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Qu President Remarks

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 (KPAs):

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. 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
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).

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 Qatari.
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.

<table>
<thead>
<tr>
<th>Degree</th>
<th>BA</th>
<th>M.A</th>
<th>PH.D</th>
<th>Ph.D (Ph.D)</th>
<th>Diploma</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qatar</td>
<td>1,035</td>
<td>20</td>
<td>1</td>
<td>7</td>
<td>9</td>
<td>1,074</td>
</tr>
<tr>
<td>Male</td>
<td>147</td>
<td>7</td>
<td></td>
<td></td>
<td>9</td>
<td>154</td>
</tr>
<tr>
<td>Female</td>
<td>888</td>
<td>23</td>
<td></td>
<td></td>
<td>9</td>
<td>920</td>
</tr>
<tr>
<td>Non-Qatar</td>
<td>857</td>
<td>120</td>
<td>1</td>
<td>7</td>
<td>24</td>
<td>1,099</td>
</tr>
<tr>
<td>Male</td>
<td>213</td>
<td>22</td>
<td>1</td>
<td>10</td>
<td></td>
<td>316</td>
</tr>
<tr>
<td>Female</td>
<td>644</td>
<td>68</td>
<td>1</td>
<td>6</td>
<td>14</td>
<td>693</td>
</tr>
</tbody>
</table>

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 the Chief Academic 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 admissions 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 321 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 awards). New awards have been introduced and others have been changed to wrap them in 5 categories: Student Leadership Award, Student Clubs and Organizations Awards, Volunteerism Award, Student Sport Award and Student Employment Award.
- The Student Leadership Conference (Tagdamy) 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 Student Affairs 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.
- 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 133 female students and 185 male students in the First Annual Students Honoring Ceremony held in May 2016.
  - First place in Gulf Robotics 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 Xbink 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 advancement in various competitions.
- 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 “Karmel” program that offer financial aid for students.
- Organizing an open day for High School Students, increasing the number of school’s 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 Maktoum Foundation from 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 events.
- Working with 18 governmental and non-governmental organizations that serve people with disabilities to celebrate World Day for Persons with Disabilities and Sports Day.
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 last 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 promotional 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 programs, 25 Master, 3 graduate program and one Pharm.D. program.

A suggestion proposal to establish Diploma certificate in quality teaching to reward 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.

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.

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 be Happy, QJ Entrepreneurs, the event of QJ TEDx, Astor 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.

Scholarship:

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

<table>
<thead>
<tr>
<th>Scholarship Type</th>
<th>Academic Year 2015 (Fall 2015 and Spring 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Islamic and other countries scholarship</td>
<td>120</td>
</tr>
<tr>
<td>H.H.I. the Emir of Qatar’s scholarship for academic excellence</td>
<td>20</td>
</tr>
<tr>
<td>Outstanding performance scholarship</td>
<td>20</td>
</tr>
<tr>
<td>Amir Dwan scholarship</td>
<td>31</td>
</tr>
<tr>
<td>GCC states scholarships (embassies)</td>
<td>28</td>
</tr>
<tr>
<td>GCC Qatar certificate scholarship</td>
<td>18</td>
</tr>
<tr>
<td>Qatari national’s children scholarship</td>
<td>112</td>
</tr>
<tr>
<td>Qatari husband scholarship</td>
<td>93</td>
</tr>
<tr>
<td>Children of Qatar University employees scholarship</td>
<td>58</td>
</tr>
<tr>
<td>College of Education Diploma scholarship</td>
<td>42</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>542</strong></td>
</tr>
</tbody>
</table>

The number of part-time students:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2015</th>
<th>Spring 2016</th>
<th>Summer 2016</th>
<th>Summer 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
and sophomore students. The college could achieve some achievements along with student’s co-curricular recruitment activities which includes school’s visits, campaigns and exhibition events. The college also organized several workshops to develop faculty member’s skills in a wide area of 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 leading universities and 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 Qatar 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 awarded in the World Directory of Medicine because of international communications and cooperation along with signing 7 Memoranda of Understanding with several 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 including 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 medical colleges in the region.
- Establishing Academic Support Unit to enhance the success of the students, where the college founded this unit which provided a special tuition for the less 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 compatibility of the 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 LAW 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 progress could be measured. LAW showed a significant progress on all the main 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 (NPfRP) on an entity called “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 LAW were subjugated to be reviewed during this academic year which led to the increase of 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 investigations).
- 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 databases.
- The pilcations reached to 50 research publications.
- Near 6 new versions was published by the faculty members of LAW in Qatar 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 course content 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 UQEP program and 3 grants from the National Priorities Research Program (NPfRP).
- 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 front of the labor market in Qatar 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 Qatar 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 by establishing 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 cases 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 of Qatar Phil.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 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 purposed 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 categories. The college also provided 50 student 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 go to supporting work which has been a good satisfaction between the students who benefited from this service.
- Creating external relations to support college’s programs especially postgraduate and conducting joint research.
- CED doubled its effort in supporting faculty members to publish in reputed academic magazines and presenting their studies and researched through local and international conferences.
- A logo is signed with Qatar Petroleum (QPICO) 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 programs 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 a 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 project “Bringing the gap between Qatari students to 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 QF since it accepted the first class of the students in 2007. This excellence is continued along with a lot of successes last year through remarkable progress on academic level, research outcomes and international accreditation. The College has achieved the full accreditation by Canadian Council for Accreditation of Pharmacy Programs (CCAPP) for both bachelor and doctor programs. CPH is the first and only college to have the full Canadian accreditations in the Middle East. Additionally, the College seeks to organize many conferences and awareness campaigns.

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’ rural 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 GCC 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 have high percentage of fail and acceptable ratio (G) 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 NFP and another sponsorship for 4 projects in 17th and 18th cycle of UREP program, in addition to 54 research paper published in different scientific magazines during 2015.  
• Published approximately 291 research papers in research journals and 188 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 KNIX 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 Teesside University and organizing Oracle Academy Day.  
• Organizing the 5th for the users of BIM in cooperation with Hochtief-Vicon company and Teesside 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 (OSID).  
• The College has established the Technological Innovation and Engineering Education Unit (TEE).  
• 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 evaluate 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 Gulf such as the International Center for Urban Safety Engineering at the Transportation Company.

• The Center signed a cooperation agreement with Karwa Transportation to introduce the community to 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 the regional and 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 Center of Traffic Safety and a number of research grants on Traffic 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 it.

  • 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 “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 researchers 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 1 graduate student

• 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 patients registered in the US Patent Office.

• Obtaining two research grants from the National Priorities Research Program (NPRP) for the Center.

• 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 to be licensed 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 general 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 Rivera in Canada.

QU Library:
The library has played an important role at the university, 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 technology company. In addition to adding front of API application to search in ScientificDirect database that affiliated with. QU Library is the first Arab university library to partner with Elsevier to complete this application.

• The library has prepared a series of training and awareness workshops, in cooperation with various bodies.

• Participating in 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 provided a prominent role in advocating the establishment of the Qatar National Library Coalition. The library now has its own web page accessible to a large number of general and specialized databases through this coalition.

• The library completed designing and installing 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 website to run an electronic unified search in both the databases and the list of contents at the same time.

• QU Library hosted the 10th meeting of the “Oceans 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

<table>
<thead>
<tr>
<th>Program/college</th>
<th>No. of new faculty in 2015–2016</th>
<th>Total number of faculty in 2015–2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>67</td>
<td>435</td>
</tr>
<tr>
<td>College of Business</td>
<td>11</td>
<td>141</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>15</td>
<td>175</td>
</tr>
<tr>
<td>College of Education</td>
<td>8</td>
<td>85</td>
</tr>
<tr>
<td>College of Pharmacy</td>
<td>6</td>
<td>33</td>
</tr>
<tr>
<td>College of Law</td>
<td>11</td>
<td>61</td>
</tr>
<tr>
<td>College of Shari’a &amp; Islamic Studies</td>
<td>5</td>
<td>67</td>
</tr>
<tr>
<td>College of Medicine</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Foundation</td>
<td>27</td>
<td>167</td>
</tr>
<tr>
<td>Core Curriculum</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>163</strong></td>
<td><strong>1185</strong></td>
</tr>
</tbody>
</table>

Distribution of new faculty based on academic rank

- Professor 25
- Associate Prof. 22
- Lecturer 53
- Assistant Prof. 43
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Students</td>
<td>95</td>
<td>98</td>
<td>84</td>
<td>55</td>
<td>40</td>
</tr>
<tr>
<td>% of annual increase</td>
<td>3%</td>
<td>16%</td>
<td>53%</td>
<td>37.50%</td>
<td></td>
</tr>
<tr>
<td>% of Increase since 2011</td>
<td>13%</td>
<td>143%</td>
<td>110%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of graduates</td>
<td>13</td>
<td>19</td>
<td>13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Current distribution of students on scholarships based on type of scholarship

<table>
<thead>
<tr>
<th>Type of Scholarship</th>
<th>Number of students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students enrolled as the sponsorship program</td>
<td>2</td>
</tr>
<tr>
<td>Students on scholarships</td>
<td>66</td>
</tr>
<tr>
<td>TAs abroad preparing for their MAs and PhDs</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
</tr>
</tbody>
</table>

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 560,100), 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.

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 20.8% 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.

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

<table>
<thead>
<tr>
<th>Field</th>
<th>No. of Papers</th>
<th>No. of Winning</th>
<th>Success Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Sciences</td>
<td>41</td>
<td>11</td>
<td>26.93</td>
</tr>
<tr>
<td>Engineering and Technology</td>
<td>79</td>
<td>11</td>
<td>13.02</td>
</tr>
<tr>
<td>Medical and Health Sciences</td>
<td>21</td>
<td>5</td>
<td>23.81</td>
</tr>
<tr>
<td>Agricultural Sciences</td>
<td>5</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>79</td>
<td>9</td>
<td>27.08</td>
</tr>
<tr>
<td>Human Sciences</td>
<td>4</td>
<td>3</td>
<td>75.00</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>37</td>
<td>19.58</td>
</tr>
</tbody>
</table>

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

- Historical Research Center: 3 papers, 1 winning (33.33%)
- Center for Advanced Materials: 3 papers, 1 winning (33.33%)
- College of Arts and Sciences: 5 papers, 1 winning (20.00%)
- College of Business and Economics: 13 papers, 3 winning (23.08%)
- College of Health Sciences: 7 papers, 1 winning (25.00%)
- College of Education: 4 papers, 1 winning (25.00%)
- College of Engineering: 70 papers, 14 winning (20.00%)
- Environmental Science Center: 4 papers, 1 winning (25.00%)
- Qatar Mobility Innovation Center: 1 paper, 1 winning (100.00%)
- College of Law: 3 papers, 1 winning (33.33%)
- College of Medicine: 5 papers, 1 winning (20.00%)
- College of Pharmacy: 6 papers, 2 winning (33.33%)
- Qatar Oceans and Environment Research Institute: 3 papers, 3 winning (100.00%)
- College of Health Sciences and Islamic Studies: 2 papers, 0 winning (0.00%)
- Total: 189 papers, 37 winning (19.58%)

2.3 National Priorities Research Program:

Qatar University won 38 scholarships and achieved a 28% success rate in the Ninth Session of the National Priorities Research Program. Funding from the National Priorities 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.
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 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 the Ninth Session was 20%.
• A concept paper on the media aspect was developed at the Ninth Session was 20%.

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 of biosafety.
• Completion of all paperwork, training, and application of appropriate test samples for the adoption of two tests (Algaenella 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 (Oclet, Mives) 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 student staff.
• 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) 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 the Analytical Chemistry 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 (AALAC).
• 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 chemical and mechanical 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 award 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 Mobile 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 Qatar, 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 Fuerte 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 baynac 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 GMA.
- 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.

<table>
<thead>
<tr>
<th>College/Dept./Office</th>
<th>External Part</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-President (Student)</td>
<td>Ministry of Economy &amp; Commerce</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>RasGas</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Qatar Chell</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>President’s Office</td>
<td>President’s Office</td>
</tr>
<tr>
<td>CAS</td>
<td>Qatar Diar Company for Estate Investments and Vinyl Construction Company</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Sidney University</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>CAS</td>
<td>Doha International Family Institute</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Qatar Foundation</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Durham University</td>
<td>Qatar</td>
</tr>
<tr>
<td>CAS</td>
<td>Qatar Social Work</td>
<td>Qatar</td>
</tr>
<tr>
<td>CAS</td>
<td>The University of St Andrews</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>The Yunus Emre Institute</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>Vice-President (Academic)</td>
<td>Korean Foundation</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>PEKING UNIVERSITY</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Universiteit Leiden</td>
<td>Qatar</td>
</tr>
<tr>
<td>CAS</td>
<td>LUND University</td>
<td>Outside of Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Qatar Diar - Saudi Binladin Group</td>
<td>Qatar</td>
</tr>
<tr>
<td>President’s Office</td>
<td>Dolphin Energy Limited</td>
<td>Qatar</td>
</tr>
<tr>
<td>Organization Name</td>
<td>Location</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td></td>
</tr>
</tbody>
</table>
| Vice-President (Academic)  
Qatar Sheik Reseach and Technology Center GSTP-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 (QICDR)                   | 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  
UNESCO                                                                              | Qatar                 |
| Vice-President (Administration)  
University of Malaya                                                                  | Outside of Qatar      |
| President’s Office  
Malomgia Q.S.C.                                                                     | Qatar                 |
| CAS  
Qatar Red Crescent - Division of Cultural Heritage, Qatar Museums                   | Qatar                 |
| President’s Office  
Total E&P Golf 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  
Lifelike SA                                                                            | Outside of Qatar      |
| Officers, Chief Strategy & Development                                               | Ministry of Economy and Commerce                                                    | Qatar                 |
| Vice-President (Research)  
American University of Sharjah                                                          | Outside of Qatar      |
| Vice-President (Research)  
University of Niwa                                                                      | Outside of Qatar      |
| Vice-President (Research)  
Sultan Qaboos University                                                                | Outside of Qatar      |
| Vice-President (Research)  
Gulf Organization for Industrial Consulting                                              | Qatar                 |
| President’s Office  
Norwegian University of Science and Technology                                          | Outside of Qatar      |
| President’s Office  
KATARA Projects                                                                       | Qatar                 |
| President’s Office  
University of Nantes                                                                    | Outside of Qatar      |
| President’s Office  
The Korea Foundation                                                                    | Outside of Qatar      |
| President’s Office  
Primary Health Care Corporation                                                        | 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:

<table>
<thead>
<tr>
<th>Categorization</th>
<th>Total Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs and Training Courses</td>
<td>189</td>
</tr>
<tr>
<td>Common Programs and Courses</td>
<td>50</td>
</tr>
<tr>
<td>Professional Certificates Programs</td>
<td>22</td>
</tr>
<tr>
<td>Courses and programs designed for different parties according to their needs</td>
<td>49</td>
</tr>
<tr>
<td>Language Courses</td>
<td>37</td>
</tr>
<tr>
<td>Exams Preparation Courses</td>
<td>31</td>
</tr>
<tr>
<td>Training Hours</td>
<td>5766</td>
</tr>
<tr>
<td>Participating institutions and organizations</td>
<td>15</td>
</tr>
<tr>
<td>Activated MoUs</td>
<td>11</td>
</tr>
<tr>
<td>Languages used in Training</td>
<td>5</td>
</tr>
<tr>
<td>Trainers (lecturer)</td>
<td>193</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Registered online</th>
</tr>
</thead>
<tbody>
<tr>
<td>QU Faculty</td>
<td>127</td>
</tr>
<tr>
<td>%66</td>
<td></td>
</tr>
<tr>
<td>Trainers (lecturers) from outside QU</td>
<td>66</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Total Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>1413</td>
<td>50%</td>
</tr>
<tr>
<td>Males</td>
<td>1432</td>
<td>50%</td>
</tr>
<tr>
<td>Qatari</td>
<td>1293</td>
<td>48.45%</td>
</tr>
<tr>
<td>Non-Qatari</td>
<td>3552</td>
<td>54.55%</td>
</tr>
</tbody>
</table>

#### 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.

#### 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 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
- Materials Science and Technology, CAS
- Foundation Program
- Biomedical Research Center
- Training 15 students from QU as part of their study plan
- Qatar University guests on the radio and television formats reached 169, releases in Arabic, and 252 English-language statements image through the media.

- Publishing of 424 Arab and 252 English statements.
- The number of radio and television formats reached 169, Qatar University’s official platform on the application of the name and focuses on the achievements of students, academic and media awareness.

- Samsung visiting the University in the Classification (Arab and international).
- Qatar University received the invitation of Al-Jazeera’s observatory program, “Youth Talk” in the German-speaking Arabic channel, the French Program team, which filmed a number of reports at the university, and met with academic officials and students. The reports were broadcasted through the French Press, Reuters, and a group of Turkish channels.

- Qatar University hosted several times in a positive cooperation with Qatar TV, the French Program team, which filmed a number of reports at the university, and met with academic officials and students. The reports were broadcasted through the French Press, Reuters, and a group of Turkish channels.

- 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 QGI 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 Ogu, the former Turkish prime minister.

- Translating and interpreting of all calls 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 Gulf formats media Congress on the control, measurements, and simulation of fluids.

- Participation in international conferences and exhibitions
- Completion of QU Website Upgrading and Developing project, which was launched in 2013.

- 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.

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 its incomes - trainings, consultations and research income - to cover some of its operational costs.
- Research is concerned to be a national goal for the center to trainings, consultations and research incomes - to cover some of its 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.

For this purposes the following surveys been applied:

- Applying the questionnaire “The experience of graduate students’ (IPED) prepared by Higher Education Academy since it is an international institutional questioner to compare results of graduate studies students with British university students’ 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 (FSEE), 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 Ralph Foundation or 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 as 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 Goal).
    - 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.
Thirdly: Information Technology Services Department: Department Achievements:

- Updating the infrastructure, storage capacity of computers and servers to systems Citrix (Phase I).
- Launching 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 systems on a 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 operations.
- Providing transportation services for female students in addition to providing meals at rates to be affordable by anyone along with working on the diversification and continuous updates in the menu.
- Activating Walki toki devices to ease the communications without additional fees.
- Providing Office 2016 and Office 365 programs for students, faculty, staff, and students in Qatar and abroad.
- Providing the concept of multiple suppliers (monopoly prevention).
- Providing 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.
- 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 advice, tips and diet programs for freshmen students.
- Providing healthy options in the restaurants, cafeterias and vending machines.
- Inserting guideline on the vending machines to indicate the available healthy options.
- 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 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 Doha N-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).
- Providing 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.
- 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 advice, tips and diet programs for freshmen students.
- Providing healthy options in the restaurants, cafeterias and vending machines.
- Inserting guideline on the vending machines to indicate the available healthy options.
- Providing high-speed connection between research and educational institutions in Qatar and abroad.
- Participating in public reviews of draft regulations.
- 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.
- Participating in the activities of the National Day at Qatar University and Doha N-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.

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 one of the workshops during ISAFA-2016 conference in cooperation with CAS and Qatar Football Association Aspire Academy.
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Department Achievements:

- Preparation of a plan to increase the proportion of Qatari cadres to undertake leading positions aiming to achieve QU vision and the goals of the strategy plans.
- Appointing Qatari cadres to undertake leading positions aiming to achieve QU vision and the goals of the strategy plans.
- Providing transportation services for female students in addition to providing meals at rates to be affordable by anyone along with working on the diversification and continuous updates in the menu.
- New buildings 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 up 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 (ICMED, 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 crowed in front of the stations which leads to delays for buses.
- Launching system which 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, appointment 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 Marahib project (First Phase).
- Electronic control for areas with limited private access such as office rooms, labs, electricity and mechanics rooms.
- 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 station with a capacity of 80 mega-volt that supply electricity to the campus.
- Getting Khalidra’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 condition 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 application 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
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.

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 necessary medicines.
- 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 of an annual survey by the clinic and institutional planning office.
- The license of the clinic was renovated as a health facility in the early of 2016. The Office of Legal Counsel was created at the end of 2014 and begging of 2015, and worked by three mangers most recently was Dr. Nasser Mehsin Al-Ada 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 necessary.
  - 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.
- 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:
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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.