



جامعة قطر
QATAR UNIVERSITY

Annual Report Academic Year 2015-2016



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Introduction

Qatar University

The academic year 2015-2016 was a year of preparation to transfer the University from the development phase to the transmission phase on the bases of a clear vision that reflects the directions of the wise leadership and QU Board of Regents chaired by H.H. Sheikh Abdullah bin Hamad Al-Thani.

Qatar University achieved a development in regional and international rankings:

- Qatar University has been ranked No 1 in the Arab region in the Round University Rankings (RUR).
- Qatar University has been ranked no 1 in international outlook in THE World University Rankings.
- Qatar University placed among the top 500 universities in the world in the QS World University Rankings while last year it was placed among the top 600 universities.
- Qatar University campus is among the 23 world's most beautiful campuses according to 'Most Beautiful Universities in the World' book.

In regards of the University's Strategic Plan 2013-2016, the University continues executing the strategy that includes four Key Performance Areas (KPA's):

Maximizing students' success in becoming competent graduates by providing high quality education, advancing contemporary challenges and advancing knowledge through quality research, integrating Qatar University with the community to support social, economic and cultural development, and providing effective and efficient support environment and facilities to the University community. QU's units benefited from the results of the first and second year (2013-2014 and 2014-2015) and enhanced results of some objectives bearing in mind cutting the budget and the changing occurred in QU organizational structure. Upon the decision of the State in changing the fiscal year as to start at the beginning of each calendar year, QU strategic plan was modified in line with the fiscal year as four months were added to 2014-2015 to cover the entire year of 2015. Therefore, 2016 is the last year of QU strategic plan 2013-2016. The annual report of QU strategic plan was delivered to QU administrative executive committee. Upon its approval on the report, the office follows up the modifications made on some strategies.

The Strategy's achievements:

- 85% of QU programs contributed directly to building knowledge-based economy.
- QU supports learning using technologies in three courses (two courses were taught in 2013-2014). The university also adopts the 'reversed classroom teaching method' as in Cyber Security Course in CENG and Principles of Administration Course, Principles of Marketing Course, Principles of International Marketing Course and Strategic Administration Course in CBE.
- During the last three years, students' satisfaction rate about the services provided by the Student Learning Support Center, Student Counseling Center, QU Library, QU labs and IT exceeds 70%.
- Number of Qatari students who are in scholarships are 108 students during 2014/2015.
- Researchers published 757 indexed scientific researches in different disciplines. The productivity rate is increased 35% comparing to the last year.
- The University signed 31 MoUs with other universities, companies, associations, councils, and ministries.
- The University recorded achievements in international rankings comparing to the last year.
- The Office of Continuing Education organized and conducted 163 seminars, courses and workshops during the academic year 2014/2015.
- 74 faculty members taught courses in the Office of Continuing Education.

The University starts drafting the Strategic Plan 2017-2022. The amended QU vision was approved by the Board of Regents and the Executive Committee of the Board of Regents initially approved the objectives, strategies and initiatives.

This report highlights QU's most important achievements and challenges during the academic year 2015-2016.

Dr Hassan Al Derham
QU President

First Students

The number of enrolled students increased at a steady pace during the previous five Fall terms. The number of students enrolled in the Fall of 2016 was 17,906 students (an increase of 7% over the Fall of 2015 and an increase of 46% over the Fall of 2012).

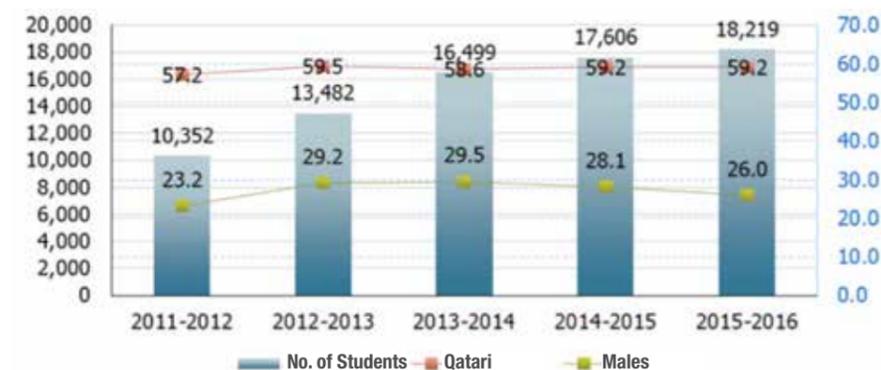
The most significant changes in the number of students enrolled during the Fall semester of 2016 compared with the Fall of 2015 include:

- An increase in the total number of students enrolled by 7%

(16,771 to 17,906).

- An increase in the total number of registered Qatari male students by 11% (from 1,785 to 1,987).
- Increasing the number of female Qatari students by 13% (from 8,090 to 9,154).
- Increase the number of male and female undergraduate students by 9% (from 14,927 to 16,295).
- Increase the number of male and female postgraduate students by 7% (from 733 to 785).
- Increasing the number of doctoral students by 37% (from 68 to 93)

Enrolled Students



1. Alumni

The number of graduates for the last year 2015-2016 (2,083) graduates, an increase of 58% compared to the academic year 2014-2015, of which (1,074) are Qataris.

Alumni



The following table shows the number of graduates for the past year 2015-2016, in terms of levels of various university degrees. Meanwhile, graduates' data for 2016-2017 will not be fully available until the end of the current academic year.

	BA	MA	PhD	(Pharm D)	Diploma	Total
Total	1,892	150	1	7	33	2,083
Qatari	1,035	30			9	1,074
Male	147	7				154
Female	888	23			9	920
Non Qataris	857	120	1	7	24	1,009
Male	253	52	1	1	10	316
Female	604	68	1	6	14	693

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1. Department of Students Affairs

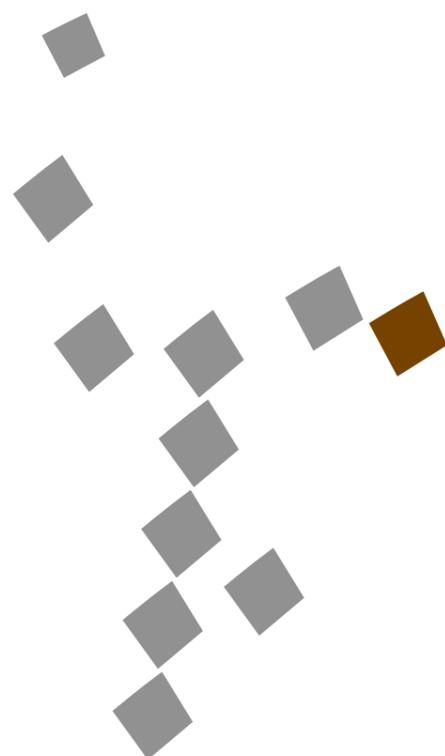
The Student Affairs Department at Qatar University has achieved a number of objectives and initiatives which in turn contribute to the achievement of the comprehensive plan of the University. The department continued its commitment to provide students with services and programs based on student success, innovation, and development of programs and services to meet their needs and support in their academic and professional careers throughout its various departments (Admissions and Enrollment, Student Support and Development, Student Services and Activities, and Student Success).

Department of Students Affairs' Achievements:

- The launch of the "Road to Student Success" project in coordination with the Office of the Vice President for Academic Affairs and the Office of Chief Strategy and Development Officer. It is a comprehensive and integrated project to implement the best practices that help students learn and succeed at the University. Representatives from Academic Affairs, Student Affairs, Colleges, and the Strategy and Development Office participated in the working groups to prepare and present

recommendations and to develop operational plans.

- The launch of the "Zero" project, which aims at developing services and transactions provided by the sector in a radical way to be smoother and faster and with less mistakes. This project does not rely on paper but on electronic systems, which leads to complete automation of all transactions.
- The review of the Student Integrity Charter, where three categories of academic violations and non-academic violations have been identified. In addition to the definition of the uniform code that will be followed by all members of Qatar University and its visitors. The Charter shall include the procedures followed as well as the determination of the results of the violations.
- Review the list of laws of the Student Representation Council, so that amendments have been made to each college to have a student council interested in students of the college, in addition to the University Student Council, whose members will be representatives of the boards of colleges.
- Modifying the admission rate in all colleges except for Medicine and Pharmacy from 75% to 70%.
- Introducing students' re-admission application to allow students who have left study to return to their university seats.
- Collaborating with the Vice President's Office for Academic



Affairs to identify students who are at-risk of not completing their undergraduate degree at risk framework.

- Launching of QU admission services through Qatar University's QU Mobile application for university enrolled students in order to facilitate access to these services through their smartphones. The most prominent of these services are the possibility of presentation of the courses offered in the semester and its contents, and the registration and dropping of courses, showing of tuition fees and the presentation of the academic record.
- Launching the "Educate a Student " initiative on June 9, 2016. The project aims at attracting and motivating various institutions, and individuals in the country and encouraging them to provide financial support to university students whose financial status prevent them from continuing their university education. A total of 221 students were assisted in the Fall and Spring of 2016.
- Launching of the "Associate Friend" program, which is adapted from the United Nations Program. It focuses on the psychological challenges facing students to develop and discover themselves.
- Reviewing Students Awards (known as non-academic wards). New awards have been introduced and others have been changed to wrap them in 5 categories: Student Leadership Award, Student Clubs and Organizations Awards, Volunteering Award, Student Sport Award and Student Employment Award.
- The Student Leadership Conference (Taqadam) will be held in the Spring semester 2016 and fall semester 2016. The conference aims at supporting communication and bridging gaps between university students from Qatar and the GCC countries in order to hold workshops and public meetings to discuss key areas of leadership development, leadership trends, And future leadership needs locally, regionally and globally.
- Updating 'Outstanding Employee Awards' on the level of the Department of Students Affair and introducing the 'Distinguished Team' award.
- Developing admission, registration and IT services
- For the first time, offering admission and registration services using token system (queuing system) which allows students to meet admission specialists in private environment.
- Launching "Educate a Student" initiative to attract local foundations and other institutions and encourage them to provide financial aid for financially hard-pressed students.
- Launching a professional development program for student activities and services staff that aims to develop employees' skills according to international standards.

Local and international students' awards:

Students' activities and efforts have resulted in winning the below awards:

- Honoring 123 female students and 185 male students in the First Annual Students Honoring Ceremony held in May 2016.
- First place in Gulf Robots Competition – December 2015
- 12 students received Life Students Awards (student leadership award, students' organizations and clubs awards, volunteering award, sport student award and student employment award)
- First place in Imagine Cup Contest (Team Xblink' from QU in the Innovation category)- UAE- April 2016.
- Best team work award won by QU theater team in the Fourth Theater Universities Festival – Oman – March 2016.
- First place in the International Debating Competition in Arabic and English Languages.

- Center of Volunteerism and Community Service won runner up in 'The most social cooperating University competition in MENA' in Egypt.
- The team of the University won more than one championship for different sports and reached advanced positions .
- Achieving high results in the Belgrade 9th "Best 2016" tournament for university sports, which was held in the state of Serbia in May 2016.
- Achieving advanced positions in the World Universities Championship organized by the International Committee of University Sport in Rome, Italy, in November 2016.

Services and Programs Offered to Community:

- The Volunteer and Community Service Center has provided more than 70 voluntary opportunities to more than 3290 male and female volunteers in various fields that suit their interests. Many opportunities were aimed at integrating first-year students into university life, encouraging high school students to join the university, as well as community service opportunities such as the introduction meeting for new students, the 2016 graduation ceremony, World Volunteer Day, I Help, and the Community Service Trip to Nepal in cooperation with Reach Out to Asia (ROTA) and others.
- Singing an agreement with Qatar Charity to establish 'Kammel' program that offer financial aid for students.
- Organizing an open day for High School Students, increasing the number of schools' visits, organizing workshops for high schools' academic advisors and organizing parents' open day. The University was present in career fairs.
- Increasing the awareness of students with disabilities about the local labor market and coordinating with schools, governmental associations and non-governmental associations such as Al Noor Institute for Blind, Mada, Ministry of Education and Higher Education and Ministry of Economy and Commerce in the field of serving people with disabilities.
- Four students participated in the Student Leadership Program under the patronage of Al Maktoom Foundation in Scotland from 15 July till 15 August 2016.
- Five students participated in Leadership Conference for Human Affairs in Vietnam from 1-8 August 2016.
- Participating in the organization of the State Sports Day for this Year in cooperation with the Ministry of Municipality and Environment and the College of Community in Qatar and the Department of "Katara" Cultural Village.
- Taking part in the cultural exchange between Qatar University and Peking University in China. The university received a delegation of 15 students from Peking University to meet with their students' peers from Qatar University and participate in cultural, dialogue and scientific programs and activities that contribute to promoting the concept of cultural exchange, which is equal to the cultural Year (Qatar-China 2016). Also, a delegation from the University of Qatar visited Beijing in September 2016.
- Conducting more than 50 visits to all work sectors in the State of Qatar. More than 80 diverse career opportunities have been provided ranging from employment, academic, and training opportunities. The number of professional events in 2016 was more than 40 professional event.
- Working with 18 governmental and non-governmental organizations that serve people with disabilities to celebrate World Day for Persons with Disabilities and Sports Day.

Student Representative Board:

In pursuit of the faith of the University and the Student Affairs Sector to provide students with an opportunity to express their views and demands, the Student Representative Board has made a number of achievements in supporting the quality of education and enhancing the vision and mission of the University. In this regard, the Council has contributed to the development of a number of academic and non-academic topics with relevant bodies (such as Food Services, Security and Safety) to communicate students' voices and find appropriate recommendations for their problems and concerns. The council members also participated in the Student Leadership Conference in its first and second editions in Spring 2016 and Fall 2016. The council organized a number of lectures and meetings during the year.

It should be noted that the elections of the College Councils and Student Representative Board 2017 at its fourth session were held in December 2016. As for the elections of the Board members at the university level, it will be held in the Spring of 2017.

Scholarship:

List of scholarships for new students in the academic year 2015 - 2016 and Fall 2016:

Scholarship Type	Academic Year 2015 (Fall 2015 and Spring 2016)
Islamic and other countries scholarship	120
H.H. the Emir of Qatar's scholarship for academic excellence	20
Outstanding performance scholarship	20
Amiri Diwan scholarship	31
GCC states scholarships (embassies)	28
GCC Qatari certificate scholarship	18
Qatari national's children scholarship	112
Qatari husband scholarship	93
Children of Qatar University employees scholarship	58
College of Education Diploma scholarship	42
Total	542

The Number of Part time students:

	Fall 2015	Spring 2016	Summer 2016	Summer 2016
of students	1109	1246	809	1116

Events Organized by Students:

During the year 2016, 11 major events were organized with the participation of the students of the university: the cultural village, Help and Support, the Motivator, May God Accept your Obedience, Help Someone and Be Happy, QU Entrepreneurs, the event of QU TEDx, Asfar Exhibition, the National Travel Day 2015 and National Day 2016. Specialized student committees have been formed to follow all stages related to organizing and planning a number of major events and sports activities. Examples include Student Committee for organizing the State Sports Day (Males and Females), Women's Folk Games Festival, Sports Events Committee in the Males Section and Sports Tournament Organizing Committees. The Center for Volunteering and Community Service provides all male and female volunteers with the opportunity to organize and supervise many activities inside and outside the university, as well as providing support, guidance and continuous follow-up. The number of events organized by students participating in student clubs during the period from January 2016 to December 2016 was more than 200 activities and events; while the number of students who were members of clubs and student organizations was more than 4,400 students.



Second: Academic Affairs

The university enhanced its academic developments in many aspects including:
The progression of the university in the academic international rankings reflects the great developments achieved during the past years. The university topped Times Higher Education's (THE) list of the world's most international universities 2016. It also ranked as 90th in BRICS & Emerging Economies Rankings 2016. The university was within the 4% of the world universities according to the THE.

On the other hand, the university entered the list of best 500 universities according to Quacquarelli Symonds (QS) which was announced in September 2015. Recently, the university was the top of the best universities according Round University Ranking which was published during las April.

Organizing workshops in professional development for the faculties who teach first year courses and generalizing a special course for freshmen students in the CLAW and CBE which aims to support students to get better involved in the life of the campus.

Completing the first cycle of Gateways to Completion (G2C©) in cooperation with John N. Gardner Institute for Excellence in Undergraduate Education, aiming to improve the education and teaching process in the main courses which has the main effect on the success of the students and their retention. And using the gained experience as a base to create a development and studying process for the courses of the university.

Integrating the institutional promotive plan of the first-year experiences for university students within the general framework of the initiative "Students Success Path."

The total number of academic programs reached to (72) programs in the academic year 205-2016 which includes: 39 undergraduate 4 Diploma programs, 25 Master, 3 graduate program and one Pharm.D. program.

A suggestion proposal to establish Diploma certificate in quality teaching to posed for faculty members through Office of Faculty and Instructional Development.

Completing the review of 13 academic program to insure the quality, which included the following programs: Chemistry, Architecture, Islamic Studies, Primary Education, Sport Science, Da'waa and Media, in addition to Master programs in computing, Science in Environmental Engineering, Science in Engineering Management, Gulf Studies, and Pharmacy.

Foundation Program (FP):

- FP Achievements:
- The Foundation Program Department of English has successfully used the tablets PCs (iPad) as an implementation of multimedia in the education to enrich the vocabulary and grammatical skills of students during the female foundation courses in spring 2016.
 - Developing English for Communication 2 course to be two courses for especial purposes. The courses are designed to serve the needs of the student of College of Business and Economics and College of Law.
 - Tow employments of Qatar University Testing Center (QUTC) been approved to be Test Administrators by the International Foundations for IELTS Tests, Pearson, Cambridge University, ETS, ACT, and College Board after passing the assessment criteria of these foundations. Thus, it became three accredited employees of the center to work in parallel to meet business needs.
 - Increasing the rate of success in the courses provided by the Department of English and the Principles of Aalgebra.
 - Providing enrichment programs in math and English courses for foundation and post foundation students, along with providing general required courses which aims to develop student's skills.
 - Offering many new additional initiatives to serve the students to practice English language in an enrichment and exciting context.
 - Receiving assessment reports and follow-ups from international testing foundations such as: British Council, Cambridge University and ETS which shows that the QUTC is committed to the best quality standards and fully in line with the policies and procedures of these institutions.
 - QUTC became an approved center for all assessment test provided by Cambridge Certified Testing Center.
 - QUTC has developed an electronic correcting system for answer sheets of the students and issuing statistics about the quality of the test and student's performance.
 - Developing a manual to write and manage tests in order to obtain uniform and standard results for all courses offered by the Foundation Program.
 - Establishing of the QU Testing Center under the umbrella of the Foundation Program.

College of Medicine (CMED)

On its first year, CMED was transferred to the temporary allocated building which was prepared with all the installation, tools and technologies needed to teach medicine for freshman

and sophomore students. The college could achieve some achievements along with student's recruitment activities which includes school's visits, campaigns and exhibition events. The college also organized several workshops to develop faculty member's skills and continuing professional education. In an essential step to meet the educational and research needs of the College, there was the appointment of eight new full-time faculty members from the best medical colleges in the region and the world, as well as the appointment of 20 new faculty members from the leading health care institutions in the State of Qatar. In order to support first-year students, and to help them face the challenges they may find as a result of the transition from school to university, because of the different way of learning and achievement between the two stages, the college launched an academic support program that benefited more than 50% of the students.

CMED Achievements:

- Developing the curriculum and review it by independent experts from pioneering medical colleges around the world who showed positive impressions and responses about the high quality of the curriculum that concerns especially the needs of Qatari committee.
- As a result of communicating and recruiting activities, CMED received 700 admission applications in fall 2015 and 583 students where applicable according to the standards, however 59 students where accepted in first year program.
- CMED was approved to be included in the World Directory of Medicine because of international communications and cooperation along with signing 7 Memoranda of Understanding with group of medical universities and associations during the year 2015.
- 33 research papers were published in well reputed scientific periodicals, and 25 oral presentations and poster were presented by the faculty member of CMED in local, regional and international conferences despite of being in its early stages.
- Appointing new faculty members and recruiting 8 members through Clinical Faculty Appointment Committee who brought experiences from variety of countries and colleges which raises the total number of faculty members and researchers to 15 members. The college was also successfully recruited 26 physicians and experts in health care sector, five of them are Qatari nationals from pioneering organizations in healthcare in Qatar.
- Establishing Academic Support Unit to enhance the success of the students, where the college founded this unit which provided a special tutor for every student concerned to face the challenges. As a result of this initiative, there was stupendous improvement in the learning process between the students which reflected positively on their academic performance.
- As CMED student's achievements, a group students completed a number of distinguished research and studies on various topics which were accepted to be presented in international conferences and part of these studies are honored too. In addition to the participations of the students in different volunteering events during the work days and spring vacations. The activities included internship program in Nursing Department at Hamad Medical Corporation.
- The success of the problem-based education program and the launch of the second-year clinical training program.
- Participating in developing a learning system through the virtual patient.

College of Law (LAWC)

The LAWC has added number of important and essential improvements on its ambitious strategic plan to achieve a unified vision, and to provide an appropriate framework in which the achieved progression could be measured. LAWC showed a significant progress on all the main 6 targets under the main framework the first major performance which concerns about: "Preparing qualified graduates, through the provision of high-quality legal education". LAWC granted a sponsorship half million dollars by National Priorities Research Program (NPRP) on a research entitled: "Legal prepare for the State of Qatar to host World Cup". The college also hosted number of seminars and workshops in the field of education and teaching, as well as designing course and some other topics.

LAWC Achievements:

- The College of Law has succeeded in obtaining two academic credits (the French International Academic Accreditation (HCERES) and the International Academic Accreditation of the British Accreditation Council (BAC).
- The applied curriculums in LAWC was subjugated to be reviewed during this academic year which leded to increase the number of credit hours (C.H) of compulsory subjects from 63 to 66 C.H along with increasing the number C.H of elective courses from 27 to 33 C.H. This is In addition to the introduction of more optional courses (maritime law, criminal provisions, criminal remedies and criminal investigation).
- 3 orientation workshops were held for faculty members and 7 courses were given to students including training on Oxford Astroff program and other databases.
- The faculty published 50 original papers, 8 of which were published in indexed journals, and 3 of them were chapters in books edited by prominent publishers.
- There was great expand in library resources and new workshops were offered for faculty members and students on "Oxford Law Trove" database and other database as well.
- The plications reached to 50 research publications.
- Near 6 new versions was published by the faculty members of LAWC in Qatar law this year.
- An action plan to review the learning outcomes in the law program:
 - Rewriting learning outcomes in Arabic and English to make it more measurable and easier to practice.
 - Re-activating the curriculum and detailed mapping for each course and each level of the selected learning outcomes.
 - Integrating the new laws and legislation in the curriculum and in teaching as well.
 - A proposal to make the effective evaluation process as a routine process for all courses.
- Providing 381 professional legal training hours for general and private sectors.
- Reception of 11 foreign delegations visited to learn about the educational system in the Faculty of Law at Qatar University.
- Providing 61 hours of workshops for legal awareness.
- Signing 3 MoUs during this year to connect the link between Qatar University and the College of Law with the concerned authorities.

- The Faculty of Law received 6 internal university grants and 3 student grants from the University's Scientific Research Office. The College also received 3 grants from the UREP program and 3 grants from the National Priorities Research Program (NPRP).
- With regard to admission to the graduate program for the academic year 2016-2017, 19 students were admitted to the Master of Private Law and 22 students in public law.

College of Business and Economics (CBE):

Several achievements were achieved by CBE which indicates the serious direction the college undertook to the continuous development, high quality and gaining the trust of the labor market and Qatari community regarding the excellence in the quality of education of the colleges graduates and preparing them with efficient skills that meet the needs of the current Qatari Community and its future ambitions. The college also submitted a proposal to provide courses in both languages which was accepted by QU Board of Reagent allowing the college to provide a better service to meet the needs of the country and will increase the attraction of qualified faculty members.

CBE Achievements:

- Extending the duration of academic accreditation By AACSB for all programs of the college for 5 years until 2019. The college worked in preparing a self-study and reviewing the peer report with the visiting team for AACSB in November 2014.
- Improving current programs, providing new programs and restructuring the bachelor degree MIS and providing Master of Science in Marketing in addition to preparing Doctorate program in business administration which was approved starting from the fall 2016.
- Enhancing the culture of entrepreneurship in the college and university, where the Center for Entrepreneurship (CFE) has the role of organizing number of study groups and workshops and providing training programs for students of QU.
- Additionally, Business incubators and CFE contributes in preparing and providing researches and consultations by offering 4 research projects for QU and Qatar National Research Fund (QNRF) and granting consultation project from the Ministry of economy and commerce.
- Developing a number of regional business case studies to be used in college courses to supplement/replace some of the Western studies currently used in the College of Business and Economics. These cases concern academics and professionals.
- The College launched the first 4 + 1 program in the country and perhaps in the region in the field of accounting, where the outstanding students can obtain the bachelor's and master's degrees in accounting within five years in both research and applied tracks.
- The State's first Ph.D. program in Business Administration was launched in Fall 2016.
- Developing a project to introduce the Master of Science in Finance in Fall 2017 which is currently in the final stages of obtaining approval at the university level.
- The number of faculty currently stands at 108 members, with an annual growth rate of 8% in the same period.

College of Education (CED):

The College of Education is the first higher educational institution in the country. There are several goals the college pursued to achieve in many areas, where it contributed in organizing many educational events such as: The First Open Day for Faculty Research. The college also started to execute some training and educational programs for faculty members.

CED Achievements:

- The college granted the academic accreditation by Council for the Accreditation of Educator Preparation (CAEP) according to the standards of NCATE.
- The college began to receive the first batch of Bachelor of Education in Special Education and Master's of Arts in Curriculum.
- Finalization the development of PhD Program in Educational Philosophy and Bachelor of Physical Education Program.
- The College submitted the proposal for doctoral programs in Education and Bachelor of Physical Education and is currently awaiting approval.
- Founding chair of Science and Technology with the support of ExxonMobil.
- Establishing Sheikh Faisal Bin Qassim Al Thani award for Educational Research, which the first award in Arabic region includes many categories such as: academics, teachers, principal of schools and graduate and undergraduate student's category. Many faculty member and students won the first and second price of the award.
- Assistant Dean for Students Affairs is a new position created along with funding group for learning support which achieved good satisfaction between the students who benefitted from this service.
- Creating external relations to support college's programs especially postgraduate and conducting joint research.
- CED doubled its effort in supporting faulty members to publish in well reputed academic magazines and presenting their studies and researched through local and international conferences.
- An MoU is signed with Qatar Petroleum (QAPCO) to create a reach chair in math, while the first stage of the project is being applied in training mathematics teachers in the schools using Lesson Study strategy in teaching math. The project will continue for 3 years.
- Department of Educational Sciences executed training program and another program to support research activities for Childhood Cultural Center.
- The college executed the second stage of the project "Bridging the Gap: From High School to Higher Education." in two high schools. And the first stage of project "increase student motivation" in for preparatory and secondary schools. The college also executed the second stage of the program "Let's read together for Qatar"
- A foundation program is successfully been offered under the sponsorship of Ministry of Education and Higher Education. 1000 teachers benefited from this program.
- Successfully completed the execution of the program "Bridging the gap between public and higher education". It is expected to expand the cooperation with Ministry to increase the number of the schools in the program.
- In Spring 2016, the College of Education graduated the



second batch of more than 43 teachers who graduated with a Bachelor of Education degree in secondary education.

- The College opened its first research exhibition, during which nine posters were presented and an exchange of experiences was held.

College of Pharmacy (CPH):

The CPH is considered one of the active and productive members of QU since it accepted the first class of the students in 2007. This excellence is continued along with along a lot of successes last year through remarkable progress on academic level, research outcomes and international accreditation. The college maintained its full accreditation by Canadian Council for Accreditation of Pharmacy Programs (CCAPP) for both bachelor and doctor programs. CPH is the first and only college has the full Canadian accreditations in the Middle East. Additionally, the college seeks to organize many conferences and awareness campaign

CPH Achievements:

- 1st Middle East IPE conference, where the college founded IPE the interprofessional education committee. The college is selected to host the 1st Middle East IPE conference in Qatar.
- Hosting Pharmacy education forum in Doha, the forum was an initiative of the five deans of pharmacy in the Middle East and North Africa region.
- CPH has achieved the best research results over the past three years, despite relatively small number of faculty members.
- The faculty members of CPH published 65 research papers. Furthermore, the college could secure 36 research grants with a total of 4.45 million QR. This represents an increase of 34% comparing to last year which includes 6 external and 30 internal research grants.
- A number of faculty members have won several local and international awards at a number of conferences.
- 26 pharmacy students participated in the 10th annual white coats ceremony, where the pharmacists' aural allegiance was performed, the professional commitment was signed and the white coats were worn. The ceremony also included the distribution of scholarships by Ibn Sina Medical Center to students who achieved the highest GPAs.

College of Engineering (CENG):

CENG Achievements:

- In December 2016, the College of Engineering hosted the Evaluation Committees of the ABET to renew the academic accreditation of the BSc programs in Engineering and Computer Sciences.
- CENG is preparing to visit the Accreditation Board for Engineering and Technology (ABET) to renew the accreditations of the following bachelor programs: Chemical Engineering, Civil Engineering, Computer Engineering, Computer Science, Electrical Engineering, Industrial System Engineering and Mechanical Engineering.
- Developing and applying some practices in the college to enhance the success of the students which leads to increase the percentage of student retention in the college by allocating the courses which has high percentage of fail and acceptable ratio (D) and analyzing and studying the reasons and taking the

needed actions.

- Developing an electronic teaching tool in the department of computer science and engineering by adjustment methods to teach computer programming.
- Developing educational tools inside and outside the college and cooperating with companies and architectural institutions to enhance the learning process.
- Number of students and faculty members won in national and international competitions and awards.
- Establishing some student chapters of international institutions such as founding student chapter for American Society of Civil Engineers (ASCE).
- Group of faculty members won a number of awards and certificates in several areas such as excellence award.
- The faculty members for the Department of Civil Engineering won a sponsorship of two new research as leading researchers in the 9th cycle of NPRP and another sponsorship for 4 projects in 17th and 18th cycle for UREP program, in addition to 34 research paper published in different scientific magazines during 2015.
- Published approximately 291 research papers in research journals and 180 conference papers. The number of research quotations at the college level was approximately 160. The College has received 9 research grants within the Undergraduate Research Experience Program and 16 grants under the Ninth session of the National Priorities Research Program. In addition, 4 patents were submitted by KINDI Center for Computing Research and the Gas Processing Center.
- The faculty members in the Department of Chemical Engineering Published 101 research out of 108 in well reputed scientific journals with a rating factor more one during academic year 2015-2016.
- Many faculty members contributed as experts and consultants in courts and members of committee in national level.
- Providing course in Rail Engineering for engineers working in private and governmental sectors.
- Organizing the 5th for the users of BIM in cooperation with Hochtief-Vicon company and Teeside University and organizing Oracle Academy Day.
- Many faculty members from the Department of Architecture and Urban Planning provided workshops such as: BIM, Safety in Architecture and training workshop in QMA in addition to the participation in Office of Faculty and Instructional Development (OFID).
- The College has established the Technological Innovation and Engineering Education Unit (TIEE).
- Establishment of 5 new laboratories in the Department of Mechanical and Industrial Engineering.

College of Sharia and Islamic Studies (CSIS):

CSIS Achievements:

- Signing an agreement with the Islamic Educational, Scientific and Cultural Organization (ISESCO) for chair in "Alliance of Civilizations" which came in response to the request of the Council of Ministers on the need to address the issue of the alliance of civilizations.
- Generalizing the DAW 222 and Alliance of Civilizations and offering them as university elective courses.
- Completing the development of the general strategies of the college in its programs and study plans.
- Developing the Islamic Culture course on its materials and

teaching methodology, and the college is to evaluation of the experiment performed on 8 groups only in the spring 2016. In the next Spring 2017, it will be circulated to all groups.

- Creating community partners with the major institutions and associations of the country such as: Ministry of Endowments and Islamic Affairs, Family Consulting Center, Sheikh Thani Ibn Abdullah Foundation for Humanitarian Services (Raf) and Oxford Centre for Islamic Studies (OCIS).
- Completing the proposal of Masters program in In Comparative Religions and Communication Between Civilizations and Doctorate program in Jurisprudence, assets, interpretation and Quranic sciences, and Comparative Religions and Communication Between Civilizations.
- Participation of faculty members in external activities, community events and general consultations which includes governmental agencies, media, and participating on Jumma preaching and providing consultations for charity associations.
- CSIS signed a number of MoUs with organizations and research centers and cooperating with local community that identify the needs and issues.

College of Arts and Science (CAS): CAS Achievements:

- CAS renewed full accreditation for chemistry program for 5 years more by the Canadian Society for Chemistry (CSC).
- Establishing Gulf Studies PhD Program which is considered as an investment after the success of the Masters of Arts (MA) in Gulf Studies. It also allows to use the links with the Gulf Studies Center in the college.
 - Four new programs were introduced: Ph.D. in Gulf Studies, MSc in Applied Statistics, Master of Public Health, and reactivating Bachelor of Science in Physics and Math starting from Fall 2016 in the Department of Mathematics, Statistics and Physics (MSP). In addition to the establishment of MA of Science in Applied Statistics. The study began in Fall 2015.
 - Establishing two minors in French (starting from Fall 2016) and Spanish (starting from Fall 2017). This fulfills the seeking of the college to meet the general concerns of the students for different languages and cultures.
 - The college achieved 50% of success in Undergraduate Research Experience Program (UREP) during 2015, which considered the highest among the colleges.
 - The chemistry program has been renewed for another 5 years (2015-2020).
 - The number of Qataris who joined CAS to fill academic posts (faculty members and teaching assistants) increased by 50%.
 - Organizing more than 115 events during the academic year 2015-2016, including many major events such as ISAFA conference in Qatar 2016, The Fifth International Conference of the Department of Arabic Language, and "2nd International Conference on "Physiological, Biochemical and Molecular Arguments for Salt Tolerance" and many other events and conferences that were available to members of the community.
 - The college signed more than 10 MoUs with organizations from inside and outside the country.
 - Seeking to provide job opportunities for CAS students by communicating with different associations. 174 students from different departments and programs were sent to several institutions offers training opportunities.
 - Organizing nearly 18 school visits to introduce the programs and career opportunities to recruit and increase the number of

students joining CAS programs.

College of Health Sciences (CHS): CHS Achievements:

- Establishing the College of Health Sciences in 2016 as the ninth college in Qatar University and the first of its kind in Qatar.
- Joining CHS to Health Cluster with CMED and CPH and contributing in disguised health educational group the will provide the country's needs in health sector.
- Expansion in the field of scientific and clinical research and receiving many research grants on QU and country's level.
- Establishing and preparing additional laboratories to enhance the education and achieving the outcomes of practical trainings for biomedical science students that includes tissue laboratory and laboratory of human genes.
- Graduating the first class from the Department of Public Health in both concentrations:
- Many achievements in research level where more than 65 researches published in scientific specialized journals which has rate factor of impact. These researches turned many scientific and clinic topics that will serve the healthcare sector. Additionally, the college received 20 research grants from QU, 7 research UREP Grants from QNRF and another 2 grants from NPRP and one PPM research grant from QNRF too.
- Providing services by CHS students which includes academic consultations during the academic year, academic guidance for new students and CHS Associations and scientific visits.
- 70% of medical biomedical graduates have passed the US licensing exam, which is close to US universities with a success rate of 60-80%.
- The Department of Human Nutrition has completed its final report for the American Academic accreditation ACEND.

College Research Centers:

Qatar University's research centers have made many achievements in 2016 by strengthening their relationships and expanding their services in the community.

1. Qatar Transportation and Traffic Safety Center:

The University administration has agreed to change the name of the Qatar Center for Traffic Safety Studies to Qatar Transportation and Traffic Safety Center to expand the center's work and include studies related to land, sea and air transportation. The Center works with the National Committee for Traffic Safety in the Ministry of the Interior to implement more than 17 operational plans for the National Strategy for Traffic Safety in the State of Qatar. The Center's researchers and staff participated in a number of training courses on traffic safety.

The most important achievements of the Qatar Center for Transportation and Traffic Safety:

- The Center will build a collision laboratory which will help to carry out many applications according to international standards such as neck injury tests, child safety seats, component testing and aircraft seats.
- The Center signed a cooperation agreement with the International Center for Urban Safety Engineering at the University of Tokyo to conduct joint research and programs in the field of urban safety.

- The Center signed a cooperation agreement with Karwa Transportation Company.

The Traffic Safety Center participated in several community programs including:

- Under the patronage of HH Sheikh Abdullah bin Nasser bin Khalifa Al-Thani, Prime Minister and Minister of Interior, the Center organized in cooperation with the National Committee for Traffic Safety at the Ministry of Interior the World Forum on "Traffic Safety and Sustainable Transportation Systems", with the presence of a number of speakers from the United Nations and a number of international bodies concerned with traffic safety and sustainable transportation systems.
- The Center has prepared a series of training and awareness programs at Qatar University and the Conference on Transportation Safety and Traffic Injury Reduction.
- The Center launched the "Traffic Safety Ambassadors" initiative for high school students. This initiative is an ongoing initiative to ensure the creation of a generation aware of the importance of traffic safety and the role of the individual in participating in traffic awareness.
- The Center organized and participated in many exhibitions, conferences and awareness workshops, in cooperation with various bodies.
- The Center conducted a consultative study of the flow of traffic around the building of the cultural village of Katara.
- The Center has prepared a "free" 3-day training program on preventive driving for drivers in Qatar University and ambulance drivers from Hamad Medical Corporation and provided a detailed report on drivers' driving to the concerned bodies.
- The Center conducted a detailed study to evaluate the national logo of traffic safety "A Moment", and provided an operational plan for the General Department of Traffic and the National Committee for Traffic Safety on the recommendations regarding the use of the logo.

2. Kindi Center for Computing Research:

The Kindi Center for Computing Research of the College of Engineering has made many achievements, including:

- Launching of the Kindi Open Courses on Cybersecurity: Two courses have been launched: 1) Cybersecurity in the workplace and 2) Cybersecurity in daily life
- Publishing of 44 research publications in scientific journals and conferences
- One of the researches was awarded the gold medal in biotechnology and health in ITEX 2016
- Applying for a patent for two of the discoveries made by researchers at the Center, in order to preserve intellectual property rights.
- Supporting research work by 36 undergraduate students and 8 graduate students
- Organizing a workshop on cybersecurity and 12 seminars in addition to participating in many events
- Developing of four systems models
- Designing of intelligent patient bed control system, which was presented at the IECBES conference in 2016/06/12. More clinical trials will be conducted soon at HMC.

Services and programs provided to the community:

- Designing, developing and providing free online education courses in cybersecurity for the community.
- Designing of the Digital Social Innovation Program under the auspices of the industrial sector to be launched next year.
- Participating in the World Autism Awareness Day by

participating in a seminar and the NAO robot was successfully introduced.

3. Gas Processing Center:

The Gas Processing Research Center of the College of Engineering has made many achievements, including:

- Organizing of the fifth gas research conference in November 2016.
- Obtaining two patents registered in the US Patent Office.
- Obtaining two research grants from the National Priorities Research Program and the Simpens Research Grant.
- Updating the organizational structure of the Gas Processing Center.
- Receiving a pilot station for the Membrane bioreactor system.
- Renewing of ISO 17025 for two technical laboratories used to characterize physical properties.
- Publishing 69 research papers in popular journals.
- Publishing 27 research papers in conference catalogs (indexed conferences).

Services and programs provided to the community:

- Organizing Our Gas program.
- Organizing a one-day global symposium on "Developments in Chemical Engineering and Science" in collaboration with other partners at Qatar University.
 - Providing internal services for other departments at the University in the form of chemical or physical characterization.
 - Evaluation of a Ph.D. thesis at the University of Quebec Troyes Rivers in Canada.

QU Library:

The library has played an important role at the university, it hosted many local international and workshops during this academic year.

Achievements:

- Upgrading the digital repository (Qspace) to 5.4 version in a line with the Elsevier one if the world's major providers of scientific, technical, and medical information, and a technology company. In addition to adding front of API application to search in ScienceDirect database that affiliated with. QU Library is the first Arab university library to partner with "Elsevier" to complete this application.
- The library proceeded to supply for the gulf project database "Jiser" with the completed research and studies in Qatar. Research done by Qataris and others researchers working in academic and scientific institutions, publishers and the publications.
- The Library has played a prominent role in advocating the establishment of the Qatar National Library Coalition. The library now has on its web page access to a large number of general and specialized databases through this coalition.
- The library completed downloading and operating a new search engine (Encore Duet) which will help the users of the electronic contents (Library Catalog) and electronic database (E-Resources) that available on the web site to run an electronic unified search in both the databases and the list of contents at the same time.
- QU Library hosted the 18th meeting of the "Deans and Library Officers Committee in the Gulf States" in March of this year for two consecutive days, and was attended by more than 40 representatives from Gulf universities.

Services and programs provided to the community:

- The Library organized a series of workshops and seminars, in which faculty members of the university, library staff, as well as library and information professionals in the State of Qatar participated.
- The Library hosted a book fair in cooperation with Qatar Museums Authority, Doha Institute for Graduate Studies and Dar Al-Thaqafa Library for a full week. It also participated with a group of colleges at the Doha International Book Fair.
- The library accompanied a large number of visits to schools, institutions and institutions from outside Qatar in coordination with the Department of Communication and Public Relations.
- The Library is currently connected to 188 electronic databases, including the database collection available through the QNL consortium. The databases cover Qatar University's academic, scientific and research interests in English and Arabic mainly with the availability of resources in other languages, including French. In addition, the library subscribes to 22 individual electronic journals.
- The number of printed books available for use and borrowing has increased in both boys and girls' libraries. Also, the number of e-books available in electronic databases has increased.
- The Library contributed to a Webinar in December 2016 dealing with digital repositories through the experience of QU Library in this field and its collaboration with Elsevier.
- The library hosted the architect Ibrahim Al-Jaidah in a direct dialogue with the students in March 2016. He talked about his professional and practical experience and his writing of the book "99 Domes".
- The Library hosted a book fair in cooperation with Qatar Museums Authority, Doha Institute for Postgraduate Studies and Dar Al Thaqafa Library.
- The Library participated in the "Reading Corner" at the 2016 Education Conference for two days and participated with a group of colleges at the Doha International Book Fair in December 2016.



Third: Faculty Members

1. Statistics:

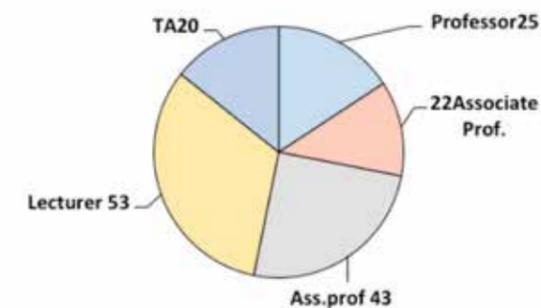
Qatar University currently employs 1185 faculty of whom 163 members joined the institution in the academic year 2015 – 2016.

The table below shows the distribution of faculty members in different colleges and programs.

Faculty Distribution as in the academic year 2015- 2016

Program/college	No. of new faculty in 2015-2016	Total number of faculty in 2015-2016
College of Arts & Sciences	67	435
College of Business	11	141
College of Engineering	15	175
College of Education	8	85
College of Pharmacy	6	33
College of Law	11	61
College of Shari'a & Islamic Studies	5	67
College of Medicine	10	12
Foundation	27	167
Core Curriculum	3	9
Total	163	1185

Distribution of new faculty based on academic rank



Qatar University recruits new faculty annually based on a study conducted and presented by the colleges highlighting their need for new faculty. The process takes place in a systematic documented process including application forms duly filled and accompanied with the FTE. The office of the VP for Academic Affairs reviews and verifies existing positions and the newly required ones taking into account faculty teaching load, number of faculty with reduced teaching load, and number of students. A meeting was conducted with each college during which the number of new recruits for the academic year was determined.

Approved New recruits in all colleges and programs amounted to 100 positions as detailed in the below table in addition to College of medicine and other new programs. It should be noted here that 31 positions were in College of Arts and Sciences (CAS) for the academic year 2015- 2016 as it offers most on

the core curriculum courses. Increase in the new recruits was normal as 15 went to College of Engineering and 6 to Colleges of Business, Education, and Law

2. Qatari Faculty Capacity Building Program:

The Capacity Building Program aims to support Qatari faculty through reducing their teaching load and offering them research grants in addition to other activities in the framework of Faculty professional development.

6 faculty have applied for reduction of their teaching load in 2015-2016 of which 5 were approved. As for research grants, there were 7 project proposals of which 5 were approved based on QU research policy.

Scholarships and Sponsorship Program

Number of Students enrolled in QU Outstanding Students Sponsorship and Scholarships

	2015	2014	2013	2012	2011
Total Number of Students	95	98	84	55	40
% of annual increase	3%	16%	53%	37.50%	
% of Increase since 2011	137%	145%	110%		
Number of graduates	13	19	13		

Current distribution of students on scholarships based on type of scholarship

Type of Scholarship	Number of students
Students enrolled in the sponsorship program	2
Students on scholarships	66
TAs abroad preparing for their MAs and PhDs	27
Total	95

3. Faculty and Instructional Development

In order to meet the needs of different colleges and programs in terms of professional development and the development of teaching methods, OFID provided 325 sessions on various subjects from June 2015 to May 2016, distributed as workshops, seminars and panel discussions. A number of faculties and departments of the University and external applicants from outside institutions offered these sessions.

The total number of participants in these sessions was more than 4000 participants. OFID also provided training programs involving sessions covering the main topics included in the Strategic Plan (Active Learning, Assessment, Technology and Scientific Research).

OFID's Accomplishments:

- Organizing the Professional Development Day and the Academic Orientation (Ya Hala), in addition to the 7th OFID Day, Professional Development Day for faculty teaching first year courses, the EDUCAUSE Conference, Global Training on Design of Research, and Data Analysis for Experimental Researchers.
- Orientation sessions on Collaborate classes which is an additional application of Blackboard recently procured by QU.
- Many E - training programs
- Assisting faculty in producing e versions of academic courses using Camtasia Program and Blackboard Collaborate which enables faculty deliver distant lectures.
- Subscription to Magna Platform has enabled faculty to gain access to more than 100 E teaching and training sessions.

- In cooperation with the members of peer observation group, OFID has carried out about 16 peer visits to colleagues from various faculties of Qatar University since January 2016.
- In Fall 2016, for the first time, the teaching certificate program, which includes seven training sessions in addition to various activities, was introduced.
- In collaboration with the College of Engineering in Fall 2016, OFID organized a leadership skills program targeting Qatari faculty members at the College of Engineering.

OFID and Community Service:

OFID offered a wide range of services to education institutions in the community. OFID's Educational Technology In-charge conducted a workshop to Qatar Community College faculty (Lusail Complex). Two trainers were assigned to conduct 2 workshops in the said College. OFID also relies on volunteer students after giving them the necessary training and skills in

the fashion that enables them interact with QU community and to disseminate research culture on Campus. Moreover OFID always seeks to attract competent international trainers who are experts in research writing.

The office hosted the Director of Professional Development at the College of the North Atlantic in Qatar in order to exchange experiences and cooperation in order to promote professional development in both institutions. This meeting resulted in the exchange of many ideas and teaching programs of interest to both universities. OFID also hosted the award-winning faculty member last year at Texas A & M University in Qatar's Education City to take part in a panel discussion held on the "YA HALA" introductory day at the beginning of Fall 2016. The Office has always volunteered to respond to numerous outside-university consultations, especially on e-learning, from teachers, academics, and administrators, notably the Community College in Qatar and RAF Institution.

Fourth: Research and Graduate Studies

Office of the VP for Research and Graduate Studies embarked on the implementation of its strategic plan in collaboration with Departments and Centers working under its umbrella. In March 2016, Dr. Maryam Ali Al Madheed was appointed as VP for Research and Graduate Studies. In addition, Office of Graduate Studies was attached to the Office of the VP for Research and Graduate Studies based on QU's new organizational structure. In the new structure the Office will be home for three Departments namely: Research Planning and Collaboration, Department of Research Support, and Office of the Dean of Graduate Studies.

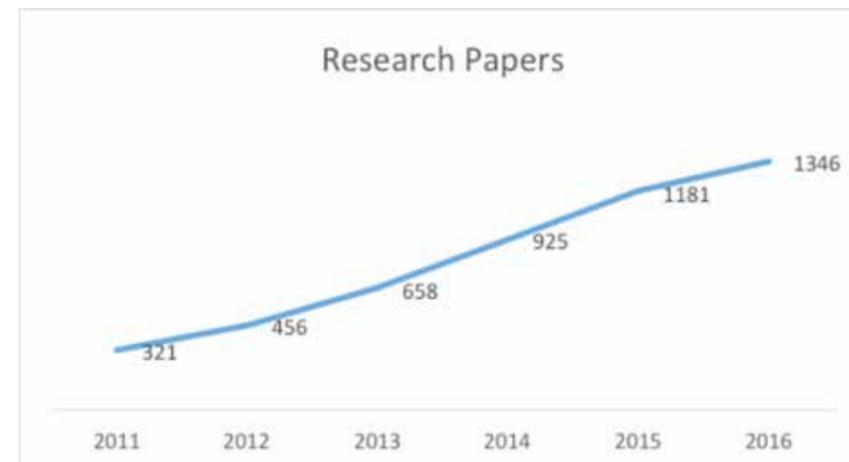
The Office of Graduate Studies and the Social and Economic Survey Research Institute became directly subordinate to the Vice President for Research and Graduate Studies. The gas processing center has also become directly affiliated with the Dean of the College of Engineering. Also, the position of assistant vice president for research operations was canceled. The Office of Academic Research has been renamed as the Office of Research Support (grants and contracts). Finally, the

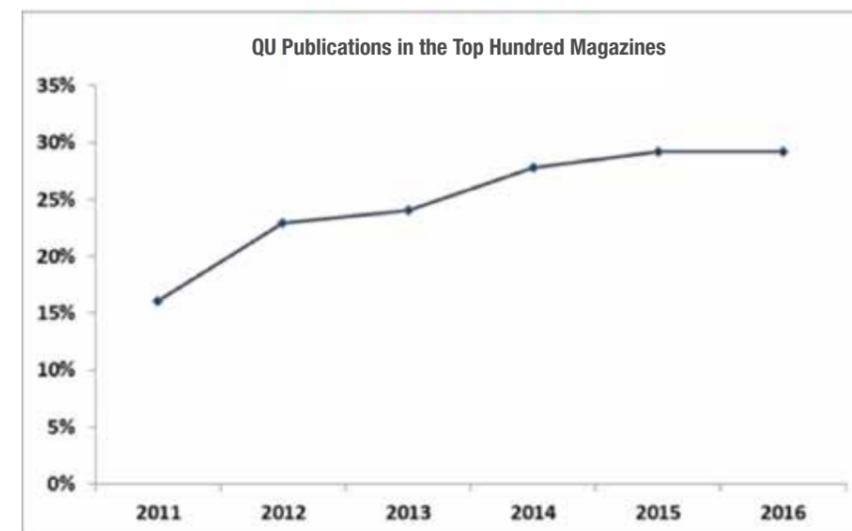
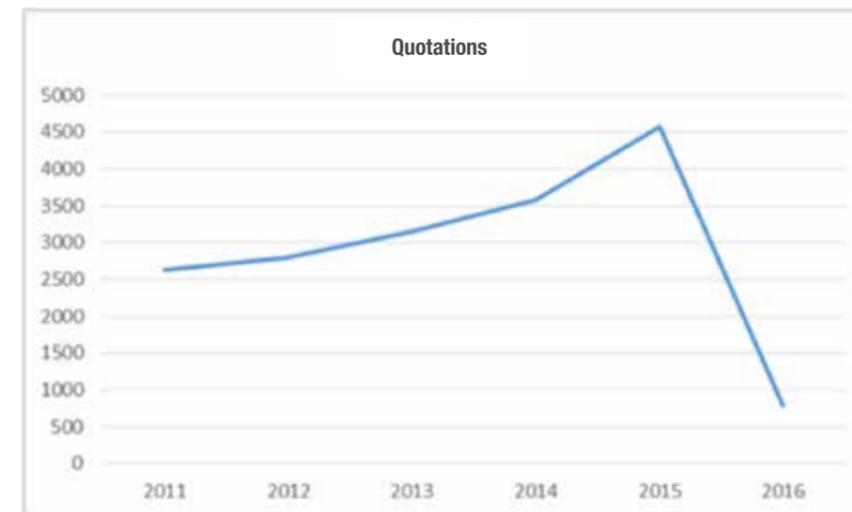
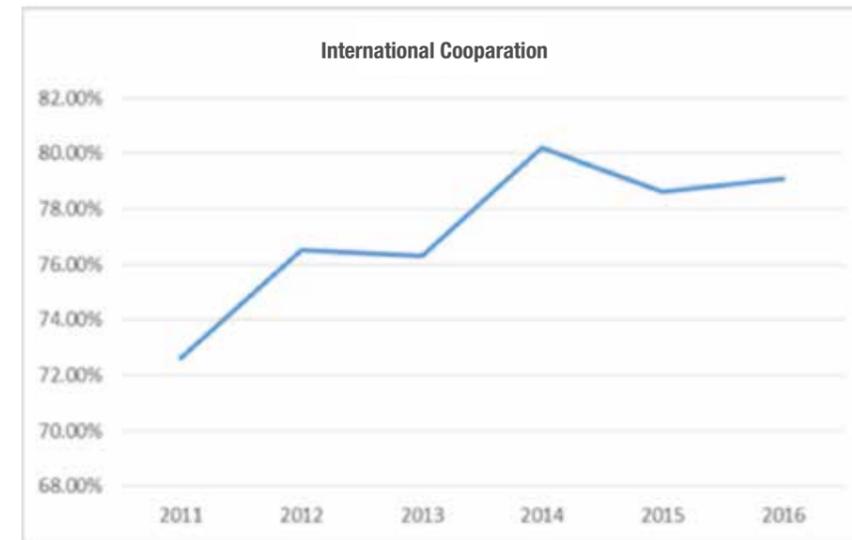
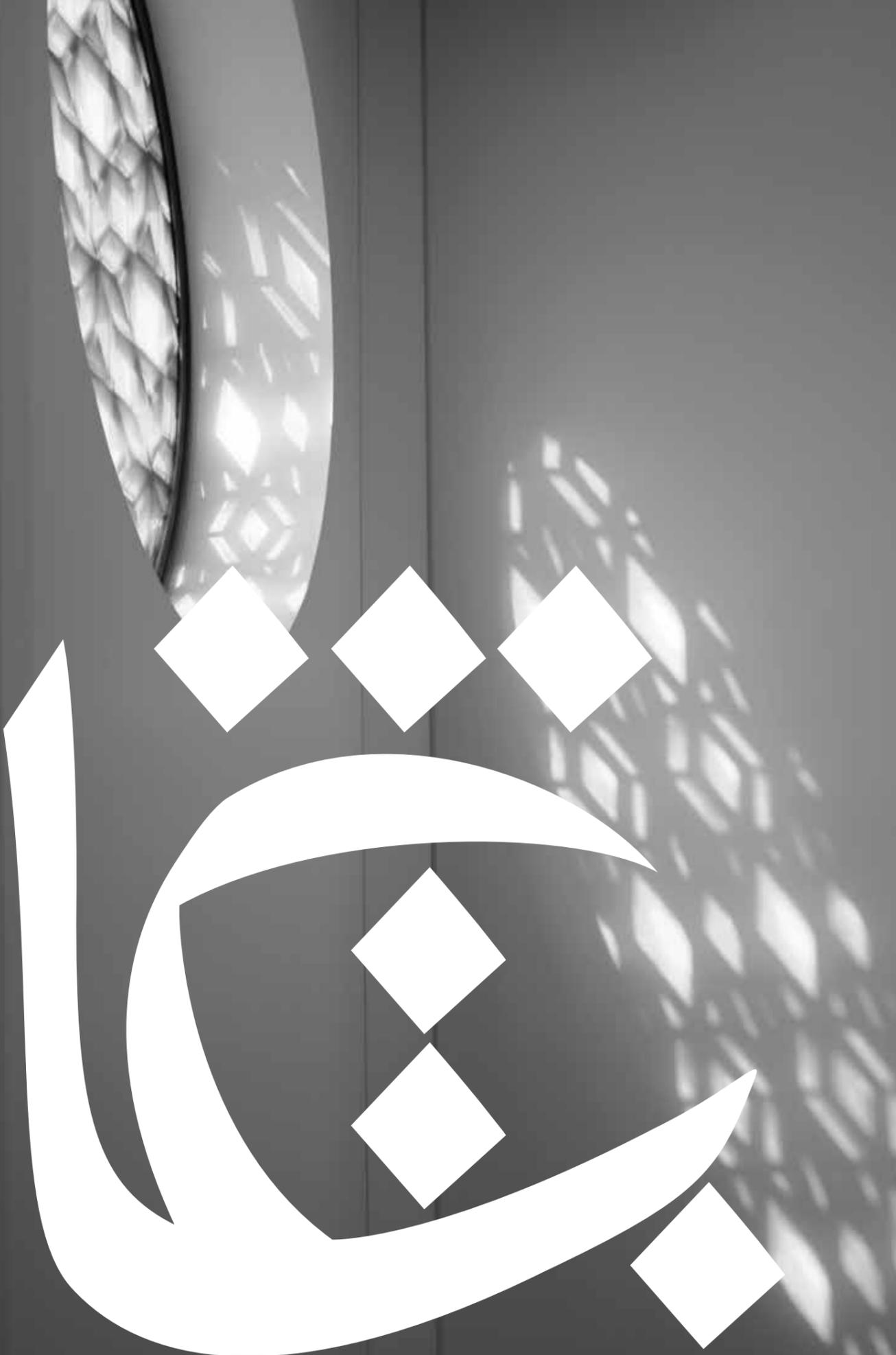
Office of Strategic Initiatives for Research has been renamed as the Office of Research Planning and Coordination.

Office Accomplishments during the last year can be summed up as follows:

1. Research

The output of scientific research at Qatar University increased from 321 in 2011 to 1346 in 2016, an increase of 319%. The international cooperation index at Qatar University has improved from 72.6% in 2011 to 79.1% in 2016. With regard to quotations, older publications include more quotes than new publications because they have a longer time to obtain them compared to subsequent work. Therefore, the percentage of using quotations has decreased in recent years as shown in the figure below. The number of times of publication in major magazines increased by 10%, from 9.36% in 2011 to 26.4% in 2016.





2. Funding

2.1 Internal Funding of the academic year 2015- 2016

The total amount of internal grants given in 2016 amounted to QR 10,913,834, including university grants (QR 6,247,763), student grants (QR 1,996,021), summer research grants (QR 5601,000), and Foundation Funds (QR 110,050). QU offers its researchers grants amounting to QRs 150,000 on the maximum for a period of 12-24 months.

Research Program for Undergraduate Students, Statistics of the Nineteenth Session

College/Center	Number of Projects	Number of Winning Projects	Success %
College of Arts and Sciences	30	11	36.67
College of Business and Economics	9	2	22.22
College of Engineering	37	9	24.32
College of Health Sciences	1		
College of Law	2	1	50.00
College of Medicine	2		
College of Pharmacy	8	2	25.00
College of Sharia and Islamic Studies	1	1	100.00
Center for Advanced Materials	5		
Biomedical Research Center	1		
Social and Economic Survey Research Institute	1		
Total	97	26	26.80

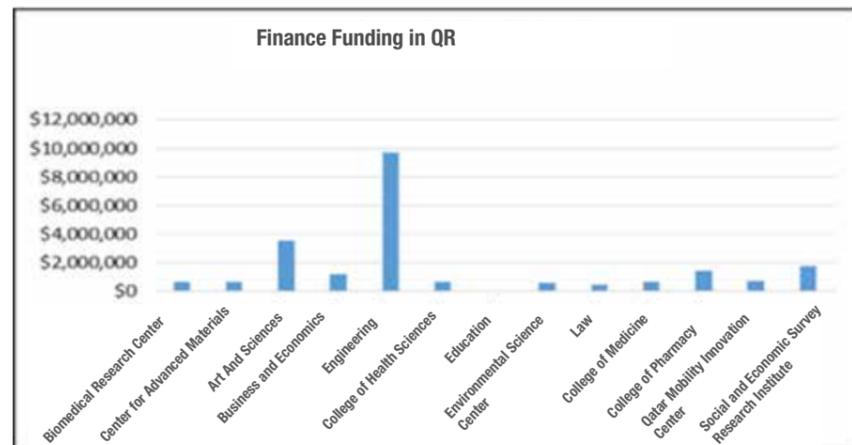
2.3 National Priorities Research Program:

Qatar University won 38 scholarships and achieved a 20% success rate in the Ninth Session of the National Priorities Research Program. Funding from the National Priorities

2.2. External Funding

The Undergraduate Research Experience Program is the main program for building research capacity for students. The success rate for the 19-course undergraduate research experience program was 26.8% in 2016 compared to previous years (as shown in the table below). These projects include nine members of the faculty and 32 students. The total funding amounted to \$ 444,821.

Research Program amounted to \$ 22,207,699. The following diagram shows the distribution of funding between different colleges/centers. The following tables show the success rate of each college and field of research.



The success rate of the Ninth Session of the National Priorities Research Program for each field of research

Field	No. of Papers	No. of Winning Projects	Success Percentage
Natural Sciences	41	11	26.83
Engineering and Technology	79	11	13.92
Medical and Health Sciences	21	5	23.81
Agricultural Sciences	5	0	0.00
Social Sciences	39	9	23.08
Human Sciences	4	1	25.00
Total	189	37	19.58

The success rate of the Nineteenth Session of the National Priorities Research Program for each college

College/Center	Number of Projects	No. of Winning Projects	Success Percentage
Biomedical Research Center	3	1	33.33
Center for Advanced Materials	11	3	27.27
College of Arts and Sciences	50	5	10.00
College of Business and Economics	13	3	23.08
College of Health Sciences	2	1	50.00
College of Education	4	1	25.00
College of Engineering	79	14	17.72
Environmental Science Center	4	1	25.00
KINDI Center for Computing Research	1	0	0.00
College of Law	3	1	33.33
College of Medicine	5	1	20.00
College of Pharmacy	6	2	33.33
Qatar Mobility Innovation Center	3	1	33.33
Social and Economic Survey Research Institute	3	3	100.00
College of Sharia and Islamic Studies	2	0	0.00
المجموع	189	37	19.58



Basic achievements

- Establishing the Gulf Co-financing Program to establish long-term research partnerships among the centers/institutes/units at Qatar University and selected leading institutions on a strategic basis from the GCC.
- Developing a draft research strategy at Qatar University for the next five years, pending final approval.
- The Executive Management Committee has approved three revised research policies to strengthen management systems in the research centers and pending the approval of the President. These policies are related to the following topics: the faculty classification policy in the research sector, the policy of the teaching staff in the research sector, the policy of recruiting the teaching staff in the research sector
- Establishing foundations of academic policies and procedures for postgraduate studies
- Developing standards for the faculty in postgraduate studies and facilitate the establishment of a graduate school at Qatar University.
- The internal grant guidelines have been improved with a view to improving their use.
- The success rate of the National Priorities Research Program at the Ninth Session was 20%.
- The rate of success in the program of research experience for university students in the nineteenth session is 26.80%.
- A concept paper on the media aspect was developed at Qatar University and submitted to the Executive Management Committee.
- The budget allocated to scientific research has been used effectively and the revenues of the research centers have been tracking, billing and collecting all revenues.
- Implementing the new organizational structure of the research sector.
- Accredited laboratories measure critical equipment and tools.
- The Vice President Research and Graduate Studies participated in the competency testing programs.

Research Centers:

The following are the main achievements of the research centers of the Vice President Research and Graduate Studies:

Advanced Materials Center:

- Publishing of 116 research papers - 97% of papers obtained an influencing factor exceeding 1.
- Obtaining four research grants from the National Priorities Research Program
- Organizing a workshop on "Strengthening Relations between Qatar and the UK" with the support of the Qatar National Research Fund and the British Council.
- Organizing the annual conference of materials science and engineering with financial support from QAPCO.
- Continuing with Al-Bairaq program, where the following courses were carried out during 2016: "I am Researcher - 11th Session", "Science in Sport - 4th. Session", "I discover materials - Twelfth Primary Schools" and "I am Researcher-12th. Session.
- Al-Bayraq participated in the "Qatari Students Research" at its 8th. Session under the patronage of His Excellency the Minister of Education and Higher Education, from 24 to 25 April 2016.

- 92 activities of the Center were handled in the media during 2016.

Biomedical Research Center:

- Publishing 22 scientific papers in high-level scientific journals.
- The Center received 21 research grants (internal from the University, the National Priorities Research Program, PMM and the Gulf Cooperation Council and external research grants).
- Participating in more than 15 conferences/workshops/seminars in Qatar, Europe, and the United States.
- Completion of the third level tender of biosafety.
- Completion of all paperwork, training, and application of appropriate test samples for the adoption of two tests (Algaeonella and Brucella bacteria) in accordance with ISO 17025. External audits and inspections are expected to take place in July 2017.
- The addition of two main instruments (Octet, Miseq) to the molecular laboratory at the center.

Central Laboratories Unit:

- Modernizing laboratories by renovating their spaces in cooperation with the Department of Facilities and University Services. The workspace in these laboratories has been reorganized and built to become safer and more productive in the laboratory environment.
- Obtaining additional ISO accreditation in the field of chromatography.
- Increasing the number of students, faculty and non-university partners to collaborate in research activities with the Unit.
- The number of research models analyzed was 4,500 in December 2016, reflecting the hard work of the Unit and its commitment to its services.
- The Unit provided more than 20 training workshops to more than 187 students.
- Providing assistance to research projects supported by various scientific research institutions free of charge.
- Presenting 26 research projects of the National Priorities Research Program (faculty members from the College of Engineering, College of Arts and Sciences and the Office of Scientific Research in addition to the projects of faculty members of the College of Pharmacy).
- 3 scientific research papers were carried out within the Research Program for Undergraduate Students (College of Arts and Sciences, Advanced Materials Center and College of Pharmacy).
- Eight internal research papers have been supported as part of the scientific research funded by Qatar University.
- The Central Laboratories Unit has succeeded in renewing the A2LA accreditation for two analytical methods and adding a new method also within accreditation and is currently preparing to add another method of accreditation in the future.

Laboratory Animal Research Center

- Completion of theoretical training on ethics and regulations governing animal research for 68 staff and hands-on training of laboratory animals for 45 staff (faculty, students, staff, research assistants and technicians) from Qatar University, Qatar Institute for Biomedical Research, Sidra Center for Medicine and Research, Hamad Medical Corporation, University of Texas A & M in Qatar and Hamad Bin Khalifa University.

- Signing a cooperation agreement with funding of QR 150,000 to support compassionate training in the care and use of laboratory animals.
- Completion of the visit by consultants from Duke-National University of Singapore to review the work of the Center and verify its readiness to obtain accreditation from the Organization for the assessment and approval of ways to protect laboratory animals. (AAALAC)
- Successfully performed four diagnostic tests on 12 pathogens for mice and rats in accordance with the recommendations of the Federation of European Laboratory Animal Science Associations (FELASA).
- Establishing breeding colonies of mice and rats.

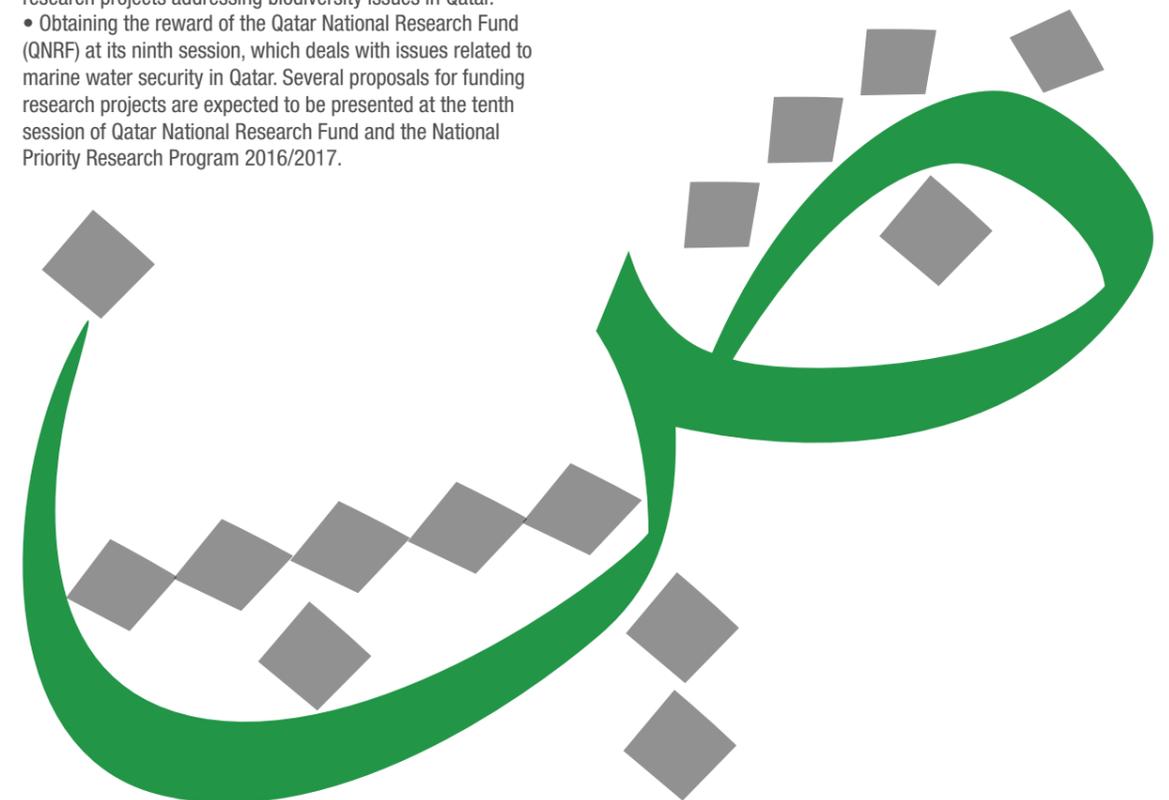
Environmental Science Center

- The Center has obtained academic accreditation in a number of mechanical and chemical tests. The Center currently has 11 approved analytical tests, the highest number obtained by a research center.
- The publication of a number of high-quality scientific papers in international journals dealing with topics in marine chemistry, physics, biology and biotechnology, and the establishment of focus centers for publication in the fields of marine chemistry, sedimentary rocks, and atmospheric sciences. Publication rates were 50% higher than in 2015 and more than 80% of publications in scientific journals with influence factor > 1.0.
- Successful renovation of the Hawksbill turtle protection project with the Qatar Petroleum strategic sponsor. The outreach program involved more than 500 people, including school students.
- Qatar Petroleum has invited the Center to submit proposals for research projects addressing biodiversity issues in Qatar.
- Obtaining the reward of the Qatar National Research Fund (QNRF) at its ninth session, which deals with issues related to marine water security in Qatar. Several proposals for funding research projects are expected to be presented at the tenth session of Qatar National Research Fund and the National Priority Research Program 2016/2017.

- The Center continues to expand its support to train research students. In 2016, material support included 12 students from preliminary studies in research projects, two trainees were students and a postgraduate assistant. A 2016 Center staff was also scheduled to provide assistance to the Biological and Environmental Sciences Department in air pollution and marine chemistry courses.
- Organizing workshops, training and seminars with stakeholders within and outside the Center to include topics related to marine chemistry, biology and physics as well as atmospheric sciences. The Center also hosted the "Air Quality Day" at the Green Building Conference in Qatar in November 2016 in cooperation with the Qatar Green Building Council (Qatar Foundation).

Social and Economic Survey Research Institute:

- Implementation of a number of research projects such as the Qatar Semi-Annual Survey Project, the Public Tourism Authority Project, the Research and Development Project for Qatar Foundation for Education, Science and Community Development, the Ministry of Culture and Sports Project, the Executive Directors Survey Project, the Qatar Foundation's Qatar Genome Project, the students and their behavior towards the nutrition and educational motivation project of Qatari students and the Exxon Mobil project.





- The Institute won five projects, three of which were presented through the Institute and other projects in cooperation with various institutions such as the Gulf Research Center, the European University Institute, the University of Michigan and the University of Northwestern Qatar.
- In November 2016, the survey clinic was opened, which aims to develop the research skills of university employees by providing consultancy services in the management of research projects, the design of the questionnaire, sample selection, analysis and presentation of results.
- Qatari researchers received PhDs from prestigious British universities such as Manchester University and Durham University.
- In addition to the various studies carried out by the Institute, it has completed its research collaboration with international and local partners such as Michigan University, Northwestern University, Qatar University, Toronto University and Emory University, Canada.
- The Institute has signed a number of research cooperation agreements with governmental and semi-governmental institutions in the country to conduct various research studies on health, labor, education and sports.
- The research cooperation in the Qatar Genome was carried out with the Qatar Foundation project of the Qatar Foundation for Education, Science and Community Development and the same institution was cooperating with the research and development sector to carry out a survey. The Ministry of Culture and Sports (formerly the Ministry of Youth and Sports) has also cooperated with the Ministry of Transport and Communications to participate in the "Better Communication" program aimed at expatriate workers in the State of Qatar.

Services and programs provided to the community:

Advanced Materials Center:

- Launching a number of workshops for research and industrial institutions.
- Working on the project "Launch Atlas of Corrosion by Qatar Petroleum", a cooperative industrial project. The project was funded with a financial value of US \$ 650,000.
- The Advanced Materials Center, in collaboration with Texas A & M University, organized the annual conference on Materials Science and Engineering with the financial support of QAPCO.

Biomedical Research Center:

- Held a workshop in the field of continuous professional development attended by more than 200 participants from Qatar, America, Africa, Europe and Brazil.
 - Signing a memorandum of understanding with Qatar Sniper Society for cooperation in the field of joint research and supervision of doctoral students.
- Laboratory Animal Research Center:
- The Center has amended some internal guidelines to allow it to provide services to non-Qatar University researchers.
 - The Center provided several tours within its facilities for research managers, staff and visitors from the community. These tours helped institutes and institutions such as the Qatar Institute for Biomedical Research, Sidra Medical and Research Center, Hamad Medical Corporation and Hamad Bin Khalifa University to recruit and retain cadres among the teaching staff

and researchers.

- The Center team provided free consultation services to researchers from Qatar University, Texas A & M University, Qatar Biomedical Research Institute, Hamad Medical Corporation and Hamad Bin Khalifa University.
 - The Center provides support to the community through a twice-yearly training program on clemency in the treatment and use of laboratory animals. A number of trainees from Qatar University, Qatar Institute for Biomedical Research, Sidra Medical and Research Center, Hamad Medical Corporation, Khalifa, Texas A & M University.
- Environmental Science Center:
- Students' visits to the coast of Fuerit under the Qatar-sponsored Turtle Protection Project through its Turtle Information Center.
 - Organizing visits and talks to the Qatar Natural History Group.
 - The Center participated as an academic partner at the Qatar Sustainability Conference held at Qatar National Convention Center. The outcome of the conference was to enhance the community's profile in the field of scientific work carried out by the Center and to promote the importance of preserving the natural heritage of the State of Qatar and educating the local community about the value of Qatar's natural heritage.

Central Laboratories Unit:

- The unit trained undergraduate and postgraduate students in different periods before and after graduation.
- 187 students benefited from workshops provided by the Central Laboratories Unit.
- The unit provided a platform to gain experience for many independent school students who participated under the umbrella of the Bayraq Program.
- Expanded collaboration and partnerships with various scientific institutions in Qatar including Texas A & M University, Qatar Institute for Environmental and Energy Research in Qatar and QCRI as well as technical support to QMA.
- Contracted with various institutions in the industrial sector including ExxonMobil Qatar, Total in Qatar, Orix GTL and others. The Unit continued to provide services to the Qatar Museums Authority through tests and analyzes of some of the old artifacts. The Unit also participated in the committee established by the Ministry of the Interior to study and identify weapons and explosives in Qatar.
- The Unit participated and supported the external projects of Texas A & M University, Qatar Foundation, and Exxon Mobil Qatar.

Social and Economic Survey Research Institute:

The Institute provided a range of community services and programs, such as training workshops for survey workers. The Institute also participated in a number of seminars inside and outside the university and the participation of researchers from the Institute who presented two papers in two world conferences. In addition, the Institute responded to the requests of a number of researchers from within and outside Qatar University to provide survey data to conduct and support their research in various fields, such as providing a voluntary service to the Qatar Red Crescent Society by conducting a telephone survey. A number of students from the University of Qatar in the Department of Public Health - Faculty of Health Sciences benefited from the Institute's data in the preparation of graduation projects.

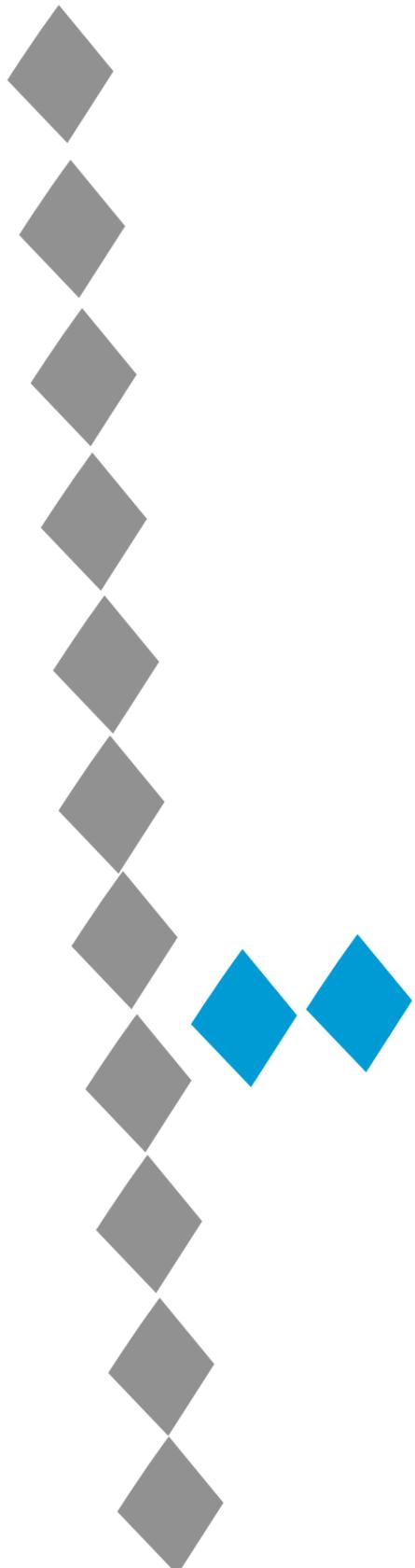
◆ Fifth: Communication, public relations and community service

1. MoUs:

Qatar University signed 71 memorandums of understanding and agreement this year with a number of institutions and research centers inside and outside Qatar to carry out or participate in research projects.

College/Dept./Office	External Part	Country
Vice-President (Student)	Ministry of Economy & Commerce	Qatar
President's Office	RasGas	Qatar
President's Office	Qatar Chell	Qatar
President's Office	President's Office	President's Office
CAS	Qatari Diar Company for Estate Investments and Vinci Construction Company	Qatar
President's Office	Sidney University	Outside of Qatar
CAS	Doha International Family Institute Qatar Foundation	Qatar
President's Office	Durham University	Qatar
CAS	Qatar Social Work	Qatar
CAS	The University of ST Andrews	Outside of Qatar
President's Office	The Yunus Emre Institute Korean Foundation	Outside of Qatar
Vice-President (Academic)		Outside of Qatar
President's Office	PEKING UNIVERSITY	Outside of Qatar
President's Office	Universiteit Leiden	Qatar
CAS	LUND University	Qatar
President's Office	Qatar Diar - Saudi Binladin Group	Qatar
President's Office	Dolphin Energy Limited	Qatar

Vice-President (Academic)	Qatar Sheel Reserch and Technology Center QSTP-LLC	Qatar
President's Office	ExxonMobil Qatar Inc.	Qatar
College of Engineering	Maersk Oil Research and Technology Centre	Qatar
College of Health Sciences	North Dakota State University	Outside of Qatar
President's Office	Qatar International Court and Dispute Resolution Center(QICDRC)	Qatar
President's Office	Maastricht University	Qatar
College of Medicine	The Board of Trustees of the University of Illinois	Outside of Qatar
College of Pharmacy	Robert Gordon University Aberdeen	Outside of Qatar
President's Office	UNISESCO	Qatar
Vice-President (Administration)	University of Malaya	Outside of Qatar
President's Office	Malomatia Q.S.C	Qatar
CAS	Qatar Red Cresnet - Division of Cultural Heritage, Qatar Museums	Qatar
President's Office	Total E&P Golfe Limited	Qatar
Vice-President (Research)	Lund University	Qatar
President's Office	Hamad Medical Corporation	Qatar
President's Office	RasGas	Qatar
President's Office	Istanbul University	Outside of Qatar
President's Office	DASSAULT AVIATION	Outside of Qatar
President's Office	Arab Engineering Bureau	Qatar
President's Office	Peking University	Outside of Qatar
President's Office	University of Jyvaskyla	Outside of Qatar
President's Office	National Human Rights Committee	Qatar
President's Office	Universiti Sains Islam Malaysia	Outside of Qatar
President's Office	Korean Foundation	Outside of Qatar



President's Office	Korean Foundation	Outside of Qatar
President's Office	University of Applied Sciences and Arts of Southern Switzerland	Outside of Qatar
President's Office	Sakarya University	Outside of Qatar
President's Office	The Hague Institute for Global Justice	Outside of Qatar
President's Office	Ministry of Environment	Qatar
President's Office	University of Rome "Tor Vergata"	Outside of Qatar
President's Office	Qatar Charity	Qatar
President's Office	Agency for International Cooperation Development	Outside of Qatar
President's Office	PEKING University	Outside of Qatar
President's Office	KATARA Hospitality	Qatar
President's Office	West Virginia University, West Virginia	Outside of Qatar
President's Office	VIA University College	Outside of Qatar
President's Office	BULGARIA ACADEMY OF SCIENCES	Qatar
President's Office	Belarusian State Medical University	Qatar
President's Office	ExxonMobil Research Qatar Limited	Qatar
College of Health Sciences Officers, Chief Strategy & Development	Lifelike SA	Outside of Qatar
President's Office	Ministry of Economy and Commerce	Qatar
Vice-President (Research)	American University of Sharjah	Outside of Qatar
Vice-President (Research)	University of Nizwa Sultan Qaboos	Outside of Qatar
Vice-President (Research)	University	Outside of Qatar
Vice-President (Academic)	Gulf Organization for Industrial Consulting	Qatar
President's Office	Norwegian University of Science and Technology	Outside of Qatar
President's Office	KATARA Projects	Qatar
Vice-President (Academic)	Universite de Nantes	Outside of Qatar
President's Office	The Korea Foundation	Outside of Qatar
President's Office	Primary Health Care Corporation	Qatar

Vice-President (Administration)	IREG Observatory on Academic Ranking and Excellence	Outside of Qatar
	Qatar Sports For All Federation	Qatar
Officers, Chief Strategy & Development	The Ministry of Transport and Communications	Qatar

2. Continuing Education Center:

The Office of Continuing Education offered several training courses, based on the needs of the training community on

campus and outside the university. The following is a table that provides comprehensive information on courses offered by the Office of Continuing Education:

	Total Number	
Programs and Training Courses	189	
Common Programs and Courses	50	
Professional Certificates Programs	22	
Courses and programs designed for different parties according to their needs	49	
Language Courses	37	
Exams Preparation Courses	31	
Training Hours	5766	
Participating institutions and organizations	15	
Activated MoUs	11	
Languages used in Training	5	
Trainers (lecturer)	193	
QU Faculty	127	%66
Trainers (lecturers) from outside QU	66	% 34
Registered online	1415	
Participants		
Females	1413	50 %
Males	1432	50 %
Qatari	1293	45.45 %
Non-Qatari	1552	54.55 %
Total Number (Trainees)	2825	%100

Services and programs provided to the community:

The Continuing Education Office has conducted more than 146 training courses during the period from May 2015 to May 2016. These courses included approximately 2015 trainees (41% Qatari, 59% non-Qatari, 46% male, 54% female). The beneficiaries of these courses were more than 711 governmental and private entities in addition to 1304 members of the community. The courses were offered in several languages including Arabic, English, Spanish, Turkish and French.

Among the most important achievements of the Center for Continuing Education:

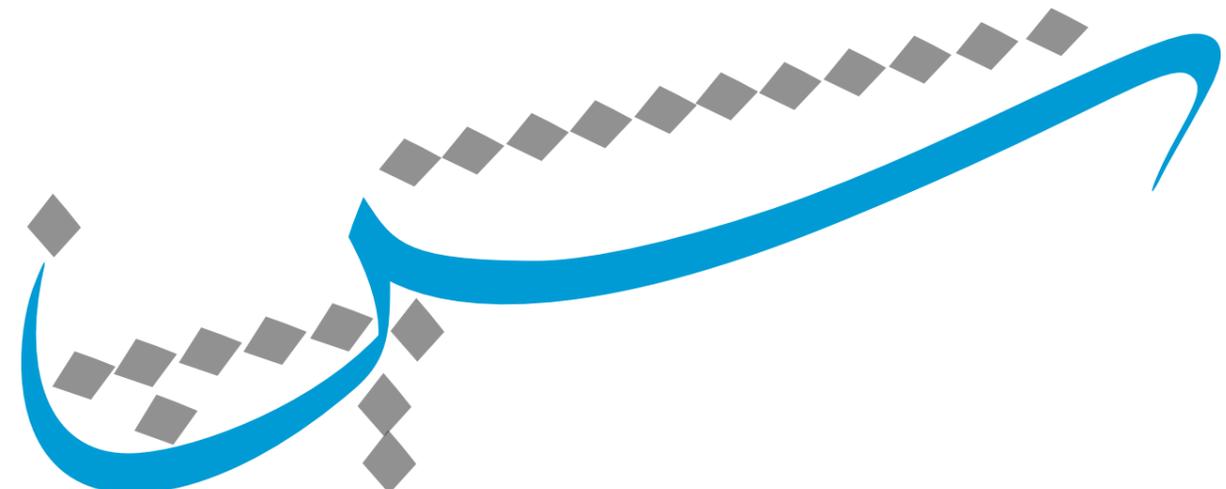
- Expanding the introduction of new training programs, especially those related to language programs, which have been launched at multiple levels and have been very popular.
- 90% of training courses are available for registration through the electronic payment system.
- Contracting with Qatar Central Bank to implement the program of new banking inspectors during the spring semester 2016.
- Establishing a link to the Office of Continuing Education on the application of Qatar University on mobile.
- Producing a documentary about the Center for Continuing Education.
- Adopting new financial and administrative policies.
- Developing the website of the Office on the University portal.
- Documenting the relationship between the different sectors within the state (governmental and private), which resulted in the implementation of a number of programs and courses out of their training needs.

3. Communication and Public Affairs Department:

The operational model and the organizational structure of the University have been reintroduced with a change of the name of the Department of External Relations to the Communication and Public Affairs Department. The objective was to increase the efficiency of resources, better-defined responsibilities and the allocation of competencies to build a distinct regional and global reputation.

Key Achievements of the Department:

- The design section produced a variety of different materials from brochures, printed and visual materials for the benefit of the various colleges and majors as well as advertisements for Qatar University published locally and internationally.
- Decentralization of production procedures, where the first stage of decentralization of production related to the requests to the colleges and departments concerned and training of coordinators and officials of purchase orders to make orders for purchases directly from their colleges and departments and follow-up with suppliers.
- The mental map of social networking networks has been developed and has proven effective in managing Qatar's main social networking platforms.
- Adding a new mental map, the concept of community management. The department has emphasized its role in the digital environment in terms of internal community (students, faculty, and staff) such as solving problems and tensions, developing valuable content for the community and encouraging positive and effective participation in the digital community of the University of Qatar.
- Expanding the content plan to include the live broadcast of events of higher importance and interest to Qatar University students. The Social Communication Unit has worked on a number of collaborative projects with the Film Production Unit at the Department of Communication and Public Affairs at Qatar University, such as QUTV, which was launched in the summer of 2015.
- The other digital video content has been produced in cooperation with the film production unit, and has been published in the social networks at QU, and has received great interaction from the students.
- Achieving or installing Qatar University official platforms from social networks: achieving or installing Qatar University on Facebook.
- Expanding training, experience sharing, and Webinar workshops.



- Training of six QU employees on the use of social networks and the following have been trained during the academic year 2015/2016:

- college of Medicine
- college of Education
- Master Program in Materials Science and Technology, CAS
- Foundation Program
- Biomedical Research Center

- Training 15 students from QU as part of their study plan
- Qatar University's official platform on the application of Snapchat has been successfully launched.
- Official Twitter account and official Qatar University page up to 100,000 followers
- Qatar University's account gained a significant leap from fifth place in terms of numbers of followers, to third place. The increase in the number of observers was remarkable as it reached 150 percent, bringing the number of followers from 10.4 thousand follow-ups to 26 thousand followers.
- A large increase in the number of followers of QU on the periscope. When only 389 follow-ups were started, the number of followers reached nearly 5,000 in just one year.
- The launch of several media initiatives and campaigns at the local and international media, whether in newspapers or news agencies and television channels. Also cooperating with a number of media outlets outside Qatar, including Al-Hayat, Kuwait News Agency, Kuwait TV, and Saudi Channels.
- Developing the quarterly campus magazine in terms of design and content. It has changed its strategic plan to attract the largest segment of young people. It is modern and focuses on the achievements of students, academic and scientific subjects and monitors events and activities during the academic year.
- Issuing press materials (data or special materials), radio and television coordination, producing special media materials, and monitoring the reflection of the university image through the media.
- 676 press releases were published, including 424 press releases in Arabic, and 252 English-language statements were published at 3.38 press releases/working day.
- The number of radio and television formats reached 169, and there were about 25 press conferences.
- Publishing of 424 Arab and 252 English statements.
- The total number of formats and the media appearance of Qatar University employees was 131
- A total of 38 different appearances were made for Qatar University guests on the radio.
- In a collaborative initiative with Qatar Today and German Deutsche Villa, QU hosted a special episode of the talk show "Youth Talk" in the German-speaking Arabic channel, the first visit of the program team to the Gulf region.
- Issuing a special and lengthy report on the effectiveness of (non-format media) of Al-Jazeera's observatory program, an event that highlights QU's efforts and cadres, its students and their media awareness.
- In the framework of the media campaign for the graduation ceremony, it was coordinated with Qatar TV to prepare special reports about Qatar University, which will be broadcast during the coverage of the graduation ceremony. The two reports dealt with the subject of "Medical Sector" announced during the current year and a special report on the progress of Qatar University in the International

Classification (Arab and international).

- Qatar University received a number of senior politicians during the period, and attracted international channels such as Al Arabi Channel, Al Jazeera Direct, BBC Arabic, CNBC Arabia, Euronews, Kuwait News Agency (Kuna) The French Press, Reuters, and a group of Turkish channels.
- Qatar University hosted several times in a positive cooperation with Qatar TV, the Fasaha Program team, which filmed a number of reports at the university, and met with academic officials and students. The reports were broadcasted through the program.
- A special relationship was established with QBS Radio Qatar in English in the near future to serve the various sectors of the university and to open the door for Qatar University towards the world.
- Preparing for a continuous information campaign on the progress of Qatar University in the classification of universities, where a variety of topics have been developed on how Qatar University ranked first in the world standard announced by THE, and how QU ranked sixth among the top 15 Arab universities, according to the QS classification, and ranked first in the classification of the Russian agency Round.
- Preparing of a supplement in the Arabic newspapers of 4 full pages, including various and comprehensive topics about a particular college, in addition to one page in foreign newspapers on the occasion of the opening of the College of Medicine.
- Giving a comprehensive media coverage of the visit of the Turkish President, the Yemeni Prime Minister, and Dr. Ahmed Oglu, the former Turkish prime minister.
- Translating and interpreting of all colleges and departments at the University. More than 3000 pages were translated during the last academic year, with the simultaneous interpretation of more than 100 conferences.
- Organizing a number of events in the 2015-2016 academic year that serve Qatar University's strategic plan, notably: introductory meetings, and memorandums of understanding.
- Organizing conferences and internal exhibitions and hosting a number of conferences, such as the 13th World Congress on the control, measurements, and simulation of fluids.
- Participation in international conferences and exhibitions
- Completion of QU Website Updating and Developing project, which was launched in 2013.
- 8 branches of Alumni Association organized a number of activities and events, which reached 22 event and activity, and also participated in these branches in many other events.
- The branch of the College of Pharmacy received the Distinguished Branch Award and was honored at the 8th Graduation Ceremony.
- The Graduate Relations Office has developed an application that includes a variety of discounts. In addition, an electronic booklet for the discount manual has been launched on the Association's website, where it is now possible to browse the booklet electronically.
- The number of graduates in the database was 38 thousand, and the number of graduates whose data were updated was 13200 graduates.

Six: Strategy and Development Office

As part of the change that Qatar University witnessed during 2015-2016, the Office of the Vice President for Planning and Institutional Development has been renamed as the Chief Strategy and Development Office to include a number of different departments namely: Strategy and Performance, Outreach and Engagement, Funding and Development and Continuing Education Center. While the administrative structure of these departments is still under preparation and has not yet been completed.

The Department of Strategy and Performance carried out a number of surveys and discussed its results with the concerned authorities and presented them to the Executive Committee, the Institutional Effectiveness Committee, and the Academic Council to take advantage of these results in making appropriate decisions for development and performance improvement. Some academic and administrative units at the University were also assisted in the development and application of questionnaires to measure the performance indicators of their strategic plans.

During this year, the Committee helped to:

- Make recommendations to the Executive Management Committee, which led to the establishment of a committee by the medical specialties complex of the university to review all activities of the health clinic to develop them.
- Giving recommendations to the Executive Management Committee which lead to create reviewing committee for the all activities of the Medical Clinic to be developed.
- Concerning independence of Scholarship and Academic Partnership Office by having an independent strategic plan.
- Mandating the visit to academic advisors before registrations for the students.
- Gas Processing Center should be treated as revenue not only cost consumption unit. The center can use some of it incomes - trainings, consultations and research incomes - to cover some of it operational costs.
- Research is concerned to be a national goal for the center to develop education, therefore, the activities of the center should be re-concentrated in educational field and publishing scientific papers in regional and international journals, in addition to increase the awareness of activities of center.
- Regarding the institutional accreditation, there are no updates in continuing to apply for the (SACS) accreditation due to the changes taking place in university. However, it was approved the desire of the university to start the procedures to apply for institutional accreditation and the accreditation organization will be selected at the beginning of next year along with timeline includes the application and submission.

Department Achievements:

- Building on the strategic plan, which was approved by the Board of Trustees during the year 2015-2016; different task teams were formed to start preparing a detailed proposal for four different strategies to deal with the basic pillars of the goals of the University from among a number of strategies that will work during the coming period to be displayed on the board of Trustees at its next meeting. The Strategy and Performance Department has actively contributed to the development of the Outreach and Engagement Strategy. This strategy aims at highlighting the University and its members, linking them to the Qatari community, encouraging active participation in humanitarian, social and economic initiatives locally and internationally and building and expanding effective partnerships to serve the University's vision, mission and objectives.
- Applying and preparing reports for number of international surveys of faculty members and freshmen, senior and graduates students to compare their opinions with other international university results to make the positive changes that will lead to develop the courses, services and experiences of the students.

For this purposes the following surveys been applied:

- Applying the questionnaire "The experience of graduate student (PTES)" prepared by Higher Education Academy since it is an international institutional questioner to compare results of graduate studies students with British university student's results in which the same questionnaire is applied.
- In addition to prepare reports for the National Survey of Student Engagement (NSSE) results, the section also prepared another report about results of Faculty Survey of Student Engagement (FSSE). both surveys are prepared by Indiana University, and the results been compared with participant students of USA universities.
- Providing consultancy and volunteer services to the community and establishing partnerships with various bodies such as the Ministry of Education and Higher Education and some independent schools and the Children's Cultural Center. A training course was also provided to the employees of the Raf Foundation on statistical analysis using the SPSS program and methods of writing statistical reports. This is in addition to providing consultancy for the institution on electronic training.
- Providing many institutional studies that aims to enrich the educational institutions in all aspects and develop the activities of the university and its services and among it:
 - Studying the results of the courses go the students comparing to the secondary subjects' results.
 - Studying the effects of academic supporting services on

academic performances of the new students.

- Comprehensive study on the distribution of students' grades in the courses.

- Studying the status of the students enrolled in the courses provided in Arabic.

- Questionnaire about the students admitted, and is not registered in the university.

• A study on the impact of the "First-Year Seminar" at the academic student level.

• Preparing quarterly and annual reports for students and faculty members, which are a key reference to corporate data and a key decision-making resource, as follows:

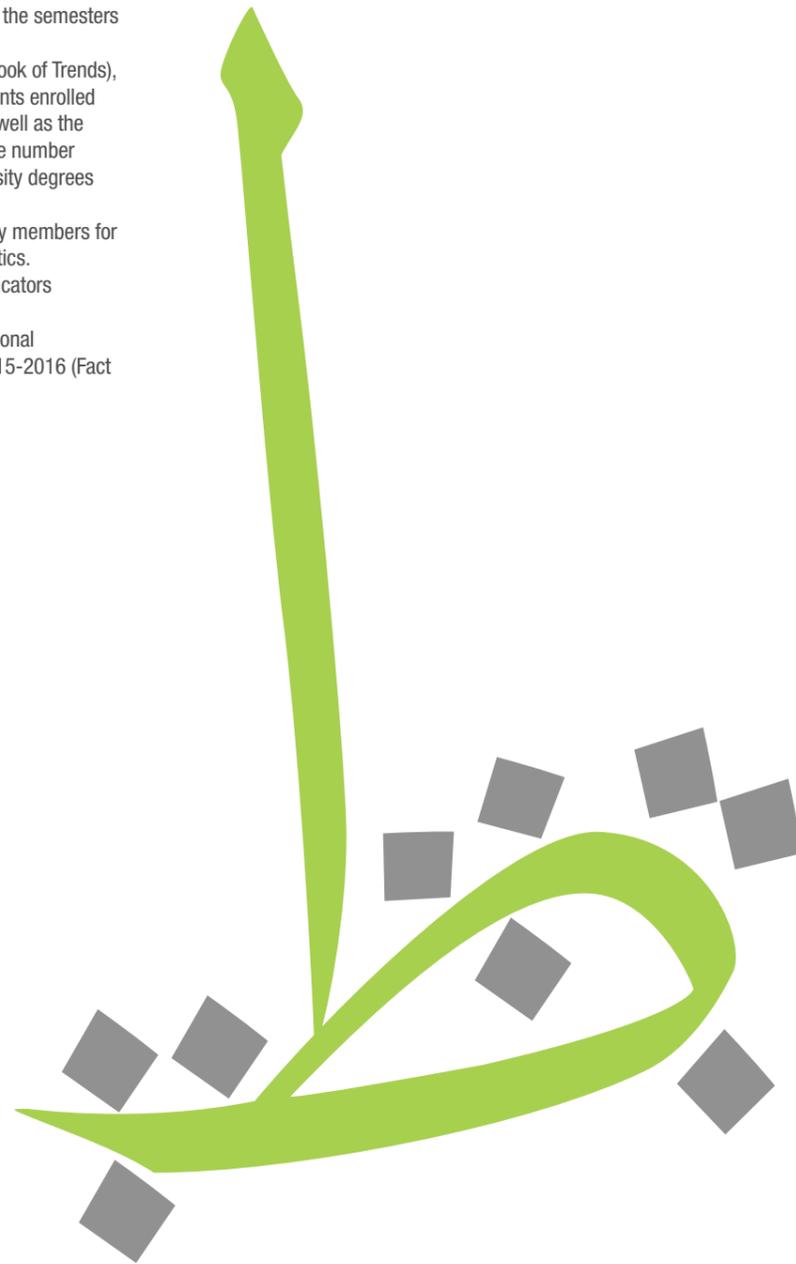
- Quarterly reports on the number of registered and admitted students, courses, class sizes and faculty during the semesters (Spring 2016, Summer 2016, Fall 2016)

- A report on student statistics over five years (Book of Trends), which includes statistics on the number of students enrolled in the University within a period of five years as well as the admission, retention rate and graduation, and the number of credit hours approved by students and university degrees granted.

- A report on the statistics of students and faculty members for the Ministry of Development Planning and Statistics.

- Report on the most important performance indicators (University Sail).

- A print for the most important data and institutional achievements throughout the academic year 2015-2016 (Fact Book & Fast Facts).



Seven: Financial and Administration Affairs of the University

1- Administration Affairs

First: Procurement Department

Department achievements:

- Launching the follow-up service in the Help Desk Office where applications are received and entered into the system and then tracked, evaluated, resolved and closed.
- Successfully organizing annual marketing event entitled "Procurement Day"
- Certification of ISO 9001 for quality management systems in February 2016.
- Launching e-tendering project is the application of projects that pay more and better resources through cooperation and negotiation on the Internet.
- Representing the University at the "Alliance 2016" Conference in the United States of America in March 2016, as part of the Arab HUEG Conference. In addition, many lectures and workshops on the Oracle system and its new applications were attended.

Programs and services provided for the community by the department:

- Job opportunities for people with special needs in a secure circumstance and under supervision.
- Preference for local companies and open the chance to provide best services.
- Job and training opportunities for student.

Second: Capital Projects Department.

The Capital Projects Unit aims to support the development of Qatar University by providing a safe, supportive and appropriate environment for students, faculty, and staff. The Unit is currently developing the master plan for the university and constructing new buildings and infrastructure projects, following the best practices in design and construction. Among the highlights of this year's events are:

- The Chief Projects Unit has been directly affiliated to the President of Qatar University.
- The Unit name is changed from (Department) to (Unit).
- Mr. Ibrahim Yousef Al Fakhro was appointed as the new Head of the Unit.

Department Achievements:

- Completing and opening the temporary building of College of Medicine and male lecture rooms according to the requirements of the faculty members and QU leaderships.
- Approving the main plan of the university by the Ministry of Municipality and Environment.
- Completion of the classroom building for female students to enable students to occupy the building and join classes on time.
- Completion of fitness facility according to Students Affairs requirements.
- Completion of the student housing project in part (students' homes). The main projects that were completed and ongoing for 2016:
 1. Female classroom building.
 2. Fitness facilities for males

Projects under Development	Projects under Design
College of Engineering	College of Law
College of Pharmacy	College of Education
Students Housing Complex	Students Affairs Building
Female Classrooms Building	Admin Services Building
Early Childhood Center	Admin and Services Building
Multi-level Parking Building	Central Services Unit (4)
Water net project infra structure for students housing	



Thirdly: Information Technology Services Department: Department Achievements:

- Updating the infrastructure, storage capacity of computers and servers to systems Citrix (Phase I).
- Launch wireless educational roaming service (Eduroam).
- Launching QU Secure Wireless Service.
- Linking with the Government Network Connectivity
- Providing real time technology app which allows to use Virtual Reality system in wider scale inside the campus.
- Launching the Qatar National Research and Education Network (QNREN) locally and globally.
- Activation and adoption of printing and copying system for students after the closure of the printing centers of a private company.
- Doubling the speed of campus Internet, student housing and greater coverage of the campus's external internet.
- Releasing of Internet Protocol Version 6 (IPv6).
- Improving mobile network coverage (GSM) on campus.
- Updating the email service.
- Providing Office 2016 and Office 365 programs for students, staff, and faculty free of charge.
- Providing of virtual provisioning services (auto provision of virtual servers).
- Conducting a risk assessment workshop for all sections of the department.
- Re-auditing, reviewing and integrating information technology and security policies in the department.
- Activating a sports card management model to support the addition of users from outside Qatar University.

Services and programs offered to the community by IT.

- Providing specialized training courses for all levels in addition to the Student Employment Service.
- Organizing visits for computer science students to Data Center.
- Providing high-speed connection between research and educational institutions in Qatar and abroad.
- Participating in public reviews of draft regulations
- Hosting The National Cyber Defense Drill – STAR 3 which organized in December 2015.
- Hosting one of the workshops during ISAFA-2016 conference in cooperation with CAS and Qatar Football Association Aspire Academy.
- Virtual tours and cooperation with local organizations and participation in the activities of the National Day at Qatar University and Darb Al-Sai.
- Organizing student visits to the IT Services Data Center, in the context of the learning process.
- Hosting websites, Blackboard services, and technical advice to the website of Ahmed bin Mohammed Military College.
- Advisory services for the Community College of Qatar.
- Managing and operating of Qatar National Research and Education Network.

Fourthly: Facilities and Public General Department:

As part of Qatar University's 2015-2016 change on organizational structure, the two departments have been merged: the department of university facilities and department of general services to become Facilities and General Services

Department. The Department provides facilities and services to the University as well as operations and maintenance of facilities.

Among the most important achievements of the Department in 2016 are the following:

- Minimizing travel time for most of the external transportation lines for female students according to the number of buses currently available.
- Developing the remote monitoring system for all university buses.
- Activating the follow-up system through the Dash Board.
- Developing and implementing a unified system of work procedures for key elements in the department of utilities and general services including extracts, preparation, management and evaluation of tenders, delivery of projects, management of requests for change in projects.
- Implementing the system of checking and control of the process of entry and exit on campus through the implementation of the project Marahib (Phase I).
- Electronic control of limited access to special places on the campus such as laboratories, electricity and mechanics rooms.
- Introducing the concept of multiple suppliers (monopoly prevention).
- Introducing new foods (national and international coffee shops).
- Getting a lower price for express mail.
- Launching Qatar University's new sustainability initiative.
- Preparing the first project on the use of paper in the disposal of hazardous waste.
- Increasing the number of parking spaces (5191).
- Successful replacement of 80 kW uninterruptible power supply and replacement of a 250 kW battery pack successfully.
- Improving the efficiency of the HVAC system in the new research complex area.
- Installing of access control system in the campus.
- The experimental launching of camera surveillance system on campus.
- Providing advices, tips and diet programs for freshmen students.
- Providing healthy options in the restaurants, cafeterias and vending machines.
- Inserting guidepost on the vending machines to indicate the available healthy options.
- Organizing variety of events under the frame of free food Consultations in cooperation with organizations and health centers such as Dietetics Department at Hamad Hospital and VLCC Group to conduct lectures in food and awareness activities for QU students.
- Improving food service comparing to the past years where samples are periodically sent to Central Food Laboratories of Ministry of Public Health. Furthermore, providing discounts for students in addition to providing meals at rates to be affordable by anyone along with working on the diversification and continuous updates in the menus.
- New building and colleges are accessed by internal transportation services (Campus Express).
- Providing transportation services for female students in different zones (11 zones) in around 15 Km from QU without additional fees.
- Activating Walki toki devices to ease the communications

- and follow ups between the drivers and supervisors from the Transportation Office.
 - Decreasing the consumption of fuel by preparing monthly reports represent the best quantity needed for the vehicles.
 - Coordinating with the Campus Facilities Department to add 9 more stations for new colleges and buildings (CMED, CENG, CPH, Campus Housing, Rail Station).
 - Updating and adding new policies and procedures for Office of Transportation Services.
 - Cooperating with Campus Facilities Department to provide safe routes for the buses by closing some roads from private vehicles to protect pedestrians and reduce the crowd in front of the stations which leads to delays for buses.
 - Launching QU service managements system that allows the users to upload all their requests and complaints electronically.
 - Developing and implementing a unified system for main elements procedures in the Campus Facilities Department, including: abstracts, preparation, management and dissemination of tenders, delivering the projects, management of project changing requests, appointing and developing HR and activating SharePoint by developing new applications and conducting workshops to spread the awareness of the using such applications.
 - Improving electronic archiving services.
 - Applying a monitoring system and controlling the process entry and exit in the campus by implementing Maraheb project (First Phase).
 - Electronic control for areas with limited private access such as sever rooms, labs, electricity and mechanics rooms.
 - Environment, Security and Safety office at QU Accredited ISO 14001:2004 and OHSAS 18001:2007 by Lloyd's Register Quality Assurance foundation in December 2016.
 - Building windbreaks in several locations in the campus (Gate 1,2,3,4,5).
 - Modifying the plants of central islands of the road to achieve the traffic safety for car movements in the campus.
 - Operating the main power plant station with a capacity of 80 mega-volt that supply electricity to the campus.
 - Getting Kahramaa's approval for the proposal of the second main power station (80 mega-volt volts) in the campus.
 - Completing the required mechanical work for the swimming pool.
 - Solving the water leak issue in the air conditions units of the buildings.
 - Solving the issue rain waters drain by taking the appropriate precaution and treating procedures before raining.
 - Installing the control and automatic identification system for the plates of vehicles at the entrances in of campus for the Security Services Office.
 - The Environment, Health and Safety office conducted four safety programs for many schools to train the students the methods of dealing with fire and safety procedures.
- Human Resource Department:
Department Achievements:
- Appointing Qatari cadres to undertake leading positions aiming to achieve QU vision and the goals of the strategy plans.
 - Provide training opportunities for Qatari cadres through internal and external training programs.
 - Updating HR Self Service project and including many requests that meets the needs of work (Performance Assessment System and Disclaimer)
 - Preparation of a plan to increase the proportion of Qatari

administrative staff.

- Working on the new organizational structure of Qatar University.
- Reducing administrative staff at the university.

2- Financial Affairs Department:

Department Achievements:

- Verifying with the independent auditor "Deloitte", the safety and rightness of financial data from all main prospective for financial year 2015 which in 31 of December 2015.
- The Finance Department was able to reduce the risks related to the payments of research offices.
- Developing the mechanism of fees retrieving to the credit cards in cooperation with Student Services Department IT Office.
- Developing the procedures of student guaranteeing in banner system in cooperation with student affairs sector through issuing electronic receipts.
- Developing the monitoring procedures of individuals' payment by creating new design for individuals payment request form that varies from the company's payments.
- Applying new mechanism of issuing ticket purchase orders and methods paying in collaboration with HR Department through Oracle system.
- Changing the financial year on Oracle system.
- Reducing and decreasing risks related to payments to research offices.
- Developing control procedures for direct purchase orders.
- Improving Oracle Research System to include accounting operations from multiple sources of funding.
- Implementing of the project to re-link the tree accounts of the University after the amendments imposed by the Ministry of Finance.

Medical Clinic:

Achievements of the Clinic:

- Transferring the critical cases to the Emergency of Hamad Medical Hospital accompanied by one of the clinic nurses.
- Providing treatment services for pathological cases, which include a medical examination, prescription and dispensing the appropriate treatment.
- Applying the health care program for the children of Early Childhood Center.
- Applying follow-up care service for pregnant women and her fetus.
- The services of the clinic showed satisfaction rate nearly 90% for the 4th consecutive year according to results got annual survey by the clinic and institutional planning office.
- The license of the clinic was renovated as a health facility in addition to licenses of workers by the Ministry of Public Health.
- The medical team enrolled in continuous development training for healthcare workers which is approved by the Ministry of Public Health and includes the essential trainings in emergency cases and first aid to evolve their skills and insure performance level.
- Updating the electronic system of the clinic in collaboration with IT Office to insure the quality got the provided healthcare services instead of the papers by creating electronic file for the clients to save and retrieve information.

- Completing and preparing the clinic building for males, a team will be appointed to provide full medical services for male students throughout the study day.
- The clinic organized many events to raise health awareness and enrich the campus life.
- Organizing blood donating campaigns to the community and provide the needs of individuals from different types of blood groups and supporting the general role of healthcare in Qatar.
- The various university buildings were equipped with first aid boxes and wheelchairs.

Internal Audit Department:

The Department's Achievements during 2015-2016 AY:

- The department successfully trained many Qatari cadres to participate in internal auditing works.
- Successful training and qualification of Qatari staff for full participation in internal audit department activities.
- Create a conflict of interest statement and confidentiality policy.
- Creating interest conflicts statement and secret policy.
- Detection of several observations of audit activities that resulted in decreasing costs more than 500.000.00 QR
- Purchasing and applying "TeamMate" for competing auditing steps.
- Identifying key risks and making recommendations to reduce these risks through the provision of many internal control services as well as consulting projects.

Legal Affairs:

The Office of Legal Counsel was created at the end of 2014 and begging of 2015, and worked by three managers most recently was Dr. Nasser Mehsin Al-Adba at the beginnings of 2016. The Office of Legal Affairs provides legal services to the University, including the representation of Qatar University in all legal proceedings, reviewing policies and procedures for their implementation, providing independent legal advice and guidance in the interest of the University in accordance with national legal obligations and procedures, providing advice and support to ensure the legitimacy of procurement and tender transactions, and providing training and education on legal matters related to Qatar University staff and students when necessary.

The main initiatives achieved during this year:

- QU procurement and tendering policies: the policies related to functioning the tender system of QU procurements which is important to save the public money and offering opportunities companies to participate in fair competition.
- Creating policies and procedures for the office.
- Establishing the legal system of Qatar University.
- Establishing the Office of the General Counsel.
- Establishing legal leaders who are capable of taking responsibility.

◆ Eighth: Board of Regents

The Board of Regents held three meetings during the academic year 2015-2016. Many topics been discussed and decisions and recommendations made such as:

- Authorizing the strategic transformation plan, and approving the new vision of QU.
- Approving the new organizational structure of the University.
- Appoints the following Vice Presidents (VP):
 - Dr. Khalid Mohamed Al-Khanji VP for Student Affairs.
 - Dr. Khalid Al-Khater VP for Administration & Finance.
 - Dr. Mariam Al-Ali Al-Maadeed VP for Research & Graduate Studies.
 - Darwish Al-Emadi Chief Strategy & Development Officer as VP degree.
- Approving to covert Health Science Department to College Science, that became the 9th college in QU, and to become completely independent from CAS in Fall 2016.
- Approving the following policies related to summer and winter courses:
 - First summer course (4 weeks)
 - Second summer course (6 weeks) starts together.
 - Third Summer course (4 weeks). Starts directly after the first course.
 - Winter course (4 weeks).
- Approving to unify the percentages of admission for all majors except medicine and pharmacy.
- Approving the academic calendar for 16/2017 - 17/2018 - 18/2019
- Approving to allocate 10 seats as maximum for the children of diplomatic missions of GCC countries and Republic of Yemen. The distribution of these seats is QU's responsibility as needed.