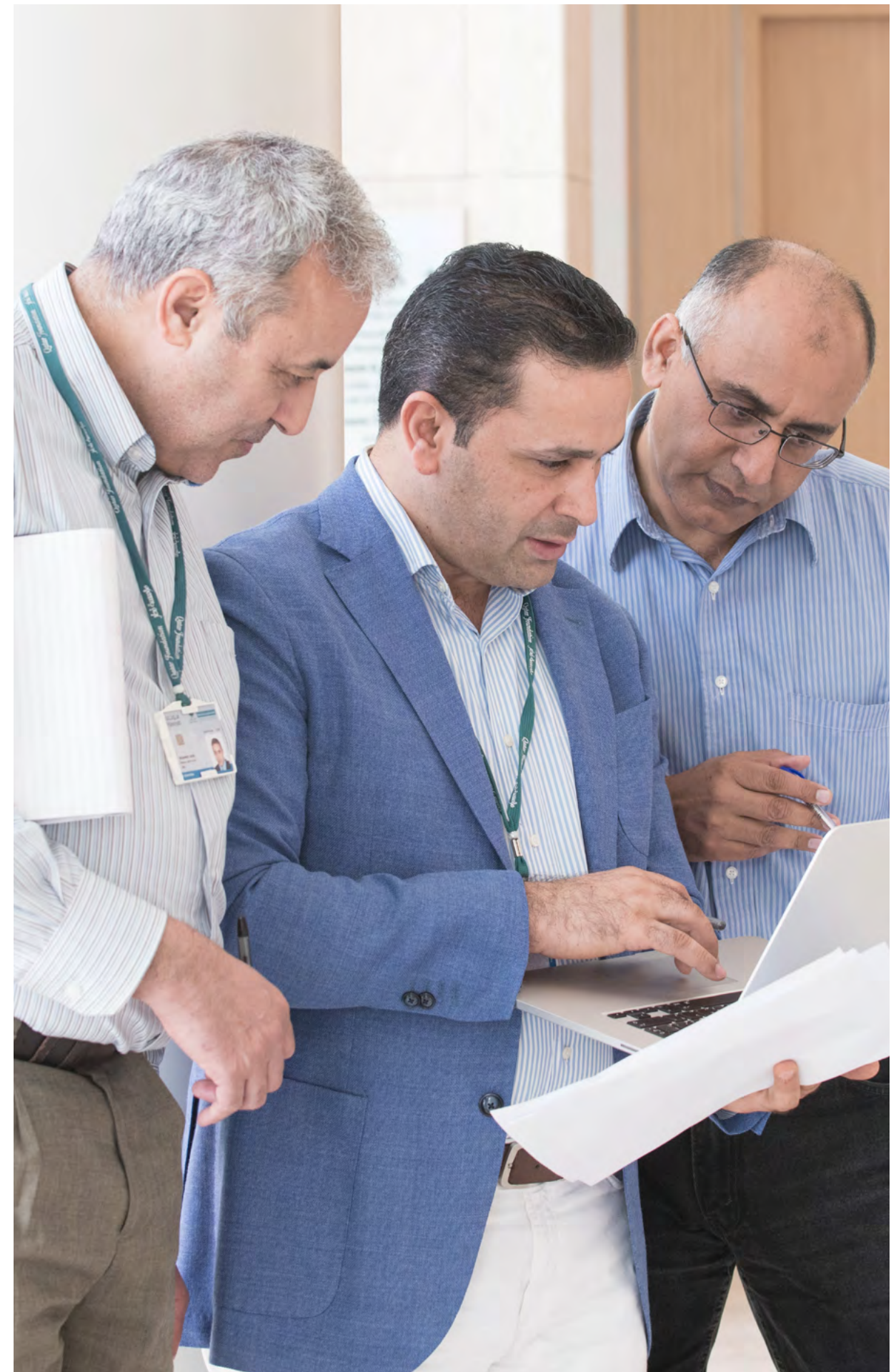
Partnerships discussion with Northwestern Law, Northwestern University in Qatar, IE, Bath, and Henley, to develop degree and non-degree programs and coaching capability.



## Future initiatives and incentives

Leverage new partners EXED's expertise in areas where HEC Paris in Qatar and branch campuses are not in a position to cooperate.

Leverage the expertise of HBKU colleges and research centers to develop bespoke HBKU programs in line with market demands.







# Digital Print House

Operating a design and print center of excellence serving Hamad Bin Khalifa University, Qatar Foundation, and the wider Doha community



## Goals

To become the leading digital printer in Qatar and serve as a benchmark for quality in the industry.



BRINGING COST SAVINGS TO QF OF  
**QAR 1 MILLION**

ACHIEVED SALES OF  
**QAR 6.8 MILLION,**  
EXCEEDING THE TARGET BY QAR 800K



## Strategies

Establish a high-quality and professional printing operation.

Develop the Digital Print House as a self-sustaining operation.



## Notable achievements

Achieved sales of QAR 6.8 million, exceeding the target by QAR 800k.

Started printing QF Telegraph and The Foundation at cost savings to QF of QAR 1 million.

Implemented new equipment to streamline workflow and improve quality (flat bed, three-sided trimmer, high-speed wide format printer, and laminator).

Sustained operations despite continued staffing issues due to hiring freeze. Adapted to utilize contract staff where possible.

Implemented Tharstern print shop workflow management software to improve costing and process management.



## Future initiatives and incentives

Implement executive directions in light of print study by Smithers recommendations.

Prequalify suppliers in collaboration with Procurement in preparation for supplier agreements.

Implement web-ordering system to streamline customer interface process and eliminate issues with email process.

Expand print services among branch campuses and other Hamad Bin Khalifa University entities.

Document all internal operating procedures.





# Partner Universities

**Qatar Foundation's approach to higher education is the result of a unique model, in which a series of world-class universities were hand-picked to bring their collective specialties to bear on the student community of Qatar.**



**54** Virginia Commonwealth University in Qatar



**56** Weill Cornell Medicine-Qatar



**58** Texas A&M University at Qatar



**60** Carnegie Mellon University in Qatar



**62** Georgetown University in Qatar



**64** Northwestern University in Qatar



**66** HEC Paris in Qatar



**68** UCL Qatar







# 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.



## Notable achievements

**NASAD Accreditation:** In February 2016, the National Association of Schools and Design visited the campus to complete their re-accreditation exercise. Based on the high caliber of student work, complete documentation, and the school's accomplishment as a whole, the university was accredited for an additional ten years.

**ARC Stage Design:** Interior Design students won a design competition for the stage design for the Annual Research Conference held at the Qatar National Convention Centre.

**Curriculum Design:** As part of ongoing efforts to enhance the curriculum through observations of students and faculty and to remain current with trends, we have launched curriculum improvements in Art History, Art Foundation, Interior Design, and Painting and Printmaking.

Art Foundation improving studio learning opportunities: The new structure of the Art Foundation program was implemented during Fall 2015.

Interior Design correlating learning objectives: In preparation for the Council for Interior Design Accreditation (CIDA) re-accreditation exercise, the Interior Design department has been correlating their learning objectives to ensure they meet the CIDA standards.

Painting and Printmaking offering more flexible curriculum: In December 2015, the new Painting and Printmaking curriculum was approved.

Student Government Association and Clubs: This year, the student government replicated the home campus model, which allows for some paid positions within its executive body.

Dean's List Luncheons: Student Affairs worked with the Dean, the Dean's office, Events, and Records and Registration, to establish a tradition of Dean's List Lunches, providing a much-needed incentive for student success.



## Future initiatives and incentives

CIDA Accreditation.

Student leadership development.

Increasing visibility through strategic community and business engagement.

Curriculum adjustments.

High-quality research.



## MAKING CURRICULAR IMPROVEMENTS IN ART HISTORY, INTERIOR DESIGN, AND OTHER ACADEMIC PROGRAMS



Virginia Commonwealth University in Qatar is mandated to be a game-changer. Our wealth of creative minds, intelligent design research, pedagogical thrust, and our entrepreneurial spirit can translate discovery to social benefit.

Dr Akel Kahera  
Dean





# Weill Cornell Medicine-Qatar

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



## 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 to further the drive toward 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.



**Our public health campaign, Sahtak Awalan – Your Health First, is inspiring and empowering people all over Qatar to live healthy, happy lives.**

Dr Javaid Sheikh  
Dean



## Notable achievements

The previous two-year premedical program and four-year medical program were integrated to create a new six-year cohesive medical program. This reduces stress for students and increases the efficiency of the college, while maintaining academic rigor and exceedingly high standards of attainment.

Thirty-three new doctors graduated in 2016, bringing the total number of doctors produced by Weill Cornell Medicine-Qatar (WCM-Q) since teaching began in 2002 to 256.

WCM-Q graduates once again achieved an exceptionally high match rate (90 percent), with students gaining acceptance to internship programs at some of the world's leading teaching hospitals, such as the Cleveland Clinic, University of Texas Southwestern Medical Center, and Vanderbilt University Medical Center.

WCM-Q Class of 2015 graduate Dr Shaikha Al-Shokri, now of Hamad Medical Corporation, received the Golden Award from His Highness the Emir, at Education Excellence Day, in recognition of her hard work and dedication to learning.

Twenty-five high school students, all of whom were Qatari, completed the year-long Qatar Aspiring Doctors Program.

WCM-Q contributed to a collaborative research project on cholesterol with Massachusetts General Hospital, Harvard Medical School, and Weill Cornell Medicine in New York that was named one of the top ten most significant advances in heart disease of 2015 by the American Heart Association.

WCM-Q Bio-Medical Research Program reached \$109.94M awarded in competitively funded extramural programs through the Qatar National Research Fund and others over its seven-year history.



## Future initiatives and incentives

Clinical Skills Center is being modernized. The college is currently augmenting and modernizing its hi-tech Clinical Skills Center; increasing its overall size and the number of observation rooms; modernizing the audiovisual system; and installing new, extremely advanced practical learning aids.

Maintaining WCM-Q's extremely high standards of academic rigor and continuing to periodically review and update the medical program curriculum and teaching methods to keep pace with rapid advances in medicine, technology, and pedagogical strategies.

Leverage investment in research infrastructure and human capital to consolidate and expand WCM-Q's Bio-Medical Research Program's position as a regional and global research hub producing advanced science.

Work with strategic partners in Qatar and beyond to foster translation of research from lab and R&D to intellectual property and real-world implementation.

Consolidate and expand strategies to reach out to talented young Qatari nationals who have the potential to become the new generation of physician scientists through initiatives such as the Adopt a School program, the Qatar Aspiring Doctors Program, and the Doctors of the Future Scholarships.

Build upon fruitful relationships with local partners such as Hamad Medical Corporation, other Qatar Foundation institutions, Sidra Medical and Research Center, Primary Health Care Centers, and Aspetar.

Develop more innovative and exciting community engagement methodologies to improve public health for all in Doha, especially the youth, through Sahtak Awalan – Your Health First.



**GRADUATES ACHIEVING  
AN EXCEPTIONALLY HIGH INTERNSHIP  
PLACEMENT RATE  
90%**







# Texas A&M University at Qatar

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



FACULTY MEMBERS PUBLISHING  
**353 JOURNAL**  
PAPERS IN 2015



## Goals

Be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource to Qatar.

Generate new knowledge by conducting research and disseminating results.

Serve the needs of Qatar and the region through broad expertise.



## Notable achievements

Approximately 20 percent of students participated in global leadership, academic, and research experiences in 2014-15 and 25 percent in 2015-16.

Established initial understanding with Hamad Bin Khalifa University (HBKU) on offering of dual PhD programs and started the development of official agreements with strategy and operational details.

Expanded the STEM program to include 401 Qatari students.

Faculty members published 353 journal papers in calendar year 2015. The numbers for calendar year 2016 will be available in March 2017. There were 17 invention disclosures filed in 2014-2015 and eight in 2015-2016.

Texas A&M at Qatar was awarded 16 projects in NPRP Cycle 9. This is 36 percent of submitted proposals.

Implemented a system to develop Project Safety Analysis for all teaching and research labs at Texas A&M at Qatar.

2015-2016 total enrollment was 508. 253 (49.8 percent) were Qatari students.

41.2 percent of the undergraduate fall 2015 students were women, which is nearly double the US national average of female engineering students.

Texas A&M at Qatar awarded 103 bachelor's degrees in 2015-2016; 45 of those awarded to Qatari nationals.

The master's program in chemical engineering awarded 18 diplomas in 2015-2016.

The total number of bachelor's degrees awarded reached 686 and master's degrees reached 52.

In Fall 2015, Texas A&M's undergraduate degree program was re-accredited by the Engineering Accreditation Commission of ABET.

Dr Nayef Alyafei, a Class of 2009 petroleum engineering graduate, returned to Texas A&M at Qatar as a faculty member in the Petroleum Engineering Program after earning master's and PhD degrees from Imperial College London. He is the first Qatari former student to earn a PhD and join the Texas A&M at Qatar faculty, teaching and inspiring the next generation of engineering leaders in Qatar.

Texas A&M at Qatar employs top-notch faculty who are recognized researchers and educators in their fields to pass on their knowledge to engineering students. In Fall 2015, Dr Nimir Elbashir was awarded the Distinguished Achievement award at the college-level by Texas A&M University Association of Former Students.



## Future initiatives and incentives

Increased student engagement with Transformative Educational Experiences, such as service learning, independent research, and global experiences.

Revision of freshman year experience.

Creation of dual PhD degrees with HBKU.

Increasing industry support of research.

Increasing engagement with HBKU, QF entities, industry, and the community at large.



ENROLLING

**41.2% FEMALE**  
STUDENTS, NEARLY DOUBLE THE US  
NATIONAL AVERAGE



Texas A&M at Qatar is proud that nearly 40 percent of our enrolled students are female and of the contributions our current and former female students are making in Qatar.

Dr Mark H Weichold  
Dean and CEO







# Carnegie Mellon University in Qatar

A university with a vision to have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship



## Goals

To create a transformative educational experience for students focused on deep disciplinary knowledge, problem-solving, leadership, communication, interpersonal skills, personal health, and well-being.

To cultivate a transformative 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; and ensuring individuals can achieve their full potential.

To impact society in a transformative way—regionally, nationally, and globally—by engaging with partners outside the traditional borders of the university campus.



## Notable achievements

Carnegie Mellon University in Qatar (CMU-Q) offered 98 courses in Fall 2015 and 108 in Spring 2016, for a total of 206 courses. The average class size was 19 students.

Noora Jassim Al-Muftah became the first graduate from CMU-Q's Computational Biology program. Al-Muftah completed her requirements for College Honors and earned University Honors for exceptional academic performance.



OFFERING A TOTAL OF  
**206 COURSES**  
IN THE ACADEMIC YEAR 2015-16



The partnership between Carnegie Mellon University in Qatar and Qatar Foundation has been strong and productive during the 2015-16 academic year. Our students and faculty are fortunate to have the solid foundation that Qatar Foundation has built to support all of their educational endeavors.

Ilker Baybars  
Dean and CEO

Osaama Shehzad, a computational biology sophomore, created an app called 'Game of Proteins' to help undergraduates learn amino acids.

In the summer of 2015, Qatar Biomedical Research Institute held its first eight-week summer research program. Of the seven students who completed the course, five were biological sciences students from CMU-Q.

Umm-Kulthum Umlai, who graduated in May 2016, was a finalist in the Student Environment and Energy category for her poster, 'Novel bacillus-like phage genome.'

The CMU-Q Biological Sciences program featured its flagship phage genomics research lab at the Sidra Functional Genomics Symposium.

Biological sciences students, with the assistance of Amie Rollins, Director of Health and Wellness, hosted an event to learn about breast cancer detection and prevention. Doctors from Hamad Hospital, Qatar Foundation Clinic, and Aster Clinic formed a panel and answered questions.

Annette Vincent, Assistant Teaching Professor of Biology, CMU-Q, and Aya Gaballa, who graduated in 2016,

created a protein assay kit that can be used to introduce experimental science into classrooms that do not have specialized equipment.

The Q-Smart Lab, developed by an interdisciplinary team at CMU-Q, was used for the first time in the capstone financial markets course in spring 2016. Q-Smart Lab is a visual interface for big data that was created as a teaching tool. Now the team is adapting it for different applications.

Yousuf Akhlaq, a junior with a double major in business administration and information systems, was on the winning team at Microsoft Imagine Cup 2016.

Dr Maher Hakim, Associate Professor of Entrepreneurship, CMU-Q, presented the inaugural session of Qatar Foundation Research and Development's 'Research Dialogue' on building an innovation ecosystem in Qatar by fostering creativity and entrepreneurship.

CMU-Q placed two teams in the top six at Enterprise Challenge Qatar 2015.

Students from a wide array of linguistic and academic backgrounds traveled to Andalucía, Spain, to study Arabic influences in Spanish culture.



PLACING

**2**  
TEAMS IN THE TOP

**6**  
AT ENTERPRISE  
CHALLENGE QATAR 2015





# 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 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 in its endeavors to achieve Qatar National Vision 2030.



As the recent class of students became graduates, we took another step toward our goal of shaping thoughtful global citizens and promoting excellence in academic research and community service.

Dr James Reardon-Anderson  
Dean



## Notable achievements

A Georgetown University in Qatar (GU-Q) student won the 2016 Qatar Foundation President's Medal.

Two GU-Q alumni received the Platinum Medal and the Gold Medal at the 9th Qatar Education Excellence Day.

Eighty-nine students from GU-Q and 30 students from Education City took part in the undergraduate cross-registration program, which allows students to register for any Education City partner university class.

Three new renowned scholars joined GU-Q with PhDs from Harvard, Yale, and Rochester University.

GU-Q Professor Mohamed Zayani received the International Communication Association's Global Communication and Social Change Top Book Prize for 2016.

206 adult learners enrolled in GU-Q's evening community classes during 2015-16.

Academic collaboration was enhanced with the Josoor Institute, Qatar Tourism Authority, and others.

Admissions officers visited more than 45 schools in Qatar and participated



## STUDENTS RECEIVING SEVERAL DISTINGUISHED AWARDS, FELLOWSHIPS, AND GRADUATE SCHOOL PLACEMENTS



## ENROLLING 206 ADULT LEARNERS IN EVENING COMMUNITY CLASSES

in 68 local school events and fairs.

Sixty-eight students graduated from GU-Q during the year 2015-2016 (20 Qatari, 23 residents, 25 international).

Awards of academic excellence were distributed for the Class of 2016: three students earned Summa Cum Laude, eight earned Magna Cum Laude, and 17 earned Cum Laude.

GU-Q students won: (a) the 2016 Qatar Foundation President's Medal, (b) the Distinguished University Student Award Platinum Award, and (c) the Gold Medal at the 9th Qatar Education Excellence Day.

A GU-Q student was the recipient of the Summer 2016 Education and Social Justice Research Fellowship, a distinctive undergraduate Fellowship that is a collaboration between Georgetown University's Berkley Center for Religion, Peace and World Affairs and The Center for Social Justice Research, Teaching and Service.

Two GU-Q students were accepted into Georgetown's highly competitive accelerated graduate degree program, which sees students complete both a bachelor and a graduate degree in five years, rather than the usual six.

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.

Five organizations now offer for-credit internships to GU-Q students each semester and provide mentorship for them while engaging them in substantive work (10-15 hours per week) connected to their studies.



## Future initiatives and incentives

**Student Financial Aid:** Funding decline will impact non-Qatari enrollments for current and future classes due to lack of financial aid; this will change the mix of students (both socio-economically and geographically).

**Migrant Worker Welfare:** GU-Q's concern and action in support of improving the condition of migrant workers exists from before the recent international media scrutiny. GU-Q will continue to dedicate focused attention to this matter moving forward, working with all relevant stakeholders, wherever possible, to improve the conditions of all migrant workers within and outside of the Education City environment.

**Community Engagement:** GU-Q will continue to enhance its community engagement programs through (a) community education to directly support the local community through a variety of on and off-campus efforts; (b) public events and programs that expand the local community's horizons and knowledge; and (c) open-access resources through the library and large collection of published research. GU-Q will carry on creating and participating in spaces for civil society engagement through the support of locally based organizations as well as through campus-based groups to improve the lives of the people in Qatar.

**Academic Collaboration:** GU-Q seeks opportunities to collaborate with Qatari, regional, and international academic institutions to facilitate the mutual exchange of ideas, knowledge, services, and resources to enhance research and teaching and for the betterment of society. Recent examples include joining the Digital Arab Culture and Arab Women's Studies task forces for Hamad Bin Khalifa University's College of Humanities and Social Sciences.

**Strategic Enrollment Framework:** GU-Q's strategic enrollment framework for students aims to achieve both a strong Qatari presence and a genuine cohort diversity regarding nationality and socio-economic background. It will be a significant challenge to maintain this diversity in Qatar's stringent economic environment.





# Northwestern University in Qatar

A premier, one-of-a-kind school in Qatar and the Middle East, which draws on extending the strengths of a world-renowned university and its notable programs in journalism and communication in the context of the liberal arts to give students a unique education



## Goals

To create an integrated program of instruction, research, service, and thought leadership in communication, journalism, and media embraced by the liberal arts, serving the people of Qatar and the region in harmony with Northwestern University's strategic vision and development of Qatar National Vision 2030.

To assist in fostering a talent pool of educated persons in the quest to transform Qatar from a carbon-based to a knowledge-based society, especially in the media, communication, and related industries.



**Thanks to a Qatar National Research Fund grant on Qatari women's engagement and empowerment, a team of NU-Q students conducted research and presented papers at scholarly and professional meetings globally and locally, while disseminating their findings to people in Qatar.**

Jocelyn Sage Mitchell  
Assistant Professor in Residence



## PUBLISHING

### MAJOR STUDIES RELATED TO MEDIA IN THE MIDDLE EAST



#### Notable achievements

Signing a new, 10-year agreement with Qatar Foundation.

Implementation of new courses in Media and Society, Media Law and Ethics, Strategic Communication, Science and Technology Studies, and Sociology.

Hiring of new faculty in Digital Mobile Communication and Strategic Communication.

Publication of major Northwestern University in Qatar (NU-Q) studies on Media Industries in the Middle East and the 4th edition of Media Use in the Middle East.

Unprecedented increase of 37 percent of faculty research activities.



## SCREENING OF

# 2

### NU-Q STUDENT FILMS

#### AT THE CANNES FILM FESTIVAL

Memorandum of Understanding with Qatar Computing Research Institute (QCRI) for joint research events, guest presentations, NU-Q student placement in QCRI's summer school, and collaboration on research projects and related papers.

Screening of two NU-Q student films at the Cannes Film Festival.

Student achievements and outside recognition awards for film, journalism, and research projects.

Conducted Task Forces to refresh and enhance the curriculum of NU-Q, create a program in Strategic Communication with new faculty and add courses of instruction; developed a Middle East Studies minor to augment an already existing and successful certificate program; addition of new faculty in Digital Media, Science and Technology Studies, Sociology, Psychology, and Philosophy to enhance liberal arts instruction.

Proposed changes to strengthen Journalism and Communication curricula are being considered by home campus.

Implemented common freshman year curriculum with strong emphasis on writing.

Established Academic Resources Center, augmenting former writing center in concert with NU-Q Library, and hired new administrator.

Successful recruitment of regular and visiting faculty to strengthen the academic program.

Publication of NU-Q's signature institutional research projects featuring surveys with 6,000 subjects across six MENA countries, including Qatar: *Media Use in the Middle East* (2016), a monograph accompanied by an interactive website at [www.mideastmedia.com](http://www.mideastmedia.com), presentations at International Press Institute World Congress, conventions of the International Communication Association, and Association for Education in Journalism and Mass Communication.

Publication of the first-ever comprehensive study of Media Industries in the Middle East, introduced at World Media Forum and also promoted in the GCC countries and globally.



## Future initiatives and incentives

Occupying and operating from the new NU-Q building.

Continuing to enhance instruction, research, and outreach/thought leadership.

Creating a program in Executive and Mid-Career Education for media and communication.

Developing collaborative graduate programs with Hamad Bin Khalifa University and the Northwestern home campus.

Growing and strengthening the student body.





# HEC Paris in Qatar

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 that 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, and 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.



## GRADUATING 49 STUDENTS IN THE STRATEGIC BUSINESS UNIT MANAGEMENT PROGRAM



### Notable achievements

Degree programs are operating at near-full capacity.

Delivered custom programs for blue-chip companies, among them Ooredoo, CBQ, and Etisalat (UAE).

Re-launched Open Programs as a counter-cyclical product.

Twenty-four events organized with an average of 33 percent female attendance.

Graduated 45 Executive MBA students, half of which are Qataris in senior positions. Students' capstone projects cover a broad scope of initiatives: Start-ups, Medical Care, Manufacturing, Telecoms, Nutrition, Health and Recreation, Jewelry, Education, and Entrepreneurship.

Graduated 49 Executive Master in Strategic Business Unit Management, of which 40 are Qataris in mid-management positions. 55 percent of the class is female. Students' theses covered research on oil and gas, corporate restructuring, e-commerce platforms, sports management, and real estate.

Trained over 400 individuals in customized programs in Doha and the GCC.

160 individuals attended HEC Paris' Open Programs.

HEC Paris recently received the Qatar Enterprise Agility Achiever Award in Education at the 2015 Qatar Enterprise Agility Awards.

Maintained intra-campus collaboration by welcoming several groups from the home campus and vice-versa. In April 2016, 51 students of the MSc in Large Projects visited Doha and witnessed first-hand Qatar's large-scale projects.

Hosted three-day workshop for early career researchers from the UK and Qatar, in collaboration with Heriot-Watt University, funded by the Qatar National Research Fund and the British Council.

HEC Paris in Qatar full-time faculty (two in total) submitted six articles to academic journals (in review).



### Future initiatives and incentives

Continue to maximize national impact while delivering financial returns to Qatar Foundation (QF).

Diversify degree program portfolio, increase Open Program offerings, and expand all products regionally.

Pursuant to HEC Paris' new legal status, and complete the reorganization of HEC Paris in Qatar in 16-17.

Fully staff HEC Paris in Qatar's non-academic staff; add one or two professors.

Conclude QF-HEC Paris in Qatar agreement renewal in 16-17.

Continue with high-visibility research activities.

Intensify bilateral links and activities between Doha and Paris campuses.



As one of the top-ranked educational institutions for Executive Education by the Financial Times over the last ten years and a member of QF, our activities and achievements have always been consistent with our aim of training the future leaders of tomorrow in Qatar and the region.

Professor Laoucine Kerbache, PhD  
Dean and CEO





# 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

Conduct world-class research that will inform our postgraduate teaching portfolio 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.



## Notable achievements

Working with partners Qatar Foundation (QF) and Qatar Museums to agree a new strategic direction for 2015-2020.

Successfully undertook an internal Quality Review by the UCL home campus, which highlighted very positive feedback from current and former students.

Eighty-five percent of the student cohort progressed to roles in the Heritage Sector.

Awarding UCL Qatar's first Doctoral student, Maninder Singh Gill, for his dissertation 'Glazed Tiles from Lodhi and Mughal Northern India.'

Re-aligning recruitment and marketing operations to better assist regional capacity-building, particularly around Library and Museology, which greatly increased applications from Qatari and MENA residents.

During 2015-16, UCL Qatar offered 35 short courses (averaging five days in duration) to 276 participants, with 80 percent being female and 20 percent being male; 45 percent being Qatari nationals; 67 percent being MENA nationals; and 10 percent originating from Europe, America, Asia, and Australia.



**I have a strong sense that graduates have both the ability and motivation to engage fully within civic society and that as a result of their time at UCL Qatar they will contribute positively to the future of the region's heritage.**

Dr Jane Henderson  
Cardiff University



DELIVERING

35

SHORT COURSES TO

276

PARTICIPANTS

In support of the mission to further develop Qatar's capacity regarding heritage-related professionals, 64 percent of the participants were Qatar Museums employees, and 92 percent stated they would consider taking further professional development of this sort; 60 percent indicated that undertaking such courses would positively impact their future career prospects; and between 60-70 percent rated the courses highly regarding content and delivery.

UCL Qatar delivered an extensive range of community outreach activities during the 2015-16 session. This involved work with schoolchildren, teachers, young people with disabilities, migrant workers, and hospitalized children, among other audiences. All outreach initiatives were designed to promote access to cultural heritage and UCL Qatar's work in collaboration with QF.

UCL Qatar runs a public lecture series by internationally renowned scholars for the general public. These emphasize UCL Qatar and QF's work, aspiring to increase the enjoyment, awareness, knowledge, and engagement with cultural heritage. During 2015-16, 880 people attended nine lectures on Archaeology; four on Library; one specific to Museums; and one focusing on Conservation.



## Future initiatives and incentives

To work collaboratively with Hamad Bin Khalifa University to enhance shared research and postgraduate provision in the area of cultural heritage, and progressively develop common academic provision and services.

To contribute to the development of cultural leaders and heritage managers in Qatar, the MENA region, and internationally.

To embed critical thinking, discussion, and debate in all aspects of professional development and academic study within the museum and library sectors.

To further support the professionalization of staff working in museums, galleries, and libraries, and the wider heritage sector using a structured CPD and short course portfolio informed by market requirements.

To continue to conduct outreach activity that adds value to the community and supports Qatar's societal ambitions.





# Science and Research

Qatar Foundation is helping to build Qatar's innovation and technology capacity by developing and commercializing solutions for the nation through continuous investment in human capital and key sciences.



**72** Qatar Science & Technology Park



**74** Qatar National Research Fund



**76** Qatar Genome Programme



**78** Sidra Medical and Research Center



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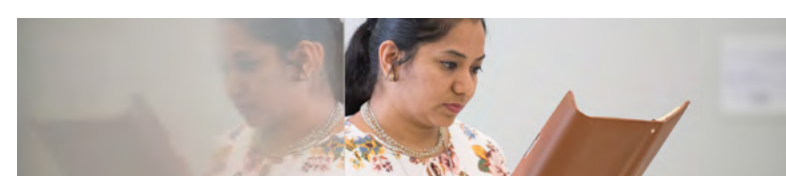
**86** Policy, Planning, and Evaluation



**88** Education Training and Development



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# Qatar Science & Technology Park

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



## Goals

To be recognized as an international hub for applied research, innovation, and entrepreneurship.



## Strategies

Serve as an incubator for new technology-based businesses.

Facilitate applied research and technology development through capacity-building programs.

Continue to develop the Free Zone to meet the complex needs of technology businesses in Qatar.

Accommodate applied research and technology development through capital works.



## Notable achievements

Thirty projects completed across Cohorts 2 and 3 of the Accelerator Program.

One graduate of the Accelerator Program graduating to the Incubator and securing their first customer.

Delivered two well-attended Accelerator Demo Days.

Fifty-two applications received for the Proof of Concept Fund.

Seven active Proof of Concept Fund awards supporting local technology-based SMEs.

Two new tenants incorporated.

Capital works for Tech4 construction is progressing as per the set schedule.

Delivered three TECHtalk editions, Global Entrepreneurship Week, and Business Connect events.

Gathered and updated tenant investment, employment, outputs (patents, publications, tech transfer) data, allowing year-to-year and cumulative performance comparison.



## Future initiatives and incentives

Pivot away from supporting Qatar Foundation-based research initiatives and offer greater support to private sector technology business and entrepreneurs.

Incubate technology startups as a means of nurturing innovation and diversifying the local economy.

Facilitate technology development and commercialization through co-funded applied research projects in line with QF R&D strategic interests and research hotspots.

Explore options to fill the venture capital gap needed for innovation.



## COMPLETING

# 30 PROJECTS

## AS PART OF THE ACCELERATOR PROGRAM

Implement changes to the Free Zone law in support of commercialization.

Leverage physical space (Tech 1, 2, and 4) in addition to favorable regulations to promote innovation and entrepreneurship while simultaneously attracting new tenants.

Enhance the services offered to Qatar Science & Technology Park tenants as a means of creating a new USP for the center.





# Qatar National Research Fund

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



## CONTINUING CAPACITY-BUILDING INITIATIVES SUCH AS UREP



### Goals

Qatar National Research Fund (QNRF) will advance knowledge and education by supporting original, competitively selected research in all fields of science with emphasis on the following four pillars of the Qatar National Research Strategy (QNRS): Energy and Environment, Computer Sciences and ICT, Health, Social Sciences, Arts, and Humanities.

It will provide funding opportunities for researchers at all levels, from students to professionals, whether in the private, public, or academic sectors.



QNRF is now renowned among global funding agencies, and we are proud to work with some of the most exciting and developing global research institutions within the field of Information and Communication Technology, or ICT, today. We provide advice, support, and services in line with our understanding of the needs of this dynamic industry as Qatar pushes forward to a knowledge-based economy.

**Dr Munir Tag**

Director, Information and Communication Technology



### Strategies

Fund research projects of national interest to Qatar.

Build human capital, infrastructure, and research culture in Qatar.

Raise Qatar's international profile in research.

Enhance and build QNRF research management capabilities and infrastructure.



### Notable achievements

QNRF's portfolio continued to fully incorporate QNRS-focused research objectives.

Continued the competitive research-funding programs: Unsolicited Programs (investigator-driven) and Solicited Programs.

Continued the capacity-building and development programs:

- Undergraduate Research Experience Program (UREP).
- Scientific Research Competition (SRC): SRC is organized in collaboration with the Ministry of Education and Higher Education.

Continued the research connections programs and activities:

- Conference and Workshop Sponsorship Program (CWSP).
- Research Outcome Seminars (ROS) on a quarterly basis, where each ROS session focused on one of the four QNRS pillars.

Launched the first cycle of:

- Women In Science Program.
- Best Representative Image of an Outcome (BRIO) competition.
- Held the 8th QNRF Annual Forum, with over 400 attendees.

Hosted the 3rd edition of the International School on Research Impact Assessment (ISRIA) in November 2015, with over 80 attendees.



HOLDING THE 8TH QNRF ANNUAL FORUM WITH OVER  
**400 ATTENDEES**



### Future initiatives and incentives

Fund research projects of national interest with Qatar's public and private sector, and further align research and innovation funding with QNRS.

Build human capital, infrastructure, and research culture in Qatar with a focus on economic diversification, growth, and social impact.

Establish effective local and international partnerships to attract co-funding and achieve Strategic Priorities (SP) 1 and 2.

Support QF R&D to establish a national knowledge information system, based on the Q-Grant system.

Manage the Education, Fellowship, and Training Program as the human capacity-building element of QF R&D by inserting candidates into research programs designed to fulfill Qatar's needs and to create new jobs.





# Qatar Genome Programme

Through innovation and integration of genomic and other 'OMICS' technologies into medical and research practices, Qatar seeks to improve population healthcare and contribute to a knowledge-based economy



SEQUENCING THE FIRST  
**3,000**  
WHOLE GENOMES



## Goals

Positioning Qatar as a pioneer in the implementation of advanced personalized healthcare.



## Strategies

Building a Qatar Genome Program (QGP) team capable of taking the project beyond the pilot phase.

Ramping up sequencing capacity after the pilot phase.

Establishing graduate programs and short courses in Genomic Medicine and Genetic Counseling.

Introducing genomic medicine into clinical practice.

Executing QGP's publication strategy through local research partnerships.



## Notable achievements

The sequencing and primary analysis of the first 3,000 whole genomes was started in September 2015 and was completed by June 2016.

Human Resources: The initially small team was stretched to achieve the goals set for the pilot phase by working closely with Qatar Biobank (QBB) under the supervision of the QGP committee and its chairperson.

Holding the first QGP symposium and workshop under the title 'Handling Genomic Data: Clinical interpretation, Governance and Responsible sharing.'

The survey on the public awareness on genomic medicine was completed in June in collaboration with SESRI from Qatar University.

Governance and Policies: The three main governing bodies (QGP committee, QBB board, and iSAC) overlooking the project met regularly during the first year and made multiple recommendations that contributed to the progress of the pilot phase.



# HOLDING

A SYMPOSIUM AND WORKSHOP  
ON 'HANDLING GENOMIC DATA'



## Future initiatives and incentives

Building a QGP team capable of taking the project beyond the pilot phase.

Ramping up sequencing capacity after the pilot phase.

Establishing graduate programs and short courses in Genomic Medicine and Genetic Counseling.

Introducing genomic medicine into clinical practice.

Executing QGP's publication strategy through local research partnerships.





# Sidra Medical and Research Center

Providing patients with world-class healthcare services in an innovative and ultra-modern facility 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: 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.



The opening of the Sidra Outpatient Clinic has been an opportunity for us to proudly showcase the skills and expertise of our diverse healthcare leaders and teams. Their hard work has made it possible for Sidra to offer patient- and family-centric services that will match the excellence of our medical care and the needs of our patients.

Peter Morris  
CEO



## Strategies

Create and execute an activation plan for the opening of Sidra's Outpatient Clinic (OPC).

Create an environment conducive to interdisciplinary investigations.

Provide optimal training to the next generation of Qataris.

Establish evidence-based practice policies, procedures, and guidelines.

Transform the organizational culture.

Continue to use and integrate technology to enhance patient care, promote efficiency, and ensure safety.

Prepare and plan for the opening of the main hospital.







### Notable achievements

Sidra was accredited as a continuing medical education/continuing professional development provider by QCHP on February 2016.

In January 2016, Peter Morris was appointed as Chief Executive Officer.

Dr Elizabeth Cannon and Sir Murray Brennan were appointed as members of the Board of Governors in December 2015.

Sidra hosted its first symposium on functional genomics in December 2015.

In November 2015, Sidra announced the appointment of its first group of Qatari Health Promoters (six in total).

In February 2016, Sidra announced its National Development programs for 2016. The programs include education grants, internships, and job-shadowing opportunities.



## ORGANIZING

### AN INAUGURAL SYMPOSIUM ON FUNCTIONAL GENOMICS



### Future initiatives and incentives

#### Activation

Deliver safe, high-quality, patient, and family-centered care. Achieve operational stability through risk management, safety management, and quality systems, measures/KPIs and improvement capability.

Realize OPC Operating Plan and IVF Operating Plan to EC approved milestones with required licensing.

Achieve main hospital building handover and commissioning milestones.

Prepare implementation plans for 2018 service activations within agreed models and clinical strategy.

Implement the Target Operating Model.

Deliver the activation recruitment plan in preparation for patient activation.

#### Education

Commence the development of an Education Strategy that includes all staff and decides on the governance framework and operating model that ensures all staff has continuing professional development.

#### Strategy and Partnership

Develop a five-year corporate strategy.

Add value to national health capacity through collaborating on NHS initiatives and activities, as measured by project KPIs and stakeholder satisfaction.

Continue integrating Hamad Medical Corporation (HMC) staff through careful planning and mutual trust and respect. Deliver agreed staff transfers and on-boarding of HMC staff.

Implement Cerner HIE and produce with HMC a pathway for a single Cerner instance for implementation by the end of 2019.

#### People

Continue developing leadership and culture aligned with Sidra mission and strategy.

Embed organizational values.

Achieve staff engagement and good opinion.

Deliver the individual performance development system, including clarity of objectives, performance appraisal, and training and development planning.

Implement the revised National Development Strategy and support Qatarization.

#### Resources

Manage expenditure and cash flow in line with budget and commissioning, and operating plans as measured by KPIs. Develop a revenue cycle relevant to the business.

Produce a business plan and budget for 2018.

Streamline policies and procedures to conduct business effectively and safely.

#### Research

Continue to be recognized internationally for clinical research projects through volume of high-impact research publications.

Develop a five-year research strategy aligned with Sidra's corporate strategy to accommodate the research priorities of Sidra's physicians and Qatar. Align research resources to the amended strategy.



## LAUNCHING

### NATIONAL DEVELOPMENT PROGRAMS FOR 2016, INCLUDING EDUCATION GRANTS, INTERNSHIPS, AND JOB- SHADOWING OPPORTUNITIES





# 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.



RECRUITING  
**5,530**  
PARTICIPANTS  
**4,314** QATARIS TO  
CONTRIBUTE TO THE BIOBANK



## Notable achievements

Recruited 5,530 participants—4,314 of whom were Qatari—with a satisfaction rate of 97 percent.

Provided 3,025 high-quality DNA samples to the Qatar Genome Program before target time.

Maintained second surveillance of ISO 9001:2008 QMS and ISO 27001:2013 without non-conformance.

Approved 19 new research collaboration projects with different research institutes in Qatar.

Developed and implemented new, QBB-owned Clinical Information System that will replace the ICL system by 1 March, with average weekly throughput 46.2 compared with ICL 36.4.

Successful connection to HMC laboratory (Power chart/ Cerner), which is reflected in the turnaround time of lab results from three weeks to a one-week average.

Presented QBB in the scientific community: one international publication, five conference presentations, two international, and three local.

Organized a summer training program from 28 July to 27 August.



## Future initiatives and incentives

Ramping up QBB participants (pp) to 10,000 pp/year.

Implement sample quality control systems.

Implement data quality metrics.

Enhance information security management system.

Facilitate research collaborations.



PROVIDING  
**3,025**

HIGH-QUALITY DNA SAMPLES  
TO THE QATAR GENOME PROGRAM







# Research Coordination and Special Initiatives

Enable Qatar's R&D enterprise to lead and innovate



## Goals

Within the framework of the Qatar National Research Strategy, Research Coordination and Special Initiatives aim to add value to Qatar's R&D enterprise by advocating stakeholder engagement, promoting international partnerships, responding to special leading-edge programs, and supporting the management of R&D.



## Future initiatives and incentives

Identify and respond to special R&D needs arising during the year.

Support R&D management.



## Strategies

Nurture strategic, multi-disciplinary, multi-institution research collaborations.

Foster science diplomacy, locally and internationally.



## Notable achievements

Co-ordinated and executed international agreement with:

- Korean Institute of Science and Technology Evaluation and Planning
- The Scientific and Technological Research Council of Turkey
- The Mexican Agency of International Cooperation for Development
- National Research Foundation of Korea
- The European Organization for Nuclear Research
- Co-ordinated and executed the Arab Expatriate Scientists Forum.



**Working closely with Qatar R&D entities, there is more collaboration, better alignment among the local entities. We are making progress in sharing knowledge and experiences, with less fragmentation and the creation of more synergies.**

**Maria Yogo**  
Project Manager





# Policy, Planning, and Evaluation

**Qatar will be an international center for research and development excellence and innovation**



## Goals

Within the framework of the Qatar National Research Strategy (QNRS) and PRD, the mission of Policy, Planning, and Evaluation (PPE) is to provide support to R&D through the three divisions presented below.

Division of Policy Analysis, Policy Development, Policy Evaluation, and Strategic Policy Initiatives:

Assess Qatar's current research capacity, outline numerous future research and development priorities, and make recommendations in several areas of national importance.

Division of Portfolio Analysis, Monitoring, and Evaluation:

Support the frequent monitoring and periodic evaluation of progress. Also, provide analysis of Qatar's R&D portfolio and R&D issues to advise R&D leadership of gaps and opportunities relevant to Qatar's R&D enterprise.

Division of Planning, Budget, and Strategic Initiatives:

This division works with the President and his leadership team to design and lead a semi-annual, R&D-wide planning process that leads to a defined set of program plans which capture the priorities for all R&D program institutes and related entities.



## Strategies

**Portfolio Analysis:** Carry out a portfolio analysis for all Qatar National Research Fund (QNRF)-funded NPRP projects and Qatar Science & Technology Park (QSTP) and Qatar Research Leadership Program (QRLP) programs. Carry out a diagnostic analysis for QNRS pillars. Carry out an in-depth analysis of portfolio regarding Technology Readiness Level and impact-risk analysis on a subset of projects (in collaboration with QNRF).

**QNRS and Grand Challenges:** Provide technical and analytic support to the QNRF Annual Forum, such as giving advice regarding theme/priorities, program, and desired outcomes; synthesizing findings and recommendations; and disseminating to stakeholders for review and comment.

**Monitoring and Evaluation:** In the process of revisiting QF R&D KPIs and developing a new framework for the KPI monitoring system.

**R&D Management Information Systems:** Design the National Management Information System to be used by researchers and managers to facilitate R&D in Qatar.

**Strategic and Annual Business Planning:** Worked with QF SPD and QF business partners to align R&D with QF's strategic plans and KPIs, and to improve the planning process.

**Policy Observatory:** Analyzed R&D policy priorities areas by collecting existing policies and listing future policy requirements.



## Notable achievements

Managed the annual integrated R&D business and budget planning for the financial year of 2015-2016.

Completed the QF R&D Sustainability Management System evaluation report by DNV.

Further developed the portfolio analysis based on QNRF grants and the QSTP portfolio with the aim of identifying possible synergies and ways to improve the research and innovation funding strategy to align these strategies with the human capacity-building programs.

In collaboration with the President's Office and supported by McKinsey, implemented a study on the future direction of R&D, the recommendations of which were endorsed by a high-level meeting of decision-makers. The outcomes will provide the basis for the development of the 2018-2023 strategic plan with all the QF concerned stakeholders.



## Future initiatives and incentives

Develop and update the strategic plan of QF R&D and drive the annual planning process that leads to a defined set of program plans.

Monitor, evaluate, and review research, development, and innovation efforts and impact at different levels, and enhance and expand the KPI monitoring system for R&D performance management.

Improve and expand portfolio analysis.

Continue to implement the Research and Development Sustainable Management System.

Continue to develop the policy initiatives identified in the policy agenda, which resulted from policy prioritizing exercise and the decision-makers workshop.

Set up a nationwide R&D information system.



# IMPLEMENTING

**A STUDY USED IN HIGH-LEVEL STRATEGIC PLANNING AND DECISION MAKING ON THE FUTURE DIRECTION OF QF R&D**





## Education Training and Development

To develop capability through direct action and collaborating with others, acting to ensure the highest standards of quality



**14 QRLP**  
GRADUATES;

**6 PHD**  
HOLDERS



### Goals

High-level human capability in research in areas aligned with Qatar's needs, principally from local sources as soon as possible, in numbers sufficient to support Qatar National Vision 2030.



### Strategies

To provide as the primary source future, locally derived research scientists, technical research professionals, and research administrators for Qatar through management and growth of the Qatar Research Leadership Program (QRLP).

To create and administer a program of continual skills development in all areas relevant to research performance among all QF-supported research staff in Qatar, in collaboration with others, by building on the Management Track activity of QRLP.

To ensure a robust inflow of high-level, local human capability into Qatar's research workforce via QRLP through effective outreach programs within Qatar.



ATTRACTING  
**5,000+**  
PARTICIPANTS FOR MATH ALIVE



### Notable achievements

Fourteen QRLP graduates;  
6 PhD holders.

Math Alive had 5,000+ participants.

RD Workshop Series had  
100+ participants.

Initiated and organized the  
Research Dialogues series.



### Future initiatives and incentives

Integrate Education Training and Development, including QRLP, with the capacity-building programs QF R&D Education, Fellowship, and Training Program. This program will be managed as the human capacity-building element of QF R&D through inserting candidates in research programs designed to Qatar's needs and to create new jobs.

To provide as the primary source of future, locally derived research scientists, technical research professionals, and research administrators for Qatar through management and growth of the QRLP. Expose students to research environments and equip them with appropriate skills for effective operations of science and research.

To create and administer a program of continual skills development in all areas relevant to research performance by building on the management track activity of QRLP. To produce leaders and scientists to address the needs of research institutes and centers in Qatar.

To ensure a robust inflow of high-level, local human capability into Qatar's research workforce via QRLP through effective outreach programs within Qatar.



Taking part at the Intel ISEF competition and encouraging young and bright Qataris to tackle important, modern scientific challenges is a great indication that QF R&D is well and truly dedicated to the production of a young community of scientific researchers that is both competent and motivated.

**Noora Al Thani**

Program Specialist, Office of Education Training and Development, QF R&D





# Office of Intellectual Property and Technology Transfer

Acquire inventions from external and internal sources, and transform them into innovations



## ESTABLISHING PARTNERSHIPS WITH QU AND HMC TO MANAGE THEIR IP PORTFOLIOS



### Goals

To create a vibrant and diversified knowledge-based economy in Qatar.



### Strategies

Capture and protect Qatar Foundation (QF) innovation through world-class innovation and intellectual property management practices.

Encourage the adoption and diffusion of QF technologies through intellectual property (IP) licensing and commercialization.

Promote a culture of innovation and impact within QF and facilitate the development of an ecosystem that supports the adoption and commercialization of QF technologies.

Promote the transformation of QF inventions into innovations that can be diffused and adopted within Qatar.



### Notable achievements

Conducting an IP landscaping analysis for QF R&D management on the research priority areas to identify research/IP hotspots in collaboration with the Qatar National Research Fund (QNRF). QNRF's NPRP cycle 10 will be a mission-driven cycle based on these IP hotspots, with the aim of producing more commercially applicable research results to increase the innovation impact for Qatar.

Establishing an Invention Development Fund with QNRF to support the development of hundreds of early-stage QF inventions currently managed by Intellectual Property and Technology Transfer (IPTT).

QF technology deployment through the licensing of a Qatar Environment and Energy Research Institute-developed desalination technology to a Qatari company.

Establishing partnerships with Qatar University and Hamad Medical Corporation to take complete management of their IP portfolios.

The development of a new tool and database to identify research. Investments of QF R&D with the greatest potential to support new diversified economic growth in Qatar.



### Future initiatives and incentives

Work with Qatar's public and private sectors to identify technology needs and source solutions from the IP developed in Qatar and from external sources. Use the Technology Inventions Fund to adapt technology solutions to the needs of Qatar and the larger international community.

Offer future Cycle 9 and later NPRP participants the opportunity to apply for "follow-on funding" to take their research results to TRL 7-9 and apply them to Qatar needs if they are determined (Hot Spot analyses) to be uniquely suited and to have highly probable international markets.

Build the Hot Spot analyses for the remainder of the 12 Qatar Grand Challenges.

Increase the commercialization of QF IP by identifying (from the Hot Spot data) the commercial entities (from global firms to startups) who are investing in the field.

Combine 1-4 to foster the development of a diversified and growing knowledge-based economy.



**IPTT has helped QF R&D move to the next level in linking our research agenda to the real needs of Qatar and the global marketplace.**

**Dr Erik Stenehjem**  
Executive Director





# QF R&D Office of Outreach and Communications

An office of QF Research and Development



## Goals

As an office of QF R&D, the Office of Outreach and Communications shares the QF R&D vision: "Qatar will be an international center for research and development excellence and innovation."



## Strategies

Raise QF R&D's international visibility.

Project QF R&D as an attractive destination for scientific research.

Enhance community understanding and support for research.

Strengthen stakeholder participation and collaboration.



## Notable achievements

Organized ARC'16.

Supported/organized key R&D events (workshops, signing ceremonies, forums, etc).

Planned and conducted a nationwide survey for baseline measurement of public awareness, perception, and support for R&D in Qatar.

Developed and launched the new R&D website.

Published the R&D Milestones report.

Initiated and organized the Research Dialogues series.



# CONDUCTING

A NATIONWIDE SURVEY FOR MEASURING PUBLIC AWARENESS, PERCEPTION, AND SUPPORT FOR R&D IN QATAR



## Future initiatives and incentives

Position and raise the profile of QF R&D nationally, regionally, and internationally.

Project QF R&D as an attractive destination for scientific research and innovation.

Enhance community understanding and support for research.

Strengthen stakeholder participation and collaboration.

Enhance QF R&D's internal communication.



# INITIATING AND ORGANIZING THE RESEARCH DIALOGUES SERIES



The spotlight of R&D Communications team's achievements is the successful organization of ARC'16. Given the scale of participation and the number of satellite events organized in conjunction with the Annual Research Conference (ARC), it is clear that this event has transformed into a national research festival that encourages continuous innovation, fosters a culture of excellence for the benefit of society, and promotes closer engagement among national stakeholders and the wider research community.

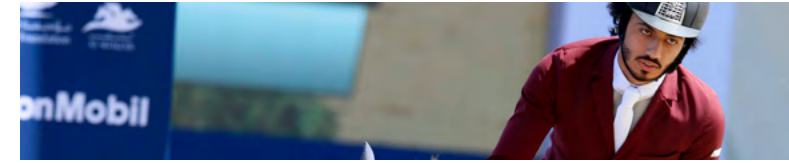
**Dr Nabeel Al-Salem**  
Executive Director



# Community

Community Development at Qatar Foundation helps to foster a thriving society compatible with the knowledge economy, while enhancing Qatar's cultural life and preserving the nation's heritage.

# Development



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# AL SHAQAB

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



## RECEIVING FOUR GOLD, FOUR SILVER, AND TWO BRONZE MEDALS ACROSS COMPETITIONS



## Strategies

Develop human capital.

Increase awareness of AL SHAQAB's history and achievements locally, regionally, and internationally.

Produce subsequent generations of World Class and Premier Show horses within top bloodlines to which AL SHAQAB has access.

Lead equestrian education for riders and trainers in the Arabian Gulf region.

Become a world-renowned equine education center, graduating educated riders up to the level of competition.

Develop and maintain riders able to compete with top 10 ranked FEI riders.

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 region.

Become a focal point and knowledge center for the public, and a major Qatari landmark.

Become financially sustainable within the next 10 years.



## Notable achievements

Achieving four gold, four silver, and two bronze medals in spite of the Endurance Department only participating in seven local, one regional and five international endurance competitions.

Breeding and show horse Hariry Al Shaqab winning the 2015 World Senior Male World Champion; Marwan Al Shaqab winning the Best Sire; and AL SHAQAB winning the Best Breeder at the 2015 Paris World Champion Horse Show.

Tremendous increase in the Equine Education Department's revenue this year. Revenues have exceeded QAR 3,400,000 compared to QAR 1,800,000 last year, with further aims to reach up to 130 percent year-on-year revenue growth by the end of this academic year through efficient financial management planning.

To further support the Equine Education efforts in pursuing excellence, AL SHAQAB has developed a new job family for Equine Education Department Riding Instructor and Trainer positions based on international standards, which would facilitate hiring of qualified certified Instructors for its programs. Furthermore, AL SHAQAB also initiated a national program to attract and influence young Qataris to pursue a degree in veterinary science through co-ordination with colleges and universities.

AL SHAQAB maintained its ISO Certification after meeting external quality audit requirements.

AL SHAQAB staged its internationally-renowned equestrian event CHI AL SHAQAB and other international events such as Champion of Champions and Longines Global Champions Tour Final.



## Future initiatives and incentives

Develop and implement a five-year strategic plan and a commercial strategy that focuses on achieving financial sustainability.

Develop a horse population management strategy based on clear standards for breeding, show, education and endurance activities.

Maintain and improve AL SHAQAB's international, regional, and local competition organization and participation.

Continue to strive for business improvement through process efficiency and adopting best practices.



**AL SHAQAB continued to be a major destination and a popular landmark, engaging the Qatari community as well as regional and international admirers. We strive for the best. This coming year, we will embark on a journey on the road toward financial sustainability by focusing on commercial activities and creative utilization of our exceptional assets.**

Khalifa Al Attiya  
Executive Director





# Qatar Diabetes Association

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



## BECOMING THE ACCREDITED DIABETES CARE PROGRAM BY MICHENER INSTITUTE IN QATAR



### 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

To improve the level of education, knowledge, and awareness of diabetes prevention and care in Qatar.

Increase the number of patients receiving support from the Qatar Diabetes Association (QDA) team.

Expand and improve the level of diabetes education offered or sponsored by QDA to healthcare professionals.

Improve and increase 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.



**QDA strives to serve the people of Qatar and improve their quality of life by supporting and operating programs to raise awareness on healthy lifestyles, diabetes management, and prevention.**

**Dr Abdulla Al Hamaq**  
Executive Director



### Notable achievements

QDA becomes Qatar's accredited diabetes care program by Michener Institute – 21 students completed the Diabetes Educator Specialty course, training healthcare providers, and 32 students completed the Diabetes and Pregnancy course.

QDA continues supporting studies and research projects about diabetes through the Qatar National Research Fund and Weill Cornell Medical College-Qatar with the below study:

- Qatar Universal Diabetes Outcomes Study (QUDOS) – a prospective comprehensive multidisciplinary cohort study of diabetes and its complications in Qatar.
- Diabetes Intervention Accentuating Diet and Enhancing Metabolism (DIADEM): randomized controlled trial assessing the impact of a low-calorie diet and activity on body weight and glycemia in diabetes.

Provided support to children living with type 1 diabetes through Al Bawasil annual Children with Diabetes Camp.

Advocated for patients' rights, particularly for the vulnerable group of children with diabetes at school. QDA has initiated a series of contacts with stakeholders at the Ministry of Education and at Hamad Medical Corporation upon which a ministerial committee has been formed. This committee will follow up on the previously accepted directive and translate it into guidelines to be adopted and disseminated to schools in Qatar. Under the same objective, mass communication tools for behavior change targeting school personnel have been developed in the form of 12 English and Arabic videos that introduce the life of a student with type 1 diabetes, the challenges faced, and the means to tackle them.



### Future initiatives and incentives

Continue improving the level of education, knowledge, and awareness on diabetes care and prevention in Qatar.







# QatarDebate

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



## PARTICIPATION OF TEAM QATAR AT THE WORLD SCHOOLS DEBATE CHAMPIONSHIP



### Goals

Become the premier resource, reference, and education center for dialogue, debate, and public speaking in Qatar and internationally.

Develop lifelong skills and values, as well as public awareness of the value of open dialogue, debate, youth empowerment, and active citizenship.



## ORGANIZING THE 3RD INTERNATIONAL SCHOOLS ARABIC DEBATE CHAMPIONSHIP



### 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 premier bilingual debate program in the region and the premier 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

Organizing the 3rd International Schools Arabic Debate Championship (including the appointment of QatarDebate's new ambassadors from Oman and Jordan for spreading the debate in their countries).

Organizing QatarDebate Academy for International Schools Debate Trainers.

Participation at the Jordanian University Championship.

Participation of QatarDebate at Qatar National Day Celebrations.

Participation of Team Qatar at The World Schools Debate Championship (WSDC2016) Germany.

Organizing various debate tournaments for schools and universities, in both Arabic and English programs, and conducting debate training workshops for various levels: beginners, advanced, and professional.



### Future initiatives and incentives

Organize the 4th International Universities Arabic Debate Championship (IUADC) 2017.

Organize QatarDebate Academy for International Universities Debate Trainers.

Participation of QatarDebate at Qatar National Day Celebrations.

Participation of Team Qatar at The World Schools Debate Championship (WSDC) Germany.

Organize and run various debate tournaments for schools and universities, in both Arabic and English programs, and conduct debate training workshops for various levels: beginners, advanced, and professional.





# Qur'anic Botanic Garden

A garden and worldwide center of excellence for knowledge, education, and research, to bridge cultures and inspire appreciation of nature, fostering responsibility for our environment



ENGAGING MORE THAN  
**15,800**  
PARTICIPANTS  
IN PUBLIC AWARENESS AND  
EDUCATIONAL ACTIVITIES



## Goals

To promote a complete understanding of the plants, botanic terms, and conservation principles mentioned in the Holy Qur'an, Hadith, and Sunnah by applying scientific innovations, building appreciation of cultural traditions, and by creating a garden that will provide unique opportunities for learning.



## Strategies

To establish the Qur'anic Botanic Garden (QBG) physical site and indoor information center.

To raise community environmental education and awareness, advocacy, and conservation by providing diverse opportunities to gain knowledge of biodiversity in a local, regional, and international context.

To be the leading international authority on Qur'anic Botanic Garden plants and facilitate research to provide new knowledge and insights on Qur'anic Botanic Garden plants, environment, and conservation of natural resources.

To build best management practices at the Qur'anic Botanic Garden.



## Notable achievements

Engaging more than 15,800 national and international participants in the public awareness and educational activities organized and participated in by QBG.

Providing 61 educational hours for 1,157 students inside and outside Qatar: 210 students at EXPO Milan, and 947 students from Qatar.

Initiating two new educational programs for schools: Environmental Research Contest and Fun and Learn Educational programs.

Printing of 11 new publications which include an illustrated book of plants from the QBG and a book on the proceedings of the 2nd International forum of QBG.

Distributing 4,411 copies of QBG's printouts including books, brochures, and educational aids.

Preserving and securing 41 plant species at QBG's permanent nursery, as well as 41 herbarium samples and 34 seeds at QBG's permanent herbarium and seeds unit.

Conducting 11 conservational and experimental studies by QBG in collaboration with the Ministry of Municipality and Environment.

130 tree planted by locals and the diplomatic community of Qatar during the Ghars planting campaigns in 2016.

Launching the English version of the QBG's website: [www.QBG.org.qa](http://www.QBG.org.qa)



## Future initiatives and incentives

To open the Qur'anic Botanic Garden for the public.

To study the medicinal properties of plants mentioned in the Holy Qur'an and Hadith.

To involve the Qur'anic Botanic Garden within school curricula in Qatar.

To establish the botanic museum and information center for the local and international community.

To continue public awareness activities for national and international communities.







# Reach Out To Asia

Helping to create a world in which all young people have access to the education they need 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.

Improve the quality of education in 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.

Engage youth as leaders in defining and advocating for innovative solutions to education and development challenges.

Leverage Reach Out To Asia's (ROTA's) strengths and resources as a Qatar-based organization to conduct advocacy on issues related to education in crisis settings.

Develop the institutional systems and capacities necessary to support the continued growth of Reach Out To Asia's (ROTA's) programs.



## ORGANIZING 3 INTERNATIONAL VOLUNTEER TRIPS



## REACHING 8,026 BENEFICIARIES IN DEVELOPING COUNTRIES



## Notable achievements

The Ramadan 2015 Project reached over 900 beneficiaries.

Three international volunteer trips.

Two 'Reach Into Qatar' house renovations.

Empowering 653 Youth at EMPOWER 2016 and 46 through leadership training.

More than 700 workers trained, by ROTA volunteers, as Digital Champions to cascade ICT knowledge and skills to other workers.

More than 500 people benefited from the Arabic and English Literacy Programs.

Reaching 8,026 beneficiaries in development contexts in Pakistan, Cambodia, Tunisia, Indonesia, and Bangladesh.

Leading the formulation of a national response to the Syrian crisis in the education sector titled 'Qatar Upholding Education for Syrians' Trust' (QUEST).



## Future initiatives and incentives

Launch Qatar School Service Program in collaboration with the Ministry of Education.

Institutional strengthening of national partners to implement the Volunteer Program.

Merge and align the two literacy programs with the Better Connections Program.

Create a more sustainable model for clubs, ROTA Youth Advisory Board members, and build a network of young leaders in Qatar.

Continue to support ROTA-FCB-UNICEF sports for education projects under the '1in11' initiative, in Indonesia, Nepal and Bangladesh.

Scale up and diversify response to education needs of Syrian refugees in Jordan, Lebanon, and Turkey to a three-year budget of \$9M.

Respond to educational needs in Yemen with a new post-conflict program.

Explore pedagogical models of integrating ICT in education through supporting pilot projects, academic research and other initiatives in fragile and underserved contexts such as the Syrian refugee population to improve quality and effectiveness of education.

Explore opportunities for using mobile devices in education for its higher penetration rates and lower cost.



Through providing migrant workers in Qatar with knowledge and skills to utilize technology in ways that can directly improve their social well-being, the Better Connections Program is extending QF's impact to members of underprivileged communities in Qatar.

Anwar Abdulbaki  
ICT for Education Manager





# Qatar Career Development Center

Nurturing human potential via lifelong career guidance, learning, and development



## GENERATING CAREER GUIDANCE KNOWLEDGE THROUGH RESEARCH, PAPERS, AND PUBLICATIONS



### 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

To empower Qatar's youth, particularly pre-university students, via providing and contributing to quality career educational platforms and tools.

To instill a career guidance mindset via providing and contributing to quality career events, activities, and groups.

To enrich and support career guidance policy-making and practices via providing and contributing to quality career literature, insights, and consulting.



## EMPOWERING QATARI YOUTH AND CAREER GUIDANCE STAKEHOLDERS



**Qatari youth possess the needed character traits and motivation to build a bright future through career optimization.**

**Abdulla Al Mansoori**  
Director



### Notable achievements

Strengthening the foundation of the 'Career Mindset and Practice' in Qatar.

Empowering Qatari youth and career guidance stakeholders via multifaceted programs, such as:

- Career Advisor Training Course, Career Counselors Training Course, and workshops.
- Career Guidance Stakeholders Platform, Career Camps, and School Career Day.

Generating considerable career guidance knowledge and insights through research, papers, and publications.

Developing strategic relationships with career development organizations and individuals.

Improving awareness and stakeholders' interest regarding Qatar Career Development Center (QCDC) and its work.



### Future initiatives and incentives

Launch/activate QCDC.

Improve upon successful projects that have been previously organized.

Introduce new projects and initiatives that address some of the areas and gaps identified through research and work in general.

Improve public awareness and interest in QCDC and its human, social, and economic value to Qatar.

Further develop QCDC's team competencies and skills.

Build strategically and tactically needed relationships/partnerships with quality career development entities.







# Qatar Green Building Council

Providing leadership and encouraging collaboration in conducting environmentally sustainable practices for green building design and development in Qatar



## Goals

To generate and foster awareness, create understanding, and to initiate education; develop a definitive set of clear environmental and green building best practice guidelines; and to support and commit to research and development.



## Notable achievements

Partnering with Hamad Bin Khalifa University in delivering the postgraduate program in sustainability.

Developing Qatar Green Building Council (QGBC) best practices and green building guidelines.

Launching the online Qatar Green Directory, the first of its kind in Qatar. The platform had traffic of more than 7,000 visitors.



## Strategies

Establish a research culture in the green buildings sector in Qatar.

Enhance green buildings related knowledge in Qatar through training and awareness programs for public and professionals.



## DEVELOPING QGBC BEST PRACTICES AND GREEN BUILDING GUIDELINES



## Future initiatives and incentives

Enhance QGBC outreach and collaborations.

Establish sustainability best practices and guidelines for Qatar.



**The wide range of sustainability research efforts undertaken at QGBC and Qatar Environment and Energy are a few prime examples of the strategic thinking behind QF's endeavors to help Qatar realize the sustainable development goals set in Qatar National Vision 2030.**

Engineer Meshal Al Shamari  
Director





# Qatar Philharmonic Orchestra

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



## Goals

Be a national orchestra that represents the 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 the Qatar Philharmonic Orchestra (QPO).

Improve financial self-sufficiency.

Develop and maintain an effective orchestra infrastructure that supports world-class performances.



## Notable achievements

Launch of the QPO Arabic website (using only internal resources – including the back end).

International tour of Linz and Rome. For four weeks, the Qatar flag was raised in front of the concert hall in Linz.

For the first time, QPO offered a popular show music performance and sold out two performances on Broadway.

For the first time, QPO delivered a video games concert, which drew in many new attendees, especially young Qataris.

Had the most famous living classical composer perform with QPO, Krzysztof Penderecki.



## Future initiatives and incentives

Increase exposure internationally: China Tour (October 2016), Poland Tour (June 2017).

Diversify performances to attract new customers locally: QPO Festival (December 2016), video games (March 2017), Walt Disney's Fantasia (January 2017).

Secure a permanent home for the QPO: currently either Katara or Qatar National Convention Centre (under discussion).

Increase the Qatari audience attending QPO concerts: fielding a market research survey.

Increase revenue streams: start paid recordings at the Katara recording studio.



**OFFERING**  
A SHOW AND SELLING OUT TWO PERFORMANCES ON BROADWAY



In Qatar, once again, our children/family-oriented initiatives have grown into a music festival we have held at Qatar National Convention Centre, a full day of music that has attracted over 2,000 people.

Samar Slaibi  
Communications Specialist







# Qatar Music Academy

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



RECEIVING A TOTAL OF

**619**

NEW APPLICATIONS FOR  
2016-17 PROGRAMS



## 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.



**Our music education programs are filling a real gap in the community.**

Dr Abdul Ghafour Al Heeti  
Director



## Strategies

Establish a music academy that supports musical excellence and is internationally recognized for the quality and uniqueness of its education.

Attract musically talented students from Qatar and the region.

Provide a world-class musical education program.

Build awareness and appreciation of music in Qatar and the region (both traditional Arab and Western classical).

Ensure Qatar Music Academy's (QMA's) ongoing sustainability.



## Notable achievements

QMA received a total of 619 new online applications for all of its 2016-17 programs, demonstrating the demand for music education in Qatar. Moreover, QMA accepts around 500 students a year, as these are the only vacant seats at the academy.

Students performed extremely well in external music examinations held by the Associated Board of the Royal Schools of Music (ABRSM) and the Royal Irish Academy of Music (RIAM). The overall pass rate was 95 percent.

Students participating in the Arab Department examination equivalent, Sharqiyyat, had an overall pass rate of 100 percent.

Curricula continued to be developed and enhanced. Both Western and Arab curricula underwent continued revision cycles, and recording was added. The Arab Music Department also began the process of publishing the Level 2 curricula for nay, qanun, oud, and percussion.

QMA has conducted 15 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 in Qatar.

Three students in the Western Department completed their Diploma exam, held by the ABRSM. The results of the exam should arrive in August 2016.

QMA's Youth Orchestra held a concert with the Qatar Philharmonic Orchestra, performing together on stage at the Qatar National Convention Centre for the Family Concert.

Students in the Western Department traveled with their families to international competitions and received outstanding results. Tricia Ng came 1st in the Singapore Violin Competition. Julia Salvaggio came 1st at the Italian Music Competition in May 2016. Three piano students were ranked in the Abu Dhabi Piano Competition. David Sztankov came first in a Hungarian French horn competition.



CONDUCTING  
**15 WORKSHOPS**  
FOR CHILDREN ON MUSIC EDUCATION



## Future initiatives and incentives

We aim to build and enhance relationships with the corporate community in Doha, with the aim of increasing organizational sustainability through sponsorships.

Ensure the retention of students and increase the proportion of Qatari students at QMA.

To promote the awareness and appreciation of music in the community, and to increase participation of Qataris, the existing program of community performances and educational events will be continued.

Prepare all students of the Academic Program to sit the ABRSM and RIAM examinations and Sharqiyyat Arab Instrument exam and ensure a pass rate of at least 85 percent.

Ensure the availability of world-class music teachers at QMA.





# Qatar National Library

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



**120,000**  
ARABIC PRINT ITEMS



## Goals

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



**QNL will continue to contribute to the local community and the broader MENA region and international level by remaining devoted to its patrons and the respective needs.**

Laala Al-Jaber  
Services Librarian, Literature and Popular Fiction



## 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'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 to advance scholarship with partners around the world.



**507,000**  
ENGLISH PRINT ITEMS



## Notable achievements

### Making the collection shelf ready and facilitate access

QNL has over 120,000 Arabic and 507,000 English print items as of May 2016.

QNL participated in preparing and placing over 200,000 orders with several vendors.

QNL has 63,575 e-journals, 318,086 e-books, and 3,669 magazines as of May 2016.

QNL conducted quality assurance for the cataloging of over half a million volumes being supplied by Arabic and English vendors.

QNL work on Qatar National Bibliography list verification and identification of QNL holdings.

### Develop library services to build QNL's user group

QNL increased registrations to 20,696 users, of which 16,592 are active members, able to access all e-Resources from home. The increase from 1 July 2015 to 31 May 2016 showed 6,533 new members of which 4,461 are active.

In 2015-2016, 1,887 new Qataris became members with QNL. The cumulative number of Qataris registered since 2012 reached 3,753.

The Document Delivery Services, as part of the Inter Library Loan, was established in February 2016, and more than 100 requests were proceeded.

### Programs and Cultural and other events in FY 2015/2016

QNL supported four different library branches: the Law program of Hamad Bin Khalifa University (HBKU), College of Science and Engineering of HBKU, Translation and Interpreting Institute at HBKU, and Msheireb Museums library.

Organized the IFLA Metlib Section conference 2016 in Qatar, with about 100 participants

QNL provided programs for cultural events and celebrations, including National Day, Garangao, Eid Al-Adha, Doha Book Fair, and the Arabic Language Learning Conference.

### Building the professional team of QNL and install procedures

Since July 2015, QNL HR recruited 25 new staff members, covering all the library departments.

Qatarization on the year of 2014-2015 was 25% and a figure of 29% was reached in June 2016.

Two Qatari employees completed their Library Master degree in UCL Qatar and currently four Qatari employees are continuing their studies.







### Future initiatives and incentives

#### Continue to develop internal capacities – staff development and library systems:

Access Services aims to have a user-friendlier registration page on the website.

Recruit more staff and train them on the role of Access Services.

Legal Deposit functions in QNL.

Provide advanced research programs that cater to the different user groups within the community.

Initiate programs for the Writing Center, the Makerspace, and the Learning Commons.

Provide appropriate information resources for conducting research.

Focus on internal staff development.

Focus on Qatari staff training on future services for the public.



**63,575**  
E-JOURNALS

**318,086**  
E-BOOKS

**3,669**  
MAGAZINES

#### Prepare for move to new building and opening

Plan and develop the Library opening exhibition.

Improve the workflow of processing SCA items.

Open the new conservation laboratory.

Acquire and process another 50,000 Arabic and other language books for the opening.

Prepare QNL website with new features for the opening and enhance registration process.

Start new partnerships to enhance historical content of Qatar Digital Library.

Continue working with Dar Al-Kutub for the cleaning and preservation process for 300,000 Arabic books.

Develop a standardized model of support and activities for branch libraries.

Finalize selection and written explanation of most stunning heritage items to showcase in the new building.

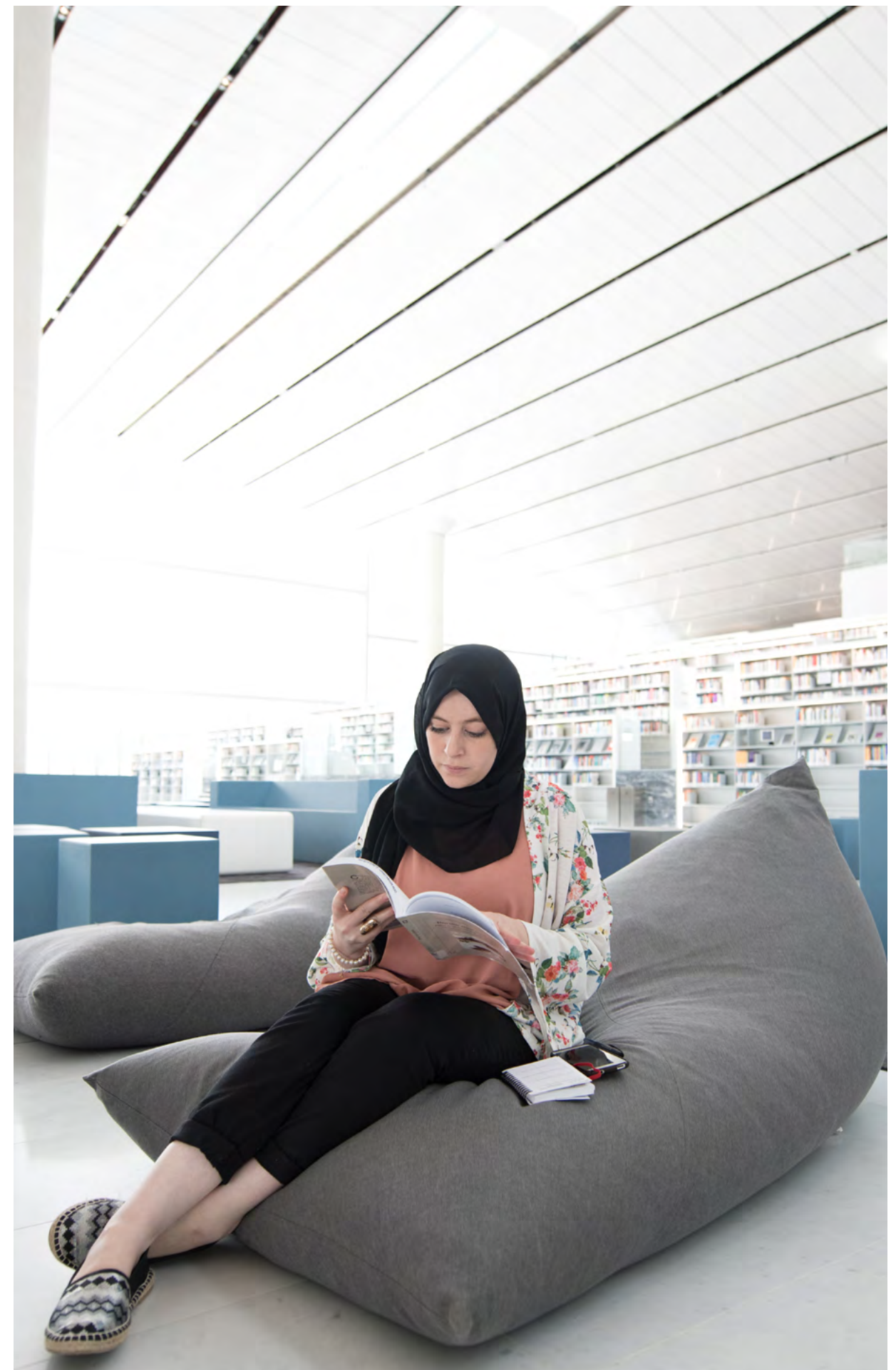
Develop opening plan and international marketing of QNL.



**20,696**  
REGISTERED USERS

**16,592**  
ACTIVE MEMBERS

**3,753**  
QATARI MEMBERS



# Qatar Nanny Training Academy

Contributing to social and human development in Qatar through educating and training nannies tasked with raising Qatari children



## GRADUATING AND PLACING 32 QUALIFIED NANNIES



### 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.



## REVISING AND IMPROVING TRAINING CURRICULA



### Strategies

- Graduate qualified nannies who are sensitive to the local culture, language, and religion.
- Promote best practices in the field of nanny training in the Arab world.



An indicator of our success is our continuation for the third consecutive year of the graduation of qualified nannies and the continued demand for hiring nannies among Qatari families.

Ghania Al Saboni  
Academic Manager



### Notable achievements

- Graduating and placing 32 qualified nannies as part of the Academy's 3rd batch.
- Promoting best professional practices through the improvement of internal policies that regulate the work of the Academy (disciplinary code, student recruitment policy, graduates' hiring policy, students' handbook, practicum policy, accommodation policy, and purchase policy).
- Revising and improving curriculum through the formation of a specialized committee.
- Finding additional sourcing countries such as Jordan, while still co-operating with government entities in Comoros and Djibouti to secure the recruitment of students through the years.
- Organizing and implementing individual meetings with Qatari families to explain the Academy's mission, and to explain the role and responsibilities of the nanny.
- Co-operating with the Ministry of Interior and Ministry of Labor and obtaining approvals on amendments to the job contract for new nannies.
- Providing professional development for all employees.



### Future initiatives and incentives

- Support the development of the nanny profession in Qatar.
- Build financial sustainability for the Academy.
- Attract new sourcing countries to recruit more suitable students.





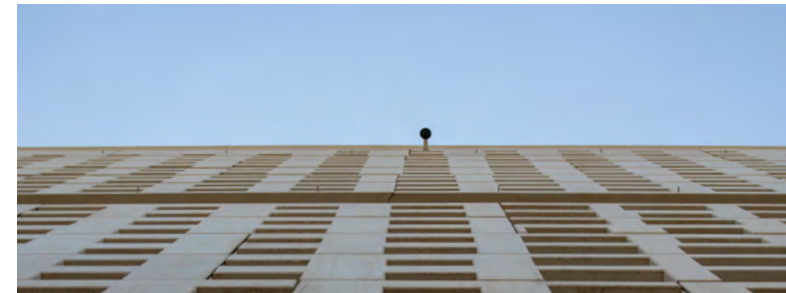


# CEO's Office

Through its global initiatives, Qatar Foundation applies its keen focus on the areas of education, science and research, and community development to ensure that it can create a legacy for the world.



**122** Doha International  
Family Institute



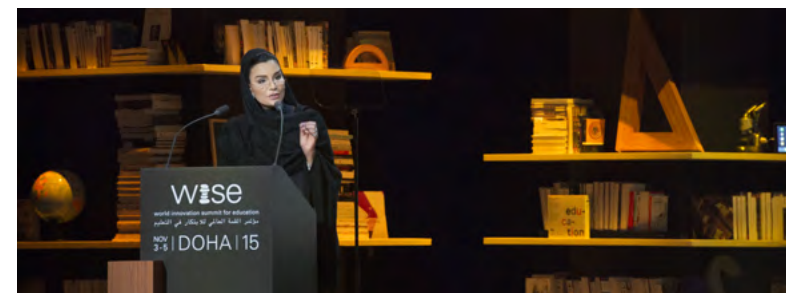
**124** Qatar Foundation  
International



**126** Stars of Science



**130** World Innovation  
Summit for Health



**132** World Innovation  
Summit for Education



**136** World Organization  
for Renaissance of  
Arabic Language





# Doha International Family Institute

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

- Contribute toward national priorities related to family cohesion and social protection through research, policy, and outreach.
- Contribute to the global knowledge base on issues facing the Arab Family and influence policies.
- Promote the central importance of the family in programs and strategies at the UN level in line with the 2004 Doha Declaration and the 2014 Doha Call to Action.
- Enhance internal capability, synergy, and sustainability.
- Develop young, motivated university students/public administrators in family research, policy, and outreach.
- Maintain and strengthen the Doha International Family Institute's (DIFI's) national, regional, and international stakeholder networks of policy-makers, researchers, and NGOs.
- Enhance visibility of DIFI and its impact.



## Notable achievements

- Two in-house research projects on family issues in Qatar were completed ("Mixed Marriage among Qataris" and "Caregivers for Elderly People"). Outcomes of the projects included papers published in academic journals.
- First cycle of OSRA Research Grant (with the Qatar National Research Fund) was awarded.
- The Regional Gulf Seminar on Protecting the Best Interests of the Child in Cross-Border Family Disputes was organized in March 2016. Participants included the Director of the International Agreements and Cooperation Department and other representatives from Qatar's MOJ; representatives from Kuwait's MOJ and Saudi Arabia's MOFA; the Vice Chair of the UN's CRC; and representatives from the embassies of Canada, Germany and Oman, and the US State Department.
- GCC Policy Forum on Rethinking the Work-Family Reconciliation Policies in the GCC was organized in May 2016. Participants included representatives from the Ministry of Labor and Social Affairs and Directors of the Department of Social/Family Affairs from the six GCC countries.
- Panel discussion at a UN Commission for Social Development side event organized with Qatar's Mission at the UN.
- Staff presented 14 papers at national, regional, and international events. Topics included marriage, housing welfare system, and family formation/dissolution, family-work balance, and family policies within the 2030 Sustainable Development Goals agenda.



## Future initiatives and incentives

- Identify, conduct, and support research and policy studies on pressing family issues in Qatar and the Arab World and share outcomes.
- Produce and launch DIFI's first flagship report on Arab families.
- Strengthen DIFI's engagement and policy advocacy at the UN.
- Publish and launch DIFI's commissioned book (Arab Family Studies: Critical Reviews).
- Strengthen DIFI's communications and outreach.



COMPLETING  
**2**  
IN-HOUSE RESEARCH PROJECTS  
ON FAMILY ISSUES IN QATAR



It is a great privilege to be part of Qatar Foundation. The family research division at DIFI has initiated multiple ambitious research projects on families in Qatar and the rest of the Arab world. We expect the findings of these projects to inform the design of family-related policies and programs and ignite some debates on family matters.

Abdallah Badahdah, PhD  
Director of Family Research







# Qatar Foundation International

Dedicated to connecting cultures and advancing global citizenship through education



IMPACTING OVER  
**5,000**  
STUDENTS THROUGH GRANTS GIVEN TO THEIR SCHOOLS OR TEACHERS



### Goals

To create a world that embraces and respects diversity, values lifelong learning, and empowers individuals to take action to shape their future.



### Strategies

Arabic Language and Culture Program: expand access to the study of Arab language and culture in public schools in North and South America, the United Kingdom, and potentially other countries, producing a growing cadre of young people with good knowledge and understanding of – and a positive disposition toward – Arabic language and culture.

Youth Engagement: instill critical skills in Qatari and international students for global citizenship in the 21st century.

Steam Initiative: raise student motivation and performance in STEAM disciplines and increase student and teacher collaborative engagement on global challenges, especially for students in Qatar.

Co-funding and Sustainability: QAR 7.3 million (USD 2 million) is the amount of documented co-funding from Qatar Foundation International (QFI) project partners.



### Notable achievements

Over 5,000 students across the US were impacted by QFI grants that were given to their schools or teachers.

Over 250 Arabic language and Arab culture teachers received QFI funded training.

900 educators attended Teacher Council events (all funded by QFI) in Los Angeles, Washington DC, Chicago, Michigan, and New York City.

Over 13,000 new and returning users accessed AL-Masdar to look for or contribute Arabic language or Arab culture resources and materials.

#iSpeakArabic contest, to highlight the various types of people who use Arabic in their lives had over 90 video submissions with a total of 55,000 votes.

There were over 400,000 views of QFI's iSpeakArabic videos from around the world.



FUNDING TRAINING FOR OVER  
**250**  
ARABIC LANGUAGE TEACHERS



### Future initiatives and incentives

Expand access to the study of Arab language and culture in public schools in North America, the United Kingdom, and potentially other countries – and bridge the gap between K-12 and university language programs.

Grow the number and quality of Arabic teachers in North America, UK, and Qatar.

Increase the number and quality of and access to free, open age-appropriate curricula, lesson plans, and materials for teaching and learning Arabic.

Leverage QFI's visibility by networking with like-minded organizations on core program areas and issues such as global education.



I think our biggest achievement this year was the launch of the #iSpeakArabic campaign. It's such an amazing resource for advocacy and outreach, both about QFI and the Arabic language. I think the campaign raised our profile and cemented QFI's position as the leading organization for Arabic in the United States, while also providing genuinely useful tools for advocacy.

Kelly Doffing  
ALC Program Officer

# Stars of Science

To be the leading Arab reality tv show that encourages and enables the region’s aspiring science and technology entrepreneurs



## Goals

- To mobilize a new generation of Arab innovators and problem solvers by encouraging youth participation and interest in science, technology, and entrepreneurship throughout the Arab world via the program and its social media activities.
- To make science accessible and attractive to a mass audience by de-mystifying the process of innovation.
- Harnessing best practices within reality TV to show that science, engineering, and innovation are important in everyday life and can be fun.



## Strategies

- Increase interest and participation of people, particularly the youth in the Arab world, in science and technology.
- Moving into season 8, the *Stars of Science* (SOS) objective is to build on the learnings from SOS season 7.
- The format for the season will shift to allow customer validation to take precedence over prototyping.
- The jury will comprise of three established jury members who will be present throughout all episodes.
- Support the SOS alumni through positive media communications and opportunities to contribute to the program.



Qatar Foundation’s encouragement for young people to unleash their potential and to instill a culture of science in the Arab world through an initiative like *Stars of Science* is only a confirmation of your noble mission for community development. We, the alumni of *Stars of Science*, seek to contribute to the continuation of your mission by spreading your culture in the Arab world, for a prosperous future built on science and innovation.

Abderrahim Bourouis  
Season 8 Candidate



INCREASING  
ONLINE MEDIA COVERAGE BY  
134%

- Continue to offer more humanized and less technical storytelling while maintaining scientific robustness and credibility.
- Continue to encourage and inspire the next generation of Qatari and Arab innovators by presenting relatable young Arab males and females who are creating world-class products and go on to become role models in their communities by applying their skills and knowledge.
- To continue to prove through positive examples that the journey of transforming novel scientific ideas and research outcomes to economic value and products is achievable.
- To continue to harness best practice within reality TV to show that science, engineering, and innovation are important in everyday life and can be fun.
- To continue to contribute to Qatar National Vision 2030 and the journey to a knowledge-based economy.
- To continue to shine a light on the vast resources and skills within Qatar Foundation centers and partner universities.



REACHING  
3,102,442  
MINUTES OF *STARS OF SCIENCE* CONTENT VIEWED ON YOUTUBE







Notable achievements

- Stars of Science* increased the popularization of science and technology locally and regionally through the program, media, digital, and outreach activities.
- 33% increase in web exclusive content.
- Increased online media coverage by 134%: 4,064 articles online in SOS 7 from 1,735 articles in SOS 6.
- Grew online SOS community (social media followers and supporters) by 65% between SOS 6 and SOS 7. There are 3.3 million followers combined across all digital platforms, up from 2 million in SOS 6.
- 1.1 million views on Instagram (66% coming from GCC).
- 3,102,442 minutes of *Stars of Science* content viewed on YouTube.
- 108 positive local media articles published during SOS 7.
- Distribution of *Stars of Science Fast Facts* box sets to over 100 schools in Qatar.
- Shifting the focus of *Stars of Science* toward lighter, less scientifically-detailed content with more emphasis on problem-solving and adding a new customer validation phase.
- Active local outreach and media program that included collaborations with Ministry of Education, Qatar Science Club, QND, Qatar Faculty of Islamic Studies, Weill Cornell Medicine-Qatar, Qatar University, and Qatar Academy.



Future initiatives and incentives

- Encourage and inspire the next generation of innovators by building on the increased caliber of candidates with a special focus on Qatari and GCC applicants.
- Increasing audience engagement with the program and highlight the program's successes through digital activities and communications.
- Supporting and celebrating *Stars of Science* alumni achievements.
- Developing new partnerships and building on existing partnerships to support the development of innovations.
- Shift the format in further seasons to reflect a journey of innovation better.



# World Innovation Summit for Health

A healthier world through global collaboration



## Goals

- We build action-driven communities of experts to address today’s most pressing healthcare challenges.
- We influence healthcare policy, locally and globally.
- We create and disseminate world-class, evidence-based content.
- We promote active learning and support within and between communities.
- We showcase innovations that make a difference for healthcare communities everywhere.
- We contribute to the vision and mission of Qatar Foundation and the Qatar National Vision 2030, and serve to highlight Qatar’s pioneering role as an emerging center for healthcare innovation.



## Strategies

- Lead in healthcare innovation through world-class, evidence-based research.
- Establish the World Innovation Summit for Health (WISH) as the premier health policy and innovation event in the global calendar.
- Create impact to facilitate the adoption of WISH policy recommendations and best practices locally, regionally, and internationally.
- Build, maintain, and expand a WISH global community to help heighten Qatar Foundation’s and Qatar’s profile.
- Make the community financially sustainable.



Playing a role, however small, in a national effort to rapidly develop Qatar is a unique and inspiring opportunity. WISH’s work bringing health policy innovation to Qatar has visible, immediate impact on improving people’s lives. It is a privilege to be a part of this effort.

Matt Wahnsiedler  
Policy Development Officer



## Notable achievements

- WISH changed the way care is delivered in Qatar: the Al Wakra Accountable Care Project was developed by the WISH Implementation Task Force.
- WISH directly supported four ministries (the Ministry of Foreign Affairs, the Ministry of Public Health, the Ministry of Commerce, and the Ministry of Finance) on specific policy goals.
- Academic Credibility: in the financial year 15/16, WISH published ten articles in the peer reviewed journal Health Affairs, the world’s premier health policy journal.
- Global Pull (not Push): in the financial year 15/16, WISH content was requested by international conferences and multilateral organizations on a weekly basis.
- The widely reported United Nations World Happiness Report featured the WISH Forum Report on Mental Health and Wellbeing in Children in its entirety.



**PUBLISHING**  
TEN ARTICLES IN *HEALTH AFFAIRS*,  
THE WORLD’S PREMIER HEALTH  
POLICY JOURNAL



## Future initiatives and incentives

- Continue to lead in healthcare innovation through world-class, evidence-based research.







# World Innovation Summit for Education

The World Innovation Summit for Education (WISE) was established by Qatar Foundation in 2009 under the leadership of its Chairperson, Her Highness Sheikha Moza bint Nasser. WISE is an international, multi-sectorial platform for creative thinking, debate, and purposeful action in building the future of education



## Goals

To strive for a world where all have access to quality education that can provide the tools for individuals to confront the challenges of our rapidly changing world – a quality education that enhances one’s human potential, challenges oneself, and provides the means for individuals and communities to overcome the obstacles they face.



## Strategies

- Supporting Qatar National Vision 2030 and consolidating research and policy impact.
- Strengthening WISE content channels and facilitating innovation.
- Maintaining a robust public affairs and outreach program.
- Managing to keep costs down and identifying long-term strategic funding partners.
- Working with partners to host a regional summit.



Even in the few years of its existence, WISE has raised the status of education on the global agenda, and has emerged as a premier platform for education. Committed to action and to making a difference in people’s lives in all contexts globally, WISE is an ongoing initiative, which provides our growing community with a rich resource of information, research, and best practices.

Dr Asmaa Al-Fadala  
Head of Research







ORGANIZING, CO-HOSTING, AND BEING INVOLVED WITH

## 12 INTERNATIONAL EVENTS



### Notable achievements

**New Research Partnerships** – WISE began its research series in 2014-2015 with two papers, and for this past series 2015-2016 it has produced eight authoritative reports with leading education-related institutions and universities. WISE has continued its research partnership with Babson College, Beijing National University, Gallup, and the University of Cambridge.

**Outreach Events** – with the decision to make WISE biennial, we have refocused our resources into hosting more international outreach events. In the 2015-2016 year, WISE has organized, co-hosted, and been involved in 12 international events: SxSW Austin, RSA London, Brussels, IEFA Miami, Skoll Oxford, WPEL Washington, HoL London, WISE@Tunis, BNU Beijing, IEFA Montreal, and EdTechX London. With each event, WISE is expanding its recognition and network. These events are an offshoot of the model of major forums, such as the World Economic Forum, and are co-organized with local partners in the countries we host the events.

**Education Workshops** – WISE launched the Empowering Leaders of Learning program in partnership with LearnLabs. The program is designed to support school leaders in Qatar implement change in teaching practices. Two out of three workshops were held in January and April and the workshops were well received with 100% of participants agreeing they would recommend it in our feedback form.

**Local Education Stakeholders** – we have increased efforts to collaborate with more education-related institutions in Qatar. Thus far, we have worked with the Ministry of Education, Pre-University Education (QF), Teach for Qatar, and Qatar Academy.

**Tunisian Minister of Education** – following the highly successful @Tunis event in May 2016, which discussed the role of education in promoting peace and social cohesion, the Tunisian Minister of Education sought ways to collaborate with WISE.



### Future initiatives and incentives

Supporting Qatar National Vision 2030 and consolidating research and policy impact.

Strengthening WISE content channels and facilitating innovation.

Maintaining a robust public affairs and outreach program.

Identifying long-term strategic funding partners.

Seeking partners to work with when hosting regional summits.



**INCREASING**  
COLLABORATION WITH EDUCATION-RELATED INSTITUTIONS IN QATAR



# World Organization for Renaissance of Arabic Language

A leading organization for the renaissance of the Arabic language



## INFORMING

LAWS TO PROTECT THE ARABIC LANGUAGE



### Goals

- To participate prominently in the renaissance of the Arabic language and make it a language of dialogue, science, research, and culture.
- Promote the use of the Arabic language among native and non-native speakers on the local, regional, and international levels.



### Strategies

- Enhance the process of teaching and learning Arabic.
- Strengthen cultural identity.
- Support scientific, technical studies, and translations that seek to serve the Arabic language and its renaissance.
- Empower the organization to fulfill its vision for the renaissance of the Arabic language.



This year, several QF centers such as Qatar Debates and Qatar Computing Research Institute supported the Arabic language through their participation in various events. Moreover, QF’s Social Media department launched a hashtag for Arabic Fus’ha on social media sites, and supporting the campaign of ‘Arabic First’.

Dr Amr Jomaa  
Project Manager



### Notable achievements

- Creating a finalized law that protects the Arabic language.
- The World Organization for Renaissance of Arabic Language (WORAL) held the second session of the Forum for the Advancement of the Arabic Language.
- Organizing a leadership course for members.
- Launching the ‘Arabic Language First initiative to mainstream the use of “الضاد” in general usage.
- Launching the organization’s website: [www.woral.org](http://www.woral.org), and launching a social media account on Twitter: @woralqatar.



## LAUNCHING

A WEBSITE ([www.woral.org](http://www.woral.org)) AND TWITTER ACCOUNT (@woralqatar)



### Future initiatives and incentives

- Enhance the presence of WORAL internationally.
- Enhance the teaching of Arabic language in Arab societies.
- Strengthen the presence of Arabic language in Arab societies.
- Develop the Arabic language digitally.
- Support research and studies aiming to support the Arabic language.





