President’s Report 2013

College of the North Atlantic - Qatar
This – our 10th year of operations in Qatar – has been a spectacular one indeed, befitting this significant milestone.

At the core of the State of Qatar’s comprehensive plan to structure the growth of the country in its human, social, economic and environmental development is the foundation of education. And we, as their premier institute of technology, are one of the architects.

In this marriage of cultures between Canada and Qatar, we are helping to shape the future of this country by educating and training the labour force, our children, our future.

The ancient metal tin is widely known to be the traditional gift for a 10-year anniversary. This pure substance can be used effectively alone, but when it is blended with an element like copper, then bronze is created – an alloy that has enhanced strength and versatility. Similarly, the combining of Qatar’s and Canada’s strengths has created something rare, robust and remarkable – the educational alloy that is College of the North Atlantic – Qatar (CNA-Q).

This Decade of Excellence has been celebrated throughout the Academic Year 2013 – 2014 with an array of outstanding activities that exemplify who we are and what our purpose is here in Qatar.

Old partnerships were renewed with the signing of an omnibus agreement with Qatar Petroleum, new industry partnerships were formed with the Gulf Organization for Research & Development, Qatar Environment & Energy Research Institute, the Qatar Olympic Committee and the American Society of Safety Engineers. As well, we have received accreditations from such entities as the Canadian Council for Accreditation of Pharmacy programs and the National Examination Board in Occupational Safety and Health.

This has been a very stellar year for our students. Debate Club members competed in five Qatar University Debate League (QUDL) competitions, placing fifth overall out of eight institutions; and one CNA-Q team reached third and fourth (highest speaker points) out of 48 in the QUDL Nationals. Recently, four of our students travelled to the Czech Republic as delegates to the International Youth Leadership Conference in Prague.
Global Village 2013 was a fantastic celebration of the cultures at CNA-Q and an indicator of how far we have come in a decade as we celebrate our 10-year anniversary!

Our yearly International Business Case Competition included two teams from Canada this year, presenting their brilliant business ideas and competing with Qatar teams for top billing. Technician Preparatory Program (TPP) students had the pleasure of welcoming to their graduation ceremony His Excellency Dr. Mohammed Bin Saleh Al-Sada, Minister of Energy & Industry and Chairman & Managing Director of Qatar Petroleum, among other honoured guests.

The Global Village in March was the most spectacular to date, with 22 booths representing the cornucopia of nationalities of students attending the campus. What a fantastic celebration of the cultures at CNA-Q and an indicator of how far we have come in a decade as we celebrate our 10-year Anniversary!

Dr. Latifa Al Houty, Vice-Chair, Executive Committee, and Mr. Ahmed Ali Al Mawlawi, Director of Administration, Qatar Petroleum, joined us in officially opening the 9th Annual Education and Career Expo in March, which saw a large contingent of high school students visit to tour the campus and speak with faculty, student counsellors and current CNA-Q students to discover exactly what CNA-Q has to offer. We had a chance to see our campus through their eyes... and we're looking good!

These activities just scratch the surface of the fruits of our labours here at CNA-Q and don't even include our special 10-year Anniversary celebrations! These began with the launch of the celebration year in October, followed by a wonderful Family Day event, an international conference and a very successful charity event.

In addition, our CNA-Q Skills Competition involved 350 students competing in 25 categories this year. This event – the only one of its kind in Qatar – illustrates the value of technical education, and how it translates to tangible, employable, real world skills for our students and graduates.

The Global Innovators Technical and Vocational Education and Training (TVET) conference was spectacularly successful and a massive source of CNA-Q pride! This international, world-class conference hosted 650 delegates from over 42 countries and was simply outstanding. Those in attendance were incredulous that it was an inaugural event, it went so smoothly and with such panache. Guest speakers such as Dr. Matthew B. Crawford, Dr. Brian Little and Dr. Patch Adams left everyone in awe and inspired for their work, and indeed, their lives.

TVET discussions at the Global Innovators conference topped off a year where CNA-Q was integrally involved with the Supreme Education Council in its discussions on technical and vocational education and training, educational structures and pathways and a national qualifications framework.

We have an exemplary group of people working together as a team to bring the best in education to Qatar and to make this a rich, thriving workplace. We had an influx of more new faculty, staff and managers join us in the new year, which brings us to 661 employees and more than 5,000 full- and part-time students.

To top off this momentous year, the State of Qatar and College of the North Atlantic have signed an extension to the Comprehensive Agreement, which means CNA-Q will continue to provide quality training and expertise to the labour force as the premier college of technology for this remarkable country as we "...build a modern world class educational system that provides students with a first-rate education, comparable to that offered anywhere in the world." (National Vision 2030)

Our strategic plan is to make the framework for success, and our dedicated and experienced staff and faculty are focused on establishing CNA-Q as a premier college of applied learning and the place to work, learn and grow.

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CNA-Q aspires to be a premier technical college that will provide the best education for the State of Qatar by offering all learners the opportunity to reach their full potential.

The words “premier technical college,” though brief, are loaded with meaning and vision. The word “premier” infers being first, being the best. As the State of Qatar transitions from a resource-based economy to a digital, knowledge-based, global economy, the best can only be defined as an institution that has 21st century facilities, faculty, programs, and educational practices, and an institution that graduates learners with 21st century technical skills and learning behaviours.

The word “technical” delineates the unique educational niche that CNA-Q fills for the State of Qatar and underscores the reality that a technical education and general technical literacy are essential to realizing the opportunities afforded by a new age economy and the attainment of prosperity for all citizens of Qatar.

Finally, the word “college” infers workplace-relevant, learner-centered, applied learning programs delivered in a supportive learning environment where learner success is an institutional imperative, and innovation and creativity are core values. CNA-Q will strive to achieve the vision that these three words encompass by maximizing our expertise in, and passion for, innovation and applied learning, and comprehensively using technology to support innovative teaching and learning, creating robust educational and operational support systems, and developing 21st century skill proficiency for our learners. That is, CNA-Q will be a leader in how we use technology to enhance how we learn, work, and grow.

CNA-Q has hosted an INTERNATIONAL BUSINESS CASE COMPETITION every year since 2008
Mission

CNA-Q fulfills the technical education needs of the State of Qatar by delivering innovative, internationally recognized programs that prepare individuals to be active contributors to their local communities, the State of Qatar and the Gulf Region. The CNA-Q Vision and Mission reflect the needs of our varied stakeholders in the State of Qatar. CNA-Q meets these needs by engaging in the following learning activities:

Developmental Education
CNA-Q ensures that our learners have the appropriate academic foundations to be successful in our programs by providing remediation in English, math and science.

Technical Education
CNA-Q ensures that our learners successfully transition into the workforce and meet the demands of an increasingly intellectual and technology-rich workplace. CNA-Q certificate and diploma programs reflect the importance of applied learning and learner engagement and are developed in close collaboration with our key external stakeholders.

University Transfer
CNA-Q provides degree completion options for our learners by securing articulation agreements with accredited degree-granting institutions.

Corporate Training
CNA-Q addresses the varied learning needs of those who are already in the workforce by providing programming that advances specific skills as well as more general knowledge areas.

Continuing Education and Community Engagement
CNA-Q engages with and provides leadership to the community in which we live. CNA-Q provides personal development and special interest programs for non-traditional learners in a way that enriches the lives of the people of Qatar.

Guiding Principles

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Full-time students in 2012 – 2013 Academic Year

2,191
CNA-Q fosters a philosophy that capitalizes on individual and team strengths within all of the college’s stakeholder groups. This philosophy creates the kind of work environment that sees CNA-Q recognized as the premier place to learn, work and grow.

The department of Institutional Research and Planning (IRP) and the School of Health Sciences have been working on a pilot that involves researching, selecting and developing knowledge and expertise around a system for institutional effectiveness at CNA-Q. Excellence in Higher Education (EHE), based on the Baldrige quality system, is being explored as the model/philosophy to ensure continuous improvement and achieve excellence in all schools and all support departments at CNA-Q. A small team has been working with EHE experts to build their knowledge and skill base, undertake a case study, prepare an institutional profile for CNA-Q and participate in visits and discussions with higher education institutions that have implemented EHE. We will be tailoring the approach to meet the needs of our college and will be piloting the first self-assessment and improvement process with the School of Health Sciences in September 2013.

As part of the Management Development program currently in development, a Managers Orientation Day is being created and will be available for the second week of this coming September. This initiative is the result of a survey of current managers that indicated a need for an information session close to the start of their arrival on campus; it will be primarily informational in nature and is not intended to replace existing orientations already provided by some departments.

A number of successful forums were carried out each month by Language Studies and Academics during the past academic year that focused on action research in the classroom, student success strategies, sharing conference/workshop experiences, Technology Enhanced Language Learning activities and practical teaching activities for the EFL classroom.

Contract Training and Continuing Education enrollment has increased by 13 per cent with 2,881 students served this year, overall revenues increased 43 per cent.
Developing employees and teams
At CNA-Q, we foster an environment that is based on transparency, open communication, trust, respect and employee and team development. In keeping with this, we make every effort to advance our employees in developing and recognizing their strengths and encouraging enhancement of the college environment. This year saw impressive inroads in development and recruitment.

IRP continues to lead the development of a Leadership Development program. A cross-departmental team of leaders at all levels of the college was formed in April to develop a unique and innovative leadership program for CNA-Q. A pre-pilot of the program was offered and the program is being modified based on the feedback of participants. The plan is to offer a suite of training that will include a leadership development series, a management development series and a leadership summit. The program will launch formally in September 2013.

The Technician Preparatory Program (TPP) was busy this year – 24 TPP instructors successfully completed the TAFE TAE40110 Assessor Upgrade Course offered by Holmes Glenn TAFE, and 165 TPP trainees received their Certificate of Achievement for completing the Pre-Foundation, Foundation and TAFE Certificate II off-site education and training with us.

The School of Information Technology succeeded in increasing student enrollment by 60 per cent this year. Contract Training and Continuing Education (CT/CE) enrolments increased by 13 per cent with 2,981 students served this year. A memo signage campaign with three phases of messaging related to the 10-year Anniversary was designed and mounted by the Marketing and Public Relations department to position CNA-Q’s role in technical education in the State of Qatar.

The School of Business Studies
The School of Engineering Technology
The School of Information Technology
The School of Health Sciences
The Technician Preparatory Program
Access

Semester Enrollment by Academic School (Fall 2013)

60% increased enrollment in the School of Information Technology

A cross-departmental team of leaders at all levels of the college formed in April to create a unique and innovative leadership and management development series for CNA-Q.

Employee Complement by Category (May 2013)

Support (192) Management (29) Faculty (440)

Support 29% Management 4% Faculty 67%
Learners First

Entrepreneurship Centre
Supporter of Al Fikra National Competition
CNA-Q is committed to strengthening the value of our credentials by continuing to enhance high-quality, technology-rich programs that meet the needs of our diverse learning community and the State of Qatar. This year has proved an exceptional one for learners.

Student Registration – Student Registration in both Fall 2012 and Winter 2013 semesters saw record numbers of students enrolling in all programs at CNA-Q. Help centrers (Math, Science, Writing) witnessed 2,700 visits in the Winter 2013 semester. This is a significant increase over last year.

Student Cohorts – The School of Engineering Technology implemented a lock-step cohort model to ensure that top achievers can complete their technology programs within prescribed timelines. The Registrar’s Office played pivotal role in creating cohort schedules and managing applicant wait lists.

Skills and Thrills – The 4th Annual Skills Competition was action-packed this year! Some 300 students took part in 25 competitions including emergency medical scenarios, rousing public debates and electrifying technical maneuvers, all timed down to the second. This event is the only student competition of its kind in the country, and involves students from Engineering Technology, Health Sciences, Information Technology, Technician Preparatory Program, and Language Studies and Academics in day-long judged competitions specific to their programs of study. Particularly notable this year was the new competition in TPP utilizing the new virtual refinery equipment. It also featured other post-secondary intuitions’ engagement and commitment, notably Sidra Medical Research Centre, Qatar University and University of Calgary-Qatar.

Student registration in both FALL 2012 AND WINTER 2013 saw record enrollment in all programs at CNA-Q

Learners First

President’s Report 2013 – 2014

CNA-Q's annual International Business Case Competition took place in March with 10 teams – 38 students – competing over two days, including two teams from CNA campuses in Newfoundland and Labrador.

Student Support – Student Registration in both Fall 2012 and Winter 2013 semesters saw record numbers of students enrolling in all programs at CNA-Q. Help centers (Math, Science, Writing) witnessed 2,700 visits in the Winter 2013 semester. This is a significant increase over last year.

Leadership Excellence – SAs new student leadership program, implemented last year, has grown. It is proudly and appropriately named The Leader League by students. The guiding principle of the program is “students helping students.” This reflects a core belief that students are best positioned to identify with and relate to their colleagues and assist them as they transition into their roles as college students.

Making a Case for Business – CNA-Q’s annual International Business Case Competition took place in March with 10 teams (38 students) competing over two days, including two teams from CNA campuses in Newfoundland and Labrador. First and third prizes were won by CNA-Q teams, and one of CNA’s teams took home the second-place prize. There was a high degree of faculty support as coaches and judges for the teams. All noted the exceptional caliber of our students’ case analyses and presentations.

Enterprise Entrepreneurs – Our internal Business Plan Competition this year saw 13 teams compete throughout a stringent series of criteria, including a business idea abstract and a written business planning round. Three teams made it to the final presentation round after the four-month long competition. Our new Entrepreneurship Centre, which facilitates the competition, has become a valuable academic partner in the State’s entrepreneurial eco-system. CNA-Q has supported the Al Fikra National Business Plan Competition for three years running. One of our alum, Anan Sayeed, was coached by our Business faculty and won the 50,000 QR first prize.

Vocational Vision – Our Career Counselling division was also quite busy this year, as they planned for and oversaw visits from Canadian and British Universities. Both events were very well attended by CNA-Q students and alumni and it was determined that this will be an annual event going forward.

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President’s Report 2013 – 2014

Professional Partnering – The Engineering Technology department has partnered in the formation of the Institution of Engineering and Technology (IET) Qatar Chapter and proudly hosted the inaugural meeting of IET Qatar. This internationally recognized organization directly aligns with our student programs and graduate employers, and will provide a lifelong opportunity for our graduates in terms of professional networking and professional development.

In a partnership with the Supreme Council of Health, our Security Academy, our School of Health Sciences and the department of Corporate Training and Continuing Education collaborated on an agreement with RasGas to provide an innovative program combining security, para-medicine and the new vocation of fire services programming. Our RasGas students are all Qatari nationals who have been hired to respond to emergency fire, security and health situations. We commenced training in January and will finish early July; there is interest in providing this program to other companies.

Healthy Minds – Student Affairs made a special effort to make faculty and students more aware of the importance of good mental health this year. The aim of the awareness program is to improve support for students who are facing personal difficulties that may impact their academic success. It utilizes faculty and staff as the first line of mental health support.

Sustainable Studies – The Banking Certificate Graduation Ceremony took place in May. Over 100 students graduated from the Retail Banking Operation certificate program, Commercial Bank Associates program and the Commercial Bank Graduates program. In attendance were representatives from the Ministry of Labour and nine banking institution sponsors.

Leading and Learning Abroad – Four of our students (Lubaib Gazir, Aida Khatri, Ali Al Safar and Ibrahim Al-Warthan) travelled to the Czech Republic this winter as delegates to the International Youth Leadership Conference in Prague. This was yet another amazing opportunity for our students, not only to show themselves on the world stage, but also to participate in an incredible learning experience.

Digital Resources – The Library has completed a new catalogue that includes login features enabling students to request and renew materials. The catalogue also provides accurate status information for materials. In addition, an outline for information literacy classes has been created encompassing nine modules that focus on using the Library and its resources.

Innovative Participation – The School of Information Technology hosted the 4th Annual Exploring ICT in Education Conference this year. This outreach activity supports teachers throughout Qatar in the K-12 sector in their adoption of ICT for delivery of classroom instruction. Over 600 teachers, school administrators and ICT staff from more than 250 educational institutions across Qatar participated in the three-day event with the theme of Robotics in Education. It was co-sponsored by Maersk Oil Qatar and showcased the incredible support of our students, staff and faculty.

IRP staff participated in a number of professional development activities including MENA AIR, facilitation training, business intelligence training and project management communities of practice and coaching development. In addition, the team undertakes certification and training in the OneSmartWorld platform to learn more about understanding and capitalizing on thinking styles and facilitating SmartMeetings and the Rapid Innovation Process.

Learning for Life – The Teaching and Learning Centre (TLC) implemented an assistance program to individual instructors with lesson planning, mentorship and support on making instructional material accessible to learners whose second language is English, and conducting peer observations and follow-up. Nine Instructional Skills Workshops (ISW) were conducted this year, involving 50 instructors and a Facilitator Development workshop to train four staff to lead ISWs.

The TLC also organized and/or facilitated orientation sessions for new faculty, facilitating the planning, organizing and delivery of sessions for each school on PD Day; collaborated with schools to provide customized PD sessions of interest for faculty (eg., preceptor’s workshop in Health Sciences for 30 participants) and facilitated our CNA-Q instructors in attending the Great Teachers Retreat.

The Banking Certificate Graduation Ceremony saw 101 students graduate from Banking programs, with representatives from the Ministry of Labour and banking institution sponsors in attendance.
Newly developed program

Student Success – The department of Language Studies and Academics has created, developed, and produced student success materials and ideas, which are ready to be field-tested during Intersession 2013 and rolled out during the next academic year. These materials fall under three categories: technological awareness for learning, self-management and organizational skills for learning, and self-assessment to gauge progress in learning.

Custom Curriculum – Research was initiated and/or completed by our Program Development division in several areas to identify local training needs. As a result, several new programs were developed and presented to Academic Council (Petroleum Technical Assistant, Dental Hygiene, Emergency Management, Advanced Care Paramedicine, Petroleum Technician, Sports Marketing, Events Management and Patient Education), all of which are Canadian curriculum and eligible for accreditation.

Our learners were certainly learning this year, and our developers have been busy developing! And this identifies but a few activities that took place in 2012 – 2013.

Ever since Cindy Fernandez joined CNA-Q in the fall of 2010, she has vigorously embraced student life on campus. The Business – Human Resource Management student is an active member of the Debate Club, representing the college in various national and international debating tournaments including Ireland, Hungary, Hong Kong and Botswana. In March, she was recognized as one of the top 10 speakers at the Qatar National Debating Championships for colleges and universities in Qatar.

She has also been a regular participant and team leader in the Annual Business Plan competition for which her team won second and first place in 2012 and 2013 respectively. Furthermore, Cindy was involved in the Annual Business Case Competition, for which her team won first place in 2011 and third place this year.

Cindy is a person who loves being social and interacting with people from diverse backgrounds and cultures. “This was one of the qualities that played a vital role when I chose to major in Human Resources,” says Cindy. She says she truly enjoys being a student at CNA-Q because there is always something to look forward to.

“Over my time here, I have had the opportunity to not only get an education or a diploma but also have had an opportunity to learn, discover and grow as an individual through experiential learning.”

She was the Editor of the student magazine Scribe for two consecutive years, and a member in Dance Club 17 and the Best Buddies Club. She also volunteered at various events at CNA-Q including Global Village, Family Day, New Employee Orientation, Professional Development Day and Career Expo. She was awarded the Student Leadership Recognition Award for this academic year.

Not only has Cindy found time to work in the Human Resources department as a student assistant, she has also maintained a GPA of 4.0 in every semester, has won multiple individual and team awards, and is recognized as a member of the Honor Society at CNA-Q. She received a prestigious scholarship from ExxonMobil Qatar for academic excellence for two consecutive academic years – in 2012 and 2013, and was awarded Student of the Month by the School of Business studies in April 2011.

“Over my time here, I have had the opportunity to...

LEARN, DISCOVER AND GROW

as an individual through experiential learning.”

Student Spotlight
The world is this young woman’s oyster. She plans to complete Bachelors and Masters Degrees in business management with a concentration in Human Resources and become a professional in the field of Training and Development. She credits CNA-Q with equipping her with the skills to take on her dreams.

“Over my time here, with the support of our dedicated faculty at CNA-Q, I have developed so much in my communication, critical thinking and problem solving skills. Our instructors are great role models, and their experiences have helped bring the world into our classrooms!” says Cindy.

“The future belongs to those who believe in the beauty of their dreams and I am glad that College of the North Atlantic – Qatar has partnered with me and many others like me to create the future we want!”

Cindy Fernandez, Business student  Class of 2013

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Student Feedback Survey (May, 2012)

Students say they...

91.46% enjoy being a student at CNA-Q

89.87% would tell their friends to study at CNA-Q

93.49% are satisfied with the teaching they received

92.54% are satisfied with their courses
CNA-Q group, second place winners
UREP Research Award
The LOR will work in concert with D2L, enabling instructors to retrieve and use materials already developed by the college. CNA is currently in negotiations with D2L to explore research and development projects around the LOR concept.

In a related activity, CNA will pilot a new course management system and the same LOR developed by CNA-Q's Vince Stack at CNA campuses in the fall of 2013.

CNA-Q is implementing DESIRE2LEARN as the learning management system for our blended learning approach. It is our mandate to work creatively while constantly seeking out new and more effective ways of doing things. We demonstrate innovation by discovering and creating models of best practice in education. The Department of Language Studies and Academics initiated a project to explore, create and develop digital learning objects that could be used as alternative means for learning. These learning objects were mainly focused on our TPP Language program; more specifically, enhancing the GL-106 materials to make them more engaging for the students. To date, at least 10 learning objects have been created and they are ready to begin Phase II of this project in 2013 – 2014.

The Office of Applied Research and Innovation in the final phase of development for a new Radiation Genetics and Chemical Mutagenesis laboratory under the direction of renowned scientist Professor Firouz Darroudi.

Counselling System - An online counselling referral system has been developed and implemented. All instructors have access to an online referral form to use when requesting one of their students to be seen by the departmental student counsellor. Referrals are maintained in a confidential file on the main server. Counsellors have access to an additional section of the referral to record and store confidential files describing their interventions with the student.

Sequential Scheduling – The Registrar’s Office scheduling team participated in a project this year to improve student and faculty schedules. This innovation focused on manipulating existing class meeting patterns to maximize offerings of multi-sectioned courses and to improve sequencing of classes in individual schedules. Collaborating with CNA-Q instructional coordinators and consultants from Infosilem, the software provider, the team implemented new and improved student schedules for the Intersession 2013 term.

The new FAMIS application will track and address facilities requirements on and off campus.
CNA-Q’s Program Development team and CNA have partnered and are developing the first-ever full-time academic program to be taught in the Security Training Academy.

**Security Training Academy**

**New certificate and diploma programs**

The CNA-Q Security Training Academy and Program Development team have collaborated with CNA to develop the first full-time programs to be taught in the Academy. The outcome of the collaboration is the diploma and certificate in Emergency Management. The two-year program has an exit point after the first year with an award for a certificate or students may continue on to the second year to complete the diploma. This program was approved by Academic Council in May. It should be noted that, with this approval, this will be the Security Training Academy’s first fully-accredited certificate and diploma programs.

**e-books and Accessories – The Advanced Learning Technology (ALT) centre is collaborating with two school of IT instructors on e-book projects, with LSA faculty members designing learning objects using iBooks Author. The ALT centre is also acquiring emerging technological devices and accessories and facilitating piloting in early adopters’ classrooms, and acquiring video capture equipment for professional-quality videos.**

**FAMiS –**

The installation of new Facilities Administration and Maintenance Information System (FAMIS) software has been completed. Part of this application is the self-service process that allows employees to submit service requests for assistance with office or accommodation maintenance/transportation requests. This will enable improved service efficiency and service monitoring, thus enhancing our decision support system.

At first, this existed as a single repository where instructors could search for instructional resources, but over time, it has become a sophisticated system where multiple instructional resources are digitally linked to the learning outcomes they support. This not only provides instructors the ability to use resources in the repository to facilitate the learning outcomes associated with the courses they teach, it allows a user to literally build a “course in a box” by grouping learning outcomes, which, due to the system’s linking capabilities, come with their linked learning resources. Imagine how useful this would be to a new instructor who would no longer need to reinvent the wheel by developing his/her own lesson plans and learning resources, or in the development of a corporate training course—it could be customized in minutes by grouping learning outcomes and their linked learning resources. Now that’s home-grown innovation!

But that is only part of the story. Realizing that the potential of this Curriculum Builder system could be leveraged by existing technologies and methodologies at CNA and CNA-Q, a group of innovators at CNA-Q launched the concept of the Centre for Teaching, Learning and Educational Innovation. The concept of a Centre for Teaching, Learning and Educational Innovation has been launched at CNA-Q.

Innovation Spotlight

Innovation often evolves over time as multiple solutions to related problems mesh. This was the case this year when CNA-Q launched the Centre for Teaching, Learning, and Educational Innovation (CTLEI), which integrates innovations in educational technology, instructor skills development, learning management systems, learning object repositories, blended learning and curriculum/program development.

Responding to a need to have a repository for learning objects (instructional support materials for learning, including tests and exams, documents, PowerPoint presentations, videos, webcasts, podcasts, animations, sound files, wikis—literally anything digital that could be used to help learners learn or teachers teach), the Dean of the School of Languages Studies (LSA), Jason Rolls tasked Vince Stack, an LSA instructor with a penchant for programming, to develop a system that would allow instructors to contribute to a repository of instructional materials, and to retrieve these materials when needed for lessons, or curriculum/program development.

Innovation Spotlight

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Learning and Educational Innovation. The idea is that the Learning Management System (LMS) Desire2Learn (D2L), which has been in use for a number of years at CNA in the Office of Distributed Learning, could be adopted at CNA-Q as an LMS, not for distance learning as it is used at CNA, but to support the use of digital learning objects to support classroom learning at CNA-Q, that is, Blended Learning – face to face classroom learning supplemented and enhanced by the strategic use of technology. In our case, the Curriculum Builder would be the repository and retrieval system for learning objects and instructional materials, and D2L would be the delivery system.

The potential of this marriage of innovative educational technologies is only limited by the number of learning objects in the repository, and the ability of faculty to implement the system(s). The solution to these limitations was to refocus existing resources at CNA-Q’s TLC and the Advanced Learning Technologies (ALT) Centre to help train faculty on the use of the Curriculum Builder and D2L, add additional human resources to maximize the potential of the Curriculum Builder, and collaborate with CNA’s Office of Distributed Learning to benefit from their advanced knowledge and training capabilities in D2L. CNA-Q’s Joint Oversight Board recognized the potential of CTLEI and authorized 10 new positions for the Centre. Four instructional designers and four curriculum developers will work in tandem to populate the Curriculum Builder course by course, program by program. An LMS Administrator will work with CNA personnel to activate the D2L system at CNA-Q.

Finally, a new management position, Chair of the Centre for Teaching, Learning, and Educational Innovation will be added to oversee the development and delivery processes and the merger of the 10 new positions with the existing personnel in the TLC and the ALT Center to form a powerful new division that has the potential to revolutionize technology enhanced teaching and learning at CNA-Q, CNA, and beyond.

To date, our D2L server has been set up and CNA personnel have trained a cadre of CNA-Q faculty and TLC personnel in implementation of D2L. Further collaboration with CNA has occurred in a joint effort to adapt the Quality Matters instructional design quality system to face-to-face and blended courses. The innovation never stops!
At CNA-Q we recognize that our stakeholders make essential contributions to our success. Through fully-integrated partnerships, we harness the expertise of our partners and in turn engage our stakeholders in the community to respond to evolving needs.

Customized Training – Our Corporate Training/Continuing Education department (CT/CE) initiatives are a prime example of these partnerships, with interest in custom programs increasing almost daily. A number of formal discussions with several industry sectors in Qatar continue, including requests from three departments of the Minister of Interior for education in diploma, certificate and a suite of 42 short contract courses for the 2013 – 2014 Academic Year; a request from Sidra Hospital for contract training in short training programs for customer care as they adopt the new Gold Standard in customer service as modeled by the Ritz Carlton Hotel chain; and discussions with the Home Office of the UK as they consider future partnerships with the Police Training Institute and the Qatar Armed Forces in delivering military officer training (Staff College) for senior military officials in Qatar.

Other Contract Training initiatives include the enrollment of 22 new Qatari male RasGas students in January 2013 for Basic Fire and Safety Management; 30 new Qatari female students from Sidra committed for September 2013’s Patient Education program; the School of Health Sciences is offering NEBOSH training; accredited Chartered Institute of Environmental Health training; and we have secured new contract opportunities with the Primary Health Care Corporation, to name a few.

Learning and Living Abroad – A proposal for a Study Abroad in Canada program during Intersession 2013 for our FL 1090 students was put forward to senior management and approved. CNA’s Corner Brook campus and Grenfell College (MUN) have been selected to carry out this project, which will see 12 students and one instructor from CNA-Q travel to Corner Brook, NL, to experience Canadian culture and improve their English. A program of EFL study and socio-cultural activities has exceeded the standards and expectations.

Exceptional Collaboration – CNA-Q and the Qatar Environment & Energy Research Institute (QEERI) signed a three-year agreement in December to collaborate on environmental research in the State of Qatar. Our partnership with world-renowned cancer and environmental mutagenesis researcher Professor Firouz Darroudi has led to the development of our Radiation Genetics and Environmental Mutagenesis Laboratory in conjunction with our School of Health Sciences. Additionally, investment in CNA-Q’s new state-of-the-art Air Quality Monitoring Station (AQMS) will broaden our environmental research program on air quality in Qatar and exemplifies CNA-Q’s ability to conduct high-level research partnerships with our on-campus colleagues from QEERI.

A Memorandum of Understanding (MOU) signed by CNA-Q and the Gulf Organization for Research and Development (GORD) will bring to fruition the plans for an eco-villa. The 750-square-foot structure will be constructed on college grounds using sustainable and recycled environmentally-friendly materials that have low volatile organic compounds and emission rates.

Enterprising Collaboration – Doha Bank, the leading private sector bank in Qatar, joined us in a partnership that will see us working together to enhance the knowledge-based business advantages available to Doha Bank’s small and medium enterprise clients.

Olympic Excellence – There has also been significant progress on an MOU signed between CNA-Q and the Qatar Olympic Committee to advance their sports agenda. Thus far, a framework has been developed for a Centre of Excellence in Sport and Wellness, and an MOU with Coventry University UK will facilitate the development of a framework for two new diploma programs in Sport Marketing and Events Management to meet the needs identified by the Qatar Olympic Academy.

CNA-Q’s School of IT co-hosted the 2012 Qatar National Robot Olympiad in partnership with Maersk Oil Qatar and facilitated a three-way MOU with the Ministry of Education, Maersk Oil and CNA-Q.
Campus Solutions – The Registrar’s Office, in collaboration with the IT Software Development team, has undertaken two projects in PeopleSoft Campus Solutions that will revolutionize the way service to students and clients is delivered through the student administration system. The Student On-line Application and Registration (SOAR) and Sponsor Self-Service (SPOSSER) projects are expected to be implemented during the 2013 – 2014 Academic Year and will deliver enormous enhanced application, registration, and reporting functionality to students and sponsors.

These projects reflect the excellent collaboration and positive working relationships between the Registrar’s Office and one of the college’s major support units in software development.

Stakeholder Focus – Program Development facilitated 30 industry, staff and practitioner focus groups in the development and review of new and existing programs throughout the year. In addition to industry focus groups, face-to-face meetings and surveys, sessions also took place with various industry stakeholders to ensure their specific needs were being met in the development process for new and existing programs. The office also hosted Effective Facilitation training, developed a Community of Practice, and launched an orientation training session and service learning site for new instructors.

The President’s Office facilitated an MOU with the Aswaj Educational Institute, forming an important partnership with the school for learning-challenged students that will present CNA-Q as an educational pathway for these students. Aswaj personnel will also help to build capacity as CNA-Q meets the needs of learning challenged students.

A general framework and governing principles related to the training and professional development of Qatar Petroleum staff was signed by Dr. Latifa and HE Dr. Al-Sada, a long time supporter and one of the original pioneers of CNA-Q. Also, we signed an MOU with Qatar University’s College of Arts and Sciences to establish research collaboration that allows students, faculty and staff to share research and training opportunities.

Qatar Petroleum (QP) is a state-owned public corporation established by Emiri Decree No. 10 in 1974. It is responsible for all phases of the oil and gas industry in the State of Qatar. The principal activities of QP, its subsidiaries and joint ventures are the exploration, production, and local and international sale of crude oil, natural gas and gas liquids, refined products, synthetic fuels, petrochemicals, fuel additives, fertilizers, liquefied natural gas (LNG), steel and aluminium.

QP’s strategy of conducting hydrocarbon exploration and development is enacted through Exploration and Production Sharing Agreements (EPSA) and Development and Production Sharing Agreements (DPISA) concluded with major international oil and gas companies. The office also hosted Effective Facilitation training, developed a Community of Practice, and launched an orientation training session and service learning site for new instructors.

In line with the human development pillar of the Qatar National Vision 2030 and as part of its corporate social responsibility (CSR) initiatives, QP has partnered with CNA-Q for the training and continued technical and non-technical vocational development of QP staff. Since 2002, over 1,500 trainees and employees from QP have graduated from the various programs offered by CNA-Q.

To further build on an industry partnership, TPP was instituted at CNA-Q in 2005 when Qatar Petroleum moved its technical training from in-house to the CNA-Q campus. Since that time, students from over 20 different companies have been trained in a number of technical streams in TPP, including Electrical, Mechanical, Instrumentation and Process Operator. The TPP Recognition Ceremony 2013 was a special one, as His Excellency Dr. Mohammed Bin Saleh Al-Sada, Minister of Energy & Industry and Chairman & Managing Director of Qatar Petroleum, honoured us with his presence and delivered a moving speech to the trainees and CNA-Q faculty.

Partner Spotlight

Corporate training contracts were held with 25 different companies during the 2012 – 2013 year, representing over 2.2 million Qr total revenue. Some 1,500 students were trained in 122 different courses and program areas.
CNA-Q’s relationship with QP is an important one, as we train the work force that is playing such a critical role in helping Qatar to realize its National Vision 2030 and the goals of the National Development Strategy.

Dr. Al-Sada was joined by Mr. Ahmad Ali Al-Mawlawi, JPJ Member and Director of Administration, Qatar Petroleum; Dr. Latifa, CNA-Q Executive and representatives of sponsor companies.

CNA-Q’s relationship with QP is an important one, as we train the work force that is playing such a critical role in the development of the country, helping Qatar to realize its National Vision 2030 and the goals of the National Development Strategy.

We are proud to acknowledge QP as a major sponsor of our Decade of Excellence.

25% of CNA-Q students are sponsored by Qatar Petroleum.
Academic Excellence - for whom we exist.

This is an institution that cultivates loyalty and pride in all members while celebrating the Qatari culture uniquely CNA-Q.

Creating an identity that is engaging, dynamic and powerful for the 10-year Anniversary celebrations.

We foster a sense of belonging at our college, by emphasizing the CNA-Q Pride Achievement. As a special 10th Anniversary addition to the program, we were honored to have had in attendance Dr. Latifa Al Houty, Vice Chair of the Executive Committee, who presented scholarships to 10 Qatari students (two from each school) with an average GPA of 3.8 or higher.

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Experiential Learning - For something a little different, and practical, a CNA-Q Drag Racing Club was formed in September at the campus, with the intention of encouraging road safety while providing Engineering Technology students with projects related to their studies. In a partnership with the Qatar Racing Club, operated under the patronage of His Excellency Sheikh Khalid bin Hamad bin Khalifa Al Thani, our students obtained a drag racing car and raced it under the CNA-Q brand. They participated as drivers and mechanics, and won the final race of the season in their division! A team of five students and two faculty advisors qualified to visit with the Al Anabi team during a major US race in the spring.

This year, 107 CNA-Q scholars were recognized for outstanding academic achievement.

Global Learners - Students participated in several international exchange events with CNA in Newfoundland and Labrador this past year and a group of 30 CNA-Q students and staff also participated in the Reach Out to Asia volunteer project in Tunisia in May. They brought their time, talent and skills for nine days to help renovate a children’s school in the small North African country.

Three students were selected from the Telecom Engineering diploma program to attend the annual telecom conference in London, England. The venue featured over 30 parallel technical/business sessions and a vendor exhibition of 142 companies in the sector. Participating students said they were very comfortable with most of the technologies and terminologies that were used, validating the quality of teaching at the college. This is one of our aims as a college and it is gratifying to hear we are meeting that goal.

Students Rule - Through the Student Affairs Office, 10 new student clubs were formed this year! Amongst these, the CNA-Q Community Garden and the Drag Racing club have generated the most interest. Other successful start-ups include the Library Club, the Health Sciences Professional Club and the CNA-Q Model United Nations Club.

CNA-Q hosted an international writing conference that saw 145 delegates from 13 countries and over 40 institutions from around the world in attendance.

Student Affairs also hosted a Charity Art and Photography Auction in May, with a silent and live auction of paintings and photographs produced and donated by students and employees of CNA-Q, and local professional artists. Proceeds from the auction went to the Qatar Red Crescent organization. The event raised 75,000 QR, which was doubled to 150,000 QR thanks to generous donations from Sheikh Ali Bin Abdullah Bin Thani Al Thani and the Qatar International Islamic Bank.

Auditing and Accreditation - Facilities was awarded with the ISO 14001 (Environmental Management System) and OHSAS 18001 (Occupational Health and Safety Assessment System). Facilities was also awarded with the ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and OHSAS 18001 (Occupational Health and Safety Assessment System). Facilities also received the ISO 50001: 2011 Energy Management Systems designation for campus energy conservation and energy auditing. Facilities is under continuous surveillance and auditing for maintaining international standards of customer care and concern to environment whilst addressing the Occupational Health and Safety needs of personnel. These maintained designations include: ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and OHSAS 18001 (Occupational Health and Safety Assessment Specification).

There are also three proposals in the works to start a Toastmasters Club, a Martial Arts Club and a Healthy Eating Club.
inviting a Culture of Writing – Included amongst many exciting events this year was the Middle East-North Africa Writing Centres Alliance (MENAWCA) conference hosted at the campus. The conference, themed: Creating a Culture of Writing, saw 145 delegates from 13 countries and over 40 institutions around the world in attendance. There was a strong representation from the MENA region, with participants from all of the Gulf countries and from Egypt, Lebanon and Nigeria. In addition, there were presenters and participants from the USA and Australia.

Event-filled Campus – Some other event highlights this year included: a highly successful Education and Career Expo, with representatives from 19 companies (this event generated a significant amount of media attention); an ASSE-MEC Technical Meeting and NEBOSH Launch – a Health Sciences initiative; and a World Radiography series of events. Another significant event included the Institute of Internal Auditors Conference, returning to CNA-Q for the second time and attended by HE Abdulla Bin Hamad Al-Attiyah, Chairman of the Administrative Control and Transparency Authority.

In the scope of event leadership, management and delivery, the Marketing and PR department initiated, led or supported over 80 events thus far in 2012 – 2013, including seven key 10-year Anniversary Decade of Excellence events. Media coverage this year has been unparalleled, with more than 20 television and radio interviews and 200 printed articles in both Arabic and English newspapers and magazines.

Fun and Games – The Recreation Division has been quite busy. The CNA-Q football team won a bronze medal as part of Weqaya (indoor championships for college and universities), and a very active ladies basketball team participated in the Qatar League. Additionally, our tennis program was also quite active, and exciting Strong Student and Bench Press competitions were held at the campus.

Fire on the Ice – the 7th Annual Desert Cup International Ice Hockey Tournament took place in March at Villaggio Rink with 10 teams from throughout the GCC. This was the biggest tournament to date and particularly special, as we had Canadian Ambassador, His Excellency Andre Dubois, drop the puck and join us in cheering for the teams.

Academic Year 2012 – 2013 has been very solid for our Debate Club. Its members have debated and judged in five Qatar University Debate League (QUDE) competitions (placing 9th overall out of eight institutions; one CNA-Q debater made the Top-10 overall in Speaker Points), two international tournaments (UDC IV in Dublin and the World University Debating Championship 2013 in Berlin); and QUDL Nationals. One CNA-Q team made the semi-finals and had the 3rd and 4th highest Speaker Points out of 48 debaters.

Major congratulations to instructors Susan Madzia and Jennifer Strickland, who tirelessly supported their students and truly delivered a rigorous scientific experience that exemplifies the UREP goal of providing a novel skill set to students.
Leadership Spotlight

Qatari Business student, Hussain Al Marri is a lifelong learner. Since graduating from QP’s TPP Class of 1999, Hussain has worked at every possible position at RasGas pertaining to his training. Today he is back with us to expand upon his knowledge so he may be an even greater value to the company.

“I spent two years in training preparing for the oil and gas and engineering sectors as a process operator,” says Hussain. “I have since been with RasGas approximately for 14 years doing all the roles and responsibilities I can to gain as much experience as possible.”

He began in the Operations department at RasGas as shift supervisor then transferred to the Operations Business department, where, over time, he held the roles of Asset Training Facilitator, trainer, technical instructor, senior training coordinator, and finally training analyst before returning to CNA-Q.

“I am at CNA-Q studying Human Resources Management as my learning assignment from RasGas, working toward a diploma and then a degree in business administration,” says Hussain.

“This will help me to achieve my target position as section head in my department, I will transfer to business operations where I will concentrate on competency assurance and training of new national trainees.”

He will help in marketing and help nationals in the oil and gas sector. “I feel now I would like to deal with people rather than machinery.”

And deal with people he does. Though he is 34 years old and married with three daughters and one son, he finds time to lend his skills to the campus while maintaining a GPA of 4.0 in his Business program. Along with leading the Student Representative Council (SRC) as their President, he also volunteered this year in events such as CNA-Q’s Career Expo, co-emceed at the Charity Auction and sang traditional Qatari music at CNA-Q’s Global Village 2013. Hussain has a beautiful voice and is sought after throughout the Middle East to perform for auspicious events. A wonderful ambassador of CNA-Q and of his sponsor company RasGas, Hussain focuses on being exceptional at whatever he commits to.

“I am at CNA-Q studying Human Resources Management as my learning assignment from RasGas... This will help me to achieve my target position as section head in my department.”

Alumni Satisfaction Survey (May, 2012)

90.91% felt that CNA-Q prepared them well for employment

79.17% indicated they are either working (65%) or attending school for more education (14.17%)

71.79% are working in a field related to their education

90.91% felt that CNA-Q prepared them well for employment
Leaders in Communication
Empowering communicators is fundamental to our success at CNA-Q. We strive to do this by developing exceptional communicators and processes. We welcome ideas and open, honest communications.

In the News – The 10-year Decade of Excellence celebration year has resulted in unprecedented levels of media exposure for CNA-Q. Hiring an Arabic-speaking Media Officer has paid big dividends in terms of creating a presence in the local and Middle East Arabic Media. Forty releases in English and in Arabic have generated some 200 print articles, with a 97 per cent increase of exposure in the Arabic press. As of June this year, there have been some 20 print, television and radio interviews, including a number with Dr. Latifa Al Houty. Another big contributor to the CNA-Q media presence has been the hosting of the TVET Global Innovators Conference (one of the Decade of Excellence events), which generated international media attention and helped to position CNA-Q’s role as a TVET leader in the Middle East.

10-year celebrations have resulted in unprecedented levels of media exposure

Publishing and Presenting – Dr. Mohamed Hfuda represented CNA-Q at the EPE Regional Workshop on Entrepreneurship Education in the Arab States organized by UNESCO in cooperation with the Bahrain Ministry of Education. It was held in Manama, Bahrain from December 10 – 12, 2012. Representatives from all Arab countries were present and each presented a paper on their activities relating to TVET. Dr. Hfuda, with assistance from entrepreneurship mentor Curtis Avery, delivered a presentation outlining CNA-Q’s activities in the area of entrepreneurship development and accomplishments. During the workshop, Dr. Hfuda was assigned by UNESCO representatives to lead one of three group workshops to discuss Cooperation Between Public and Private Sectors on Entrepreneurship Education. For this effort, he was awarded a certificate and a plaque of recognition.

Dr. Ziad Said, Chemical Processing Technology instructor, had three papers accepted for publication and/or presentation by the European Scientific Journal (ESJ), the National Association of Research in Science Teaching (NARST) and the American Educational Research Association (AERA). Dr. Said has advanced research particularly with respect to understanding Qatari students’ attitudes towards math and science in the K-12 school system.

CNA-Q faculty member Lisa Hoffe, with support from the OAR, screened her documentary film Trailblazing: The Women of Nepal’s Trekking Industry at the campus in December. The film documents the real-life story of Lucky Chhetri and her two sisters, who run the first female-owned and operated adventure tour agency in Nepal. The film has been recognized at film festivals around the world, including in New York, San Francisco, Delhi, Kathmandu, Domzale, St. John’s and Vancouver. This is the first showing of the documentary in the Middle East.

In recognition of International Coaching Month, CNA-Q celebrated coaching as a growing profession. During the month of May, professional coaches around the world offer a variety of activities and pro bono services in their local communities to share coaching’s impact. The CNA-Q Coaching C.R.E.W. participated in three separate events to recognize professional coaching and what it offers.

IRP is leading an internal knowledge management project, encouraging a culture of knowledge collection and sharing. This project will be used as a pilot for rolling out an institutional knowledge management process.
A typical day in the life of Leigh McGlone, Graphic Designer, sees her designing at her Mac, while working with suppliers, supervising two in-house designers and overseeing all college branding. As Lead Graphic Designer in the Marketing and Public Relations department at CNA-Q since 2011, Leigh and the team have created a vast array of marketing media including: print, exhibitions, environmental graphics and more – 400+ projects each year.

As a child, Leigh knew she would follow a career in art and design. “I cut up magazines, my mother’s wallpaper samples, anything I could get my hands on to create things and express myself,” she says.

The Halifax, Nova Scotia native has a B.A. from the Nova Scotia College of Art and Design University, where she completed the Honours Communication Design program. A student exchange program at the Art Institute of Chicago led Leigh to communication and environmental design, typography and letterpress printing. Before joining CNA-Q, she owned her own freelance design business for three years.

“I became a graphic designer because of the power inherent in good design,” says Leigh. “Design has incredible impact on how people think and act – it can shape the world.” She seeks to inspire people by communicating important messages effectively through words and images. “The big challenge is to be creative, interesting and inspiring while keeping in mind the diverse cultures, languages and perceptions of your audience,” she explains, “particularly here in Qatar, where we have such diversity. I strive for commonality and honesty – the ideas and images we share collectively, wherever we’re from.”

Among her favourite projects is the annual Global Village, “Because it’s the most fun, it involves students, staff and the community, and we have a lot of creative freedom.”

On the other end of the spectrum, Leigh enjoyed art directing a complete redesign of the college’s recruitment brochures.

The recruitment brochures were comprehensive and information-based, involving research, photo shoots and branding. All aspects of design. When they were reviewed by the University Colleges Design Association, the brochures garnered high accolades, a compliment to both the designer and to CNA-Q.

One of her most recent projects was the art direction of an elegant Arab-inspired sterling silver seal created to commemorate CNA-Q’s 10th Anniversary. “We were privileged to work with an internationally renowned jeweler on the design, and then they took it from there,” she says. “These kinds of opportunities are what make working at CNA-Q so wonderful.”
A Decade of Excellence
The Academic Year 2012 – 2013 marks the 10-year anniversary of CNA-Q, with a number of special events to mark the occasion involving students, staff and the community in the celebrations. Events ranged from a Celebration Launch and a Family Day to our Skills Competition and Charity Art and Photography Auction. We are pleased to welcome Qatar Petroleum as our official 10-year Partner.

The event that epitomized the spirit of our Decade of Excellence – a quintessential example of CNA-Q’s leadership in learning, innovation, collaboration, communication and certainly CNA-Q Pride – was our international conference on teaching and learning in technical and vocational education. Global Innovators: Leading and Learning in Technical and Vocational Education and Training, Qatar’s first international conference on TVET, was held over three days at the Qatar National Convention Centre in April. Some 650 delegates from 42 countries joined us to engage top international speakers and experts in teaching and learning, research, supporting learning, innovation and leadership.

Concluding Global Innovators was a by-invitation-only think tank, where CNA-Q, UNESCO-UNEVOC, and Supreme Education Council officials, as well as the conference’s keynote speakers, discussed issues pertaining to Qatar, including gender equity in access to jobs and training, the creation of TVET standards as part of Qatar’s education standards structure and the methodology of teaching students to be successful learners. Global Innovators event co-chairs Jason Rolls, Dean of Language Studies and Academics, and Dr. Michael Long, Chair of the Office of Applied Research and Innovation, were the two champions behind this effort. They are to be commended for pulling off the first TVET gathering in Qatar and in the region, and for highlighting the importance of TVET to Qatar’s National Development Strategy 2016 and National Vision 2030.

Delegates were given a taste of local culture at the Qatari village cultural night at CNA-Q. Guests could ride a camel, have henna applied, taste local cuisine and also tour the CNA-Q campus. As well, the conference featured a Newfoundland-themed lunch with traditional culinary delights such as peas pudding and Jiggs Dinner. Traditional Newfoundland music added to the ambiance.

Qatar Petroleum was the presenting sponsor of the conference and UNESCO-UNEVOC was the educational partner.