

ANNUAL REPORT

2013/14



مؤسسة قطر
Qatar Foundation

إطلاق قدرات الإنسان.
Unlocking human potential.

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QATAR FOUNDATION BOARDS

Board of Trustees

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Her Highness Sheikha Moza bint Nasser

Member:

His Excellency Sheikh Jassim Bin Abdulaziz Al Thani

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HIS HIGHNESS SHEIKH HAMAD BIN KHALIFA AL THANI
Father Amir of Qatar and Founder of Qatar Foundation



HIS HIGHNESS SHEIKH TAMIM BIN HAMAD AL THANI
Amir of Qatar



HER HIGHNESS SHEIKHA MOZA BINT NASSER
CHAIRPERSON, QATAR FOUNDATION

OUR STORY

Qatar Foundation for Education, Science and Research, and Community Development (QF) is the realization of an inspirational idea conceived by His Highness Sheikh Hamad Bin Khalifa Al Thani, the Father Amir, and Her Highness Sheikha Moza bint Nasser, Chairperson of QF. The concept was formulated as a direct result of a series of in-depth discussions between them, during which they shared their belief that the future of Qatar lies in unlocking the most precious resource of all: human potential.

Following Their Highnesses' visionary discourse, Qatar Academy was opened in 1996 as the first tangible demonstration of QF's commitment to building a world-class educational institution. Nearly two decades on, QF has created a unique, integrated learning environment that spans the full educational spectrum in support of the nation's commitment to the growth of knowledge. Today, QF is leading the way in academic excellence, setting new standards in pioneering research and scientific breakthrough, while having a positive impact on communities at a national level, across the region, and beyond.

QF's logo is the Sidra tree, which perfectly encapsulates the vision and mission of QF. Native to Qatar, it determinedly

flourishes in the harsh, arid climate. Poets, scholars and travelers would traditionally gather in the shade of the Sidra tree, to exchange knowledge and opinions. Her Highness Sheikha Moza bint Nasser, Chairperson, QF, has described the Sidra tree thus: "With its roots bound in the soil and its branches reaching upwards toward perfection, it is a symbol of solidarity and determination; it reminds us that the goals of this world are not incompatible with the goals of the spirit."

Today, QF's culture of learning nurtures creativity and innovation throughout every student's education, from as early as the age of six months. All of QF's initiatives encourage the cultivation of research skills and innovation, and have community development at their core, fostering the growth of a dynamic, caring and progressive society.

Through primary and secondary education, children can continue through to university higher education learning at undergraduate, graduate and doctoral candidate level. Every student has the opportunity to develop to their full potential, ensuring that young Qataris are fully prepared to become the nation's future leaders, for the benefit of Qatar, the region, and the world.

EDUCATION

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

PRE-UNIVERSITY EDUCATION

THE PRE-UNIVERSITY
EDUCATION OFFERED
AT QATAR FOUNDATION
ENCOMPASSES
PRE-SCHOOL, PRIMARY
AND SECONDARY
PROVISION AND
PROMOTES A CULTURE
OF RESEARCH AND
INNOVATION FROM A
YOUNG AGE, ENSURING
STUDENTS ARE EQUIPPED
WITH A STANDARD OF
EDUCATION THAT WILL
OPEN DOORS FOR THEM
ANYWHERE IN THE
WORLD.

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

OFFICE OF PRE-UNIVERSITY EDUCATION

PROVIDING HIGH QUALITY EDUCATIONAL PROGRAMS THAT WILL PROMOTE THE LEARNING AND DEVELOPMENT OF ALL STUDENTS

FIRST ANNUAL TEACHING AND LEARNING FORUM 2014 ATTRACTED MORE THAN

300 PARTICIPANTS

CONDUCTED TEACHING WORKSHOPS FOR 112 SUPREME EDUCATION COUNCIL TEACHERS

GOALS

- Provide high quality educational programs that promote the learning and development of QF students.
- Build expertise to serve QF schools and the community.
- Enable QF students to reach their highest level of academic achievement and social development.
- Provide a world-leading academic experience.
- Be an outstanding center for professional development.
- Conduct applied research in teaching and learning practices in a cultural context.
- Lead educational consulting topics in education.
- Support the intervention and aid of 'at risk' students.

STRATEGIES

- Develop the Education Core (the eight

QF Pre-University Education schools) so that each school provides a world-leading academic experience.

- Provide support to both up-skill currently employed teachers and administrators and prepare new teachers and administrators for delivery of higher quality education in Pre-University Education schools, and the broader Qatari community.
- Provide consulting and advisory services on focused education topics through a dedicated expert team to both Pre-University Education and other schools in Qatar.
- Foster applied research, relevant to Pre-University Education schools and Qatar's cultural context in collaboration with the eight Pre-University Education schools in strategically chosen areas.
- Expand the support provided to students with special needs and/or learning difficulties beyond the existing operations of Awsaj to both

Pre-University Education and schools in Qatar.

NOTABLE ACHIEVEMENTS

- Received QF Board approval of Pre-University Education mission/vision, high level strategic plan, and long-term reorganization plan.
- Conducted first annual Teaching and Learning Forum 2014 to promote professional development and lifelong learning. More than 300 participants attended the Forum, whose main themes of were: Leadership, Early Childhood, Innovation and Practice, and Using Student Data in Learning Methodologies.
- Conducted 11 teaching workshops for 112 Supreme Education Council teachers on topics ranging from classroom management to primary English teaching.
- Developed and funded the scheduled opening of Qatar Academy Msheireb (to open September 2014).

- Conducted up-skill training of 80 Pre-University Education teachers in a comprehensive program that included teaching Arabic language skills (reading, writing), using assessment instruments in Arabic, aligning teacher lessons with Supreme Education Council standards, and for academic co-ordinators, evaluating teacher performance.
- Designed Qatari heritage program for primary school students (Grades 1-5) that will be taught in all Pre-University Education schools.
- Placed and monitored 150 Supreme Education Council students into QF-supported and non QF-supported universities to take courses in approved majors such as Arabic language studies, Islamic studies, and humanities.
- Secured seats for Qatari students from Pre-University Education schools to attend Hamad bin Khalifa University's summer school that was originally limited to only students

from the Supreme Education Council independent schools.

- Consulted with the Supreme Education Council in creating their Early Education Centers (the design of buildings and classrooms, curricula to be used, staff structure for these centers, and recruitment plans for key people).
- Reorganized the finance and administration offices of the Pre-University Education schools so that the functions are aligned and shared across schools, thus increasing efficiency and developing a system-wide organizational culture.
- Created four core business units to serve all Pre-University Education schools.

FUTURE INITIATIVES AND INCENTIVES

- Science, Technology, Engineering and Math (STEM) school
- Autism center.
- Annual Teaching and Learning Forum.

QATAR ACADEMY DOHA

EMPOWERING STUDENTS
FROM PRE-SCHOOL TO
SECONDARY GRADUATION TO
GAIN ENTRANCE TO THE BEST
UNIVERSITIES AND COLLEGES
IN QATAR AND AROUND THE
WORLD

GRADUATED
100% OF THE
SENIOR
CLASS



GOALS

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

STRATEGIES

- Enable students at Qatar Academy Doha (QA) to understand and embody the International Baccalaureate (IB) Learner Profile at all stages and areas of their own personal development.
- Deliver a comprehensive curriculum within the framework of best practice that challenges, inspires and empowers

the QA learning community to develop as responsible citizens and leaders.

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

NOTABLE ACHIEVEMENTS

- Opened a new Early Education Center (EEC) in the HBKU Student Center with full license and full enrollment.
- Prepared for a new Middle School model to begin in September 2014.
- Refined the provision of Arabic and Islamic studies in the EEC and Pre-School.
- Graduated 100 percent of the senior class.

FUTURE INITIATIVES AND INCENTIVES

- Implement the new Middle School model in grades 6-8.
- Implement the new single-gender program in grades 6-10.
- Open a new EEC at the Education City Club House (ECCH).

STUDENTS FROM
APPROXIMATELY **56**
COUNTRIES STUDY AT
QATAR ACADEMY

QATAR ACADEMY AL KHOR

PROMOTING STRONG PARTNERSHIPS WITH PARENTS, AND DEVELOPING A STRONG SENSE OF PERSONAL RESPONSIBILITY IN STUDENTS FOR THEIR OWN LEARNING AND EDUCATION

ACCREDITED BY THE INTERNATIONAL BACCALAUREATE ORGANIZATION AS AN **IB WORLD SCHOOL**



GOALS

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

STRATEGIES

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

standard which support student learning and development.

- Pursue management excellence, by adopting best practice and innovation, in order to ensure the Academy's ongoing success.
- Promote communication and collaboration among parents, students, school and community.
- Reach out to the community and the world.

NOTABLE ACHIEVEMENTS

- Completed the new Middle School building in December 2013 and moved classes in.
- Accredited in January 2014 by the International Baccalaureate Organization as an IB World School through the authorization of the Middle Years Program (MYP).
- Granted candidate status for the International Baccalaureate Diploma

Program (IBDP).

- Continued to develop standardized tests in English and Math for Grades 3-9.
- Further implementation and development of the MYP and preparations for the Next Chapter through internal and external personal development.
- Reach Out initiative to share best practices in early childhood education with Supreme Education Council schools.
- Student Reach Out to the World (Qatar, Africa, and the Philippines) initiative adopted Nabugado Community Center project in Uganda.

FUTURE INITIATIVES AND INCENTIVES

- Pursue authorization for the International Baccalaureate Diploma Program (IBDP).
- Pursue Middle States Association

of Colleges and Schools (MSA)

- accreditation for the ninth and tenth grades.
- Meet the challenges of sustainability of growth (and lack of space and facilities) until the opening of the new campus in August 2016.

REACH-OUT INITIATIVE SHARED BEST PRACTICES IN EARLY CHILDHOOD EDUCATION WITH SUPREME EDUCATION COUNCIL SCHOOLS

QATAR ACADEMY AL WAKRA

GIVING STUDENTS THE OPPORTUNITIES TO REACH THEIR FULL POTENTIAL AND TO BECOME COMPETENT, INDEPENDENT, AND RESPONSIBLE INDIVIDUALS

IMPLEMENTED PRE-SCHOOL **CREATIVE CURRICULUM** TO DEVELOP CREATIVITY AND CRITICAL THINKING SKILLS



GOALS

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

STRATEGIES

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

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

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

NOTABLE ACHIEVEMENTS

- Developed and implemented a new standards-based report card.
- Developed a new curriculum guide to align assessment and instruction with Common Core Standards.
- Applied for accreditation with the New England Association of Schools and Colleges (NEASC) and The Council of International Schools (CIS).
- Increased the number of students meeting grade level standards from 6.6 percent to

39.8 percent.

- Implemented norm-referenced assessments for AIMSweb (a curriculum-based measurement for progress monitoring), Avant Arabic Language Assessment, and Northwest Evaluation Association's (NWEA's) Measures of Academic Progress (MAP).
- Raised QR80,000 for the Sheikh Thani Bin Abdullah Foundation for Humanitarian Services.
- Launched the Qatar Academy Al Wakra website.
- Implemented the Creative Curriculum for the Pre-School program. The Creative Curriculum is a teaching strategy that features exploration and discovery as a way of learning, enabling children to develop confidence, creativity, and critical thinking skills.

FUTURE INITIATIVES AND INCENTIVES

- Increase student achievement.
- Full implementation of Response to

Intervention (RTI) instructional model.

- Revise the Teacher Evaluation system.
- Continue the alignment of standards, assessment and instruction.

INCREASED THE NUMBER OF STUDENTS MEETING GRADE LEVEL STANDARDS

QATAR ACADEMY SIDRA

NURTURING STUDENT
CREATIVITY AND
DEVELOPING INQUIRING
AND COMPASSIONATE
WORLD CITIZENS

A **STUDENT-CENTERED**
APPROACH TO LEARNING
AND DEVELOPMENT OF
CHARACTER



GOALS

- Aspire to be a model school that meets the highest standards of academic excellence and promotes the development of independent critical thinkers, lifelong learners, leaders and responsible citizens that contribute to society.
- Provide a multilingual, progressive, international education that serves the Sidra community and that is aligned with Qatari culture.

STRATEGIES

- Increase student achievement.
- Hire and improve human capital.
- Ensure that all students become independent, reflective and compassionate problem-solvers, with an appreciation and understanding of cultural diversity.
- Provide safe and secure facilities and infrastructure (including IT) that allow for

growth and expansion to meet the current and future school community needs.

NOTABLE ACHIEVEMENTS

- Embarked on the process of becoming an International Baccalaureate (IB) World School. The Consideration Phase for both the Primary Years Program (PYP) and the Middle Years Program (MYP) were commenced in September 2013.
- Continued to fine-tune its academic program, as a young, growing educational institute.
- The school implemented Atlas Rubicon for curriculum mapping purposes at the end of last academic year, and this year an emphasis was put on collaborative planning within Atlas.
- New Middle School building opened in late February.

FUTURE INITIATIVES AND INCENTIVES

- Establish and strengthen a collaborative learning community within the school.
- Collaboratively move the Primary School towards PYP authorization, including planning, delivery, and assessment.
- Collaboratively move the Middle School towards MYP authorization, including planning, delivery, and assessment.
- Fully utilize PowerSchool as the main database within the school.

CONTINUAL
FINE-TUNING
OF ACADEMIC
PROGRAMS THAT
ARE SUSTAINABLE

AWSAJ ACADEMY

ADVANCING THE
ACHIEVEMENTS OF STUDENTS
WITH LEARNING CHALLENGES
AND PARTNERING WITH
STAKEHOLDERS TO DEVELOP
STUDENTS TO THEIR
FULL POTENTIAL

ACHIEVED SUCCESSFUL EXPANSION WITH HISTORIC ENROLLMENT LEVELS



GOALS

- Become a nationally and internationally recognized institute of educational excellence that provides direct services to students with learning challenges.
- Achieve full accreditation status from an internationally recognized accreditation association.
- Become a model learning center that relies primarily, if not exclusively, on the most rigorous educational research in the provision of instructional services to students with learning challenges.
- Become a 'first choice' professional development and outreach center for the region, designed to serve administrators and teachers who work with students with learning challenges.
- Become a model school and learning center whose processes and products are recognized for their scientific rigor and efficacy in the region and globally.
- Advance the achievement of students with learning challenges.
- Honor the State of Qatar's values; develop, implement, and promote the most effective

assessment tools, teaching methods, and curriculum programs for professionals in Qatar and beyond.

STRATEGIES

- Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar and abroad.
- Establish the Awsaj Teaching and Learning Center (ATLC) and serve students in Awsaj Academy who require intensive interventions, and provide consultation and direct services to the Qatar community and the region.
- Partner with institutions of higher learning to identify the most effective teaching practices, curriculum programs, and intervention strategies.
- Become the recognized "first choice" professional development and outreach center for the region designed to serve school leaders and teachers.
- Achieve the successful expansion and development of Awsaj Academy.

NOTABLE ACHIEVEMENTS

- Incorporated a variety of assessment tools

to monitor student academic and behavior growth, such as AIMSweb and SWIS.

- Expanded outreach services in the Teaching and Learning Center to include evaluation and related services.
- Presented at international conferences as keynote and conference speakers on topics such as autism, how to support children with behavior challenges, and best practices in inclusive education.
- Achieved successful expansion with historic enrollment levels.
- Increased outreach professional development support locally, regionally, and internationally.
- Formally adopted two Supreme Education Council schools to support them in developing inclusive practices.
- Provided special education direct service and regular training support to Awsaj and QF schools.
- Held a successful annual conference.
- Expanded the science lab.
- Maintained successful partnerships with corporate sponsors.
- Reading and behavior evaluations from

external consultants showed significant improvement in implementation fidelity and student achievement and behavior.

- Continued to successfully hire highly skilled and quality multicultural and Qatari faculty.
- Supported the development and planning of the new school, QA Msheireb led by Awsaj colleague, Suad Al Kindi.
- Created an educational research and development office.
- Continued to foster university partners.

FUTURE INITIATIVES AND INCENTIVES

- Continue with expansion of student enrollment, and plan for taking over more space for the 2015-16 school year, as Awsaj reaches a capacity of nearly 400 students.
- Embark on a partnership with two Supreme Education Council schools, providing on-site technical assistance and support for evaluating and improving academic and behavior programs.

- Begin year one of a three-year research initiative, funded by an NPRP grant, to study Qatari students' educational and labor force behaviors and choices, with the goal of understanding the role of individual, institutional and group-level influences.

EXPANDED OUTREACH SERVICES IN THE TEACHING AND LEARNING CENTER

QATAR LEADERSHIP ACADEMY

PROVIDING A WELL-ROUNDED AND HOLISTIC EDUCATION OF THE HIGHEST STANDARDS TO ENSURE GROWTH AND DEVELOPMENT

ACHIEVED **CERTIFICATION** FOR QLA'S LEADERSHIP PROGRAM FROM UK-BASED ACADEMY



GOALS

- Promote personal growth in young men by engaging them in an environment that encourages excellence in academics, leadership, athletics, and character to be the leaders of tomorrow.

STRATEGIES

- Deliver a strong academic program that is internationally credible.
- Offer a leadership program that is effective in developing the desired leadership qualities and values.
- Provide appropriate student facilities that are safe and comfortable, and support the mission and vision of Qatar Leadership Academy (QLA).
- Increase the size of the student body through enrollment.
- Align QLA with QF's institutional objectives.

NOTABLE ACHIEVEMENTS

- Achieved accreditation as an ICDL Training Center for digital literacy.
- Achieved certification for ISO 9001:2008,

ISO14001:2004 and OHSAS 18001:2007.

- Achieved certification for QLA's Leadership Program from UK-based academy.
- Introduced Google Chrome books to all QLA cadets from Grades 9 to 12 as replacement for high-end laptops.
- Carried out student community service in Al-Khor during Ramadan.
- Created a boat-building workshop for the Dhow Boat Project, a heritage and educational project which celebrates Qatar's seafaring and cultural history.
- Attended Ministry of Interior and Ministry of Awqaf seminars.
- Visited the King's Academy in Jordan and King Faisal's Academy in Saudi Arabia, which led to the admission of four new cadets from Royal Families.
- Participated in the International Exhibition and Forum for Education 2013 (IEFE 2013) in Saudi Arabia.
- Improved catering services in the school cafeteria.
- Established an agreement with the University of St Thomas for a two-year

Master's Program for QLA faculty as part of their professional development.

- Provided a new games room in the accommodation building.
- Introduced a new interactive website.

FUTURE INITIATIVES AND INCENTIVES

- Achieve overall student academic improvement.
- Introduce a new program to guide school academic culture including honesty policy, assessment policy, and teaching and learning criteria.
- Improve academic daily operations with Positive Behavioral Interventions and Supports (PBIS).
- Create a stronger school communication plan.
- Increase the number of admissions.
- Provide education beyond classroom teaching by introducing new extra-curricular activities.

QLA STUDENTS CARRIED OUT COMMUNITY SERVICE DURING RAMADAN

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

40% HIGHEST PERCENTAGE OF ABP STUDENTS ADMITTED TO HBKU PARTNER UNIVERSITIES



GOALS

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

STRATEGIES

- Increase the number of students who are admitted to universities within Education City and abroad.
- Ensure that all Academic Bridge Program (ABP) students enter a program of learning at a college or university level beyond ABP after graduating.
- Maintain and improve the quality of the academic program at ABP.
- Develop 'well-rounded' students with the values, knowledge and skills to contribute positively to society.

NOTABLE ACHIEVEMENTS

- Increased the number of MOU agreements with foreign and Qatari universities.
- This year saw the highest percentage of ABP students admitted to Hamad bin Khalifa University partner universities, at 40 percent.
- Operated sound fiscal management in a lean budget year.

FUTURE INITIATIVES AND INCENTIVES

- Maintain and improve the quality of the academic program.
- Ascertain what role, if any, the ABP can play in university test preparation.
- Encourage outreach programs for high school students and/or outside organizations.

DEVELOPING WELL-ROUNDED STUDENTS WITH VALUES AND KNOWLEDGE

HIGHER EDUCATION

QATAR FOUNDATION CONTINUED TO SEE GROWTH IN STUDENT ENROLLMENT, GRADUATE NUMBERS AND RESEARCH PROJECTS IN 2013-2014. NEW GRADUATE PROGRAMS AT HAMAD BIN KHALIFA UNIVERSITY WERE ANNOUNCED, AS WELL AS AN INCREASE IN CROSS-REGISTRATION BETWEEN CAMPUSES.

HAMAD BIN KHALIFA UNIVERSITY

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

QF PARTNER UNIVERSITIES

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

HAMAD BIN KHALIFA UNIVERSITY

FULFILLING QATAR FOUNDATION'S VISION OF UNLOCKING HUMAN POTENTIAL, HBKU IS AN EMERGING RESEARCH UNIVERSITY FOUNDED UPON INNOVATIVE AND UNIQUE COLLABORATIONS WITH LOCAL AND INTERNATIONAL PARTNERS

ENGAGED WITH POTENTIAL PARTNERS IN RESEARCH AND ACADEMIC PROGRAMS



GOALS

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

STRATEGIES

- Enhance the organizational structure of Hamad bin Khalifa University (HBKU).
- Recruit and hire key administrative, academic and research staff.
- Plan for HBKU graduate programs for the next five years.
- Optimize HBKU research agenda and academic programs.
- Identify key internal national and external international partners for collaboration.
- Build shared services and an operational model that best suits the university.

NOTABLE ACHIEVEMENTS

- Established the College of Science and Engineering (CSE), and recruited the

founding Dean.

- Launched the Executive Master in Energy and Resources program.
- Conducted feasibility studies to identify HBKU's initial graduate programs.
- Identified and recruited initial faculty in biological/biomedical sciences and energy and environmental sustainability.
- Identified and recruited founding VP Research.
- Identified key research areas and potential research partners.
- Positioned HBKU research initiatives for Qatar National Research Fund (QNRF) National Priorities Research Program (NPRP) funding opportunities and proposals.
- Engaged with potential partners in research and academic programs.
- Initiated discussions with key stakeholders in the educational, research, and economic community regarding specific Qatari needs.
- Initiated the first Executive Masters program.
- Worked with partner universities on enhancing community engagement programs.

FUTURE INITIATIVES AND INCENTIVES

- Hiring faculty and developing curriculum for new undergraduate and graduate programs.
- Developing organizational structure and relevant policies and procedures.
- Developing research capabilities and identifying research agenda in collaboration with national research institutes and academic/research partners.
- Initiating inaugural academic and research programs.
- Applying for relevant research funding.

LAUNCHED THE EXECUTIVE MASTER IN ENERGY AND RESOURCES PROGRAM

HAMAD BIN KHALIFA UNIVERSITY

QATAR FACULTY OF ISLAMIC STUDIES

A FOCUS FOR THOUGHT AND DIALOGUE THAT LEADS RESEARCH AND DEBATE IN ALL MATTERS RELATING TO ISLAM AND MUSLIMS, INCLUDING CONTEMPORARY CONCERNS AND ISSUES OF CULTURE AND HERITAGE

QFIS GRADUATED
76 STUDENTS



GOALS

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

STRATEGIES

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

NOTABLE ACHIEVEMENTS

- QFIS has received a steady increase in the number of admission applications, acceptances and registrations over the past four years, as follows:
 - Number of student applications in 2010/11 was 192; in 2011/12 was 287; in 2012/13 was 269, and in 2013/14 was 297.
 - Number of students accepted in 2010/11 was 150; in 2011/12 was 201; in 2012/13 was 209, and in 2013/14 was 232.
 - Number of students registered in 2010/11 was 145; in 2011/12 was 225; in 2012/13 was 254, and in 2013/14 was 332.
- QFIS students this year accomplished 27 Master's theses across the faculty's various programs, as follows:
 - Master of Arts (MA) in Public Policy in

Islam: 13.

- Master of Science (MSc) in Islamic Finance: 2.
- Master of Arts (MA) in Islamic Studies in Contemporary Fiqh: 12.

STUDENT ACTIVITIES AND AFFAIRS

- The Urban Design and Architecture in Islamic Societies MSc program organized a second scientific field trip in May 2014 to Istanbul, with Dr Tarek Swelim and seven students.
- Conducted the Annual Omra Trip for QFIS students to the Holy Mecca Masjid (partially subsidized by QFIS).
- At Convocation 2014, QFIS graduated 76 students.

INTERNATIONAL AND LOCAL NETWORKS

- Expanded QFIS international networks through the signing of new co-operation

agreements, with several international and local universities and institutions. Several universities and institutions have expressed their interest in co-operating with QFIS.

- Signed Part Two of an original MOU agreement in June 2014 with the University of London's School of Oriental and African Studies (SOAS) in the UK, to commence co-operation on a joint research project on the Muslims of China, by the Centre of Muslim Contribution to Civilization. Agreed to publish the work completed by the second quarter of 2016.
- Held a meeting with Ca' Foscari University of Venice in April 2013, in Doha, and signed an MOU and supplementary agreement in September 2013. The agreement focused on initiating an exchange of academic staff,

students and programs.

- Signed an MOU with Urban Design and Architecture in Muslim Societies and with the Gulf Organization for Research and Development. The objective of the agreement focuses on initiating joint research projects. The first research project was jointly established and submitted to the National Priorities Research Program, Qatar National Research Fund.
- The Urban Design and Architecture in Muslim Societies program signed a memorandum agreement in June 2013 with Qatar Society of Engineers to support holding public lectures and other community outreach programs.
- The Executive Training Program increased co-operation with several universities for training purposes or events, for instance at Carleton University in Canada, Harvard University in the USA and Qatar University in Qatar.

PUBLICATIONS

- Number of books published by faculty members: 12.
- Number of articles published by faculty members: 13.
- Number of book chapters published by

faculty members: 5.

- Number of newspaper and magazine articles published by faculty members: 5.
- Number of book reviews published by faculty members: 2.

COMMUNITY SERVICES

- QFIS staff gave a total of 18 local lectures and presentations.
- QFIS staff participated in 12 outbound workshops and training programs.
- The following highlights the Community Development Initiatives per academic program:
- MSc in Urban Design and Architecture in Islamic Societies:
 - Workshop for 20 engineers from the Ministry of Municipality and Urban Planning toward the Theories and Practices of Urban Design.
 - Public Lecture: The Case of the Ottoman Table, a detective story by Professor Oliver Watson (by Visiting Professor) I M Pei, Professor of Islamic Art and Material Culture of the Middle East, University of Oxford, UK. The lecture was on Thursday 20 March 2014.
 - Second International Symposium entitled Emerging Cities in the Arab World: Tradition, Contemporaneity, and Sustainability (15 – 16 April 2013), organized by to Dr Remah Y Gharib.
- MA in Public Policy in Islam
 - Food Insecurity: Ethics and Practices.

- Strategic Thinking: Islamic and Western Perspectives.
- Thinking Like a Policy Analyst: Western and Islamic Applications (September 2013).
- Policy and Project Evaluation (January 2014).
- Policy Techniques and Analysis: Western and Islamic Perspectives (March 2013).
- The Executive Training Program provided training programs in the fields of Islamic Finance and Public Policy in Islam, and was particularly designed to raise the performance of stakeholders in Islamic Finance and Banking, and Public Policy. Outcome statistics were as follows:
 - Number of conducted Executive Training Programs: 33 (customized 25, open access 8);
 - Number of Qataris trained through several sessions: 600;
 - Number of non-Qataris trained through several sessions: 1,050.

ADMINISTRATIVE

- The Admissions and Registration Department at QFIS managed to automate their operation through a Student Information System.
- The QFIS library is one of its important assets due to the exceptional services it offers to students, staff and the community as a whole. The library's website delivers the international standard, can be accessed regardless of where you are and enables any user to search other academic libraries in Qatar through one page.

FUTURE INITIATIVES AND INCENTIVES

- Increase research-funding agencies, as to promote research centers activities toward the Qatari enterprises and organization.
- Update manuals and work flows processes for efficient alignment with HBKU strategic objectives.
- Assess the existing position of QFIS in the market as well as the new competitors.
- Propose new branding strategy.
- More visibility and publicity in the international education market.



600 QATARIS
AND 1,050
NON-QATARIS
ATTENDED 33
EXECUTIVE
TRAINING
PROGRAMS



RESEARCH CENTER FOR ISLAMIC LEGISLATION AND ETHICS

CREATING A PROMINENT
AND CREDIBLE SCHOOL OF
ETHICS WITH TRANSFORMATIVE
CONSEQUENCES

HOSTED SECOND ANNUAL
INTERNATIONAL CONFERENCE,
ENTITLED '**ETHICS** IN A CHANGING
WORLD: **CONTEMPORARY PERSPECTIVES**'



GOALS

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

STRATEGIES

- Produce new and applied Islamic ethical thought by bringing scholars of text and scholars of context together in one forum to tackle the critical issues of the day.
- Recommend ethical codes, behaviors and policies to interested individuals, institutions and public organizations.
- Disseminate knowledge and understanding of Islamic applied ethics through

publications, conferences, online databases, social media, and public workshops engaging diverse and global audiences.

- Establish an international media presence for the Research Center for Islamic Legislation and Ethics (CILE) and its mission via conventional and alternative media outlets.

NOTABLE ACHIEVEMENTS

- Conducted four seminars that brought together scholars of text and context in the following fields: media and ethics; environment and ethics; education and ethics; and economics and ethics.
- Hosted CILE's Second Annual International Conference, entitled 'Ethics in a Changing World: Contemporary Perspectives'. Held at Georgetown University in Qatar, the conference tackled topics in four main fields: media, environment, psychology, and gender studies.

- Participated in more than 20 academic activities and events, for example the World Innovation Summit for Education, and World Innovation Summit for Health.
- Held discussions with more than 70 prominent scholars from various disciplines who participated in CILE different activities.
- Recruited specialist professors to lead CILE's research in the fields of ethics and politics, bioethics, methodology, migration and human rights.
- Recruited a research co-ordinator and a senior researcher in the Arabic language.

FUTURE INITIATIVES AND INCENTIVES

- Establish a CILE Library.
- Develop Masters and PhD programs.

PARTICIPATED IN MORE THAN
20 ACADEMIC ACTIVITIES AND
EVENTS, FOR EXAMPLE WISE
AND WISH

HAMAD BIN KHALIFA UNIVERSITY

TRANSLATION AND INTERPRETING INSTITUTE

PROVIDING A WORLD-CLASS EDUCATION
IN TRANSLATION, INTERPRETING, AND
FOREIGN LANGUAGE, CONTRIBUTING
TO THE GROWTH OF QATAR'S
KNOWLEDGE-BASED ECONOMY

GRADUATED **FIRST
BATCH** OF STUDENTS
IN MAY 2014



GOALS

- Provide a top-class education in translation, interpreting, and foreign language, contributing to the growth of the knowledge-based economy.
- Build capacity in the domains of translation, interpreting, and languages in Qatar and the region.
- Provide a comprehensive suite of postgraduate programs in translation and interpreting that prepare qualified graduates for the professional and scholarly worlds.
- Advance research in the various fields of translation studies.
- Serve the community by providing foreign language education and offering high-quality translation and interpreting services.

STRATEGIES

- Offer MA and PhD programs in translation and interpreting.

- Offer foreign language programs.
- Offer professional development (continuing education) workshops.
- Recruit highly qualified faculty professionals, and language specialists.
- Recruit Qatari, local, and international students.
- Collaborate with local and international educational and professional institutions.
- Promote and produce quality research in translation and interpreting, and related fields.
- Serve the translation and interpreting needs of Qatar Foundation (QF), and Qatar's business and government sectors.

NOTABLE ACHIEVEMENTS

- Graduated first batch of five students in May 2014.
- Organized an orientation for 15 admitted students in the Translation Studies MA in August 2013.
- Received validation for the MA in

Translation Studies from the University of Geneva. With this endorsement, the Translation and Interpreting Institute (TII) is now recognized as offering both the first graduate degree in translation in the State of Qatar, as well as the first externally validated graduate degree at HBKU.

- MA in Audiovisual Translation was approved as a new program and the office of admissions started receiving applications in December 2013.
- Selected two students for the opportunity to attend the Third International Conference of Arabic Language in Dubai, 7-10 May 2014.
- Staged 5th Annual International Translation Conference (in April 2014) involving specialized workshops and seminars on a range of topics, including translation technologies, media translation, and simultaneous interpreting.
- Five graduates submitted their MA theses, of which four presented their topics during

the 5th Annual International Conference.

- Dr Tarek Shamma's proposal "Anthology of Arabic Discourse on Translation" was awarded a grant in the 7th cycle of the National Priorities Research Program (NPRP) by Qatar National Research Fund (QNRF).
- For 2013-2014, TII awarded three faculty members start-up grants with a total budget of QR41,384.
- TII Language Center (TII LC) offered three multi-leveled language programs: Arabic, French and Spanish courses during the academic year of 2013-2014 (fall 2013 and spring 2014).
- TII LC offered intensive summer courses in Arabic, Spanish, and French.
- In collaboration with Qatar Foundation International, TII LC organized an intensive three-week summer Arabic language program that gave 10 American high school students the opportunity to study the Arabic Language in Qatar and learn

about its culture. The program also included a series of "Qatari Dialect" classes and "Language Buddy" activities where students engaged in discussions with Qatari youth.

- The Postgraduate and Research Department organized a distinguished public talk by the acclaimed scholar Jack Shaheen in October 2013. The talk was open to the public and included a screening of his film "Reel Bad Arabic."
- The Postgraduate and Research Department organized a monthly faculty presentation by TII's faculty on topics in translation and interpreting. The presentations are open to the public and act as a venue for TII faculty to share their research with the intellectual community in EC and beyond.
- TII signed an MOU with the Qatar Olympic Committee, through the Professional Services Center (PSC).
- PSC organized six professional

development workshops aimed at professional translators in Qatar, where attendees received training on topics such as conference interpreting, legal translation and sports translation.

- PSC started offering translation services to all QF entities, as well as other governmental organizations.

FUTURE INITIATIVES AND INCENTIVES

- Initiate and sign an agreement with a leading international university to validate TII's Master of Arts (MA) in Audiovisual Studies program.
- Recruit top students for the MATS (MA in Translation Studies) and MAAT (MA in Audiovisual Translation) programs.
- Recruit sound professional translators and revisers.
- Offer English and Chinese language programs in the Language Center.

HAMAD BIN KHALIFA UNIVERSITY

COLLEGE OF SCIENCE AND ENGINEERING

A NEWLY ESTABLISHED COLLEGE WITHIN
HAMAD BIN KHALIFA UNIVERSITY,
THE COLLEGE OF SCIENCE AND
ENGINEERING AIMS TO BE A WORLD-
CLASS MULTIDISCIPLINARY COLLEGE
THAT WILL ADVANCE KNOWLEDGE AND
NURTURE LEADERS AND INNOVATORS

RECEIVED MORE THAN
3,000 APPLICATIONS
FOR FACULTY POSITIONS

GOALS

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

STRATEGIES

- Create an ideal environment in which faculty and students can thrive.
- Make a real difference in Qatar and globally.
- Educate graduates for the 21st century.
- Fuel innovation, entrepreneurship, and global partnerships.
- Conduct significant research with local impact and global reach.

NOTABLE ACHIEVEMENTS

- Developed a strategic plan for the College of Science and Engineering that includes its vision, mission, academic programs, curriculum, partnerships, labs, centers, recruitment, etc. The strategic plan was presented to HBKU leadership, the Dean's Council, and also presented to the HBKU

communications and public relations team.

- Evaluated applications and interviewed candidates for the Executive Master in Energy and Resources program.
- Initiated the establishment of the Master in Engineering Management program with partners Texas A&M University at Qatar, Carnegie Mellon University in Qatar, HEC Paris in Qatar, and TAFAWOQ, who have all agreed to participate. Finalized details of the curriculum as well as the necessary logistics.
- Led efforts to establish both Master and PhD programs in Sustainable Energy. Drafted details of the curriculum for both programs, liaised with the HR communication team and the VP student affairs office in setting up a webpage, compiling application forms and sorting out other logistics. Gave two presentations at Qatar University, one presentation in TAMUQ, and one presentation in CMU-Q to potential students.
- Participated as a member in the HBKU President's Student Award Committee to evaluate and shortlist candidates for the award.
- Had numerous meetings with QF R&D with respect to finalizing the details of the PhD in Sustainable Energy.

- Developed a detailed study on the 'Landscape of Higher Education and R&D in Qatar'. This is extremely important for planning the manpower of HBKU as well as to emphasize its importance to Qatar, and its relationship with QF R&D.
- Produced a presentation about the importance of research universities (for example their correlation to the global competitiveness and the global innovation indices of a country).
- Started laying the groundwork on key research projects that the College will take the lead on, namely:
 - Smart Cities. Drafted key research topics and methodologies and communicated with Qatar Computing Research Institute (QCRI) and Qatar Mobility Innovations Center (QMIC) to be part of this project.
 - Water Management. Drafted key research topics and methodologies.
- Participated in the QF R&D Forum for four days. This provided a good opportunity to see what has been done as well as to make HBKU a key player in this process.
- Participated in QCRI's "distracted driving" initiative.
- Began coordinating the Qatar National Research Fund (QNRF) National Priorities

Research Program (NPRP) research proposals' efforts for college faculty in terms of advice on topics, finding potential partners, etc.

- Received more than 3,000 applications for faculty positions. Evaluated and screened every application; communicated with and/or met hundreds of applicants. So far 15 faculty members have been recruited.
- Participated with the Provost's office in the shortlisting and the interview process of HBKU leadership positions (for example VP Research, Deans, Vice-Provost).
- Helped the Provost's office in establishing an HBKU Research Office. This Research Office provides an interface for HBKU with QNRF as well as setting HBKU temporary policies with respect to research projects.
- Helped the Provost's office in the development of a Faculty Compensation Proposal.
- Helped the Provost's office with an HBKU budgeting plan.
- Developed the College of Science and Engineering budget for 2013/2014 and 2014/15.
- Helped the Provost's office with the negotiation between HBKU and QF R&D in the establishment of the PhD program on Sustainable Energy.

- Helped the Provost's office with writing the Faculty Handbook and other aspects related to faculty job descriptions, etc.
- Worked with HBKU Communications and PR team in publicizing HBKU and the College.
- Worked with the HBKU admissions team with respect to the Executive Master in Energy and Resources program, and the MS/PhD in Sustainable Energy programs.
- Helped the Provost's office in terms of planning the HBKU building, laboratory facilities, offices, manpower projections, etc.
- Met numerous times with QF R&D leadership to co-ordinate things with respect to PhD programs, joint appointments, and research directions.
- Participated in the Gulf Intelligence Energy Forum and gave a keynote speech. Projected the importance of a research university (HBKU) in Qatar. Showcased the plans for HBKU.
- Had a fruitful outreach visit to CMU-Q, which opened the possibilities of HBKU collaborating with CMU-Q in various things related to degree programs and research.
- Participated as a member of the TAMUQ Committee for Awards (research, teaching, and service awards for faculty and

students).

- Gave an information session to Maersk Oil Company about HBKU and the College.
- Participated in Total's Alreyada event.
- Participated in the Qatar Science Festival as an Advisory Board member.
- Gave the keynote speed at the IEEE GCC International Conference in Doha. This important event was a good opportunity to introduce HBKU and the College.
- Met numerous visitors and local managers to introduce the College and HBKU.

FUTURE INITIATIVES AND INCENTIVES

- Establish world-class graduate programs.
- Establish multidisciplinary undergraduate programs.
- Build a core faculty base for the college.
- Recruit top-notch students.
- Build strong partnerships with the research institutes, Sidra, branch campuses, and other potential partners.
- Establish faculty and student policies and processes.
- Build all the necessary elements of a fully functioning university: records, housing, labs, classroom, offices, etc.

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

55% OF ENROLLED STUDENTS THIS YEAR ARE QATARI



GOALS

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

STRATEGIES

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

NOTABLE ACHIEVEMENTS

- During 2013-14 there were 231 applications completed for Master of Fine Arts (MFA), Bachelor of Fine Arts (BFA), and Bachelor of Arts (BA) programs. Eighty-five students were accepted; and 72 enrolled.
- Total enrollment for 2013-14 was 282 students (265 BFA and BA students, plus 13 MFA students) from 40 different nationalities. Of these, 261 (93 percent) were female, and 21 male; 55 percent were Qatari, and 45 percent non-Qatari.
- In addition, VCUQatar hosted 32 cross-registered students from the HBKU partnering universities.
- Offered five portfolio development courses during fall 2013 to 77 high school students. The eight-week courses were taught by VCUQatar faculty and focused on skill development and the creative process. The portfolio development classes are an important step toward art and design college admission. They provide high school students with the opportunity to strengthen their portfolios and further develop basic art and design skills. Seventy-seven participants took part (46 Qatari and 31 international).
- Conferred 37 BFA degrees in Fashion Design, Graphic Design, Interior Design, and Painting and Printmaking, and six MFA

degrees in Design at the university's 13th Commencement Ceremony, held on 5 May 2014 at HBKU Student Center.

- In 2013-14 VCUQatar's alumni totaled 450, of which 428 were female and 22 male (the first male graduates were in 2011). There were 286 Qatari, and 164 non-Qatari alumni.
- Concluded the academic year with the BFA and MFA 2014 Exhibition, a celebration of the creative achievements of the university's graduating students. The event was open to the public and received more than 400 visitors during the opening night. The exhibition featured a wide range of work that represented the culmination of the techniques and concepts developed by the students throughout their experience at VCUQatar.
- VCUQatar's 15th annual fashion show, Center Front, hosted by Salam at The Gate Mall, showcased the work of 16 graduating fashion seniors, whose eclectic thesis collections consisted of a minimum of 10 day-to-evening looks featuring a range of components that reinforced their individual vision, creativity and styles.
- The Qatari Junior Faculty program was presented and approved at the 2013 Fall Joint Advisory Board (JAB) meeting and is fully funded by HBKU. The program provides academically qualified Qatari

artists and designers with two years of teaching and research experience as junior faculty. The successful completion of the program will qualify a candidate to apply for full-time faculty roles at VCUQatar. The program was initiated this fall. Maryam Al Homaid is VCUQatar's first junior faculty member working under the supervision and mentorship of the Graphic Design program. Maryam holds a BFA and MFA from VCUQatar, has work experience at RasGas, and is one of the university's most highly admired alumnae for her creativity, rigor and passion for education and research. She joined the university in September following a three-month immersive experience in Japan where she studied and became functional in Japanese language.

- VCUQatar's leadership role in creating and formalizing a regional professional association for design educators has come to fruition. A board composed of nine members representing art and design institutions in Qatar, Egypt, Jordan, KSA, Kuwait, Lebanon, Qatar and UAE met twice in 2014. In October, Jordan declared the Middle East Design Educators Association (MEDEA) a nationally recognized professional organization and is the current host country for the association.
- In May 2014, the MFA Design program

organized and hosted a two-day symposium entitled 'Exploring the Definition and Practice of Interdisciplinary Design'. Attended by an international cohort of design-based academics from the region and beyond (UAE, India, Thailand, Canada, South Korea and Italy), the event managed to provide and encapsulate a comprehensive impression of what this type of design practice currently entails, and how it might be practiced in the future.

- Painting and Printmaking junior Hana Al Saadi's installation, 'Snail Print Factory,' won the Damien Hirst Art Challenge, a competition set up in conjunction with Relics, Hirst's first solo exhibition in Qatar and the Middle East. Al Saadi was selected from a jury that included Damien Hirst himself, having made a work in response to Hirst's solo show, 'Relics', at Al-Riwaq gallery, Doha. 'Snail Print Factory' was an installation artwork that explored three important stages of the natural lifecycle: eating, mating and reproduction. Al Saadi traveled to the Hirst studio in the UK where she made several works in collaboration with the artist.
- The Supreme Committee for Delivery and Legacy selected the designs of six sophomore graphic design students at VCUQatar for inclusion in the 2022 FIFA

World Cup Qatar brand guidelines. The students designed pictograms of iconic Qatari landmarks and symbols of culture and Arabic calligraphy monograms representing stadia precincts. Students went through a lengthy research process, assessing the history of Qatar's culture and design heritage, resulting in the production of 200 different designs that communicate Qatar's diverse history.

- The VCUQatar exchange program with VCU Richmond in the USA is an ongoing program in which students from the Doha and Richmond campuses exchange for a semester. In the fall VCU Richmond sent two Art History students plus one from Painting and Printmaking and one from Fashion Merchandising, whereas VCUQatar sent two Interior Design students. In the spring two Interior Design students from VCUQatar joined the Richmond program and one Graphic Design and one Painting and Printmaking student came to Doha. The Fashion Merchandising student who had been on exchange in the fall stayed an extra semester as part of the study abroad program.
- VCUQatar's Assistant Professor of Physics Dr Khaled Saoud, undergraduate students Imen Ibala, Dana El Ladki, Omar Ezzeldeen and research associate Dr Shaukat

Saeed have successfully synthesized nanomaterials capable of extending the lifespan of the country's irreplaceable but fragile documents by centuries. The project, 'Preservation of Cultural Heritage in Qatar Using Nanotechnology,' was awarded a \$29,249 Undergraduate Research Experience Program (UREP) grant by the Qatar National Research Fund (QNRF) in June 2013, and aims at conserving and preserving Qatar's paper-based cultural heritage through the use of cutting edge nanotechnology.

- Scholars from around the world explored the role of light in Islamic art and culture during the Fifth Biennial Hamad bin Khalifa Symposium on Islamic Art held 9-11 November 2013 in Palermo, Italy. Widely considered the pre-eminent conference on Islamic art and culture, the three-day symposium, God is the Light of the Heavens and the Earth, featured 13 speakers, all internationally recognized scholars in Islamic art and architecture, whose papers explored the role of light in the field from a range of perspectives, from metaphoric imagery of light in the Qur'an and literatures of the Islamic lands, to the practical role of light in buildings, paintings, performances, photography, and other artworks produced over the past 14 centuries. Shirin Neshat, acclaimed Iranian-born artist/filmmaker, delivered the keynote address titled "Contemporary Islamic Art".
- VCUQatar was selected for a National Priorities Research Program (NPRP) award of \$543,935 to fund a collaboration with the home campus' Art History department, Qatar Museums, and UCL Qatar for their application "Museums in the 21st Century and Global Art History: Building Knowledge Base Through Online Educational Resources in Qatar".
- Interior Design department Chair, Cherif Amor's ongoing research "Use of Neuroscience in Design: A Comparative Analysis of Neural and Behavior Outcomes for Neuro-diverse (ADHD) Populations", a collaboration with the Texas Tech University Neuroimaging Institute, was awarded third place, Best Research in Arts and Humanities among 1,100 participants at Qatar Foundation's 2013 Annual Research Conference.
- Art Foundation faculty Marco Bruno and Simone Muscolino took their "Borrowed City Flip" project to the 2014 Venice Architecture Biennale Korean Pavilion which won the Golden Lion award.
- Art History faculty Radha Dalal and Debra Hanson received the prestigious and highly competitive National Endowment for the Humanities (NEH) Summer Institute for College and University Teachers grant.
- VCUQatar's alumni incubator, the Young Entrepreneur Series (YES) program, continued its great success on the Maersk Oil sponsored Road Safety Campaign "One Second," now the official national road safety awareness brand. YES is an educational incubator that fosters collaboration between academia and the private sector for research and innovation in projects aligned with the national research priorities identified in Qatar National Vision 2030. One of the primary objectives of the YES program is to support the technical and professional development of VCUQatar graduates. Participating alumni are mentored and supported by the Center for Research, Design and Entrepreneurship (CRD+E) staff, VCUQatar faculty and external mentors.
- The Community Education Program at VCUQatar continues to attract a wide range of participants from Qatar. During the 2013-14 academic year, over 1000 community members participated in the program. The university offers a variety of courses across the arts and design, including photography, film-making, drawing, painting, ceramics, interior design, graphic design, fashion, event design, and a range of digital courses.
- Youth programs at VCUQatar allow children and young people to explore a wide range of materials and techniques as they develop an appreciation for art and design. Several unique programs were delivered in June and July for K-12 level students, with 97 participants (43 Qatari / 54 international).
- In late spring 2014, VCUQatar offered a six-week course in Fashion Illustration to 10 Qatari students ages 12-14 at Al Bayyan Preparatory School. The course ended with an exhibition open to the entire school and the families of the students.
- Held the first annual open house, "Zwara," in the fall of 2013. The event was designed to encourage the community to learn more about VCUQatar and its programs, offerings and new developments. The university welcomed over 400 visitors to the campus.
- The Gallery hosted a variety of solo and group exhibitions that encourage exchange, debate, and dialogue. The year started with 'My Rock Stars: Volume 1' featuring works by acclaimed London-based Moroccan artist/photographer Hassan Hajjaj. 'Open Forms', by British artist Kate Terry was the second exhibition the gallery hosted with site-specific installations that utilize thread and pins to transform and delineate spaces. In 'The Depth of Hope,' Egyptian Sudanese artist Fathi Hassan, through drawings, paintings, sculptures and installations, experimented with the written and spoken word, exploring the

theme of ancient languages erased by colonial domination. 'Lines in the Sand,' a collaborative project involving VCUQatar, the University of Wales and Qatar Museums Authority unearthed Qatar's rich and complex history through interactive media designed to create new and alternate frameworks through which we may view, use and engage with the past. The Faculty Exhibition 2104 'Strange Wonders' in collaboration with Msheireb Properties, looked to Qatar's past to stimulate innovative new art and design.

- VCUQatar's Crossing Boundaries lecture series features globally recognized artists, designers and scholars, and intends to highlight the cross-disciplinary nature of art and design practice and research. The speakers included Myles Pepper, arts manager and consultant; Rose Issa, London-based curator, writer and producer; renowned writer, critic and curator Francesco Bonami in conversation with cultural entrepreneur and art collector Tariq Al Jaidah, Korean design consultant and curator Byung-Soo Eun and Italian interaction designer Giorgio Olivero. VCUQatar also hosted acclaimed New York-based performance artist Marina Abramovi and acclaimed American sculptor Richard Serra, in collaboration with Qatar Museums.
- The 4th annual VCUQatar Day, under the sponsorship of the VCU Student Government Association (SGA) took place at the home campus in Richmond in October 2013. More than 2,500 people attended the tented event at VCU Student Commons in the center of the campus.
- Taking advantage of an opportunity to combine learning with service, the Interior Design department at VCUQatar facilitated the construction of teacher accommodations for the Karen Hill tribe's Muen Phem School in the hills north of Chiang Mai, Thailand from December 2013 to January 2014.
- The VCUQatar library has worked to collect a comprehensive database of digital images to preserve the history of VCUQatar. The database sits in LUNA, which is a digital asset management system purchased in 2005 to support the digital image collection of the VCUQatar University Archives and also to provide access to several other purchased image databases aimed at supporting teaching and research within the University (Scholars Resource and Archivision). The purpose of the VCUQatar Digital University Archives collection is in part to acquire, preserve, organize, and provide access to images that are intellectually and historically significant to the university. Since 2012, 3,088 images and

media files have been uploaded.

- A two-day business continuity test held in November was a successful experiment in off-site teaching. A post-test evaluation for faculty and students provided excellent feedback to improve the process, including additional training and technology support. The exercise greatly improved faculty understanding and use of online resources. The "Teaching with Technology" taskforce was key in supporting this initiative to help faculty gain knowledge and confidence to offer distance learning for a limited time period and recognize the advantages and challenges of online education. The taskforce proposed the creation of an Education City-wide Teaching and Learning Forum to offer a robust series of opportunities across all campuses for faculty professional development, which was approved by the EC branch campus Deans.

FUTURE INITIATIVES AND INCENTIVES

- Initiate and grow the Qatari Junior Faculty Program.
- Continue collaboration with the Supreme Council of Education to support the integration of art and design within the K-12 curricula.
- Tasmeem Doha 2015: VCUQatar's biennial international conference Tasmeem Doha emphasizes unique and contemporary themes within art and design. Each conference explores new ways of thinking, making, seeing and learning. The 2015 edition will focus on the theme of 'playfulness' by using an Arabizi word 3ajeeb!, and is scheduled to take place March 8-12.



WEILL CORNELL MEDICAL COLLEGE IN QATAR

PROVIDING THE FINEST
EDUCATION POSSIBLE FOR
MEDICAL STUDENTS TO
PRODUCE A HIGHLY SKILLED
BIOMEDICAL WORKFORCE

ADMITTED THE **HIGHEST
NUMBER OF QATARI** STUDENTS
IN WCMC-Q HISTORY



GOALS

- Be an integral contributor to Qatar National Vision 2030 by producing a highly skilled biomedical workforce.
- Provide the finest education possible for medical students.
- Conduct research at the cutting edge of knowledge.
- Improve healthcare both now and for future generations.
- Provide the highest quality of care to the community.

STRATEGIES

- Become the premier medical institution in the region.
- Establish pre-eminent centers of excellence in education, research and clinical training.
- Increase development of the skilled biomedical workforce in Qatar.
- Produce discoveries, publications and patents.

NOTABLE ACHIEVEMENTS

- Admitted the highest number of Qatari students in Weill Cornell Medical College in Qatar's (WCMC-Q's) history for the Class

of 2017. As a result of multiple outreach initiatives to augment local student recruitment, WCMC-Q admitted the highest number of Qatari students (22 percent), in its history, to the Fall 2013 medical class.

- Achieved 100 percent US residency match results for the Class of 2014. All 25 WCMC-Q students who applied for a US residency matched; this rate compares favorably against the average International Medical Graduate (IMG) rate of 41 percent. The students matched to some of the most prestigious US teaching sites such as the Cleveland Clinic, John Hopkins Hospital and Case Western. Four matched to the New York Presbyterian Hospital. The remaining students chose to stay in Qatar; with two undertaking their residency program at Hamad Medical Corporation (HMC) in pediatrics and ophthalmology. Six remaining students chose to pursue research fellowships in Qatar and one chose to pursue a degree in the UK.
- WCMC-Q continues to work to ensure that physicians in Qatar, specializing in certain subjects, meet minimum international standards before practicing in the region. The pathway to this is the development

a certification exam and eventually the formation of a Qatar Medical Specialty Board. A final decision is anticipated to be made by the ABMS Board of Directors no later than the end of the 2014 calendar year.

- Held symposiums for US Residency Program Directors (RPDs) in September 2013 and March 2014. The primary objective of these meetings was to showcase WCMC-Q and the caliber of its graduates. In March 2014 the third annual symposium was attended by 15 residency program directors representing 13 institutions across the US. They represented the following specialties: Family Medicine, Internal Medicine, Neurology, Obstetrics and Gynecology, Radiology and Surgery. As a result of the symposiums the RPDs stated they looked forward to encountering WCMC-Q students in future matching cycles and would be advocates of WCMC-Q with their colleagues in their home institution(s).
- Created a division of Continuing Professional Development. As a reflection of its expanded role and mission, in May 2014 the Graduate Medical Education

(GME) division announced its new name: Continuing Professional Development (CPD). In this expanded role, CPD will be maintaining its GME function and will additionally be working with the Qatar Council for Healthcare Practitioners and the Continuing Medical Education (CME) office in New York. Together they will develop activities that will provide CPD and CME credits to the faculty and other healthcare professionals in Qatar and across the wider Middle East. The first such event was the "Educators Across the Healthcare Spectrum Series" in May 2014, which was designated with credits from the CME office in NY and from HMC's Continuing Nursing Education Program. A system to provide CME credits will also allow WCMC-Q faculty to renew their US licenses.

- Continued to contribute greatly to the development of cultural competence within Qatar. Reflecting the College's mission to provide the highest quality of care to the community, several faculty and staff from Global and Public Health's (GPH) Centre for Cultural Competence in Healthcare (CCCHC) have been invited

to serve as members of a national task force being convened by the Supreme Council of Health. Health professionals, including the director, of the GPH division, will provide advice and guidance to the task force in order to develop, mandate and nationalize cultural competence training and assessment for all healthcare professionals practicing in Qatar. The CCCHC is licensed by the Cross Cultural Health Care Program in Seattle to provide 'Bridging the Gap'; a 40-hour training program, which prepares qualified bilingual individuals to work as medical interpreters. Established in 2008, the center has trained 85 Qatar-based volunteers as medical interpreters that cover 14 different languages.

- Held a symposium exploring ways to transcend cultural barriers to healthcare with a focus on Qatar. In March 2014, experts from the USA visited WCMC-Q to speak at Qatar's first Cultural Competence in Healthcare symposium. Delegates discussed the practice of medicine in international settings focusing on the challenges posed by language and cultural barriers. Strategies to mitigate these

issues, in order to provide the best possible healthcare, to a broad spectrum of patients were discussed. Delegates attended from WCMC-Q and HMC, the aim being to show how cultural competence can enhance patient-provider communication, eliminate disparities and ultimately improve healthcare outcomes.

- Hosted the International Conference on Spina Bifida in September 2013, in association with Sidra and HMC. The conference attracted acclaimed international leaders in epidemiology, genetics, fetal surgery, metabolomics and epigenetics. The conference was highly interactive and involved physicians, geneticists and healthcare providers practicing in the GCC community.
- Hosted the Qatar Clinical Neuroscience Conference in March 2014, in conjunction with Qatar Foundation and the New York Academy of Sciences (The Academy). A primary aim was to bring together the world's finest minds in the arena of neuroscience. The symposium focused on prevalent neurological issues currently facing the medical profession worldwide; affective disorders, like depression, strokes

and traumatic brain injury.

- In January 2014, WCMC-Q hosted a meeting of the Global Education in Medicine Exchange (GEMx), a program that promotes international student exchanges among elite medical universities. GEMx is an initiative of the United States Educational Commission for Foreign Medical Graduates (ECFMG), which aims to connect the world's medical schools and students, and will allow medical students and educators to engage in a global dialogue. They brought the GEMx advisory committee together with members of the ECFMG leadership to discuss strategies to expand and enhance the GEMx program.
- WCMC-Q's Biomedical Research Program continued to grow in strength with 22 percent of proposals being awarded for National Priorities Research Program (NPRP) funding in the latest (7th round) awards cycle. These new grants demonstrate the sustainability of the extramural funding effort at WCMC-Q. Areas of focus include diabetes, cancer, obesity and depression. Lead principle investigators include those located at WCMC in NY and the UK (University of London, University of Leeds and University

- of Birmingham). Other collaborating institutions include Hamad Medical Corporation, Qatar University and Houston Methodist Research Center.
- A WCMC-Q team won a key competition run by Qatar National Research Fund (QNRF). First launched in 2006, the Undergraduate Research Experience Program (UREP) is QNRF's longest running program, with two cycles per year. A WCMC-Q research team took first place in March 2014, in the 6th annual UREP competition, for their project 'Typology and Credibility of Gulf Cooperation Council (GCC) Internet Health Websites' which examined ways of improving consumer e-health websites in Qatar. Another team from WCMC-Q also made it into the finalists. WCMC-Q was also awarded three undergraduate research experience program grants for the 15th cycle of UREP.
 - WCMC-Q led the launch of a new international peer-reviewed journal entitled 'Innovations in Global and Medical Health Education' at the World Innovation Summit for Health in Dec 2013. This quarterly journal is dedicated to keeping healthcare professionals and students abreast of issues related to global medical and health education.
 - In a continuing successful collaboration with Qatar Science and Leadership program, WCMC-Q's biomedical research training program for nationals finished its 4th cycle in July 2014. Seven interns completed the program having received training in bench and clinical research, research administration and biostatistics.

The interns came from a variety of majors including biomedical sciences and human nutrition. They were affiliated with various institutions in Qatar, including Sidra, the Anti Doping Lab, and they are also graduates of Qatar University. The program's interns are training in several labs in WCMC-Q that study diabetes, lung cancer, calcium signaling, and genetics.

- WCMC-Q's community health campaign Sahtak Awalan continues to go from strength to strength with an increasing number of events aimed at a variety of different sectors of Qatar's population. Sahtak Awalan was launched by WCMC-Q in June 2012 with the aim of educating the population of Qatar about unhealthy lifestyle choices and encouraging them to take positive action. The five-year campaign is targeted at all nationalities living in the country with a special focus on youth thereby promoting physical wellbeing to the next generation. WCMC-Q has partnered with several high-profile organizations, including the Qatar Olympic Committee, ExxonMobil and The Supreme Council of Health for the purposes of the campaign. Activities included:

- Ask the Expert. A brand-new lecture series and an initiative of Sahtak Awalan, was launched in January 2014. Dr Mamtani from WCMC-Q gave the inaugural lecture entitled 'Lose weight and keep it off'. Subsequent lectures have been given by experts based in Qatar and from the US.
- Promoting healthy eating through healthy cooking. Chef Ann Cooper who is famous in the US for promoting and creating nutritious meals, including salad bars to school cafeterias, demonstrated healthy cooking at a Sahtak Awalan event aimed at children.
- The Challenge. This was an inter-school competition held in March 2014, when 200 students from more than 20 schools across Qatar competed, with separate categories for boys and girls. They participated in a series of fun, physical games in an effort to win the

Challenge Trophy.

- The Greenhouse Initiative. Designed to teach children about the benefit of growing and eating healthy food. Elementary schools from across Qatar were selected by the Supreme Education Council to be part of the scheme and these schools received a greenhouse from the Sahtak Awalan campaign. Additionally they were presented with gardening equipment and a variety of vegetable and herb seeds. The children were given advice on how to grow the seeds and watch the plants from germination through to when the vegetables develop.
- Healthy School Lunches. A healthy, nutritional, multi-course menu has been devised and cooked in state-of-the-art kitchens owned by QF and then served at all QF school canteens. Children have been encouraged to take responsibility for the food they eat and to learn about the benefits of certain foods. The aim is to create healthy eating habits at a young age, potentially improving the health of an entire generation and preventing obesity, diabetes and heart disease. The scheme will also set an example for other schools to adopt, bringing healthier lunches to students at schools across the country.

- WCMC-Q's Department of Global and Public Health implemented a Diabetes Awareness Program for Qatar Schools. The program consisted of visits to both international and independent schools. Approximately 1,000 school-aged children have benefited so far from the program. WCMC-Q had a large presence at Qatar's National Sport Day in February; diabetes awareness was also included in the theme for the day.
- Expanded students' horizons with Tanzania Global Health Education and Research Program. Two students from WCMC-Q returned from a challenging global health education and research program in Tanzania determined to do more for the sick and poor in under-resourced

developing nations. The second-year medical students spent eight weeks of their summer break in Mwanza, the second biggest city in Tanzania, where they worked at the Weill Bugando Medical Center. The program provided participants with an excellent foundation in global health and clinical research in a part of the world where healthcare resources and treatment options are limited. WCMC-Q's Department of Global and Public Health sponsors two medical students every year during the summer break for a global health education and research experience. This is the third group of WCMC-Q medical students to participate in the program. Three students from the first year medical class of 2014 were selected for the Global Health Education and Research Program, 2014. The students will spend six to eight weeks in Mwanza, Tanzania.

- WCMC-Q completed each of its six strategic objectives that were part of its Vision 2010-2015 ahead of schedule. Due to this accelerated success and to capitalize on the achievement, development of the college's strategic plan for 2015-2020 commenced in November 2013, with implementation to commence in Summer 2015.
- Appointed a new Senior Advisor to the Dean. Dr Robert Crone joined WCMC-Q on 1 May 2014, as Senior Adviser to the Dean on Academic Affairs. He is responsible for achieving specific milestones in WCMC-Q's academic affairs, with particular emphasis on implementation of the strategic plan, and facilitating recruitment of outstanding faculty, faculty development, and planning

for appropriate promotions.

FUTURE INITIATIVES AND INCENTIVES

- Obtain approval for implementing an integrated six-year medical education program.
- Continue work on obtaining an official exemption from New York State Board of Education to lift the 12-week restriction of clinical training for WCMC-Q students. This should improve the chances of WCMC-Q graduates during the residency matching process.
- Review progress on the current 2010-15 vision and initiate a process for defining a strategic plan for the period 2015-2020.
- Continue efforts to develop an ABMS-I certification program and establish Qatar Medical Specialty Board in Qatar.

HOSTED THE
INTERNATIONAL
CONFERENCE ON SPINA
BIFIDA IN SEPTEMBER
2013, IN ASSOCIATION WITH
SIDRA AND HMC

TEXAS A&M UNIVERSITY AT QATAR

DEVELOPING EXEMPLARY ENGINEERS
AND LEADERS THROUGH
INTERNATIONALLY RESPECTED
UNDERGRADUATE AND
GRADUATE DEGREE PROGRAMS

MAY 2014: TOTAL NUMBER OF
GRADUATES REACHED **529**.
OF THOSE, **221** ARE QATARIS



GOALS

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

STRATEGIES

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

addressing grand challenges.

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

- Perform as the premier contributor of state-of-the-art research, both fundamental and applied, and a leader for educational and economic development for the State of Qatar in alignment with the goals of its Qatar National Vision 2030, but also with global impact.
- Establishing centers of excellence that exemplify prominence in research.
- Promoting and fostering opportunities for international, regional and local collaborations.
- Establishing new research collaborations with local industry and strengthening existing ones.
- Engaging with and enriching the local community by being the State of Qatar's premier provider of lifelong learning opportunities in engineering and the sciences by enhancing awareness of civic responsibility and acting as a valued partner to local institutions, corporations and organizations through community service activities.
- Reaching out to the community to offer the branch campus' expertise in science and engineering, supporting K-12 education

and providing access to unique testing and evaluation laboratories.

- Offering public lectures by noted experts on topics with global and societal context.
- Serving Qatar by participating in service activities with social and charitable organizations.
- Conducting seminars, symposia and workshops on technical topics of interest to Qatar's industries, government and society on a broad range of topics.
- Improving institutional excellence by providing opportunities for faculty, students and staff to contribute to and excel in teaching, research and service.
- Maintaining ABET and SACS accreditations as the primary mechanisms for the continuous improvement of Texas A&M at Qatar's academic programs and student life.
- Advancing TAMUQ and the State of Qatar toward a common vision of excellence in a co-ordinated, sustained manner through development efforts. These will be based on building long-term, mutually beneficial relationships and meaningful

collaborations through which the branch campus will earn full membership in the community.

- Providing a satisfying work environment through co-operation and team effort of all TAMUQ faculty, staff and students based on professionalism and fairness to all employees, and supporting an environment of shared governance.
- Offering STEM programs and outreach that light the spark of discovery in young students and prepare them for the rigors of an engineering education.
- Strengthening the skills of STEM educators through workshops and outreach, and recognizing those who stand apart as examples of excellence among their peers.

NOTABLE ACHIEVEMENTS

- 50.2 percent of TAMUQ students are Qatari.
- Total enrollment for fall 2013 reached 554.
- 39.1 percent of that enrollment was female.
- In May 2014, the total number of graduates reached 529.
- 221 of those graduates are Qataris.

- 321 of those graduates are female.
- The Master's program in Chemical Engineering graduated nine students in May 2014.
- 52 students finished the spring 2014 semester with a perfect 4.0 term GPA.
- In the 2013-2014 reporting period, 53 students received Dean's Honor Roll recognition for having a 3.75 or higher semester GPA.
- 22 students received Distinguished Student recognition for having a semester GPA between 3.50 and 3.75.
- Many graduates were accepted into elite graduate schools such as Cambridge University, Massachusetts Institute of Technology, Imperial College London; California Institute of Technology, Texas A&M University and others.
- Cumulative research funding reached \$196 million.
- Increased number of partnerships with industry and organizations. Examples include collaborative partnerships with Kahrama, ExxonMobil, RasGas, ORYX GTL, QEERI, QAPCO, Maersk Oil Qatar, QAPCO,

- Qatar Shell and numerous others.
- Filed eight patent disclosures (a total of 25 patent disclosures). Many of these disclosures are under review by QF and can advance to the level of patent applications.
- Represented state-of-the-art research through organization of international conferences in partnership with industry such as the annual QAFCO-Texas A&M at Qatar Conference which focuses on chemistry and engineering, the Middle East Conference on Biomedical Engineering in partnership with the Qatar Biomedical Research Institute and the Qatar Process Safety Symposium with ConocoPhillips Qatar.
- During this Qatar National Research Fund National Priorities Research Program (NPRP) cycle, TAMUQ received 38 awards out of 118 proposals submitted, a 32 percent success rate, totaling US\$31.7m in funding.
- 17 Undergraduate Research Experience Program (UREP) projects were awarded in this cycle.
- TAMUQ also earned a second Best Research Team award (previously won in 2012).

- 21 research projects completed.
- US\$145 million in active and awarded research projects in 2014.
- Hosted the third annual Research and Industry Partnership Showcase to foster synergies with local industry and familiarize the industrial community with TAMUQ's technical services capabilities and services.
- Nearly 30 companies currently use TAMUQ's state-of-the-art technical facilities.
- Formed and maintained partnerships with companies to commercialize research outcomes and promote integration of solutions in industry.
- Made personal contact with more than 80 Qatari K-12 students through the university's STEM outreach programs to familiarize students with and attract them to STEM fields.
- Awarded the first annual STEM Educator of the Year Award in collaboration with Maersk Oil Qatar. Candidates were from all of the math and science teachers in Qatar and the award recognized excellence and innovation in STEM teaching.
- In partnership with the Supreme Education Council (SEC), the branch campus hosted workshops that trained math teachers to enhance their own math classrooms and better prepare students for the rigors of an engineering education.
- Conducted research on tire and road safety in an effort to assist the State in reducing the number of accidents caused by tire failures through evaluation of the effects of speed and environmental conditions

that lead to fatal accidents caused by tire failures.

- Continued the Dean's Distinguished Lecture Series that brings noted experts on varied topics to Qatar with six public lectures. These community events feature world-renowned experts in diverse fields and include numerous National Academy of Engineering members, National Academy of Sciences members, National Endowment for the Humanities Fellows, Professor Emerita, Distinguished Chairs and Regents Professors.
- Continuing Education classes expanded the skills of 208 professionals, 31 percent of which were Qatari.
- Partnered with HBKU to provide faculty instruction for its Executive Master in Energy and Resources program.

FUTURE INITIATIVES AND INCENTIVES

- Increase percentage of Qatari nationals enrolled in the undergraduate programs to greater than 55 percent.
- Expand placement opportunities for non-national graduates following graduation.
- Develop and implement high impact learning opportunities for undergraduate students.
- Increase the number of faculty recognized by international awards.
- Develop and implement a faculty mentorship program.
- Increase the number of TEES-affiliated research centers located in Qatar.
- Increase the number of industry-sponsored research projects.
- Enhance the branch campus' safety culture.
- Work with HBKU to establish new degree programs.
- Establish a TAMUQ PhD program.



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



CARNEGIE MELLON UNIVERSITY IN QATAR

MEETING THE CHANGING NEEDS OF SOCIETY BY BUILDING ON TRADITIONS OF INNOVATION, PROBLEM SOLVING AND INTERDISCIPLINARITY; WORKING HARD AND PASSIONATELY TO DEVELOP QATAR'S BUSINESS LANDSCAPE AND SHAPE THE COUNTRY'S TECHNOLOGY NEEDS

A TOTAL OF **402** UNDERGRADUATES WERE ENROLLED AT CMU-Q DURING THE 2013-14 ACADEMIC YEAR



GOALS

- Create and disseminate knowledge and art through research and creative inquiry, teaching, and learning, and transfer intellectual and artistic products to enhance society in meaningful and sustainable ways.
- Serve students by teaching them problem solving, leadership and teamwork skills, and the value of a commitment to quality, ethical behavior, and respect for others.
- Achieve these ends by pursuing the advantages of a diverse and relatively small university community, open to the exchange of ideas, where discovery, creativity, and personal and professional development can flourish.

STRATEGIES

- Continue to attract top students, with a specific focus on recruiting Qatari students.
- Enhance the executive education program to broaden support and partnership with Qatari ministries and key companies in Qatar.
- Support national goals related to the Qatar

National Vision 2030.

NOTABLE ACHIEVEMENTS

- Established in 2004, Carnegie Mellon University in Qatar (CMU-Q) celebrated its 10th anniversary with a special event recognizing the university's achievements and recognizing key partners. The event was held on March 18, 2014 at the CMU-Q building.
- In 10 years, CMU-Q has grown from 41 students in two programs to more than 400 students in five programs.
- A total of 402 undergraduate students were enrolled during the 2013-14 academic year: 32 in Biological Sciences, 187 in Business Administration, 85 in Computer Science and 98 in Information Systems. Forty students from other Education City universities completed courses at CMU-Q through cross-registration.
- CMU-Q held its seventh graduation ceremony at the completion of the 2013-14 academic year. Eighty students participated: two were Biological Sciences graduates, 42 were Business Administration graduates, 10 were

Computer Science graduates, and 26 were Information Systems graduates. More than 90 percent of graduates are either in the workforce or in graduate school, with the majority working in Qatar.

- Computer Science student Amna Al Zeyara won first place in the undergraduate research competition at the Grace Hopper Celebration of Women in Computing Conference in Minnesota, USA.
- Four students received student awards at the QF Annual Research Forum:
 - Hanan Mohammed Alshikhabobakr and Syed Ali Hashim Moosavi won the First Place Award in Computing and Information Technology.
 - Naassih Gopee won the Second Place Award in Computing and Information Technology.
 - Maryam Al-Subaie won the Second Place Award in Social Sciences and Humanities.
- Information Systems students Jaasim Polin and Sarah Mustafa won first place in the GCC Regional Finals and Second Place in the International Finals at the Henkel Innovation Challenge 7.

- A team of CMU-Q students won the 2013 Enterprise Challenge, organized by Shell Qatar and the Bedaya Center.
- CMU-Q students were placed first and third in the 2014 Al Fikra Business Plan Competition.
- Students continued to work closely with faculty on key research projects.
- A significant number of faculty members have active research programs creating a vibrant research environment for faculty, staff, and undergraduate students.
- Funded research projects cover the disciplines that are taught at CMU-Q: computer science, business administration, information systems, biological sciences, and computational biology. In addition, there are significant research efforts from faculty in other areas, including mathematics, languages, environmental science, and other social sciences. Faculty members collaborate with other colleagues at other institutions in Education City, as well as Qatar University, Hamad Medical Center, and major research universities around the world, including Carnegie Mellon

Pittsburgh.

- The Qatar National Research Fund (QNRF)'s National Priorities Research Program continues to be the major funding program in Qatar and encourages research activities that are aligned with the Qatar National Research Strategy. A total of 30 proposals were submitted in cycle seven of this program. Of these, six proposals were awarded, with a combined three-year budget of USD4.8 million. The funded proposals were:
 - A Scalable Analytics Engine for Big Graphs on the Cloud, by Dr Mohammad Hammoud.
 - Learning4Teaching-Qatar: Examining Qatari teachers' experiences of professional development in English-language teaching, by Dr Dudley Reynolds.
 - Numerical and Theoretical Modeling of Complex Fluid Flows, by Dr Snezhana Abarzhi.
 - Role of the PDZ and LIM Containing Protein Zasp in Integrin-Mediated Cell Adhesion, by Dr Mohamed Bouaouina.
 - MADAR: Multi-Arabic Dialect

Applications and Resources, by Dr Kemal Ofllazer.

- Automated Verification of Properties of Concurrent, Distributed, and Parallel Specifications with Applications to Computer Security, by Dr Iliano Cervesato.
- In addition, two faculty members received awards at Qatar Foundation's Annual Research Forum:
 - Dr Khaled Harras received the Best Presentation Award in Computing and Information Technology.
 - Dr Dudley Reynolds received the Best Poster Award for the Social Sciences, Arts and Humanities.
- Under the patronage of His Highness the Father Amir Sheikh Hamad Bin Khalifa Al Thani, the university hosted a public exhibition, "Traveling through Art and Times," which included more than 160 rare artifacts from the Sheikh Faisal bin Qassim Al Thani Museum.
- His Excellency Sheikh Abdullah Bin Mohammed Bin Saud Al Thani, Chairman of Ooredoo delivered a public presentation as part of the Dean's Lecture Series.

As part of the Dean's panel series, His Excellency Sheikh Abdulla Bin Saoud Al Thani, Chairman of the Board of Directors at Qatar Central Bank (QCB) and Finn Kydland, holder of the Richard P Simmons Distinguished Professorship, and University Professor of Economics at Carnegie Mellon University, and a Nobel Laureate (2004), delivered a public discussion titled "Innovation and Capital Formation in Today's Policy Environment."

- The university continued to bring renowned speakers as part of its three distinguished lecture series in business management, computer science and social sciences, which offer the university and broader community access to prominent scholars and leaders in their fields. This year, CMU-Q hosted:
 - Kannan Srinivasan, Rohet Tolani Distinguished Professor of International Business and H J Heinz II Professor of Management, Marketing, and Business Technologies at Carnegie Mellon University.
 - Tom M Mitchell, E Fredkin University Professor and Head of the Machine Learning Department at Carnegie Mellon University.

- Jaime Carbonell, director of the Language Technologies Institute and University Professor in Language Technologies and Computer Science at Carnegie Mellon University.
- CMU-Q signed MOUs with two key organizations, agreeing to partner on research, education and community development. The organizations are: Commercial Bank of Qatar and Vodafone Qatar.
- The university offered executive and professional education courses to the following organizations: Qatar Foundation; Ministry of Development Planning and Statistics; Supreme Committee for Delivery and Legacy; Permanent Committee for Drug/Alcohol Affairs; Ministry of Interior; Ministry of Foreign Affairs; Ministry of Interior; Aljazeera Media Network; Supreme Education Council; Qatar Airways; RasGas Company Ltd.; Qatar Finance and Business Academy; Al Faisal Holding; Ezdan Holding; Commercial Bank of Qatar; Ministry of State for Cabinet Affairs; Ministry of Culture, Arts, and Heritage; Ooredoo.
- For the fourth year, Dr Barak Yehya, from the General Secretariat for Development Planning (GSDP), served as a judge at the Meeting of the Minds undergraduate research symposium.
- CMU-Q reached out to hundreds of secondary school students and their teachers through a series of pre-college programs. These programs aim to bridge the gap between secondary school and university life.

- The Professional Day career and networking fair attracted more than 50 companies from Qatar and the region.
- Students participated in a variety of service learning experiences, both in Qatar and overseas.
- With approximately 40 events reaching out to varied audiences, CMU-Q hosted more than 7,500 community members to campus this year.
- Marion Oliver, professor of mathematics, received the Carnegie Mellon University Award for Outstanding Contribution to Academic Advising, which he received in Pittsburgh.

FUTURE INITIATIVES AND INCENTIVES

- Priorities include recruiting more Qatari students, especially in the computer science program, and assisting alumni with job placement.



HOSTED SERIES
OF DISTINGUISHED
LECTURES
IN BUSINESS
MANAGEMENT,
COMPUTER
SCIENCE AND
SOCIAL SCIENCES



GEORGETOWN UNIVERSITY IN QATAR

PROMOTING INTELLECTUAL, ETHICAL AND SPIRITUAL UNDERSTANDING THROUGH SERIOUS AND SUSTAINED DISCOURSE AMONG PEOPLE OF DIFFERENT FAITHS, CULTURES AND BELIEFS

SURPASSED ORIGINAL TARGET OF **200 STUDENTS**, EXPECT UNDERGRADUATE STUDENTS TO RISE TO **340** IN THE LONGER TERM.



GOALS

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

STRATEGIES

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

necessitated building a robust faculty body to allow implementation of a sustainable research policy to stimulate and facilitate research.

- GU-Q aims to deliver and to sustain a robust and flexible curriculum in order to enhance the academic experience and to further the mission of Georgetown University in Qatar and the region, and to support the goals of the State of Qatar, QF and of Georgetown University as a whole. To this end, deans work with faculty members to diversify curricular offerings in relevant areas based on the evolving needs of the region and on geographical comparative advantage. The University plans and manages faculty needs in keeping with the growing student body and the research mission. Faculty are deployed in line with curricular needs in a context sensitive to research ambitions. The university aims to provide collaborative opportunities with Hamad bin Khalifa University (HBKU) and other Education City branch campuses, Qatar University (QU) and Georgetown University's main campus. Sustained efforts to improve the teaching and learning experience draw on best practice in developing academic approaches and resources for students in writing, critical reading, language

instruction and tutoring. Conscious efforts are made to embed research, critical reading and writing across the curricular offerings. Academic freedom remains a cornerstone, fundamental to high-quality teaching and learning.

- In line with Georgetown's and QF's aims and expectations, GU-Q explores options for the development and delivery of graduate level programs that reflect GU-Q's reputation for excellence and relevance in international affairs and Georgetown University's broader expertise, and that also tie into the overarching goals of the Qatar National Vision 2030. This includes both independent programs and those developed in collaboration with HBKU or other branch campuses, in either the traditional or executive format. The university co-designed and co-delivered the HBKU Executive Masters in Energy and Resources, in partnership with Texas A&M (TAMUQ) and Hautes Etudes Commerciales de Paris in Qatar (HEC-Q). It also became the institutional academic partner of the Josoor Institute, established by the 2022 Supreme Committee for Delivery & Legacy, to provide world-class training in sports and major events management at this newly created center of excellence.
- GU-Q aims to engage the community in

Qatar in every way possible by extending its outreach and relationship development efforts to the national and regional communities. This helps GU-Q to reach its full potential by increasing the university's contribution locally, regionally and internationally. Efforts in this realm build long-term relationships and networks of mutually beneficial support between Qatar and Georgetown University.

- Within Qatar this strategy builds strategic alliances with external stakeholders and leverages GU-Q's network of relationships to maximize mutual benefit. Accordingly a Memorandum of Understanding (MOU) was signed with Qatar's Diplomatic Institute of the Ministry of Foreign Affairs and developed training courses for the Ministry. An MOU with Brookings Doha Center offers credit-bearing internships for GU-Q's junior and senior students. An MOU with Silatech allows students to contribute toward entrepreneurship and job creation for young people in the Middle East.
- Beyond Qatar, this strategy aims to strengthen relationships in the countries of the Gulf Cooperation Council (GCC), the Levant, Asia and Europe. Agreements with specific institutions in Asia and Europe are being explored. Agreements are in place for summer internships in the London

offices of Blue Rubicon. And Georgetown has now hosted two student Model United Nations (MUN) conferences in Delhi, India.

- GU-Q seeks opportunities to collaborate with other academic institutions to facilitate the mutual exchange of ideas, knowledge, services and resources to enhance research and teaching and for the betterment of society, while maintaining the unique values of Georgetown. GU-Q collaborates with developing programs of HBKU and other universities in Education City, as well as Qatar University and others, through supporting mechanisms, joint programs and collaborative research. GU-Q also actively explores challenges and seeks opportunities to partner with other Qatari, regional and international institutions. One instance is the innovative Certificate in Media and Politics offered jointly with Northwestern University in Qatar (NU-Q). Beyond Qatar, academic collaboration agreements are already being explored with institutions in Asia and Europe.
- GU-Q has developed a strategic framework for student enrollment that aims to achieve both a strong Qatari presence and genuine cohort diversity in terms of country of origin and socio-economic background. This serves GU-Q's educational mission and enhances the student learning

experience. As the university surpasses the original target of 200 students, staffing and support preparations have been made to provide matriculation support for up to 300 undergraduate students in the medium term, potentially rising to 340 long term.

NOTABLE ACHIEVEMENTS

- Welcomed 13 new professors in Fall 2013, expanding both the number and diversity of course offerings. Conducted additional faculty searches that resulted in seven new faculty joining GU-Q over the next two years.
- Launched the International History major, GU-Q's fourth major, in fall 2013. Seven students opted to take the major in spring 2014. Students in this major develop a self-designed area of study within the framework of historical changes that transcend national boundaries.
- Accepted the first cohort of students into the Media and Politics Certificate Program. The certificate is offered in partnership with Northwestern University in Qatar (NU-Q) and is the third certificate program offered at GU-Q.
- 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.

- Collaborated with Brookings Doha Center to deliver the first year of an academic internship program. Developed agreements with two additional partners, the United States Embassy - Doha, and Silatech, a social enterprise NGO focusing on economic opportunities for Arab youth, and thus expanding this experiential learning opportunity to three local partners.
- Organized and hosted Third Annual Middle Eastern Studies Student Association's (MESSA) Undergraduate Research Conference, titled "Globalization and the Middle East: Youth, Media and Resources".
- Published first academic political science journal edited by university students in the Middle East: The Journal of Georgetown University-Qatar Middle Eastern Studies Student Association, published by Bloomsbury Qatar Foundation Publishing.
- Organized and hosted International Negotiation and Crisis Simulation, in partnership with Georgetown's Institute for the Study of Diplomacy. Thirty-two

GU-Q students, with guidance from diplomats and faculty, gained experience in simulated high-level negotiations among regional states, donor states, international humanitarian organizations, and post-conflict political entities.

- Participated in Doha GOALS (Gathering All Leaders in Sports) Forum, as well as an academic panel titled "Fight to Eliminate Prejudice in Sports and Women and Sports."
- Participated in and supported the World Innovation Summit for Health (WISH) conference.
- Announced role of GU-Q as the institutional academic partner of the Josoor Institute, a sports and events industry-focused center of excellence.
- Hosted a graduate summer 2014 study abroad program titled "New Communication Technologies and Politics in the Arab World: Perspectives from the Gulf," organized by Georgetown's Communication, Culture, and Technology Master of Arts Program and the Office of International Programs.
- Delivered two modules of the newly-launched HBKU Executive Master in Energy and Resources program. These modules included lectures by Georgetown professors Gerd Nonneman, Mehran Kamrava, and Kai-Henrik Barth.
- Partnered with JesuitNet Global, a distance education network supporting Jesuit colleges and universities, to deliver an innovative online course for multiple audiences in multiple formats - MOOC, online, or hybrid. (Ongoing work includes support of efforts in Kakuma Refugee Camp in Kenya and possible program expansions to the Syria Jordan border.)

- Delivered first annual Winter School on the Analytics and Policy Design of Migration in January 2014. It was an intensive week-long research workshop for promising young scholars around the globe.
- Hosted the first cohort of the Executive Master of Professional Studies in Emergency and Disaster Management, offered by the School of Continuing Studies. This has led to further conversations with Qatar's various civil defense leaders in further collaboration and training courses with the Georgetown University main campus.
- Total number of refereed research publications reported for 2013-14: 84.
- A record number of active and newly-funded research projects were awarded to GU-Q faculty, including the following:
 - Qatar National Research Fund (QNRF) - US\$2.5 million in 2013-14 (US\$5.4 million total for all years).
 - Economic and Social Research Council (ESRC), United Kingdom - US\$104,771.
 - Centre for Economic Policy and Research (CEPR), United Kingdom - US\$13,958.
- GU-Q researchers established new partnerships with top global institutions, including but not limited to the following institutions and projects:
 - University of Oxford--International Human Rights Ratification in GCC
 - The World Bank--Skills Training for Migrant Workers
 - Pennsylvania State University--Science, Higher Education, and Knowledge Society
 - University of Notre Dame--Challenges for Science, Religion, and Governance
 - University of Exeter--State-Business Relations and Reforms in the Oil-Rentier Gulf Monarchies
 - The Woolf Institute in Cambridge, England--Assessing Effectiveness of Interfaith Initiatives
 - Cambridge University / Gulf Research Center - Annual Gulf Research Meeting
 - Journal of Arabian Studies
 - Qatar University--International Human Rights Ratification in GCC.
- Eighteen students worked on projects funded by the Qatar National Research Fund's Undergraduate Research Experience Program (UREP).

- Two past UREP participants won an award for Outstanding Research Project in the UREP annual competition.
- GU-Q released the first annual volume of the Journal of the GU-Q Middle Eastern Studies Student Association, the first student-run peer-reviewed scholarly journal in Qatar.
- GU-Q faculty edited four scholarly journals (internationally refereed) from GU-Q:
 - Journal of Arabian Studies
 - Religions/Adyan
 - Basic Income Studies
 - Hawwa - Journal of Women in the Arab World.

- Selected by the Qatar 2022 Supreme Committee as the academic institutional partner of the Josoor Institute, a center of excellence designed to give world-class education and training primarily in events and sports management, to the people of Qatar, the Middle East and North Africa.
- Assembled a diverse group of over 40 of the region's pre-eminent employers at GU-Q's annual Career Fair to showcase students and alumni, while supporting their career development and job search.

- The library expanded its role as the premier open access public library in Qatar by expanding its print book collection by 5,000 volumes this year. Along with DVDs, maps and atlases, microforms, and other materials, the library's physical collections now comprise over 90,000 items. The university also added 440 Asian films to its shared 'streaming media' collection of over 7,000 titles. It also purchased perpetual access to over 10,000 Arabic language e-books through the Al Manhal service. In addition, use of library materials increased again this year. Nearly 45,000 items were checked out, renewed, or used within the library. In addition, the university loaned nearly 600 items, mainly to other Education City libraries.

- From February 20 to February 23, 2014, over 400 students representing 23 schools in Qatar, and over 30 schools worldwide, converged on the Qatar National Convention Centre in Doha to participate in the annual Georgetown University School

of Foreign Service in Qatar Model United Nations (MUN). At the GU-Q student-organized forum, participating high school students debated, deliberated, consulted, and developed solutions to real world issues, in a re-creation of the real workings of the United Nations. This year's Model UN theme was "Shifting Power Dynamics in a Globalized World." The theme, along with the committees and committee topics, were all chosen by the GU-Q MUN Student Board. Some of this year's topics were Standards for Intervention, Conflict in Northern Mali, State-Building in the Arab League States, The Situation of Syrian Refugees, Global Migration, and Women in Politics.

- Each year, local students participate in a program called Georgetown Pre-College Summer Program, GU-Q's flagship program that orients and prepares high school students for university life. In July 2013, 38 local students completed the GPS program. Most of the participating students were preparing to enter their final years of high school, but a few were also in grades 9 or 10. It was an excellent opportunity for GPS students to develop university-level skills in English and Math, and to benefit from a SAT preparation course provided by Kaplan.
- Twenty-six Qatar-based high school students completed the Planet Georgetown week-long, after-school research program. The young researchers were all Year 10 students and represented 14 schools, both independent and private, throughout Qatar. The program assigns students research tasks aligned with the year's Planet

THE LIBRARY EXPANDED ITS PRINT BOOK COLLECTION BY **5,000 VOLUMES** AND ITS TOTAL PHYSICAL COLLECTIONS NOW COMPRISE OVER **90,000 ITEMS**.

Georgetown theme: In 21013-14 the theme was Mapping the Modern World.

- The Women's Society and Development Club (WSDC) raised over QR90,000 at its Third Annual Breast Cancer Awareness Fundraiser. In just four hours, the club surpassed their previous year's fundraising by nearly QR50,000. Twelve vendors, ranging from Sugar & Spice to Impressions Boutique, donated their goods to raise funds for cancer patients. Newly introduced this year was the auctioning of four luxury items: a 24K gold-plated iPhone 5, a special edition gold Q10 Blackberry, two Golden Roses (auctioned as a set) and two luxury Alexander McQueen clutches (auctioned as a set). The Qatar Cancer Society was on hand to collect the money raised at the 100 percent non-profit event.
- The following speakers gave public talks during 2013-14: Vaddey Ratner, Dr George Naufel, Dr David McKenzie, Dr Alexis Antoniadis, Dr Carol Benedict, Dr Arjun Bedi, Dr Mehran Kamrava, Dr Loukas Balafoutas, Dr Martin Kocher, Dr Luciano Zaccara, Dr Loukas Balafoutas, Dr Martin Kocher, Dr Susanne Quadflieg, Dr Alexis Antoniadis, Dr Abdullah Al-Arian, Dr Firat Oruc, Dr Alexis Antoniadis, Edgar Morin and Dr Tariq Ramadan, Dr Grant McCall,

ESTABLISHED NEW PARTNERSHIPS WITH TOP GLOBAL INSTITUTIONS SUCH AS CAMBRIDGE AND OXFORD UNIVERSITIES AND THE WORLD BANK

Jim Hoagland, Dr Ganesh Seshan, Emillio Ocampo Eibenschutz, Micha Kurz, Salil Shetty, Alonzo Mourning, Ben Nelson, Dr Renaud Fabbri, Prof Dr-Ing. Bacharuddin Jusuf Habibie, Dr R. Seetharaman, Fr Daniel Madigan, SJ and Fr Thomas Michel, SJ Fr Bambang Sipayung, SJ Dr Dominic Bryan, Omran Hamad Al-Kuwari, David Waltz, Jack Lang, Dr Matthew Buehler, Dr Clyde Wilcox, Naomi Shihab-Nye, Dr Robert Feenstra, The Honorable Maura Connelly, His Excellency Dr Hossein Adeli, Dr Eric Klinenberg, Dr John Voll, Dr Khaled Al Khater, Dr Mohammed Zayani, Sam Bahour, The Honorable Susan L Ziadeh, Dr Abbas Benmamoun, Dr Gary Wasserman, Dr Mohammed A Al-Khulaifi, Mark Hanis, and Zahra Babar.

- Following the successful launch of the Tawjeeh mentoring initiative, two dozen alumni underwent professional training in coaching and mentorship skills and were connected with current students to help the students understand possible career paths and prepare for the transition to the working world. The professional training, delivered in conjunction with the Office of Human Resources, was a unique added value element that provided alumni with

some development skills that can be put to work in their professional environments. In conjunction with GU-Q Career Services, this year was the first time that on-going career support was offered to alumni. GU-Q hosted several career panels, as well as sector-specific information sessions for current students to get honest information on what careers and industries are really like.

- Enhanced the professional development opportunities and career services for students and alumni with the launch of the Tawjeeh mentoring program. Tawjeeh mission is to build a mentoring network of students and alumni in order to develop relationships that support success in all aspects of professional life.
- Welcomed over 200 Georgetown alumni from around the world at the inaugural Georgetown International Alumni Weekend – held for the first time ever in the Middle East. Alumni, families and friends enjoyed a full schedule of intellectual and social events that served to strengthen relationships with and among alumni in the region, while also highlighting the Doha campus.
- Hosted two ‘corporate majlis’ events connecting the business and government leaders in Qatar with members of the community.

FUTURE INITIATIVES AND INCENTIVES

- During the 2012/2013 academic year various co-chaired task forces were designed with both administrative and faculty leadership to assess the strategic priorities and needs of GU-Q for the coming decade.
- The key priorities for the 2014/2015 academic year and for the foreseeable future five years remain:
 - Research and scholarship
 - Excellence and innovation in teaching, learning and assessment.
 - New program development
 - Student development and experience
 - Academic and societal outreach and external engagement
 - Expanded, sustainable and diverse enrollment.



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

WELCOMED OVER 200 GEORGETOWN ALUMNI FROM AROUND THE WORLD AT THE INAUGURAL GEORGETOWN INTERNATIONAL ALUMNI WEEKEND, HELD FOR THE FIRST TIME IN THE MIDDLE EAST

NORTHWESTERN UNIVERSITY IN QATAR

DELIVERING AN EDUCATIONAL EXPERIENCE OF HIGH QUALITY COMPARABLE TO THAT OF THE HOME CAMPUS AND OTHER ELITE INSTITUTIONS BY CREATIVELY MAXIMIZING ASSETS TO GIVE STUDENTS AN EDUCATION IN MEDIA STUDIES UNIQUE IN THE WORLD AND WORTHY OF A GREAT UNIVERSITY

LAUNCHED MEDIA AND POLITICS PROGRAM ALLOWING STUDENTS TO INCREASE UNDERSTANDING



GOALS

- Establish Northwestern University in Qatar (NU-Q) as a premier one-of-a-kind school in Qatar and the Middle East, drawing on and extending the strengths of a world-renowned university and its notable programs in journalism, communication and liberal arts.
- Unifying NU-Q across programs and majors to common purpose to create a talent bench and leadership cadre for Qatar, the region and the global community.
- Calibrating academic programs to benefit from and contribute to a digital and global society.
- Sharpening connections with Northwestern University in Evanston, USA, Hamad bin Khalifa University (HBKU) and Qatar Foundation (QF) by creating innovative instructional, research and outreach activities.
- Enhancing intellectual and professional traffic in concert with short- and long-term deliverables.
- Establishing a research program with an institutional agenda and support for individual effort aimed especially at the study of media and communication in Qatar and the Middle East.
- Extending outreach and collaboration with media industries, business, education, government, NGOs and other sectors.

- Arranging strategic partnerships with NU, HBKU and media organizations in Qatar.
- Engaging in thought leadership through research, problem solving and services relevant to Qatar, the Middle East and global community.
- Serving as an exemplar and model communicator in all operations and in intellectual capital development and dissemination.

STRATEGIES

- Preparing for occupancy of the new building.
- Calibrating and strengthening admissions.
- Recruiting new faculty and retaining existing faculty.
- Continuing curricular renewal.
- Refining and strengthening the research program.
- Preparing the NU-Q gallery and museum space.
- Collaborating with HBKU.
- Defining and redirecting external partnerships.
- Strengthening NU-Q's presence and relations in Evanston, USA.

NOTABLE ACHIEVEMENTS

- The 2013-14 academic year saw the launch of the joint Media and Politics program in co-operation with the Georgetown University in

Qatar. The certificate program enables students from both schools to take classes to increase their understanding of how media and politics interact.

- Instituted a two-course writing and composition requirement, and finalized plans to require "Media and Society" and "Media Law and Ethics" courses beginning in Fall 2014. Both programs draw on cross-program co-operation, giving students the benefits of both the journalism and communication departments.
- In Spring 2013, NU-Q accepted its first Semester in Qatar cohort, preparing five students from the home campus in the USA to spend the fall 2014 semester at NU-Q.
- NU-Q, in partnership with the Doha Film Institute, released its second signature media usage survey, "Entertainment Media Use in the Middle East," a six-nation survey exploring media consumption habits in the region. The school received a US\$850,000 NPRP grant from the QNRF to continue the research for another three years.
- A second NPRP grant, of US\$727,000, was awarded to NU-Q and home campus faculty to fund a major study on content innovation strategies for mobile media in Qatar.
- Two UREP grants were awarded to NU-Q faculty to fund women's empowerment in Qatar and digital literacy for internet users in

the country.

- Assistant professor of communication Susan Dun and a group of student researchers won a grant from QNRF to develop a video campaign, "Chicken is for the Birds," aimed at promoting safe driving among young Qatari men.
- Ibrahim Abusharif, associate professor in residence in journalism, published NU-Q's first white paper, 'Parsing "Arab Spring"'. Abusharif's research explored the genesis of the term "Arab Spring" and its use in the international media.
- The appointment of a new associate dean for research, Klaus Schoenbach, PhD, in fall 2013 added strength to the research program.
- Individual faculty continued their research on Middle East media, communication and gender, youth media, media and democracy, and other topics.
- The biannual Qatar Media Industries Forum, hosted by NU-Q, brought together leading representatives in publishing, electronic and digital media, public relations, and advertising in discussions relevant to the present and future of Qatar's media landscape. Experts presented their research, followed by discussion and Q & A sessions.
- NU-Q hosted a strategic workshop with members of Al Jazeera in advance of the launch of AJ+, the network's mobile news

venture. NU-Q faculty and staff, along with outside experts, engaged with Al Jazeera's team to explore the challenges of and possible approaches to addressing a mobile-first audience.

- Throughout the year, NU-Q hosted programs that gave local high school students the opportunity to learn about media, journalism and communication through hands-on workshops, pre-college programs and the intensive Northwestern Media Institute.
- Development continued on the NU-Q Gallery and Exhibition Space. When completed, this unique facility will be a valuable resource for study of local and regional media history.
- To explore the effect Big Data is having on the journalism and communication industries, NU-Q convened a symposium, "Big Data, Smart Media" that included experts from a wide range of fields. The topics discussed included new ways of telling stories using data and issues regarding security and transparency.
- NU-Q students and faculty advisers traveled to Beijing, China, where they explored issues of population density, the impact of industrialization on a developing nation, and the challenges of media and non-government organizations in a communist country.
- In Spring 2014, 11 students traveled to Dubai and New York as part of NU-Q's Global

Media Experience. They visited Dubai Media City, ABC News, NBC Universal, Kellen Communications, the Made in NY Media Center and more. After the trip, students produced creative summaries of their experiences.

FUTURE INITIATIVES AND INCENTIVES

- Preparing for occupancy of the new building.
- Calibrating and strengthening admissions.
- Recruiting new faculty and retaining existing faculty.
- Continuing curricular renewal.
- Refining and strengthening the research program.
- Preparing the NU-Q gallery and museum space.
- Collaborating with HBKU.
- Defining and redirecting external partnerships.
- Strengthening NU-Q's presence and relations in Evanston.

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

HEC PARIS IN QATAR
GRADUATED **82**
STUDENTS THIS YEAR



GOALS

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

STRATEGIES

- The first strategic plan for HEC Paris in Qatar set seven core objectives, namely to:
 - Create financial, educational and intellectual value.
 - Establish a sustainable and viable presence in the region.
 - Deliver a comprehensive portfolio of management programs and initiatives.
 - Establish and implement a research office led by world class faculty.

- Maintain academic and operational standards of excellence.
- Establish the HEC Paris brand and raise its awareness in Qatar and the region.
- Contribute to the Qatar National Vision 2030 and the knowledge-based economy.
- The above objectives are aligned with the broader goals set by the home campus in Paris (ranked Number One for Executive Education in 2014 by the Financial Times), which are to:
 - Remain among the top international business schools and ensure a worldwide reputation with the best students, university heads and leaders in the corporate world.
 - Increase the attractiveness of HEC Paris to top-level students, coming from every social and geographical horizon.
 - Continue investing in research and preserve HEC Paris' reputation as a renowned research institution.
 - Foster and develop co-operation with Qatar Foundation (QF) with a long-term outlook.

NOTABLE ACHIEVEMENTS

- Following the successful launch of the second degree program in Doha during the 2012-13

year, HEC Paris in Qatar continued its efforts to maintain prudent growth without compromising high standards. In February 2014, the university welcomed its fourth Executive MBA and second Specialized Master in Strategic Business Unit Management cohorts, a total of 98 new students. Both intakes were over-subscribed.

- HEC Paris degree program participants benefited from an array of world-class professors brought to Doha for the delivery of teaching modules. Academic content was complemented by influential guest lecturers from various backgrounds, sectors and disciplines, including local and passing successful HEC Paris alumni.
- At the 2014 Convocation, the number of HEC Paris in Qatar graduates stood at 82, being the second largest graduating class, just behind Texas A&M. As HEC Paris graduates are in employment throughout their studies, the impact of their studies is immediate and takes effect from the time they begin their degree at HEC Paris in Qatar.
- HEC Paris in Qatar also contributed to HBKU's Executive Master in Energy and Resources by delivering one third of the program on topics related to operations, supply chain, and project management. The participants' evaluations of the HEC Paris modules were particularly gratifying, considering the collaborative nature of this program between three institutions at

Education City.

- Activities in the custom program segment remained steady, with the delivery of bespoke programs to national corporates such as Ooredoo and CBQ. In addition, HEC Paris in Qatar has been delivering a long-term leadership development program for the top 150 executives of King Faisal Specialist Hospital and Research Centre at two of its locations in Riyadh and Jeddah (Saudi Arabia).
- The faculty and research activities of HEC Paris in Qatar build corporate competitiveness within the global economy and are fully aligned with Qatar National Vision 2030 to support the transformation of Qatar into an advanced, competitive and knowledge-based economy. The research activities of HEC Paris in Qatar are aimed at enhancing the knowledge community by adding research topics relating to business and management, and by linking theory to practice. The community directly benefits from the research undertaken, as current challenges of businesses in Qatar are being investigated in an innovative and resourceful manner.
- The HEC Paris in Qatar Research Office (RO) was officially authorized by QF in March 2014, thereby affirming future collaboration with HBKU. Subsequently, the Qatar National Research Fund recognized the HEC Paris in Qatar RO as an official 'submitting institute' in Qatar, which enables HEC Paris in Qatar to apply

for local research funds in the upcoming years.

- The newly established RO is eligible to apply for the NPRP (from December 2014) and other grants. However, HEC Paris in Qatar is already collaborating on three national priorities research projects with Qatar University, Texas A&M, QEERI and Qatar Airways. Faculty members of HEC Paris in Qatar published seven papers in academic journals. During the annual research conference (ARC'13), PhD student from Paris Shadi Goodarzi presented her poster on 'The Impact of Information Sources and Perceived Technological Uncertainty on the Adoption Of Photovoltaic Systems'.
- To enhance the visibility of Qatar and its growing economy in the global executive education program, HEC Paris in Qatar actively collaborates with faculty members from Paris as well as with the executive community in Qatar to develop pedagogical case studies on companies operating in Qatar, such as: Al Shaqab, Msheireb Properties, QDVC, Ooredoo, Salam International, Abu Issa Holding, Qatar Airways, Securitas and Coastal.
- HEC Paris has signed MOUs with Commercial Bank Qatar and Ooredoo to develop further research activities.
- The RO hosted two events for the executive community in Qatar: a 'Case Lab' workshop with EMBA alumni on family business strategy with Professor Dr Thomas Astebro, who wrote

two cases on Salam International; and a panel discussion with key figures from the energy industry (QEERI, RasGas, Dolphin, QP) on renewables with Professor Dr Andrea Masini.

- Over the past year, HEC Paris hosted various well-attended events to promote continuous learning and networking within the executive community. The events included case workshops, company visits, breakfast lectures, interactive sessions, women's seminars, industry specific networking events, and socializing events such as football games, an Iftar and launch events to welcome new classes.
- An international webinar learning platform was opened for participants including alumni.
- In April 2014, two groups of approximately 40 students each from the main campus in France visited Doha as part of a study program. The MSc in Strategic Management group benefited from lectures about the Qatari economy, supplemented by guest speakers from local businesses. The MSc in Large Projects group, in addition to benefiting from lectures, was able to see first-hand Qatar's large-scale projects, such as the rail network and the new port. Such exchanges raise Qatar's profile and generate renewed interest in Doha as a 'must-see' destination.
- For the second year in succession, HEC Paris had a Qatar-themed pavilion at the Roland Garros stadium in Paris to celebrate the presence of HEC Paris and the development

of education in the Middle East. The pavilion was open for three days, from June 1 to 3 – the midpoint of the tournament. This event is sponsored in part by Total.

- EMBA and Specialized Master in Strategic Business Unit Management participants from Qatar joined Thales Université in a unique training exercise on leadership and teamwork. The training took place at the Thales Université located at its Jouy en Josas facility in France.
- The Thales Leadership Simulator, known as Simlead, is an innovative training environment developed on the basis of the Thales helicopter flight simulator. Participants took control of four helicopters with the objective of saving victims of natural disasters such as heavy flooding, defining an appropriate strategy and communicating with the command center. The training exercise created memorable moments for Qatar-based participants during their visit to Paris for their graduation ceremony.
- HEC Paris provided its alumni community in Qatar with a unique opportunity to learn more about the real life experiences and insights of its highly distinguished and successful graduates. Through a one-on-one discussion with Loic Fery, HEC Paris alumnus, founder and CEO of alternative asset manager Chenavari Investment Managers, participants were able to listen and interact with one of the most prominent HEC Paris alumni as he unraveled his thoughts on a wide range of topics, including the key reasons behind the continued success of his company, its significance and role in a rapidly evolving business landscape, hedge fund speculators, and even about his involvement in football – he is the owner of French Premier League football club FC Lorient.

FUTURE INITIATIVES AND INCENTIVES

- HEC Paris wishes to build on the success of its first five years of partnership with QF by expanding and diversifying the portfolio of products it offers individually and in collaboration with other local organizations. HEC Paris in Qatar has an underlying theme that is prevalent in all of its activities in Qatar: the facilitation of the creation of a knowledge based economy. By virtue of its competencies and expertise, it is well positioned to deliver world-class training and development programs in management. The relevance of these programs is continually monitored and fine-tuned. Extending the impact of programs requires increasing volume through carefully managed growth.
- HEC Paris in Qatar sees its ultimate goal as supporting the Qatar National Vision 2030 in a mutually beneficial manner. It will achieve this by continuing to provide knowledge transfer at consumer and corporate levels, directly and indirectly through HBKU. The knowledge transfer will be enhanced by continued research conducted locally on issues pertinent to the country and the region. The university expects the publication of five additional case studies in 2014-15 on entities such as QDVC, Abu Issa Holding and Msheireb Properties.
- HEC Paris in Qatar will continue to offer its Executive MBA and Specialized Master in Strategic Business Unit Management whilst re-evaluating and responding to demand.
- The university will be executing a strategy to expand activities in the GCC region. Several events will be organized at various GCC locations to raise awareness of HEC Paris in Qatar's product portfolio.
- A number of other strategic initiatives are also underway, including but not limited to partnerships and the development of sales channels.



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

98

NEW STUDENTS ADMITTED
FOR EXECUTIVE MBA AND
SPECIALIZED MASTER IN
STRATEGIC BUSINESS UNIT
MANAGEMENT

UCL QATAR

PROMOTING DISCUSSIONS ABOUT CULTURAL HERITAGE, AND THE RELATIONSHIP BETWEEN THE PAST AND THE PRESENT, AND ABOUT NATIONAL AND INDIVIDUAL IDENTITIES; COMMITTED TO FURTHERING THE VISIONS OF ITS STAKEHOLDERS AND TO CONTRIBUTE TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF QATAR AND ITS POPULATION

DELIVERED **11 PUBLIC LECTURES** AS PART OF THE UCL QATAR PUBLIC LECTURE SERIES



GOALS

- Serve as a bridge between the Arab and Islamic worlds and the West.
- Become established as a world-class, research-led higher education institution at the center of the Arab and Islamic worlds.
- Promote learning and research, contributing to the development of a research culture in Qatar and the wider region.
- Strive to stimulate understanding and knowledge about cultural heritage among all the people of Qatar.

STRATEGIES

- Deliver a suite of world-class Master's degree programs tailored to the needs of Qatar and the wider region, in all areas of cultural heritage.
- Grow a new generation of cultural leaders and an academic community informing thinking about culture in Qatar, in the region and internationally.
- Encourage critical thinking, discussion and debate about cultural issues as part of all professional development and academic programs.
- Support professionals working in museums, galleries, libraries, archaeology and the wider heritage sector through Continuing Professional Development courses to deepen their thinking, and develop their professional skills.

NOTABLE ACHIEVEMENTS

- Enrolled 52 new students in August 2013 to the second cohort, including nine Qatari

nationals.

- The 52 students who began their studies in August 2013 joined 18 returning students who were entering their second year of studies.
- Launched two new programs in partnership with Hamad bin Khalifa University: the one-year MA in Library and Information Studies, and the eight-month Diploma in Academic Research and Methods.
- Delivered 11 public lectures as part of the UCL Qatar Public Lecture Series, including 'A Muslim View on the Crusades: Past and Present' which was attended by over 200 guests.
- The first batch of UCL Qatar graduates entered the local workforce, with the majority of students taking up heritage roles in Qatar Museums, employment in the Gulf, or further research.
- Published several major publications by 12 research-active staff, including three books, 12 peer-reviewed journal articles, 19 chapters in edited books and seven UCL Qatar staff submitted to REF 2014.
- QNRF and QSAP granted research funding for the following:
 - Materiality and Preservation in an Islamic Context, Dr J Carvajal Lopez (two years, U\$512,000).
 - Glass from Byzantium to Baghdad - Trade and Technology from the Byzantine Empire to the Abbasid Caliphate, Professor T Rehren (three years, U\$899,000).
 - Cool living heritage in Qatar: sustainable

alternatives to air-conditioned urban development, Dr T Rico (U\$721,000, subsequently moved to TAMUQ).

- Industrial Kush, Dr J Humphris (four years, U\$2.9m from QSAP).
- Awarded two Conference and Workshop grants from QNRF: Museums in Arabia (Dr K Exell, U\$53,000); and Islamic Thought (Dr T Rico, U\$38,000).
- Delivered 33 short courses during the 2013-14 academic year; 41 percent of the participants were Qatari nationals.
- These included: Oral History and Ethnomusicology, Introduction to Oral History, Archiving Oral History, Oral History, Inspiring Objects, Introduction to Qualitative Research, Arab Manuscripts, Introduction to Cultural Communication and Museum Marketing, Disaster Preparedness in Museums, Biodeterioration of Organic Materials, Costume Mounting for Exhibition and Display, Disability Equality 1 and 2, Exploring the Visitor Experience, Live Interpretation, Working with Babies and Children under Five, Working with Children, Supporting Children with Special Educational Needs, An Introduction to Textile Conservation, Surveying for Archaeologists, Care of Collections for Books and Archival Materials, Natural History Conservation, Using Drama in Education in Museums, Research and Writing Skills 1 and 2.
- Participants for the above courses were from: Qatar Museums, VCUQatar, WCMC-Q, Msheireb, Sheikh Faisal Museum, Qatar National Library, American School of Doha,

International School of London, Supreme Committee of Delivery and Legacy, Ministry of Culture, Qatar University, Museums Directorate Bahrain, Ministry of Culture Oman, King Abdulaziz University of Science and Technology, Joaan Bin Jassim Joint Command and Staff College, Dubai Men's College, Sharjah Museums, Egyptian Museum - Cairo.

- Delivered 18 outreach programs during the 2013-14 academic year.
- Activities included: Storytelling at Hamad Hospital, Artists Breakfast at Sheikh Faisal Museum exhibition, Ventriloquist puppet and mime activities based on museum object, Children's storytelling at Sheikh Faisal Museum, Public Lecture at Fanar Islamic Cultural Centre on Islamic Spain (delivered in Spanish), Disability Focus Group, Pompeii talk at Compass International School, Tea party at Msheireb Arts Centre, Family drawing day at Sheikh Faisal Museum, Drawing workshops at Hamad hospital in collaboration with Qatar Museums.
- Eleven public lectures were delivered as part of the UCL Lecture Series.
- IT Services undertook a number of projects to improve the teaching and learning environment for the students and staff of UCL Qatar, including:
 - Installed new 65" (increased from 42") display screens for the three existing classrooms utilized by UCL Qatar. This improved the teaching and learning environment and made the teaching

materials easier to read.

- Fit-out of two new classrooms with the latest educational audio visual technology, including lecture capture, to increase classroom numbers by 40 percent. This will allow for greater flexibility in timetabling to accommodate the needs of full-time staff from strategic partners at QF & QM who study at UCL Qatar in their free time.
- Increased numbers of standardized, both hardware and software, student PCs in computer cluster areas to offer students more flexibility and convenience.
- Introduced online enrollment for all students so they did not have to complete paper-based enrollment when they first arrived. The benefit was better operational efficiency and student engagement during and after the enrollment period.
- Print On Demand is a secure ID card-activated print service that allows users to print to any UCL Qatar printer in the building. This has made printing more flexible, reduced misprints and thus reduced the cost of printing charges and paper.
- In conjunction with Library Services and colleagues in London, procured access to Lynda.com, which provides video based tutorial/ training for a large variety of software packages.
- Created the UCL Qatar Student Services

Office in place of the underutilized student lounge. This has created a hub for all student enquiries.

- Reduced the snagging list of the UCL Qatar fit-out by 95 percent with a few minor items still outstanding after the 400-day period. This included the stabilization of the temperature and humidity in the conservation labs, which is important for the protection of rare and historically important artefacts, loaned to UCL Qatar by local museums and collectors, which are used for teaching and research purposes.
- Undertook a complete independent HSSE review of UCL Qatar facilities to identify areas for improvement and to ensure UCL Qatar meets the highest standards expected by QF and UCL. No major concerns were identified by independent expert.

FUTURE INITIATIVES AND INCENTIVES

- Continue to recruit high quality students to Master's programs in support of Qatar National Vision 2030, and also Qatar Museum's continuing professional development (CPD) requirements.
- Continue to develop research-led teaching and learning methodologies in line with international best practice.
- Increase the volume and quality of UCL's research activity as per QF and UCL's strategic priorities.
- Implement physical infrastructure and process changes to enhance the student experience.

SCIENCE AND RESEARCH

QATAR FOUNDATION PROMOTES A CULTURE OF INNOVATION, ENCOURAGING NOT ONLY ITS STUDENTS BUT THE WHOLE COMMUNITY TO DEVELOP IDEAS FOR SCIENTIFIC PROJECTS THAT CAN ADVANCE THE NATION IN ITS QUEST TO BECOME A KNOWLEDGE-BASED ECONOMY, AND BE OF BENEFIT TO QATAR, THE REGION AND THE WORLD.

- ▲ QATAR SCIENCE & TECHNOLOGY PARK
- ▲ QATAR NATIONAL RESEARCH FUND
- ▲ SIDRA MEDICAL AND RESEARCH CENTER
- ▲ QATAR COMPUTING RESEARCH INSTITUTE
- ▲ QATAR ENVIRONMENT AND ENERGY RESEARCH INSTITUTE
- ▲ QATAR BIOMEDICAL RESEARCH INSTITUTE
- ▲ QATAR BIOBANK
- ▲ QATAR CARDIOVASCULAR RESEARCH CENTER

QATAR SCIENCE & TECHNOLOGY PARK

GROWING QATAR'S KNOWLEDGE-BASED ECONOMY BY ENCOURAGING COMPANIES AND INSTITUTES FROM AROUND THE WORLD TO DEVELOP AND COMMERCIALIZE THEIR TECHNOLOGY IN QATAR, AND BY HELPING ENTREPRENEURS LAUNCH TECHNOLOGY BUSINESSES

PARTNERING WITH HMC ALLOWED PROFESSIONAL TRAINING AND SELF-DEVELOPMENT OF **460** HEALTHCARE PROFESSIONALS



GOALS

- Be a recognized as an international hub for applied research, innovation and entrepreneurship.
- Grow Qatar's knowledge-based economy by encouraging companies and institutes from around the world to develop and commercialize their technology in Qatar and by helping entrepreneurs launch technology businesses.

STRATEGIES

- Administer and monitor Capacity Building Programs (CPBs) and the Qatar Robotic Surgery Center.
- Execute operating processes and systems.
- Accommodate applied research, technology development, and commercialization.
- Implement a targeted, content-based communications program.

NOTABLE ACHIEVEMENTS

- Ongoing Proof of Concept projects are in line with agreed milestones and heading toward interesting innovations that could be translated in new products or services:
 - Company iHorizons on track with Proof of Concept agreed milestones.
 - Company AMAAN completed the Proof

of Concept – and has a commercially ready product.

- A new Proof of Concept workflow has been implemented, and new documents have been written and shared to guide applicants in an effort to improve transparency.
- Proof of Concept "SEERO" (Stress Reduction toy) was commenced in January 2014.
- Several Qatari companies applied for Proof of Concept support to test innovative services/products in a variety of industries.
- Corporate Research:
 - The Solar Test Facility became operational and one year's worth of data has been collated from various solar panels.
 - Qatar Carbonates and Carbon Storage Research Center (QCCSRC) - The first research projects and associated equipment have transferred to QP in Qatar from Imperial College London.
 - GE Healthcare Corporate Research projects are proceeding as planned. To date, GE achieved the following milestones: a) V-scan Universal Probe (dual probe) has been commercially

launched; b) Overall good progress on NextGen Mammography project.

- Sustainable Management of Fisheries Resources project witnessed: a) Launch of SAMAQ, a national fisheries information system; b) Verification of new statistical collection methods and data in SAMAQ; c) Linkages between SAMAQ Web and the GIS activities in the Ministry of Environment; d) Three GIS functions ready for immediate use (catch/effort, fleet data, prices and values); e) The development of a digital map of Qatar and its coast.
- Low carbon concrete Corporate Research project is progressing according to agreement milestones: (1) publication of paper in "Construction and Building Materials" journal, (2) trials and further development of cement components and mixtures.
- Concluded the fifth and last year of QMIC Grand Research Project in collaboration with QU. QMIC has signed a large-scale contract with Qatar Rail this year.
- Qatar Robotic Surgery Centre (QRSC) professionalism is demonstrated by the number of articles accepted for publication

in top level scientific journals, as well as by invitations to speak to top tier international scientific congresses and conferences:

- Research projects (NPRP 4-161-2-056 and 4 internal pilot projects) led to 11 publications at international meetings such as MICCAI 2013 (Medical Image Computing and Computer Assisted Intervention), ISBI 2013 (IEEE International Symposium on Biomedical Imaging), ISMRM 2014 (International Society for Magnetic Resonance in Medicine), etc.
- Research projects also led to five abstracts at local QF's ARC'13 conference.
- Team delivered six scientific presentations at various international meetings (such as MICCAI, ISBI, QFARC etc).
- Team won two prizes (first and third place) at the 3D printing competition (3DPC14) organized by TAMUQ
- Team invited to co-chair two sessions and co-organize the IEEE Middle East Conference on Biomedical Engineering (MECBME).
- Team invited as judge panel for the 6th QNRF-UREP Annual Competition, 2014.
- QRSC Training:
 - Partnering with HMC allowed professional training and self-development of 460 healthcare professionals in total in the fields of surgical and surgical related procedures.
 - A number of 40 different courses were delivered in FY13-14. Courses in Basic Laparoscopic (BLSC), Vascular Access (VASC), Transesophageal Echo (TEE), Regional Anesthesia Ultrasound, Robotic assisted Surgery (ENT, Cardiac).
 - Increased the intellectual healthcare technology awareness in local and regional public sector by inviting schools and university students to hands-on workshops.
 - Developed a new course with HMC (Airway Management for Anesthesia) to be added in QRSC portfolio, ready for delivery in FY14/15.
- Innovation:
 - Several key assessments for commercial potential were conducted and clear recommendations given to exploiting this commercial potential (if appropriate). These assessments include: QNRF funded research (via

the TIEP), the Qatar Advanced Biofuels Platform, Sapphire Energy, and Siluria Technologies.

- Qatar Science & Technology Park (QSTP) Innovation further enhanced its collaboration and support of Stars of Science. For example, QSTP is pursuing Proof of Concept funding for the 2013 winner. Also, QSTP Innovation presented a business model workshop to the final four Stars of Science participants in June 2014.
- TIEP was successfully completed another year, and a project(s) was identified as having commercial potential and thus, opening the door for further support for commercialization.
- Global Entrepreneurship week attracted great interest and it was an opportunity for QSTP Innovation to showcase its support for entrepreneurs.
- The Innovation and Strategic Research departments streamlined the Proof of Concept funding program. This involved: revising the application forms, clarifying the eligibility criteria, setting up a committee to evaluate each application, and documenting a streamlined process to manage this

funding program.

- Operations and Development:

- Tech4 multi-tenant occupancy building, which is a workshop style building, was awarded for design and construction with a fast track program of 18 months.
- Tech3 multi-tenant occupancy building, which is an updated version of Techs 1&2 design, was completed and currently in tender for construction.
- QSTP Master plan redesign is progressing and at final stages.
- TSD Portal v2 development is progressing.
- Second revision of Tenants Handbook issued.
- First fire drill involving the Qatar Civil Defense and other government departments was held at QSTP.
- QSTP Test Facility design is completed; construction tender is completed, at awarding stage.
- Revised Tech Tenants Design & Fit Out Guidelines were developed.

- Free Zone:

- The proposed Amendment to the QSTP Free Zone Regulations, whereby the minimum shareholders in a QSTP incorporated company are reduced

from two to one, was presented and approved by the QSTP Board.

- The QSTP Board approved a proposal to amend the Free Zone Law: Free Zone entities will be allowed to commercialize in the local market (outside the Free Zone) the technologies they have developed at QSTP.
- The legal Services that the Free Zone offers have been expanded beyond the usual review of legal documents to include advice and legal consultancy services to establish a sound legal framework and develop articles of association and other agreements.
- New pro formas were added to accommodate the changes in the Free Zone Regulations.

- Communications:

- Four TECHtalks were held during the FY13-14. Expert speakers were well received, and panelists included members from the QF R&D family when appropriate. The four talks were attended by substantial audiences, which expressed interest and requested to be kept informed of other similar initiatives. Speakers also expressed a high level of satisfaction.

- Other events and achievements:

- QSTP presence in QITCOM was highly appreciated by visitors and professionals as shown by the number of people visiting QSTP booth or actively attending events organized by QSTP – ICT Proof of Concept Awardees

(AMAAN and iHorizons had mini-booths within QSTP's stand, which has helped them commercialize their products by securing work and new clients).

- QSTP Comms in co-ordination with the Innovation team delivered a successful well-received GEW activity in November 2013. The event has two folds, a Geocaching competition and an inspirational speaker session.
- On internal networking levels, QSTP has organized several team-gatherings for QSTP staff, in addition to the brand orientation workshop.
- QSTP Comms participated in QF R&D brand workshops, which were held to help create a brand for QF R&D. Comms provided insight into branding activities for ARC 2013.
- The team finalized phase two of the IASP promotional campaign, which involved the launch of the website, participation in the international round of the conference which took place in Brazil, and attendance of the regional Asian chapter workshop which was held in Oman.

FUTURE INITIATIVES AND INCENTIVES

- 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.
- Award Tech3 for Construction.
- Award QSTP Test Facility for Construction.
- Complete the QSTP Master Plan Redesign.

THE QSTP BOARD APPROVED A PROPOSAL TO AMEND THE FREE ZONE LAW

SOLAR TEST FACILITY BECAME OPERATIONAL



QATAR NATIONAL RESEARCH FUND

ADVANCING KNOWLEDGE AND EDUCATION BY SUPPORTING ORIGINAL, COMPETITIVELY SELECTED RESEARCH IN ALL FIELDS OF SCIENCE

162

GRANTS WERE AWARDED TO 22 INSTITUTIONS



GOALS

- Enable research and development excellence in Qatar to help achieve a knowledge-based economy.
- Advance knowledge and education by providing funding opportunities for original, competitively selected research and development (R&D) at all levels and across all disciplines, with emphasis on the four Qatar National Research Strategy pillars: Energy & Environment; Computer Science and ICT; Health; and Social Sciences, Arts and Humanities.

STRATEGIES

- Fund research projects of national interest.
- Build human capital, infrastructure and research culture in Qatar.
- Raise Qatar's international profile in research.
- Enhance and build Qatar National Research Fund (QNRF) research management capabilities and infrastructure.

NOTABLE ACHIEVEMENTS

- Alignment of the business plan and

organizational structure with that of QF R&D and Qatar National Research Strategy.

- Successful implementation of the planned cycles of QNRF's ongoing funding programs, namely:
 - National Priorities Research Program (NPRP) and National Priorities Research Program Exceptional Proposals (NPRP-EP).
 - Junior Scientists Research Experience Program (JSREP).
 - Undergraduate Research Experience Program (UREP) and Secondary School Research Experience Program (SSREP).
- A record of 37 Research Offices in Qatar participated in the NPRP 7th cycle by submitting around 1,560 proposals, collaborating with over 380 international institutions located in around 50 countries worldwide. Of these proposals, 1,160 passed for rigorous review process involving over 3,480 international peer reviewers (20 percent of them belonging to the top-rated 50 universities worldwide), and finally around 162 grants were

awarded to 22 institutions.

- There have been 775 currently active projects - beside 250 more completed within the reporting period - where over 1,250 progress reports were reviewed by the technical team. Other technical and administrative activities entailed conducting site visits, as well the regular critical review and update of QNRF's policies and procedures the 'lessons learnt' process for each of the programs, as reflected in the Request For Proposal (RFP) documents.
- Launched the first cycle of the following new programs:
 - Postdoctoral Research Award (PDRA) to support postdoctoral studies;
 - Graduate Student Research Award (GSRA) to support graduate students;
 - Qatar Innovation Promotion Award (QIPA) to encourage the development of the small business sector;
 - Science Challenge for Middle Schools Program (SCMSP), a collaborative initiative with the Supreme Council for Education to encourage creativity and design-thinking approach for 9th Grade pupils.
- Joint Funding Research Program (JFRP) in collaboration with the National Institute of Health/National Institute of Allergy and Infectious Diseases (USA), and the Civil Research and Development Fund - Global Collaboration organizations.
- Re-launched the Conference and Workshops Sponsorship Program (CWSP) (to connect researchers in Qatar and abroad and to expose researchers and students to new research directions, findings, and education techniques).
- Continued the development of the conceptual framework, within the Grand Challenges Research Program (GCRP) - that aims to discover solutions for Qatar's Grand Challenges with three focused thematic programs targeting:
 - Carbon capture, utilization and storage (CCUS);
 - Information infrastructure for sustainable research, focus on big data;
 - Personalized/precision medicine.
- Successfully held the sixth QNRF Annual Forum, with over 400 attendees. This year's form focused on "Building on Success". The forum was streamed live on the QNRF

website and attracted more than 2,000 online viewers. Success stories from five Key Investigators were presented during the forum.

- Organized three Research Office Meetings (ROMs) attended by researchers and awardees to address issues related to the award administration, as well as high-level 'Heart to Heart' meetings with senior representatives of awarded institutions.
- Participation and engagement of QNRF senior leadership and technical/programs expertise in QNRS 2014 workshop organized by QF R&D.
- Launched a new quarterly initiative, the "Research Outcome Seminar" (ROS) where each ROS session focused on one of the four QNRS pillars (four speakers present their research in each session).
- Moved forward with the implementation of the QNRF IT strategic plan for enhancing the technical capabilities and providing IT solutions for the support of QNRF management processes and for the benefit of the research and innovation community.
- The software development processes within IT team were considerably improved incorporating NTier Architecture, new user

friendly QGrants template and using latest tools and technologies from Microsoft.

Specific highlights are the following:

- Providing the necessary online platforms and IT solutions for QNRF newly launched programs: The Graduate Student Research Awards (GSRA), the Postdoctoral Research Award (PDRA), Qatar Innovation Promotion Award (QIPA) as well as providing improved features for the new release of Conference and Workshop Program submission channel (CWSP).
- Launched an improved version of QGrants and provided a new application template for:
- QF R&D Intellectual Property and Technology Transfer (IPTT) to view and identify QNRF projects with IP potential, and also application for usage and access through secure online system, by multiple groups within QF R&D, e.g., QSTP and R&D Analyst Team.
 - Peer Review Online System, with renovated PR application and streamlined interfaces to make the review process by external and internal Peer reviewers seamless and

easy.

- Developed new Panelist Channel within the IS application to manage the activities of assigning, following up and concluding the proposal reviews by panelists.
- Developed new Finance Application (FIS) separate from the existing IS application using the new QGrants template and providing informative dashboards with tables, charts and graphs.
- Enhanced the existing Research Office Application (RO), the enhancement to the RO application included among other things a Finance component that helps RO to confirm the payments received and view breakdowns on lump sum payments from QNRF.
- Developed IT solutions that automatically generate from the IS system key performance indicators reports for R&D that include over 100 different KPIs.
- Periodically make enhancement to existing applications to improve them, based on feedback points from “Lessons Learned” cycles that QNRF conduct after every successful funding cycle.
- Expanded the JIRA project/task management tool within the IT team to cover all users within QNRF for the efficient and transparent management of tasks.
- Provided training, orientation and demos to newly joined staff on QNRF IT systems as well as external Research office users of QNRF systems.
- Oversaw the process of all the QNRF

IT systems being migrated from USA servers to servers within Meeza -Qatar for enhanced security and improved performance.

- Conducted detailed security assessment of all QNRF IT systems using third party security experts and all their recommendations were successfully implemented.
- As part of the Scientific Advisory Committee (SAC) established by QF R&D, the QNRF SAC had its inaugural meeting on 23-24 November 2013, followed by its second meeting on 2-3 April 2013. On both occasions, QNRF SAC submitted final reports to the President R&D in which favorable comments about QNRF programs and processes were expressed. Valuable recommendations for improvements were made in these reports, which QNRF has further analyzed and discussed, and is currently actively implementing.
- The establishment of the compliance team tasked with reviewing the compliance of the awardees with the QNRF Awardee Fund Management Agreement (FMA) process for a number of the institutions that received QNRF awards, including all the major recipient institutions. The scope of the review included a high-level review of compliance procedure in place in line with the FMA relating to NPRP funds expensing at these institutions. The report, submitted in March 2014, was discussed by QNRF and comments of concern were sent to the relevant institutions to take corrective actions aimed at mitigating the risks revealed by the report.
- QNRF hosted the Global Research Council (GRC) MENA meeting in December 2013. GRC is a voluntary, informal organization of Heads of Research Councils (HORCs) from around the world to find mutually acceptable paths to greater international research collaboration. GRC uses a globally consultative process to improve communication and cooperation among research funding agencies. Representatives from 12 countries attended. There were excellent presentation, open discussions

on programs, national priorities and commitments, and challenges being faced as MENA nations are addressing related challenges of development, growth and economy diversification, while creating a culture of R&D, and transitioning to a “Knowledge Economy.” The regional and global meeting is an excellent platform to benchmark and develop global best practices for funding agencies.

FUTURE INITIATIVES AND INCENTIVES

- In addition to the existing programs (NPRP, NPRP-EP, UREP, JSREP, PDRA, GSRA, SSREP, Science Challenges for Middle Schools, JFRP – an NIH/NIAID, QNRF and CRDF Joint R&D initiative, and CWSP), QNRF will launch and implement the following new funding programs:
 - Three Grand Challenges programs focused on: a) Carbon capture, utilization and storage; b) Information infrastructure for sustainable research, with focus on big data; c) Personalized/precision medicine.
 - Research Support Training Program (RSTP).
 - Women in Science Program – building and leveraging the ‘treasure trove’ of talent in Qatar.
 - Additional joint funding research programs.
- QNRF will continue to maximize co-ordination with QF R&D and QF institutions, as well as continue to address the QNRF Scientific Advisory Committee (SAC) recommendations (of its two meetings in November 2013 and April 2014). These recommendations include emphasis on:
 - Focusing on national priorities, interdisciplinary cross-sector programs.
 - Focusing on social sciences.
 - Enhancing university and industry collaboration, and cross-sector integration.

- Innovation and commercialization.
- Expanding international collaboration.
- Building industry collaboration to produce more effective Private-Private Partnership type R&D investment.
- Infrastructure investment.
- Enhancing the K-12 Program.
- Women-in-Science Focus Initiative.
- Outreach.
- Advisory Council.
- Staff development.

- Complete the recruitment and appointment of the Directors of the two QNRS Pillars: Health, and Computer Science and ICT. Together with the Directors of the two other pillars already engaged, these positions will form a solid addition to furthering the implementation of the QNRS goals and QNRF mission.
- Establishment of the first internal evaluation process to improve the performance of the various directorates at QNRF.
- Continue with dissemination of research outcomes through the platform of QNRF Research Outcome Seminars (ROS) whereby a series of quarterly events will be held for each pillar with the purpose of further enhancing outreach and networking with its collaborative researchers and stakeholders.
- Organize the 3rd International School on Research Impact Assessment in the fall

of 2015.

- Expand the Joint Funding initiative, and reach joint agreements with sister organizations to formulate joint funding programs.
- Increase the percentage of Qatarization within the organization.

SIDRA MEDICAL AND RESEARCH CENTER

AIMS TO PROVIDE PATIENTS WITH WORLD-CLASS HEALTHCARE SERVICES IN AN INNOVATIVE AND ULTRA-MODERN FACILITY, ESPECIALLY DESIGNED TO PROMOTE HEALING

FINALIZED AFFILIATION AGREEMENT BETWEEN SIDRA AND HAMAD MEDICAL CORPORATION



GOALS

- Be a beacon of learning, discovery and exceptional care, ranked among the top academic medical centers in the world.
- Provide patients with world-class healthcare services in an innovative and ultra-modern facility specially designed to promote healing.
- Address the growing need for more comprehensive patient-focused medical services for women and children in Qatar and throughout the region.
- Provide diversity and quality of care conducive to training medical students and highly skilled clinicians, in collaboration with the premier medical school in Education City, leading research institutions worldwide, and Qatar's health sector.
- Be a pioneer in clinical and translational biomedical research of value to the population of Qatar and the world.
- Be internationally known for excellence in everything Sidra does.
- Provide a learning environment for all.
- Conduct research that addresses diseases, especially those prevalent in Qatar and which exceeds international ethical and scientific standards.
- Be an organization in which employees are valued.
- Build a culture of respect and trust through open communication.
- Be an agile and innovative organization.
- Be distinguished by multi-disciplinary teamwork.
- Use human, financial, and environmental resources wisely and with foresight.
- Collaborate with related national and international organizations.

NOTABLE ACHIEVEMENTS

STRATEGIES

- Commit to placing the patient as the focus of Sidra's services.

- Mapped out activation readiness towards opening.
- Finalized affiliation agreement between Sidra and Hamad Medical Corporation.

- Resolved staffing space issue with Burj Doha.
- Secured flexible contracts to ensure school spaces for all employees' children.
- Completed first full-staff employee survey and analysis.
- IT finalized readiness to launch.

FUTURE INITIATIVES AND INCENTIVES

- Revalidate opening scenario and staffing plan in light of opening change.
- Finalize strategic and operational plan.
- Additional office space and onboarding requirements.
- Finalize and test Sidra's PEARL clinical information system (Patient Electronically Accessible Record for Life).
- Finalize C-suite recruitment.
- Finalize Operational Planning Documents including scope of services, policies and procedures, workflows.
- Prepare for full access to the Outpatient Clinic Building and to Key Areas of the hospital building.

A **PIONEER** IN CLINICAL AND TRANSLATIONAL BIOMEDICAL RESEARCH FOR QATAR AND THE WORLD

QATAR COMPUTING RESEARCH INSTITUTE

CONDUCTING INNOVATIVE, MULTIDISCIPLINARY APPLIED COMPUTING RESEARCH THAT ADDRESSES NATIONAL PRIORITIES BY ENHANCING THE QUALITY OF LIFE FOR CITIZENS, ENABLING BROADER SCIENTIFIC DISCOVERIES, AND MAKING LOCAL BUSINESSES MORE COMPETITIVE GLOBALLY

SCIENTISTS PUBLISHED OVER **350** PAPERS AND AMASSED OVER **108,800** LIFETIME CITATIONS



GOALS

- Be a global leader of computing research in identified areas that will bring positive impact to the lives of citizens and society.
- Conduct innovative, multidisciplinary applied computing research that addresses national priorities by enhancing the quality of life for citizens, enabling broader scientific discoveries and making local businesses more competitive globally.

STRATEGIES

- Provide global leadership in research for Arabic language technologies and content creation, cyber security, data analytics, distributed systems, social computing including social innovation and computational science and engineering.
- Carry out technology transfer to local organizations through engagement and outreach.
- Build local capabilities by establishing opportunities for young Qatari talent to pursue a scientific research career and attracting top international computer science talent.
- Create intellectual property and develop applications that have the potential to be commercialized.
- Ensure a continuous presence at top international venues and in top tier journals,

partner with leading international academic institutions and participate in joint projects with global industrial research labs.

NOTABLE ACHIEVEMENTS

- Qatar Computing Research Institute's (QCRI's) partnership with Boeing strengthens as the Institute continues the collaboration to develop a product to improve health maintenance services of aircraft. In addition, QCRI co-organized the first Machine Learning and Data Analytics Symposium in March 2014.
- QCRI hosted a public lecture in Doha for Sir Tim Berners-Lee, founder of the World Wide Web, to an audience of 450, plus more than 1300 online viewers.
- Released the 2014 QCRI Cyber Emerging Threats Report in March 2014.
- QCRI's scientists have published over 350 papers in their name during the fiscal year July 2013 – June 2014, and have amassed over 108,800 lifetime citations; this reflects the strength and global recognition of the QCRI research team. The number of papers published and affiliated to QCRI during the fiscal year is 198.
- QCRI's Social Innovation program was featured on PBS (Public Broadcasting Service, USA) and in other media as an expert to discuss flight MH370's disappearance.
- Dr Mohammed Zaki, Principal Scientist, was elected to SIGKDD Board of Directors (ACM Special Interest Group Knowledge Discovery and Data Mining).
- Dr Patrick Meier, Director of Social Innovation, was elected to the Rockefeller Foundation Fellowship.
- Notable global media attention in main stream media including PBS, The New Yorker, Time Magazine, Bloomberg, National Geographic, Huffington Post, BBC TV, BBC Radio, CBS, NBC, Nature, Science, Fast Company, Businesswire, Reuters and others.
- Best dataset award at ICWSM 2014 (International Conference of Weblogs and Social Media) in Michigan, USA.
- Continued success with QCRI's first start-up – Tamr (formerly Data Tamer), as the company receives a second round of funding from Google Ventures and held its official launch in San Francisco in March 2014.
- Licenses have been granted for Jalees (e-book reader), Tweet Mogaz, QATS (Arabic transcription service) and Nadeef (open source).
- Seven patent families granted.
- Filed 72 patent families in the US, UK and PCT representing over 120 filings.
- Delivered prototypes to Al Jazeera for Arabic language, distributed systems, social

computing.

- Organized a roundtable with local stakeholders and international experts to determine a framework for Computational Science and Engineering research center.
- Close engagement with key stakeholders including Ministry of Interior to develop the strategy for the cyber security grand challenge. Met with all stakeholder representatives from government, policy, IT, communications, media, finance, transportation, health, education and megaprojects to present and refine the plans.
- Worked closely with the UN and the Philippines government to deploy Micromappers and AIDR for disaster response during Typhoon Yolanda.
- Organized annual research meeting and workshop with MIT-CSAIL with participation from more than 70 researchers from both organizations.
- Established and/or strengthened ties with top academic technology institutions including Purdue University, Hasso-Plasser Institute Potsdam (HPI), University of Waterloo, Tsinghua University, National Tsing Hua University, University Basilicata for research and recruiting initiatives.
- After two years of engagement, already realizing results of long term strategic

- research agreement with MIT with two patents filed, 14 papers published at top tier conferences, 20 software applications and demos being developed, and several training opportunities. The current team size working on the collaboration is 37 from QCRI and 70 from MIT.
- Continuing work on health maintenance data for aircraft, a project funded by Boeing.
- Attracted 46 students from prestigious academic institutions to join QCRI.
- Hired 23 Qataris to pursue computing research careers training throughout the year.
- Organized an open-house introducing QCRI to over 100 university students in Qatar.
- Organized a two-month summer camp for 34 students selected from local universities in Qatar and in the region.
- Organized a workshop for counselors and deans from top technical universities in the MENA region.
- Three Qatari Nationals have interned with MIT-CSAIL.

FUTURE INITIATIVES AND INCENTIVES

- Execute plans for the cyber security research grand challenge.
- Launch the CSE research program.
- Continue hiring world-class researchers

- from worldwide research labs and institutions, as well as building a strong work force of highly trained Master's and PhD students from top universities.
- Complete hiring and integration of Research Directors.
- Devise and implement a more formal career development and promotion process at QCRI, to be developed ideally in conjunction with QF R&D.
- Officially launch Ethraa and the new Arabic content contribution platform by end of 2014.
- Raise QCRI preeminence both locally and internationally by increasing the research output in terms of publications in top venues, licensing opportunities and patent filings.
- Amass the adoption of systems and platforms developed by Data Analytics, Social Computing and Distributed Systems by local and international organizations.
- Launch joint research projects with QEERI and QBRI.
- Continue to develop new recruitment strategies to attract top talent: recruitment campaign, outreach to local schools and international universities such as Purdue, Waterloo, Michigan, and Berkeley.

QATAR ENVIRONMENT & ENERGY RESEARCH INSTITUTE

MAKING QATAR A LEADER
IN CUTTING-EDGE
RESEARCH IN THE FIELDS
OF ENVIRONMENT
AND ENERGY

PRODUCED **181** JOURNAL
PAPERS - 45 WERE
SUBMITTED AND ANOTHER
21 ARE UNDER REVIEW



GOALS

- Make Qatar a leader in cutting-edge research in energy and environment.
- Position Qatar as a leading nation in energy research and development, especially in photovoltaic and energy storage.
- Provide the science and technology necessary to transition Qatar from current generation of water desalination to energy efficient technologies.
- Deliver world-class Research and Development (R&D) solutions through fostering innovation, creativity, and creation of knowledge.
- Act as a bridge connecting industrial, governmental, scientific, and civil society organization to achieve environmental and energy sustainability.

STRATEGIES

- Build capacity.
- Establish Qatar Environment & Energy Research Institute (QEERI) research facilities.
- Develop and execute the business and technical plan for the Water and Energy Security Grand Challenges, including local stakeholders engagement.

- Conceive and implement innovative ideas for seed projects.
- Engage in QNRF funding cycles and secure external funding.

NOTABLE ACHIEVEMENTS

- Recruited top scientists in the fields of solar energy, energy storage, material science, computation, characterization, water desalination, water recharge and water reuse.
- The research agenda on the Grand Challenges have been kicked off with substantial progress as described below:
 - QEERI has produced 181 journal papers, 45 of them have been submitted and another 21 are under review.
 - QEERI is working on its research facilities. Procurement of required equipment is ongoing.

FUTURE INITIATIVES AND INCENTIVES

- Deliver on the Grand Challenges.
- Strengthen seed projects.
- Recruit 169 new staff.
- Enhance Qatarization within QEERI.
- Strengthen QEERI operations.

SUBSTANTIAL PROGRESS
MADE ON **GRAND**
CHALLENGES OF WATER
AND ENERGY SECURITY

QATAR BIOMEDICAL RESEARCH INSTITUTE

TRANSFORMING HEALTH THROUGH SCIENCE IN QATAR AS A NATIONAL CENTER OF EXCELLENCE IN BIOMEDICAL RESEARCH; AND CREATING A GLOBAL HUB FOR TRANSLATIONAL MEDICINE

CO-SPONSORED SECOND MIDDLE EAST CONFERENCE ON BIOMEDICAL ENGINEERING



GOALS

- Engage in basic and applied biomedical research that strongly supports the translation of novel scientific discoveries into new efficient therapies and better preventative strategies for human diseases ultimately leading to the development of innovative personalized medicine.
- Establish multi-disciplinary research teams focused on genomic medicine, biomedical engineering, stem cell and gene-based therapies with primary focus in diabetes, cancer, and neurological diseases.
- Grow a cadre of world-class researchers to develop a collaborative research network of national and international academics and industrial collaborations.

STRATEGIES

- Improve the diagnosis, treatment and prevention of diabetes and cancer.
- Establish scientific and technological leadership in stem cell, genomic medicine,

gene therapy and bioengineering.

- Advance toward personalized healthcare based on relevant clinical translations from diabetes and cancer.
- Establish and sustain Qatar Biobank as a fully operational organization internationally recognized for excellence.

NOTABLE ACHIEVEMENTS

- Approved IRB (Institutional Review Board) and IBC (Institutional Biosafety Committee) by the Supreme Council of Health.
- Built QBRI research lab at WCMC-Q.
- Succeeded in transferring Shafallah Medical Genetic Center into QBRI.
- Initiated the negotiation of several MOUs and collaborative agreements with local and international institutions.
- Organized symposium on Systems Biology of Diabetes: Towards Precision Medicine.
- Co-sponsored the Second Middle East Conference on Biomedical Engineering (MECBME).

FUTURE INITIATIVES AND INCENTIVES

- Start QBRI research programs.
- Establish QBRI core facilities.
- Hire center directors and administration teams.
- Develop QBRI internal policies.
- Start the implementation of Qatar Cancer Research Strategy.
- Develop joint appointments between QBRI research staff and other stakeholders eg Hamad Medical Corporation, Qatar University, and Sidra.

IMPROVING DIAGNOSIS, TREATMENT AND PREVENTION OF **DIABETES AND CANCER**

QATAR BIOBANK

ACTS AS THE QATAR NATIONAL CENTER FOR BIOLOGICAL SAMPLES AND INFORMATION TO ENABLE RESEARCH TOWARD THE DISCOVERY AND DEVELOPMENT OF NEW HEALTHCARE INTERVENTIONS

RECRUITED MORE THAN
1,500 PARTICIPANTS TO
PILOT PHASE



GOALS

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

STRATEGIES

- Establish and sustain Qatar Biobank (QBB) as a fully operational organization internationally recognized for excellence.
- Create a biobank with sufficient numbers of participants contributing high-quality data and bio-samples for use in research of benefit to healthcare in Qatar.
- Increase the supply of bio-samples and data to researchers for use in research of benefit to healthcare in Qatar.
- Provide the region's most advanced Biobank Collection and Asset Management Service.

NOTABLE ACHIEVEMENTS

- Extension of collaboration contract with Imperial College London. The new terms allowed QBB to reduce fees by 50 percent.
- Completed pilot phase of recruitment with more than 1,500 participants recruited.
- Establish a clinical informatics system team.
- Refurbishment of additional building will provide additional clinics, thus allowing Qatar Biobank to multiply its throughput by 10x.
- Implementation of ISO 9001 and ISO 27001: Audit stage I completed, stage II scheduled in Q4 2014.
- Initiated collaboration with local scientists, four ongoing collaborations, Dr Riboli (ICL), Dr Tahiri (WCMC), Dr Brown (QU), Dr Fadlalla (QU).
- Organized several information sessions, participated in national events: Qatar University Campaign, SEHHA field trip BioBank, (Collaboration with Health Dept. QU) ARF (QBRI), Carnegie Mellon

Professional day (CMUO), National Sport Day on 11 Feb 2014, (QF), World Health day (QF), Nutrition Awareness Month (QF Support Services Directorate).

- Participated in the annual research conference, ARC, booth and posters.
- Participated in the Qatar genome initiative and the organization of regional symposium and Human Genomics and Personalized Medicine conference.

FUTURE INITIATIVES AND INCENTIVES

- Complete move to additional facility, Building 17 in HMC.
- Complete hiring of staff.
- Set up new improved work processes.
- Set up new clinical information system.

EXTENDED
COLLABORATION
CONTRACT WITH
IMPERIAL COLLEGE
LONDON

QATAR CARDIOVASCULAR RESEARCH CENTER

DEDICATED TO THE SINGLE PURPOSE OF REDUCING THE BURDEN OF CARDIOVASCULAR DISEASE WORLDWIDE THROUGH A PROGRAM OF RESEARCH AND KNOWLEDGE-BUILDING, WITH EMPHASIS ON COLLABORATION AND BUILDING RESEARCH NETWORKS

NEW **RESEARCH INITIATIVE** WILL REDUCE CARDIAC REMODELING AFTER ACUTE CORONARY SYNDROMES

FIRST PHASE LAUNCHED OF LABORATORY **EXPERIMENTAL** WORK

GOALS

- Be an internationally competitive center for cardiovascular research and translation in Qatar and the region.

STRATEGIES

- Develop and conduct an internationally competitive program of cardiovascular research in Qatar.
- Contribute to the development of health policy and practice through a translational focus.
- Contribute to the development of a critical mass of research capacity in Qatar.
- Contribute to the global health agenda on cardiovascular disease.

NOTABLE ACHIEVEMENTS

- The clinical-based research has started with one of the most exciting programs to provide a 24/7 access to a primary percutaneous coronary intervention (PPCI) to reduce cardiac remodeling after acute coronary syndromes.
- The laboratory experimental work at QCRC has gone into the first phase, the first cell cultures are growing and the setting up of workspaces has begun.

- QCRC continued to host the very successful Qatar Heart Science Series at the HMC Heart Hospital, with over 100 participants at each event.

FUTURE INITIATIVES AND INCENTIVES

- Ensure a steady supply of essential chemicals.
- Build increased storage capacity.
- Electrical enforcement of the existing laboratories.
- Finalize collaboration contracts with Qatar University, Weill Cornell, Texas A&M, and HBKU, as well as international partners.
- Develop projects for submission to QNRF.
- Assemble a research program with more detailed research projects.

MORE THAN **100 PARTICIPANTS** AT EACH QATAR HEART SCIENCE SERIES EVENT

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT IS AN ESSENTIAL PART OF THE FOUNDATION ON WHICH QATAR'S TRANSITION TOWARD A KNOWLEDGE ECONOMY IS BEING BUILT. THIS YEAR SAW QATAR FOUNDATION CONTINUE TO EXPAND ITS COMMUNITY DEVELOPMENT MISSION, PLAYING A KEY ROLE IN PRESERVING THE CULTURAL HERITAGE OF QATAR AND THE REGION, PRESERVING TRADITIONAL ISLAMIC VALUES AND ENSURING THAT THE PEOPLE OF QATAR ARE LEADING THE WAY IN DEVELOPING THE NATION'S BRIGHT FUTURE.

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

QATAR DIABETES ASSOCIATION

RAISING THE QUALITY OF LIFE IN QATAR THROUGH RAISING AWARENESS OF HEALTHY LIFESTYLES, AND THE MANAGEMENT OF, OR PREVENTION OF DIABETES

COLLECTED DATA FROM **2,000 QATARI STUDENTS** FROM **177 SCHOOLS**



GOALS

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

STRATEGIES

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

NOTABLE ACHIEVEMENTS

- Continued to promote QDA's 'Action On Diabetes' campaign for the fourth consecutive year. Launched in November 2011 in collaboration with Maersk Oil, the Supreme Council of Health, Hamad Medical Corporation and Novo Nordisk, this successful partnership has already initiated many health and wellbeing projects, including major programs to raise awareness about diabetes among the population of Qatar, and has stimulated people into taking avoidance action.
- Introduced Diabetes Educator (DE) certification in Qatar following completion of an online DE certification training course, which was delivered by the Canadian Michener Institute for Applied Health Science, in co-operation with the University of Calgary in Qatar.
- Continued collecting data for the 'Diabetes Risk Assessment of Adolescents in Qatar' project, designed to identify the percentage of young people in Qatar at risk from diabetes, and to explore ways of helping

them to lead healthier and more informed lives in order to avoid diabetes in the future. Two thousand Qatari students from 177 schools were chosen to take part in the study, with the help of the Supreme Education Council (SEC) and Qatar Statistics Authority (QSA).

- Successfully continued the Clinical Training Agreement between Qatar University, University of Calgary in Qatar and QDA, in which QDA agrees to provide diabetes clinical training for QU students enrolled in the Human Nutrition Program and for nursing students at Calgary. This year QDA trained more than 16 students from both Qatar University and the University of Calgary in Qatar.
- Maintained QDA's role as leader in the region for organizing Diabetes Prevention Camps, aimed at adolescents in Qatar who are obese and who have a high risk of developing diabetes.
- Continued with QDA's work on advocating the rights of students with diabetes. This work is making a difference in the lives

of these students, both with regards to advocacy and training for school staff.

- Activated the QDA Diabetes Mobile Unit program to provide QDA services to the remoter areas of Qatar, such as Umsaeed, Dukhan, Al Khor and the industrial areas as well as schools outside of Doha.
- Took part in scientific research studies on diabetes as part of ongoing co-operation with the medical statistics department at Hamad Medical Corporation (HMC) and Weill Cornell Medical College in Qatar (WCMC-Q).
- Supported many diabetes studies and research projects through the Qatar National Research Fund, such as 'Nutritional Intervention of Type II Diabetes Mellitus by Vitamin D in Qatar'.
- Maintained QDA's high profile as a leading authority on diabetes education, care and management throughout Qatar and the Gulf region, which was consolidated through ongoing specialist partnerships with institutions and organizations in Qatar and the region as a whole.

- Extended the reach of QDA's message to more people than ever, ensuring that the Association is making a real difference in the lives of many.
- Continued to actively support a wide range of scientific studies and research in order to best promote diabetes management, prevention and cure.

FUTURE INITIATIVES AND INCENTIVES

- Continue to improve the education and services QDA offers to people with diabetes in Qatar, and to those who are at risk of getting it.
- Expand the number of diabetes prevention programs aimed at Qatari youth.
- Organize more student camps and improve post-camp follow-up.
- Carry out more studies relating to diabetes prevention and looking at overall trends.
- Use QDA's own research and statistics to publish scientific papers on the risk of

diabetes to young people in Qatar, then follow up on these results in collaboration with QDA's partners at Weill Cornell Medical College in Qatar and other significant entities in the field.

- Work on including policymakers to become involved in trying to protect the population.
- Get involved with other entities in formulating and implementing protocols in diabetes care and management, and in drawing up guidelines for Qatar health care facilities.
- Help to formulate diet and nutritional guidelines for food served in school cafeterias in Qatar, to ensure that children eat good, healthy food, which will in turn help to lower obesity levels in Qatar schools that have already reached an epidemic level.

AL SHAQAB

AIMING TO BE THE GLOBAL LEADER IN PRESERVING, IMPROVING AND PROMOTING THE ARABIAN HORSE BREED THROUGH SETTING THE HIGHEST STANDARDS IN BREEDING, SHOWING, EQUESTRIAN ARTS AND EQUINE WELFARE, AND ENCOURAGING COMMUNITY PARTICIPATION

22 NATIONS PARTICIPATED IN CHI AL SHAQAB 2014



GOALS

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

STRATEGIES

- Produce successive generations of world-class and premier show horses within top bloodlines to which AL SHAQAB has access.
- Develop and maintain riders able to compete with the 10 top-ranked International Federation of Equestrian Sports (FEI) riders.
- Lead equestrian education for riders and trainers in the Gulf region.
- Become a world-renowned riding academy graduating fully trained riders up to competition level.
- Ensure sustainable preservation of the Arabian breed for future generations in Qatar.
- Lead innovations and advances in equestrian research and welfare while becoming the point of reference for equestrian information in the Gulf region.
- Become a knowledge center for the public and a major Qatari landmark.
- Increase awareness of AL SHAQAB's history

and achievements locally, regionally and internationally.

- Become financially sustainable within the next 10 years.

NOTABLE ACHIEVEMENTS

- Developed a General Policy, Quality Manual and 33 standard operational procedures, and based on this successfully achieved ISO 9001: 2008 certification.
- The Breeding and Show Department participated in major shows earning the following outstanding results in show competitions:
 - Paris 2013 World Championship: Fadi Al Shaqab – 2013 World Gold Champion Stallion; Sultan Al Shaqab – 2013 World Bronze Champion Junior Male; Marwan Al Shaqab was named the Best Sire for the 7th Consecutive Year.
 - US Nationals: Hariry Al Shaqab – 2014 US National Champion Colt.
 - Menton Mediterranean and Arab Countries Arabian Horse Championship 2014: Amir Al Shaqab – 2014 Menton Silver Champion Stallion; Al Farida Al Shaqab – 2014 Menton Silver Champion Yearling Filly; Marwan Al Shaqab was named the

Best Sire for the 8th Consecutive Year.

- Las Vegas Breeders World Cup 2014: Hariry Al Shaqab – 2014 ABWC Gold Champion Stallion; Victoria Al Shaqab – 2014 ABWC Silver Champion Yearling Filly.
- US Egyptian Event 2014: Amina Al Shaqab – 2014 U.S. Egyptian Event Gold Champion Mare; Tajj Al Shaqab – 2014 US Egyptian Event Gold Champion Colt; Tibrah Al Shaqab – 2014 U.S. Egyptian Event Gold Champion Filly.
- The AL SHAQAB team qualified for the 2014 World Equestrian Games as a result six SHAQAB riders and nine SHAQAB horses were selected by the Qatar National Federation as nominated entries to represent the Qatar National team in the Championship.
- The Endurance team participated in 17 competitions locally and internationally. A total of 114 individual participants in the events with 60 of these participations being successful either in the form of winnings or qualifications including participation in the Novice category competitions. Total winning placements were 3 gold, 2 silver and 7 bronze medals.
- The AL SHAQAB Endurance team

participated in other major competitions and earned the following outstanding results:

- AL SHAQAB rider Hassan Tahous Al Naimi emerged winner riding Rica and junior rider Ali Mohammed Al Hammadi won the 3rd position riding Laharane Cabirat in the 2014 HH The Heir Apparent Cup held in Mesaeed, Doha.
- AL SHAQAB rider Khalid Sanad Al Nuaimi won silver medal in CEI3* 160-KM event in Tarbes and qualified for World Cup Entry.
- AL SHAQAB Equine Education Department initiated numerous community and educational outreach activities by collaborating in the following areas:
 - Accommodated students from Shefallah Center for Children with Special Needs.
 - Actively participated in the 2014 National Sport Day Celebration.
 - Facilitated VIP and VVIP visits.
 - Conducted Garangao festival during Ramadan 2013.
 - Organized the AL SHAQAB Ramadan Summer Camp which attracted 384 students falling in the age group of 5 to 12 years old.

- Organized the Summer Camp for AL SHAQAB Junior Riders in Germany.

- The AL SHAQAB Performance Team of the Equine Education Department comprising young Qatari riders contributed to the successful staging of the following events:

- Children's Endurance Competition.
- Organized the Saddle competition and performed traditional shows during the National Day Celebrations in Darb Al Saai in December 2013.
- Organized the AL SHAQAB Internal Winter Camp.
- Participated in the AL Galayel and International Triple Islamic competitions.
- Performed for the RasGas Event at the Indoor Arena.
- Participated in the film shooting for Qatar Television and the photo shooting for Al Ahli Bank.

- With the objective of establishing new revenue generation streams, AL SHAQAB ventured in the following areas:

- Organized one annual horse auction generating revenue of QR3,725,000.
- Generated revenue of QR563,660 through arena space rental.
- Towards the end of the 2013-14 financial year, AL SHAQAB ventured

into a retail business by opening a tack shop and generated a revenue of QR63,668.

- The staging of CHI AL SHAQAB 2013 and Global Champion 2014 provided a huge opportunity which resulted in identifying new revenue streams by generating more than QR7,000,000 in sponsorships.

- Staged six-day international equestrian event CHI AL SHAQAB 2014 with participation from 22 nations in four disciplines: Show Jumping, Dressage, Endurance and Vaulting. Some 250 riders and 200 horses participated for prize money of 1.26 million euros. There was also expansion in the overall event set-up from the previous year (vaulting was introduced, entertainment, VIP areas, merchandise, international marketing, online community engagement).
- Staged the three-day Longines Global Champions Tour Final 2013, a show jumping competition. Eighteen nations with 50 riders (2* and 5*) participated for prize money of 1.75 million euros.
- Staged the two-day (one day for the men's competition, one day for the women's competition) 'Champion of Champions' 2013 Modern Pentathlon event. This is a

completely new sport in the GCC, combining five disciplines in one sport (i.e. Fencing, Swimming, Riding, Running & Shooting). All disciplines were performed one after the other in the course of one day. Seventeen nations with 36 athletes and 30 horses (a selection from AL SHAQAB horses and the Qatar Equestrian Federation) participated in the event.

- The AL SHAQAB 'Champion of Champions' tournament was selected as 'Best Event of the Year' by the International Modern Pentathlon Union (UIPM).
- Hosted Qatar National Sport Day wherein AL SHAQAB team organized equestrian shows in Show Jumping, Dressage and the traditional Qatari ridden show ('Arda'); further, visitors could enjoy the world-famous AL SHAQAB purebred Arabian Horses shown in an in-hand demonstration, or opt for a carriage ride. The indoor arena was used for special programs in horsemanship, pony riding and 'edutainment' for children from age five to 12. The facilities accommodated approximately 2,000 children and adults. In cooperation with the QF Recreation Centre, two running competition programs were completed.
- AL SHAQAB focuses on utilizing internal synergies and initiated cooperation with

AMLAK for using AL SHAQAB facilities in non-equestrian event calendar, usage of the on-site arena accommodation and catering of all AL SHAQAB catering requirements.

- AL SHAQAB's clubhouse became operational wherein QNCC were selected as operator of the venue.
- Successfully implemented an Inventory Management System to manage AL SHAQAB materials stock to ensure proper transparent ordering cycle and to facilitate material forecasting and budgeting.
- The AL SHAQAB Safety Handbook was developed and distributed to all employees.

FUTURE INITIATIVES AND INCENTIVES

- Develop the five-year strategic direction and plan for AL SHAQAB.
- Study and finalize optimum horse stock analysis and method for disposing of excess horse stock.
- Complete Phase 2 of the ISO 9001:2008 project at AL SHAQAB.
- Study possible collaborations with educational institutions for a possible integration of horse riding lessons in their Physical Education classes.
- Participate in the 2014 World Endurance Championship, achieve top positions and attain top 10 rankings for Endurance riders.
- Purchase a number of top international standard endurance horses to compete in major international events.
- Recruit more Qatari national riders on a permanent basis to represent AL SHAQAB at international championships.
- Qualify horses and riders for the three

major international events of 2015: the World Endurance Championship for Young Riders and Juniors; the World Endurance Championship for Young Horses, and the European Endurance Championship.

- Restructure the curriculum and programs of the Equine Education Department.
- Develop different income-generating programs.
- Acquire international certifications for riding instructors at the Equine Education Department.
- Open a bigger AL SHAQAB store: a complete equestrian store for everything from saddles and riding apparel to the general miscellanea required by equestrian sport.
- Generate better media exposure by inviting more international media to AL SHAQAB events in Qatar, the Gulf and abroad.
- Explore and extend the non-equestrian event portfolio (in co-operation with AMLAK).
- Explore new opportunities for equestrian events and conferences at AL SHAQAB (e.g. staging an international Arabian horse show, and/or conferences).
- Become operational in using synergies with other QF entities and service providers.
- Fully utilize AL SHAQAB facilities and in-house services.
- Improve and expand AL SHAQAB cross-departmental projects and co-operation.
- Conversion of Paddock No 2 at the new Riding Academy facility into a riding arena.
- Provide a permanent power supply across the various locations of AL SHAQAB to avoid using generators.
- Purchase equine surface equipment and a horse ambulance.
- Facilitate a permanent source of water supply across AL SHAQAB.

AL SHAQAB RAMADAN
SUMMER CAMP
ATTRACTED **384**
STUDENTS AGED
BETWEEN 5 AND 12

QUALIFIED FOR
THE 2014 **WORLD**
EQUESTRIAN GAMES



QATARDEBATE CENTER

FOSTERING DIALOGUE AND DEBATE, AND PROMOTING THE PRINCIPLES OF YOUTH EMPOWERMENT AND ACTIVE CITIZENSHIP THROUGH QATARDEBATE'S UNIQUE CONTRIBUTION TO THE EDUCATION AND ENGAGEMENT OF YOUNG PEOPLE

ORGANIZED DEBATING TOURNAMENTS FOR THE **QATAR SCHOOLS** ARABIC DEBATE LEAGUE, AND **QATAR UNIVERSITIES** ARABIC DEBATE LEAGUE



GOALS

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

STRATEGIES

- Promote and integrate QatarDebate's bilingual debate programs and learning materials as a formal part of Qatar's educational curricula.
- Promote and facilitate the practice of debate in Arabic and English as a key learning method for developing confident and articulate active citizens among young people and educators in Qatar and the region.
- Make QatarDebate the established bilingual debate program in the region and the established Arabic debate program in the world.
- Give Qatari youth unique opportunities

to participate and develop their understanding of active citizenship.

- Support the continuous growth of QatarDebate as a center of expertise and excellence in Qatar and the region through effective awareness-raising activities and robust institutional systems and resources.
- Build the capacity of QatarDebate and its beneficiaries through the availability of learning tools, resources, and infrastructure to support debate programs internationally.

NOTABLE ACHIEVEMENTS

- Hosted the Second International Schools Arabic Debating Championship at QNCC in March 2014, where 22 teams represented 18 Arab and four non-Arab countries.
- Published QatarDebate's third major publication: Introduction to the Art of Debating.
- Drafted QatarDebate Policy and Procedures Manual.
- Organized a book discussion session of QatarDebate's latest publication: Introduction to the Art of Debating.

- Organized local debating tournaments for the Qatar Schools Arabic Debate League, and Qatar Arabic Universities Debate League.
- Signed MOUs with: Kuwait University (5 May 2013); Qatar Foundation International (14 January 2014); and the University of Palestine (6 April 2014).
- Established collaborations with external organizations, as follows:
 - Supreme Council of Health training workshop: Debating Skills for Healthcare Professionals.
 - Qatar Foundation International: a) the Global Youth for Telepresence Debate, Doha, Tournament for Girls; b) Global Youth for Telepresence Debate, Doha, Tournament for Boys.
 - Kuwait University: Debate Workshop.
 - Doha Center for Interfaith Dialogue: workshop.
 - Qatar Museum Authority: public debate.
 - Quodorat Development Center: public debate.
 - HBKU: public debate.

- Bedaya Center: workshop for 170 students from independent boys and girls schools.
- Stars of Science: three days' training.
- Hosted Awards Ceremony for Team Qatar 2013 and 2014 attended by the Minister of Youth and Sport.
- Hosted Judges' Award Ceremony in the presence of the Director of Education, Supreme Education Council.
- Launched new QatarDebate logo.

FUTURE INITIATIVES AND INCENTIVES

- Organize Training-of-Trainers (ToT) for the Third International Universities Arabic Debating Championship.
- Organize Third International Universities Arabic Debating Championship.
- Enhance relationship with the Ministry of Youth and Sports, as a strategic partner.
- Increase outreach efforts toward regional debate and educational organizations.
- Develop additional debating instructional and training materials.

- Enhance the quality of QatarDebate's program offerings (activities, workshops).
- Attract further recruits (school and university students, teachers, and staff members) to participate in QatarDebate programs.

HOSTED 2ND INTERNATIONAL SCHOOLS ARABIC **DEBATING CHAMPIONSHIP** WHERE **22 TEAMS** REPRESENTED 18 ARAB AND FOUR NON-ARAB COUNTRIES.

REACH OUT TO ASIA

REACH OUT TO ASIA
ENVISIONS A WORLD IN
WHICH ALL YOUNG PEOPLE
HAVE ACCESS TO THE
EDUCATION THEY NEED IN
ORDER TO REALIZE THEIR
FULL POTENTIAL AND SHAPE
THE DEVELOPMENT
OF THEIR COMMUNITIES

ORGANIZED REMEDIAL SUPPORT CLASSES TO MORE THAN **600** **STUDENTS** IN LEBANON

GOALS

- Contribute to creating a world in which all young people have access to the education they need in order to realize their full potential and shape the development of their communities.
- Ensure that people affected by crisis across Asia and around the world have continuous access to relevant and high-quality primary and secondary education.

STRATEGIES

- Rehabilitate, expand, build and equip safe educational spaces.
- Support psychosocial programs and extracurricular activities that provide a sense of normalcy for crisis-affected young people and further their education in difficult circumstances.
- Promote efforts to ensure the inclusion of minorities, children with disabilities, girls, or other socially or economically, marginalized children and youth in education programs.
- Identify innovative and practical solutions for ensuring access to formal and informal education in crisis-affected communities, including through ICT-based programs.
- Support teacher training initiatives that encourage the development of pedagogical skills, helping teachers to be more student-centered, creative, and innovative in their

approach to education.

- Build and connect an online community of educators and learners that provides access to educational resources and online-collaboration and knowledge-sharing opportunities.
- Design educational and vocational programs that provide young people with the knowledge and skills they need to be competitive in their local economies.
- Advocate for educational standards to be adopted by partners and governments.
- Raise awareness of global education and development issues.
- Give voice to youth concerns and ideas by developing a significant regional youth media initiative.
- Provide young people with hands-on opportunities to learn through community service, and build their capacity to carry out advocacy activities.
- Give young people an opportunity to engage directly in education and development issues through supporting and developing models of volunteerism.
- Establish and replicate a model for youth-friendly spaces that attract youth to learn about and take action on global education and development issues.
- Build staff capacity through the development and training of existing team members and

by hiring experienced technical experts.

- Establish effective administrative, financial, legal, and human resource systems within Qatar Foundation's framework, and a results-based monitoring and evaluation system, in line with the particular standards and requirements of the field of international development.
- Develop the outreach capacity of Reach Out to Asia (ROTA) by investing in comprehensive fundraising and communications plans.

NOTABLE ACHIEVEMENTS

- Supported the reconstruction of two schools under the INSPIRE project in the Swat District of Khyber Pakhtunkhwa Province, Pakistan. Vocational and technical training given to 1,001 young people in Bagh, Azad Jammu and Kashmir from the ROTA-funded TVET project. To date, 2001 trainees have completed the course.
- Supported human capital development in Bangladesh through developing the technical and physical capacities of four Institute of Technologies in Jessore, Dhaka, Rangpur and Chittagong Districts. Under this project ROTA is committed to upgrading 22 existing labs, establishing 13 vocational education labs and constructing two centers for vocational education.
- Extended support to launch 'Phase 2' in

the Hun Sen ROTA School in Cambodia, in partnership with Monithapana Foundation.

- Continued providing regular support to the Community Based Education (CBE) project in Afghanistan, for its target communities. The CBE project succeeded in achieving its target by successfully handing over the second group of 404 Lower Secondary Community Based Education (LSCBE) graduates to the Ministry of Education (MoE) schools during this year. In addition, 39 (21 female) LSCBE teachers have been handed over to the MoE.
- Donated around 12,000 scientific calculators to Islamic Relief in Iraq, which were given to ROTA by the Supreme Council on Education. Islamic relief has distributed 1,683 pieces so far and is continuing to plan for more distributions in the coming months.
- Completed a two-year project in Lebanon where 200 students graduated with a vocation and have been supported by complementary sports activities and life skills.
- Organized remedial support classes to more than 600 students in Lebanon to improve their scholastic performance and enhance their linguistic skills.
- Improved access to sport for young people at the Badawi camp in Lebanon by rehabilitating the football field to a high standard.

- Provided vocational and skills training to 100 students from the most marginalized groups in Nepal to allow them to be productive in their communities. Training included sport, life skills, as well as business start-up skills.
- Oversaw the transition of 174 children in Nepal, aged between six and 12, from ROTA's non formal education (NFE) classes to the formal education system. Enrolled an additional 156 students for the second NFE batch.
- Successfully organized the iEARN 2013 International conference and Youth Summit for the first time in the GCC region, which was attended by 600 educators and learners from 55 countries. The project was hosted by Qatar University.
- Launched the first ICT-E (information and communication technology e-learning) project in Indonesia.
- Undertook annual Ramadan project in 2013 with the participation of 200 volunteers; 800 people benefited from the project and funds were also raised.
- Implemented five International Volunteer Trips with Qatar-based schools, universities and adult professionals with the involvement of 100 volunteers, benefiting 120 local students and teachers.
- Facilitated teacher-training workshops for 10 pilot schools and developed school service

program tool kits, with the support of the Supreme Education Council (SEC) as key partner.

- Continued to support the ROTA Youth Service Clubs (RYSCs), a network of self-directed youth service clubs in schools and universities geared to strengthening the voice and role of young people in addressing local and global issues through a process of leadership training and delivery of service learning projects that address needs in Qatar and elsewhere in the world.
- Established 13 new RYSCs with 85 members.
- ROTA Youth Leadership Training increased Qatari national participation to 73 percent with representation from 14 educational institutions.
- ROTA Youth Advisory Board members participated at major international events, including the United Nations Alliance of Civilizations, the United Nations Conference of Parties COP19/CMP9, The National Service Learning Conference in USA, and many national events.
- Delivered 16-week basic and intermediate English literacy courses to 200 migrant workers. Curriculum improved in both quality and scope to include experiential learning and life skills components.
- Created an opportunity for 98 young people in Qatar to volunteer and engage in an



experiential service learning initiative to enhance their leadership skills and provide exposure to valuable cross-cultural experiences, for example at Georgetown University in Qatar, Carnegie Mellon University in Qatar, and Weill Cornell Medical College in Qatar.

- Delivered a pilot six-week Arabic literacy skills course for 18 migrant workers, which developed their ability to effectively communicate at a basic level in Arabic in their daily activities. This created an opportunity for seven young people in Qatar to volunteer and engage in an experiential service learning initiative that enhances their leadership skills and provides exposure to valuable cross-cultural experiences.
- Organized ROTA's EMPOWER 2014 conference, which included 594 participants from 61 different schools and 17 universities; 25 percent of the participants were Qatari nationals; 60 international delegates, including four from Brazil, also participated. The Empower Youth Declaration on Sports for Youth Development and Empowerment was a major outcome document from the conference.
- Staged the annual Wheels 'n' Heels 2014, which this year saw thousands of attendees enjoy many new activities focused on

maintaining a healthy lifestyle.

- Gave a presentation at the Comparative and Education International Society's conference (CIES) on the theme of global citizenship education.
- Participated in Doha International Family Institute (DIFI) conference discussion panel about families in special circumstances.
- Participated in and chaired a panel at Qatar's Fourth National Human Development Report (NHDR) Seminar, under the title of International Co-operation, Civil Society and Participation Panel.
- Secured key sponsors this year including Qatar Academy, Qatar University, Qatar Petroleum International (QPI), Qatar Fertilizer Company QSCC (QAFCO), Muntajat, Occidental Petroleum Corporation (NYSE:OXY), Maersk Oil Qatar.
- Signed agreements with implementing partners, including Care, Muslim Aid, Qatar Charity, Titian Foundation, Read and Monithapana Foundation, to undertake projects in focal countries in Asia and the MENA region for advancing education and development efforts.
- Formed strategic partnership with the Gates Foundation with the aim of bringing new resources to bear on the educational advancement of children in developing countries in Asia.
- Launched innovative project in Nepal to expand educational and livelihood resources in the Terlai region, with specific focus on ICT and Youth.

FUTURE INITIATIVES AND INCENTIVES

- Carry out strategic planning to develop

ROTA's 2015-20 strategy.

- Finalize ROTA's country strategies, based on the findings from the Country Presence Reviews for Pakistan, Afghanistan, Cambodia, Bangladesh, Indonesia, Nepal, Lebanon, Iraq, and Gaza.
- Successfully implement new projects to be launched in Pakistan, Tunisia, Gaza, West Bank, Lebanon and Yemen.
- Integrate the use of ICT within international programs to add value wherever applicable.
- Support the development of a new ROTA corporate website.
- Explore the use of mobile devices in marginalized areas within ROTA's countries.
- Successfully manage the Qatar School Service Pilot Program (in collaboration with SEC).
- Successfully launch and roll out the pilot Adult Professional Volunteer Pilot Program in Indonesia.
- Increase focus on international and regional co-operation to enhance national youth programs.
- Conduct focus groups and meetings with youth groups to identify major issues related to youth in Qatar and opportunities for youth.
- Expand ROTA's Adult English Literacy Program by increasing the number of primary and secondary beneficiaries by 30 percent. Prioritize higher education institutions and organizations as a principle partnership strategy for this program.
- Successfully implement ROTA's Adult Arabic Literacy Program and increase the number of beneficiaries.

200 VOLUNTEERS TOOK PART IN ROTA'S ANNUAL RAMADAN PROJECT, WHICH HELPED 800 PEOPLE

VOCATIONAL AND TECHNICAL TRAINING GIVEN TO 1,001 YOUNG PEOPLE IN BAGH, AZAD JAMMU AND KASHMIR



DOHA INTERNATIONAL FAMILY INSTITUTE

CONTRIBUTING TO THE
GLOBAL KNOWLEDGE BASE
ON ISSUES FACING THE
ARAB FAMILY THROUGH
THE DEVELOPMENT
AND DISSEMINATION OF
HIGH-QUALITY RESEARCH,
AND SUPPORTING THE AIMS OF
THE 2004 DOHA DECLARATION
ON THE FAMILY

DOHA CALL TO ACTION
ADOPTED BY CONSENSUS
AND DISSEMINATED ALL
OVER THE WORLD

ORGANIZED INTERNATIONAL
CONFERENCE IN DOHA
ENTITLED **‘EMPOWERING
FAMILIES: A PATHWAY TO
DEVELOPMENT’**

GOALS

- Be recognized as a global knowledge leader on issues facing the Arab family through research, policy, and outreach.
- Support the aims of the 2004 Doha Declaration on the Family.
- Contribute to the global knowledge base on issues facing the Arab family through the development and dissemination of high-quality research.
- Encourage knowledge exchange on issues related to the family across an international and interdisciplinary network of researchers, policymakers, and service providers.
- Make family issues a priority for policymakers through advocacy and

outreach at national, regional and international levels.

- Build an international coalition of regional experts.

STRATEGIES

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

- Build internal capabilities and help develop Qatari citizens as leaders in family policy, research and advocacy.

NOTABLE ACHIEVEMENTS

- Organized an international conference in Doha, entitled ‘Empowering Families: a Pathway to Development’, to commemorate the 20th anniversary of the International Year of the Family (16-17 April 2014). The conference concluded with a Doha Call to Action, which was adopted by consensus and disseminated all over the world.
- Organized a regional research seminar on ‘Impact of Changing Population Dynamics on the Arab Family’ (2-3 December 2013).

This was the first event organized under the Doha International Family Institute’s (DIFI’s) new mandate, which makes research DIFI’s core business area, and further included a regional focus on the ‘Arab Family’.

- Sponsored a report by the Arab Network of Non-Governmental Organizations (NGOs) on ‘Social Risks Facing the Arab Family’ and launched the report in Doha in September 2013.
- Published DIFI Family Research and Proceedings on Qscience.com. The issue includes papers presented at the regional expert group meeting organized in Doha on ‘Protecting the Arab Family from Poverty: Employment, Social Integration and

Intergenerational Solidarity’.

FUTURE INITIATIVES AND INCENTIVES

- Produce a research-based report on the state of the Arab Family, to be published in 2016.
- Develop a research proposal with a national or international partner to be submitted for QNRF’s next grant cycle.
- Organize DIFI’s first annual conference on family research and policy (with the Social & Economic Survey Research Institute as a partner).
- Organize a family policy forum targeting Qatar and the GCC region.

QATAR CAREER FAIR CENTER

HELPING TO REASSURE QATARI CITIZENS BY PROVIDING JOB STABILITY AND CAREER DEVELOPMENT, SO THAT THEIR CAPABILITIES AND SKILLS CAN BE UTILIZED IN A COMPETENT AND EFFICIENT WAY IN DIFFERENT WORK SECTORS IN THE COUNTRY

OFFERING **CAREER OPPORTUNITIES** TO THE NEXT GENERATION OF QATARI CITIZENS



GOALS

- Create awareness among Qatari youth about the education, employment, training and career development opportunities that are available in different sectors of the country and to help guide them through these.
- Support work bodies in Qatar in achieving their human resource plans that will contribute to accomplishing the human development pillar of Qatar National Vision 2030.

STRATEGIES

- Provide a platform and environment where corporate and government bodies, and educational and social establishments can meet with Qatari students, graduates and seekers of career opportunities, in order to guide and educate them professionally.
- Qatar Career Fair Center (QCFC) aims to introduce and offer career opportunities to the new Qatari generation as well as establish and raise the career development awareness/culture among them.

- Create and reinforce local and regional awareness as far as possible about QCFC being a leading Qatar Foundation (QF) member in the field of career development and at the same time a national career development event.
- Establish and reinforce local, regional and international professional strategic relationships/partnerships and recognition/ accreditation with diverse stakeholders with whom a substantial exchange of knowledge and experiences can take place.
- Transform QCFC into a fully-fledged QF center that will become a beacon of the career/professional development industry in Qatar and the region. This is closely related to one of QF's strategic pillars, Community Development.
- Create an atmosphere of career awareness as well as skills and capabilities development among students and graduates by enabling them to plan wisely for their future career paths, especially to select their areas of specialization and the

careers best suited to their qualifications and capabilities.

- Create and instill a career culture in society by conducting symposia, workshops and various other activities.
- Serve the workforce, Qatari society in general, and young people in particular, by utilizing all available means, capabilities and resources.

NOTABLE ACHIEVEMENTS

- Continued to address the best interests of the young people of Qatar and their parents, as well as other key target audiences.
- Maintained a strong connection to QF's mission and strategic objectives and assisted QF in achieving Qatar National Vision 2030.
- Developed and strengthened a careers culture in Qatar, which QCFC has carefully established and nurtured during previous years, as opposed to merely promoting jobs and employment.
- Encouraged government and private

organizations in Qatar to adopt long-term career planning for all employees.

- Guided government and private organizations in how to best manage their participation in career-related fairs and other such activities so that they can reap the benefits of their participation.
- Planned, prepared and implemented a number of substantial career development projects and programs.
- Improved awareness among stakeholders' interest regarding QCFC and its work.
- Strengthened a number of strategically and tactically needed relationships and partnerships with career development organizations and individuals.
- Continually worked on and improved the strategic plan to transform QCFC into a fully-fledged career development center.
- Streamlined and reorganized corporate and project planning, while implementing and re-evaluating functions pertaining to the center, in order to increase productivity and performance levels.

FUTURE INITIATIVES AND INCENTIVES

- Launch Qatar Career Development Center (QCDC), which will involve full compliance on all legal, administrative and operational standpoints.
- Carry out all planned projects and tasks originally initiated by QCFC.
- Plan and successfully implement the normal annual projects and tasks.
- Further enhance public awareness and stakeholders' interest in QCFC's work.
- Continue to develop the competencies and skills of the QCFC team.
- Continue to build strategic relationships and partnerships with world-renowned career development organizations.

QF PUBLISHING CENTER

ASPIRING TO BECOME THE LEADING BOOK PUBLISHER AND BOOKSELLER IN THE ARAB WORLD, AND WORKING ACTIVELY TO SUPPORT THE DEVELOPMENT OF A KNOWLEDGE-BASED SOCIETY IN QATAR

PRINTING **BOOKS**, CATALOGS AND REPORTS FOR KEY QATAR FOUNDATION EVENTS AND DIRECTORATES

ESTABLISHING A **HIGH QUALITY** AND **PROFESSIONAL** PRINTING OPERATION

GOALS

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

STRATEGIES

- Establish a high quality and professional printing operation.
- Develop online portal for sale of Arabic eBooks.
- Develop Qatar Foundation Publishing Center (QFPC) as a self-sustaining operation.

NOTABLE ACHIEVEMENTS

- Staffed Digital Print House (DPH) to start print operations and expanded scope of services offered to QF entities.
- Increased DPH sales to QR3 million in the fiscal year 2013-14, which is a 170 percent increase over fiscal year 2012-13.
- Handled printing requirements for the WISH conference and several other major QF events.
- Established a Direct Order Form with Finance for low-value jobs.
- Printed books, catalogs and reports for key

QF events and directorates.

FUTURE INITIATIVES AND INCENTIVES

- Continue to grow DPH's services to reach all QF entities and joint ventures (JVs) and be the sole supplier for major QF conferences.
- Continue to focus on improving processes and identifying opportunities to leverage DPH services.
- Acquire new print projects that are being sent to external vendors, but which can be done by DPH.
- Continue development of the eBook project, as outlined in the Business Plan.

INCREASED DIGITAL PRINT HOUSE SALES BY 170%

BLOOMSBURY QATAR FOUNDATION

DEDICATED TO BUILDING
A WORLD-RENOWNED,
HIGH QUALITY PRINT
AND DIGITAL PUBLISHING
HOUSE, SUPPORTING QATAR
FOUNDATION'S VISION OF
DEVELOPING A VIBRANT
KNOWLEDGE ECONOMY

ENHANCING **LITERARY SKILLS** IN
CHILDREN THROUGH READING AND
WRITING SEMINARS AND PROGRAMS

CONTINUING GROWTH IN
BREADTH AND DEPTH OF
JOURNAL PUBLISHING
OPERATION

GOALS

- Impart and instill core professional and literary publishing values by publishing children's books, adult trade books, as well as academically relevant and sound research papers that underpin and reinforce QF's drive to make itself a leader in education, science, community development and the arts in the region and beyond.
- Enhance literacy skills in children in Qatar through focused reading and writing training seminars and programs.

STRATEGIES

- Establish Bloomsbury Qatar Foundation (BQF) as a leading books publisher in both Arabic and English.
- Promote QScience as the academic journals publishing platform of choice for researchers in the MENA region and beyond.
- Demonstrate BQF to be an important support resource for reading and writing development in Qatar and the region.
- Develop an experienced and fully trained group of publishing professionals, who will contribute to the professionalization of publishing in the Arab World through a knowledge transfer program.

NOTABLE ACHIEVEMENTS

- This was a transitional year for Bloomsbury Qatar Foundation Publishing (BQFP) and Bloomsbury Qatar Foundation Journals (BQFJ), which were combined into one single unit - Bloomsbury Qatar Foundation (BQF) - to achieve greater strength and efficiency. This involved:
 - Rebuilding the business, merging BQFP and BQFJ into BQF in order to streamline and kick-start the business.
 - Agreeing and implementing new procedures, workflows and systems.
 - Hiring a core staff on temporary contracts, to be made permanent once the organizational chart is approved.
 - Interviewing and hiring of publishing editors and related staff as consultants to rebuild the trade publishing list.
 - Working with strategic planning, finance and human resources to implement the changes, new structure and new strategic plan; and also amalgamating the two QF centers into one.
 - Restarting the outreach, reading and writing program with two major events and holding school outreach and workshops on an almost weekly basis.
- Ensured all trade titles were back on schedule, rebuilding brand and reliability.
- Rebuilt relationships with authors, agents, publishers, and booksellers.
- Published trade books in English and Arabic, and signed up new authors in Arabic and English across the Gulf and Arab World.
- Doubled output of published academic articles on QScience.com
- Global Cardiology Science and Practice (GCSP) and Qatar Medical Journal (QMJ) indexed in the biomedical literature database PubMed Central; GCSP was the first QF journal to be so indexed.
- Saw continued growth in breadth and depth of journal publishing operation.
- Launched new journals and conference proceedings, including partnerships with Georgetown University in Qatar (GU-Q), Virginia Commonwealth University in Qatar (VCU-Q), Doha International Family Institute (DIFI), and QatarDebate.
- Successfully carried out conference support and publishing programs.
- Increased submissions of academic books, leading to contracted new book series to extend content offering.
- Received international recognition from the National Institutes of Health (NIH), PubMed, Committee on Publication Ethics (COPE), and the research register organization

ORCID (Open Researcher and Contributor ID), ensuring international links were strengthened and renewed.

- Delivered workshops on trends in scholarly publishing.
- Worked in close collaboration with QF Research and Development (QF R&D) to deliver on the Annual Research Conference 2013 (ARC '13).
- Rebuilt relationships with key clients, resulting in new contracts with Qatar Museums, Msheireb Properties and QatarDebate.
- Re-established key relationship with World Innovation Summit for Education (WISE).
- Re-launched the BQFP and QScience websites.
- Made English language e-Books available.
- Held initial production trials of Arabic e-Book content.
- Successfully delivered conference support services to ARC '13.
- Held first literary Majlis in March 2014, with BQF authors Abdulaziz Al Mahmoud and Mai Al Nakib in conversation with Tariq al-Jaidah.
- Participated in World Book Day event when Qatar obtained the Guinness World Record for largest reading lesson in Arabic at Qatar National Convention Centre.
- Delivered workshops for the 5th Annual

Translation Conference in collaboration with HBKU's Translation and Interpreting Institute (TII).

- Offered creative writing workshops in Arabic and in English again and had them reach full capacity.
- Held second literary Majlis on 25 June 2014, focusing on Poetry: Ali Mirza and Hessa Awadi in conversation with Tyseer Abdalla.

FUTURE INITIATIVES AND INCENTIVES

- Deliver all business objectives, including addressing training and Qatarization.
- Develop new publishing areas to deliver revenue goals.
- Outreach to organize a Literary Majlis every four months.

QATAR PHILHARMONIC ORCHESTRA

ASPIRING TO BE A MIRROR TO
QATAR BY CREATING A LINK
BETWEEN WESTERN AND EASTERN
MUSIC UNDER THE QATAR
FOUNDATION UMBRELLA

INSPIRING CHILDREN AND
ADULTS TO APPRECIATE
CLASSICAL MUSIC

ENHANCING **COMMUNITY**
AND **CULTURE** WITHIN
QATAR AND THROUGHOUT
THE REGION

GOALS

- Be a national orchestra that performs for 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 and 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 preservation, development and performance of unique combinations of Arab and Western music.
- Attract the required government and

community support for QPO.

- Improve financial self-sufficiency.
- Develop and maintain an effective orchestra infrastructure that supports world-class performance.

NOTABLE ACHIEVEMENTS

- Performed on Qatar National Day at the Sheraton Park on the Corniche, which was broadcast live on QTV, accompanied by a huge fireworks show. The broadcast was transmitted internationally, which provided an excellent showcase for the orchestra.
- Performed in concert at the World Innovation Summit for Education.
- Secured a concert at the next BBC Proms.

FUTURE INITIATIVES AND INCENTIVES

- Implement a ticketing system.
- Launch a website in Arabic.
- Start doing recordings.
- Organize overseas tours.



QATAR MUSIC ACADEMY

INTERNATIONALLY RENOWNED
FOR EXCELLENT MUSIC
EDUCATION INCORPORATING
BOTH ARAB AND WESTERN
MUSIC, THEREBY HELPING TO
FOSTER A THRIVING MUSIC
CULTURE IN QATAR AND
THE REGION

RECEIVED
988 ONLINE
APPLICATIONS FOR
500 PLACES



GOALS

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

STRATEGIES

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

ongoing sustainability.

- Build regional music research capabilities in Qatar.

NOTABLE ACHIEVEMENTS

- Received 988 online applications for 500 places on QMA programs this year, demonstrating the huge demand for music education in Qatar.
- QMA students achieved an overall pass rate of 97 percent in the external music examinations, which were held by the Associated Board of the Royal Schools of Music (ABRSM) and Royal Irish Academy of Music (RIAM).
- Continued to develop and enhance the Academy's curricula. Both Western and Arab curricula underwent continued revision cycles, and recording was added.
- Fully delivered QMA's two main educational programs – the Academic Music Program and the Music for All Program - to the

highest standards.

- Conducted workshops designed to give children at schools exposure to music education. This has been coupled with the staging of high profile musical performances by both QMA students and faculty. The outcome is a strengthening of music awareness and appreciation generally in Qatar.

FUTURE INITIATIVES AND INCENTIVES

- Ensure the availability of world-class music teachers at QMA.
- Maintain and repair all musical instruments to make sure they are fully operational during summer.
- Prepare all students of the Academic Program to sit the Royal Schools of Music (ABRSM) and Royal Irish Academy of Music (RIAM) examinations, and achieve a 75 percent pass rate.
- Launch QMA's new Music Lab.

- Monitor the progress of all ensembles.
- Ensure the retention of students and increase the proportion of Qatari students at QMA.
- Continue to develop and refine QMA's curricula and deliver the best quality music education for the students. Programs will be monitored to ensure that they fully meet the needs of the community. Relationships will be strengthened with key institutions and associations.
- Build and enhance relationships with the corporate community in Doha, with the aim of increasing QMA's organizational sustainability through sponsorship in 2014/15. As a start, QMA managed to secure sponsorship from Occidental Petroleum again this year.
- Promote the awareness and appreciation of music in the community, and increase participation of Qataris.
- Continue the existing program of community performances and educational events.

QATAR NATIONAL LIBRARY

DISSEMINATING KNOWLEDGE,
NURTURING IMAGINATION, CULTIVATING
CREATIVITY, AND PRESERVING THE
NATION'S HERITAGE FOR THE FUTURE

MORE THAN
5,074 PEOPLE
REGISTERED TO
USE QNL'S DIGITAL
LIBRARY



GOALS

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

STRATEGIES

- Complete a 21st century, world-class Qatar National Library (QNL) by 2017 with all the functions of a national library, a research library, a university 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.

NOTABLE ACHIEVEMENTS

- Unveiled Qatar National Library's (QNL's) innovative new brand identity on 25 March 2014. The brand identity is inspired by the iconic

- architectural design of its new home that is currently under construction in Education City.
- Celebrated a major achievement in developing QNL's digital library by providing access for researchers, educators and the community to 106 resource databases and reaching more than 5,074 registered users.
- Ensured the 106 resource databases are accessible to registered users with 453,504 e-Books, and 34,957 e-Journals and e-Articles.
- Successfully delivered 100 library programs, including 73 information literacy classes, with a total number of 3,007 participants in these programs.
- The Heritage Collection had 166 tours for 1,121 visitors during FY 2013/2014.
- QNL's website www.qnl.qa had more than 81,667 visitors and had more than 284,950 page viewers.
- Building the printed books collection achieved a breakthrough in establishing the acquisition procedure and has already processed 220,000 books, currently stored in the USA.
- Hosted the 2014 World Digital Library (WDL) Arab Peninsula Regional Group's Symposium on digitizing and preserving cultural heritage, attracting over 40 participants, including 18 regional partners.
- Was the second highest contributor of items to the WDL of all MENA institutions participating as members, and the third highest overall

contributor of MENA-related items.

- Attracted TV and media interest in the QNL project and the use of QNL as a platform for programs promoting education: 193 printed press releases, 371 posts on social media, 80 interviews (press and TV and radio interviews), 53 articles, and 45 posts on Maktabi.
- Signed MOU with Ministry of ICTQATAR in January 2014 for QNL to be the national digitization center of Qatar for 2D and Audiovisual followed by initiating a pilot project for the digitization of heritage material at the Ministry of Culture, Arts and Heritage on 28 May 2014.
- QNL won the award for best booth at QITCOM 2014 below 90 meters, which was designed based on input from QNL staff.
- QNL Associate Director for Information Technology (IT), Krishna Roy Chowdhury, won the 'Chief Information Officer (CIO) 50 Award 2014', as QNL was named among the top 50 organizations in the Middle East for its outstanding achievements in IT.
- QNL Qatari staff Jooza Al Marri was selected to do a poster presentation about QNL during the IFLA 2013 World Library and Information Congress (WLIC) in Singapore. The QNL poster aimed to create awareness about QNL and to provide an overview about its facilities, aims and objectives for conference participants.

FUTURE INITIATIVES AND INCENTIVES

- Provide storage for books locally.
- Source funding for special collections and archives.
- Source funding for additional databases to support the country's emphasis on the importance of information.
- Source funding for an IT infrastructure to provide support at national level.
- Build a national archival repository and single access platform for accessing born digital and digitized content of Qatar.
- Provide more office space.
- Further develop QNL's collections and online e-resources.
- Further develop the Qatar Reference Service.
- Further develop information literacy and public programs for all ages and varied interests.
- Adapt and change as staff move into QNL's new facility.
- Establish conservation and preservation programs for newly acquired collections.

QATAR NANNY TRAINING ACADEMY

CONTRIBUTING TO SOCIAL AND HUMAN DEVELOPMENT IN QATAR THROUGH EDUCATING AND TRAINING NANNIES TASKED WITH RAISING QATARI CHILDREN

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

HELPING TO PRESERVE **QATARI AND ISLAMIC** IDENTITY AND VALUES

GOALS

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

STRATEGIES

- Achieve Qatar's 2030 National Vision, for which human development serves as both a top priority and an underlying foundation, by creating an academic curriculum for training nannies that is unmatched in the Arab world. This curriculum respects Arab values, Islamic principles and Qatari traditions by offering instruction in Arabic, Islamic studies and Qatari history. Human development encompasses teachers and administrative staff. The Qatar Nanny Training Academy's (QNTA's) curriculum requires the institution to constantly develop and keep pace with technological advancements in the areas of research, social interaction and other areas.
- Offer comprehensive childcare through raising youngsters in a way that goes beyond the traditional concern to include cementing specific

notions and behavior, rich Islamic culture, and tremendous respect for Qatari traditions. A QNTA graduate is keen on instilling a sense of commitment in children, as she carries out her tasks based on both Islam and Arab culture and values. A QNTA graduate understands child development theories and can also help parents with Qatar's school curriculum in the child's early years. She understands the importance of play for infants and small children as a means for growth and learning, and the importance of enriching children's lives by improving their sense of expression and art. Most importantly, she is completely aware of her responsibilities and role in the household.

- Promote educational development, as this academic experiment represents a total union of theory and practice, in line with the principle of modern education around the world.
- Create new job opportunities by shedding light on the considerable difference between a nanny and a domestic servant; join forces with Qatar's Ministries of Interior and Labor in order to produce awareness of new nanny vacancies.
- Co-operate with associations, ministries and other bodies involved in training teachers, educating and teaching new skills to female students, raising children, etc.

NOTABLE ACHIEVEMENTS

- Formed the Board of Directors, which commenced quarterly meetings dedicated to managing the Academy's affairs.
- Completed the curriculum evaluation policy, which contains clear goals for learning, and the means and tools for evaluation and grading.
- Completed all policies that regulate the work of the QNTA (employment, organizational chart, performance management, various evaluation forms, communications policy, documenting work contracts, and training students).
- Published all QNTA policies and the list of rights and duties for employees and students.
- Trained teachers on how to use various evaluation tools and offer practical follow-up.
- Completed distribution of the major courses of the curriculum within the teaching schedule, in line with official academic accreditation.
- Upgraded the intranet in electronic documentation and created an interactive file for each employee in order to enhance communication, organization and administrative guidance.
- Trained employees on how to assess all of their behavior; conducted ongoing workshops in classroom management, the psychological

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

- Created a multi-phase media plan for introducing the QNTA to Qatari society.
- Contracted with an established media institution to manage media issues with professionalism.
- Evaluated curricula and prepared initial suggestions for curriculum upgrade.
- Established an employment strategy; while moving forward in guaranteeing suitable jobs for the graduates.

FUTURE INITIATIVES AND INCENTIVES

- Develop and promote best practices in the field of nanny training in the Arab World.
- Support the development of the nanny profession in Qatar.
- Build a human resource and financial sustainability plan for the Academy.