

# ANNUAL REPORT 2013



SHEIKH SAUD BIN SAQR AL QASIMI  
FOUNDATION FOR POLICY RESEARCH



# ANNUAL REPORT 2013

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## MANAGING DIRECTOR'S MESSAGE

We are very proud to present this year-end report highlighting the Al Qasimi Foundation's most recent and impressive achievements. In 2013, the Foundation continued its focus on education, one of the United Arab Emirates' most critical policy areas. By sponsoring innovative research from world-class visiting scholars and providing professional development opportunities for local educators, the Foundation continues to demonstrate its commitment to addressing national priorities.

In addition, the Foundation has complemented its commitment to education by pursuing other opportunities to contribute to the sustained development of Ras Al Khaimah and the United Arab Emirates. The Foundation has expanded its efforts to include urban planning projects, public health research, and cultural events. In the coming year, the Al Qasimi Foundation anticipates deepening its investment in these areas as well as in education, all of which are national priorities.

We continue our dedication to pursuing our strategic goals rigorously and to realizing the vision of the founder, His Highness Sheikh Saud bin Saqr Al Qasimi. The Foundation remains confident that grounding the policy-making process in research and sound policy analysis is in the best interest of the nation and will help Ras Al Khaimah attain a brighter future.

**Dr. Mohamed Abdulatif Khalifa**

Managing Director

Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research



## EXECUTIVE DIRECTOR'S MESSAGE

After another productive and exciting year at the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research, we are delighted to be issuing our second annual report. 2013 has been a season of progress and innovation at the Al Qasimi Foundation. From our humble beginnings with an office of two people in 2009 to operating from our own premises with a team of 17 professionals, the Al Qasimi Foundation continues to grow in size, in talent, and in productivity. I am extremely proud of the work that has been accomplished by our exemplary team in 2013, as the direction and experience gained this year forms a strong foundation for future endeavors.

This year, the Al Qasimi Foundation has conducted and collaborated on research across the United Arab Emirates, published multiple working papers, increased the number of professional development courses available to educators, and built relationships with local policy makers as well as with key stakeholders both inside and outside of the UAE. Our staff presented research at conferences, trained over 250 educators, instituted a series of community events, and worked with vulnerable populations in order to empower them. In addition, we welcomed the Sheikh Saqr Overseas Scholarship Program for talented Emiratis.

The Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research is committed to serving the needs of the people of Ras Al Khaimah with an emphasis on education and sustainable development. We remain focused on helping the local community come together and providing a range of development opportunities for people across Ras Al Khaimah, the UAE, and the Gulf Cooperation Council. We hope that 2014 will be an even more productive year in each of our three focus areas—research, capacity development, and community engagement—and that we will continue to serve the emirate of Ras Al Khaimah to the best of our ability.

**Dr. Natasha Ridge**

Executive Director

Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research

# ABOUT THE AL QASIMI FOUNDATION

## OVERVIEW

The Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research was established in 2009 to aid in the social, cultural, and economic development of Ras Al Khaimah, a northern emirate in the United Arab Emirates (UAE). Established through Emiri decree, the Foundation is considered a non-profit, quasi-governmental organization and is the visionary initiative of Sheikh Saud bin Saqr Al Qasimi, United Arab Emirates Supreme Council Member and Ruler of Ras Al Khaimah. His Highness places great value on education and research, and the Al Qasimi Foundation was created to generate a world-class body of research related to Ras Al Khaimah and the broader UAE, to develop local capacity in the public sector, and to engage the community in its work.

His Highness seeks to ground policy decisions firmly in relevant bodies of research that reflect both the best thinking in the world and the local Ras Al Khaimah and UAE contexts. To this end, the Al Qasimi Foundation serves as a bridge between the research and policy making communities—bringing to scholars' attention public policy questions important to Ras Al Khaimah, and, in turn, disseminating research findings to promote innovative policy tools and models that will facilitate positive social change. The Al Qasimi Foundation approaches its work collaboratively, aiming to establish relationships with talented scholars and world-class universities, innovative public policy research centers, established government institutions, and strategic partners in the private and non-governmental sectors.

Although education was the original focus of Al Qasimi Foundation initiatives, the Foundation is branching into other public policy areas as it matures, including urban planning and development as well as public health. New research into both of these areas are now being conducted, and their findings will be communicated to policy makers and the community at large. Additionally, the Foundation has also made great strides in engaging the Ras Al Khaimah community through social and cultural exchange. 2013 saw the successful launch of the Al Qasimi Foundation's Community Gathering series and the first annual Ras Al Khaimah Fine Arts Festival, which drew participants from local and international communities. Yet the Foundation's educational focus has not weakened. More students have applied for the Sheikh Saqr Student Enrichment Program and more professional development courses have been offered to teachers than ever before. Even as its portfolio of programs and activities has expanded, the Al Qasimi Foundation's research grants and teacher professional development workshops remain among its signature programs.

## VISION

Our vision is the sustained social, cultural, and economic development of Ras Al Khaimah and the United Arab Emirates and the enhanced capacity, satisfaction, and quality of life for all members of its community, attained through effective public policy research and strategic service delivery.

## MISSION

Our mission is to make significant contributions to the social, cultural, and economic development of Ras Al Khaimah and the United Arab Emirates by:

- Generating and supporting innovative, high-quality research focused on education and related policy areas in order to inform decisions and support the creation of relevant, effective public policies
- Developing and providing strategic services and support to build individual and local capacity in education and the public sector
- Building a spirit of community, collaboration, and shared vision through purposeful engagement that fosters meaningful relationships among individuals and organizations

## VALUES

We strive to:

- Contribute to the positive development of the PEOPLE and COMMUNITY of Ras Al Khaimah and the United Arab Emirates
- COLLABORATE with individuals and organizations, both inside and outside of the United Arab Emirates, to further strengthen and enhance the impact of our work
- Cultivate a culture of RESPECT and demonstrate INCLUSIVENESS for all those around us
- Achieve the highest QUALITY and levels of PROFESSIONALISM in all we do: our approach to our work, our research, our service offerings, and our engagement activities
- Approach our work with PASSION and practice INTEGRITY in everything we do
- Model STEWARDSHIP in the use of community resources, knowledge, and relationships as we work toward advancing our mission

# EXECUTIVE SUMMARY AT A GLANCE

## RESEARCH



On-going research projects



Interns who worked with the Foundation



Policy Paper published



Working Papers published



Doctoral Research Grant awarded



Faculty Research Grants awarded



GCES Conference Proceedings published



Presentations given and graduate courses taught by staff



Total number of papers published, including a journal article, the annual report, an educational resource guide, and the 2013 Gulf Comparative Education Society (GCES) conference proceedings

## CAPACITY DEVELOPMENT



9 Teacher professional development course curriculums offered each semester



345 Participants in the teacher professional development courses

416

English teachers tested for English language proficiency



4

Teacher Scholarships awarded



2 School Grants awarded



1000+

Students who applied to Sheikh Saqr Student Enrichment Program

512

Students tested for English language proficiency



## COMMUNITY ENGAGEMENT & OUTREACH



**1,540**

Unique visitors to the Ras Al Khaimah Teachers Network website



**400+**

Participants attended the 2013 GCES Symposium in Oman



**2**

UAE Education Forums/Policy Majlis events



**27**

Artists featured in the First Annual Ras Al Khaimah Fine Arts Festival



**10**

Universities in the United States visited by AQF representatives



**10**

Community Gathering events



**25**

Scholarships awarded through the Sheikh Saqr Overseas Scholarship Program



**80**

Students participating in pilot English language classes and school holiday/summer programming



**25**

School visits to raise awareness about Sheikh Saqr Student Enrichment Program

# HIGHLIGHTS FROM 2013

JANUARY

**Special Event:** Ras Al Khaimah Research Roadshow held in conjunction with the Higher Colleges of Technology Men's College to provide research-based input and generate informed discussion among those interested in educational research (January 31)

JULY

**Community Gathering:** Ramadan Iftar for Everyone (July 17)

**Publication:** A Conceptual Model of National Skills Formation for Knowledge-based Economic Development in the Arab World

JUNE

**Research:** Economic Experiments with English language teachers led by Dr. Chetan Dave (June 20-27)

**Community Gathering:** Cooking for Everyone with local restaurant Pesto (June 22)

**Capacity Development:** English class for Sheikh Saqr Student Enrichment Program (June 23-August 1)

**Intern:** Petrus Layarda joins the Foundation's research team

AUGUST

**Publication:** Academic Staff in the UAE: Unsettled Journey (August 20)

**Capacity Development:** Registration for Teacher Professional Development courses opens

NOVEMBER

**Community Gathering:** Health and Wellness with Le Spa (November 10)

**Publication:** GCES Fourth Annual Symposium Conference Proceedings (November 12)

**Community Engagement:** Comprehensive set of public relations materials, including brochures, flyers, and folders for various Foundation activities and programs, published

**Publication:** Education in the United Arab Emirates and Ras Al Khaimah

DECEMBER

**Capacity Development:** Professional Development Awards Ceremony (December 4)

**Publication:** Home Environment, Family Involvement, and Emirati College Student Academic Achievement (December 15)

**Community Gathering:** Holiday Feast for Everyone (December 17)

**Visiting Scholar:** Dr. Jane Knight joins the Foundation's research efforts



FEBRUARY

**Community Gathering:** Interior Design for Everyone with Ernesto Fusco inaugurates Community Gathering series (February 19)

**Publication:** Patterns and Perceptions in Male Secondary School Dropouts in the United Arab Emirates

MARCH

**Special Event:** First Annual Ras Al Khaimah Fine Arts Festival brings together artists and art-enthusiasts from Ras Al Khaimah, the UAE, and across the globe (March 1)

**Outreach:** Fourth Annual GCES Symposium at Sultan Qaboos University, Oman (March 17)

**Outreach:** Seminar on the “Hands-On Learning Experience” discusses how to engage low-achieving students in school, led by Russell Kerr (March 20)

MAY

**UAE Education Policy Forum:** The Challenge of Access—Providing Private Schooling Options for All (May 7)

**Research:** Action Research II Course final presentations (May 12)

**Capacity Development:** SSAT Lead Practitioner Accreditation Information Session (May 19)

**Capacity Development:** British Council “School Online” Information Session (May 20)

**Community Gathering:** Photography for Everyone with Katarina Borszik (May 21)

**Capacity Development:** Teacher Professional Development Awards Ceremony (May 29)

**Intern:** Leah Reynolds joins the Foundation’s research team

APRIL

**Community Gathering:** Kayaking for Everyone in Ras Al Khaimah’s mangroves (April 20)

**Capacity Development:** Teacher Scholarship Information Session (April 21)

**Publication:** Urban Regeneration Case Study of the Old Town of Ras Al Khaimah (April 24)

**Community Engagement:** Launch of electronic quarterly Foundation newsletter, with April, June, September, and December editions

SEPTEMBER

**Community Gathering:** Made in the UAE—A Night of Emirati Films (September 19)

OCTOBER

**Community Gathering:** A Musical Evening with Act of Congress Band (October 2)

**Policy Majlis:** An Urban Development Lab discusses creating a participatory urban design for Ras Al Khaimah (October 8)

**Community Gathering:** Fashion for Everyone with Eman and Elham Al Flamrzi (October 30)



MAKING AN IMPACT THROUGH  
RESEARCH



Conducting and promoting high-quality research to help inform policy makers in Ras Al Khaimah, the UAE, and the broader Gulf region is a key component of the Al Qasimi Foundation's mission. To this end, the Foundation seeks to build a community of international and locally-based scholars whose research interests focus on policy issues relevant to Ras Al Khaimah and the UAE and to promote collaboration among highly recognized international universities and the UAE public sector. Related to these efforts, the Al Qasimi Foundation has established an innovative forum, the Policy Majlis series, for connecting policy makers with researchers in order to promote evidence-based decision-making. Most research undertaken by the Al Qasimi Foundation is, accordingly, applied in nature and focuses on three key areas:

- Education Quality and Impact
- Community Development
- Health and Well-Being

## RESEARCH PROJECTS

The Al Qasimi Foundation's research portfolio is a mixture of in-house studies and sponsored projects commissioned through its competitive grant programs. When the Foundation undertakes new research, it seeks to ensure the project aligns with needs identified by policy makers and the public sector, fosters collaboration among different entities, and provides new information and insights relevant to decision making and policy development.

Four studies were being conducted by or in partnership with the Al Qasimi Foundation during 2013, and these projects will continue into 2014:

### 1. Education and the Reverse Gender Divide in Gulf Cooperation Council Countries: Embracing the Global, Ignoring the Local

Years of research have culminated in this book, which presents a comprehensive yet nuanced view of gender and education in the in the context of the resource-rich monarchies of the Arabian Gulf, namely, Saudi Arabia, Oman, Qatar, the United Arab Emirates, Bahrain, and Kuwait. In particular, this research focuses on the gap between male and female school enrollment and educational achievement, a gap that continues to widen in favor of girls in the Gulf Cooperation Council (GCC) countries (UIS, 2012; Martin, Mullis, Foy, & Stanco, 2012; Mullis, Martin, Foy, & Drucker, 2011; Mullis, Martin, Foy, & Arora, 2012). Further, through a critical examination of modernization theory and discourses around gender and education, this volume explores how international gender discourses and agreements, such as Education for All, interact with local gender discourses to create a situation in which neither boys nor girls are served effectively. The book concludes by examining the long-term implications for the Gulf States of having the majority of their young men less educated than their female counterparts, including how this situation may impact future economic and social development. The book's policy goals include:

- a. Demonstrating the extent and impact of the reverse gender gap in education on the GCC states
- b. Providing recommendations of how to improve the outcomes of boys' education in the GCC based on research from other countries

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**“Through the [economics] experiments, I learned about ways to think creatively, and I was happy to be part of the first and only such experiments to be conducted in the academic community of Ras Al Khaimah.”**

**Amna Al Shehhi**, English language teacher, Al Sabahia School

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The book is currently entering the production stage and has been submitted to Teachers College Press of Columbia University, New York for publication. The book should be available by summer 2014.

## 2. Teacher Effectiveness in English Language Instruction

This two-phase study, conducted in partnership with Assistant Professor Chetan Dave of New York University Abu Dhabi, seeks to identify and address potential factors contributing to the low level of English language proficiency among public school students in Ras Al Khaimah. The study's policy goals include:

- a. Identifying strategies and associated policies for improving teacher effectiveness
- b. Improving student engagement and achievement in English lessons

The study's first phase was completed at the end of 2012 using data from the Ras Al Khaimah Educational Zone to statistically analyze the relationship between students' performance in

English language courses and instructors' level of English language mastery, academic background, and teaching experience. The second phase was carried out in June 2013 and incorporated economics experiments to measure the patience, risk aversion, cooperative tendency, and teaching ability of actual Ras Al Khaimah educators. The data will be used to assess teacher effectiveness in the instruction of English as a foreign language, and findings will be published as an institutional economics paper in 2014.

## 3. The Status of Arab Migrant Teachers in the UAE and Qatar

This exploratory qualitative study is part of a wider examination of Arab migrants in the GCC through the Center for International and Regional Studies (CIRS) at Georgetown University's School of Foreign Service in Qatar. It examines the status of Arab migrant teachers in the UAE and Qatar through both an educational and social or institutional lens. The study's policy goals include:





- a. Identifying the characteristics of Arab migrant teachers and understanding the factors that bring them to the UAE and Qatar and keep them there
- b. Identifying the implications of their current conditions on their contributions to the education systems in both countries

The study formally began in October 2013 and is in the data-collection phase. The first stage of data collection involves surveying approximately 50 Arab teachers in the UAE and 50 in Qatar regarding their backgrounds, qualifications, recruitment process, and experiences teaching in the UAE and Qatar. The second stage involves in-depth interviews with 10 teachers from both countries, and these interviews will delve into the challenges and implications for educators, students, and schools of relying heavily on Arab migrant teachers. By February 2014, data analysis will be complete and findings should be published in the form of a book chapter in an edited volume on Arab Migrant Communities in the GCC, which is being published by Georgetown University Press.

#### 4. Private Education in the Absence of a Public Option, the Case of the UAE and Qatar

Sponsored by the Open Society Institute's (OSI) Privatization in Education Research Initiative (PERI) in collaboration with the Al Qasimi Foundation, this study examines the scope and impact of the privatization of education, with respect to issues of access and equity, in the United Arab Emirates and Qatar using a comparative, mixed-methods approach. The study's policy goals include:

- a. Providing educators, policymakers, researchers, and graduate students with a comprehensive overview of the scale and scope of the private education market and the associated regulatory systems through comparative case studies of the UAE and Qatar
- b. Identifying strategies and associated policies for the public regulation and monitoring of private providers in the UAE and Qatar



The study formally began in October 2013, and data collection in the UAE and Qatar will be nearing completion in January 2014. The second phase, including quantitative and qualitative data analysis, will be carried out between February and March 2014 and will be used to assess the impact of regulatory and school factors on access to education in both countries. The final phase of the study (March-April 2014) will seek to draw conclusions and identify implications relevant to public policy and to produce a working paper, for local use and public access, as the study's final report.

## RESEARCH GRANTS & VISITING SCHOLARS

The Al Qasimi Foundation continues to offer two research grant programs that support doctoral students and faculty scholars in undertaking high-quality research in Ras Al Khaimah that will help inform policy making in the UAE. These grant programs share the objectives of the internship program, with the additional goal of fostering high-quality research that supports the development of the region's research capacity.

## 2013 Doctoral Research Grant Recipients



**Samar Farah,**  
Doctoral Student,  
Columbia University

In recent years, countries across the world have embraced neoliberal reforms with the aim of developing knowledge economies that promote local innovation and sustainable development.





In addition, extensive studies have illustrated the important role that economic resources play in improving education quality. Samar's dissertation will consider how countries reconcile the two goals of innovation and sustainability by exploring the impact that economic resources have on developing local capacity in the ministries of education. This research will specifically investigate the experiences of two rentier states—Jordan, a largely aid-dependent state, and the United Arab Emirates, which derives most of its income from oil—in identifying and implementing education reforms. The dissertation will utilize mixed methods, beginning with a quantitative global analysis of the national factors that shape educational quality. Drawing on the findings from the first phase, the second phase will delve into case studies of Jordan and the UAE using qualitative methods, including document analysis and interviews with policy makers and educational leaders, to discern to what extent local knowledge is developed in the implementation of new reforms and whether this process differs across the two national contexts. Samar will write one working paper in 2015 based on her research findings.



**Martin Ledstrup,**  
**Doctoral Student,**  
**University of Southern Denmark**

National identity is an increasingly common topic among policy makers in a variety of disciplines throughout the UAE (and broader region) in light of the impact of globalization and significant number of expatriates contributing to the country's development. Moving away from



the usual analysis categories of "nation" and "national identity," Martin's research explores the practices of Emirati nationhood through an interactionist boundary approach that includes individual self-reflexivity, geographic locality, and collective order. His research design takes a qualitative approach and includes a series of interviews with policy makers and industry leaders as well as focus groups with secondary school students in Ras Al Khaimah. Martin will write one policy paper in 2014 based on his research findings.



**Dr. Jane Knight,  
Adjunct Professor,  
University of Toronto**

Jane was awarded a Faculty Research Grant to explore the professional development policies and practices of higher education institutions in Ras Al Khaimah. Through a series of interviews and focus groups, her project will identify unmet needs, new opportunities, and best practices for the professional development and training of academic and administrative staff in order to assist policy makers in strengthening institutional capacities.

## 2013 Faculty Research Grant Recipients



**Dr. Chetan Dave,  
Assistant Professor,  
New York University Abu Dhabi**

In 2012, Chetan was awarded a Faculty Research Grant to incorporate economics experiments into the Foundation's Teacher Effectiveness in English Language Instruction project as a way to measure the success of different pedagogical methods. These experiments were conducted in the summer of 2013 and represent a novel approach to triangulating data with the goal of developing policy recommendations that address the key variables impacting students' success in learning the English language. With data collection complete, the project is in its final stages. Chetan is currently in the process of recording and interpreting his findings.



## PUBLICATIONS

In addition to its on-going research projects, the Al Qasbi Foundation has published a journal article, three working papers, a policy paper, a comprehensive annual report, an educational resource guide, and a set of Gulf Comparative Education Society (GCES) conference proceedings during 2013. These publications are available for download on the Foundation's website, and print copies for select papers were also distributed to university libraries throughout the UAE:

- **"Academic Staff in the UAE: Unsettled Journey,"** in *Higher Education Policy* David Chapman, Ann Austin, Samar Farah, Elisabeth Wilson, Natasha Ridge
- **A Conceptual Model of National Skills Formation for Knowledge-based Economic Development in the Arab World** Wes Schwalje

- **Patterns and Perceptions in Male Secondary School Dropouts in the United Arab Emirates** Natasha Ridge, Samar Farah, Soha Shami
- **Home Environment, Family Involvement, and Emirati College Student Academic Achievement** Georgia Daleure, Rozz Albon, Khaleel Hinkston, Tarifa Ajaif, John McKeown
- **Urban Regeneration Case Study of the Old Town of Ras Al Khaimah** Sara Seif
- **Sheikh Saud bin Saqr Al Qasbi Foundation for Policy Research 2012 Annual Report**
- **Education in the United Arab Emirates and Ras Al Khaimah**
- **Gulf Comparative Education Society's Fourth Annual Symposium on Bridging the Policy/Research Divide in Education in the GCC—Conference Proceedings Edited Volume**



## GRADUATE STUDIES COURSE AT COLUMBIA UNIVERSITY

### **Comparative Policy Studies: Gender, Education, and Development**

Teachers College, Columbia University, USA

Summer Course A (12 sessions)

May 23-July 3, 2013

Dr. Natasha Ridge

Offered to master's level education students, this course examined the experiences of boys and girls across the globe in terms of both the quantity and quality of their education. Using case studies from a range of countries located in the Middle East, Europe, the Caribbean, South Asia, and Africa, the course focused on how gender needs vary considerably by region. It also examined the way in which prevailing international gender and education discourses impact local education policy discussions and choices.

## RESEARCH SEMINARS & PRESENTATIONS

The Al Qasimi Foundation staff gave 13 presentations at 11 different venues in 2013.

### **"Developing Education through Research: The Work of the Al Qasimi Foundation"**

Higher Colleges of Technology (HCT), Al Ain—  
Cognition Education

Staff Development Seminar

December 15, 2013

Susan Kippels & Soha Shami

### **Moderator for conference session, "What areas of institutional growth should MENA think tanks focus on in order to facilitate policy formation in this time of transition?"**

Istanbul, Turkey

MENA Think Tank Summit

December 11-13, 2013

Dr. Natasha Ridge



**"Education Policy Analysis"**

Middlesex University, Dubai  
Guest Lecture for Master of Arts in Education  
Students  
November 11, 2013  
Dr. Natasha Ridge

**"Patterns and Perceptions of Male  
Secondary School Dropouts in the UAE"**

Prime Minister's Office, Dubai  
Guest Presentation  
October 8, 2013  
Dr. Natasha Ridge

**"Current and New Research Challenges  
Relating to Arab Migrant Teachers  
Working in the GCC and UAE"**

Center for International and Regional Studies (CIRS),  
Georgetown University School of Foreign  
Service, Qatar  
Working Group on "Arab Migrant Communities  
in the GCC"  
September 7-8, 2013  
Dr. Natasha Ridge

**"Developing Gifted and Talented Students  
in the GCC"**

Johns Hopkins University, Center for Talented  
Youth, USA  
June 28, 2013  
Dr. Natasha Ridge

**"Gender and Education in Sudan"**

Teachers College, Columbia University, USA  
Master of Arts in Education Class Presentation  
June 13, 2013  
Soha Shami

**"Patterns and Perceptions of Male  
Secondary School Dropouts in the UAE"**

Higher Colleges of Technology (HCT), Fujairah  
(hosted at the Foundation)  
Class Visit—Bachelor of Education Students  
May 19, 2013  
Dr. Natasha Ridge & Soha Shami

**"Patterns and Perceptions of Male  
Secondary School Dropouts in the UAE"**

American University of Sharjah  
Open Lecture Series 4  
May 14, 2013  
Dr. Natasha Ridge

**"Education Policy Analysis"**

Middlesex University, Dubai  
Guest Lecture for Master of Arts in Education  
Students  
March, 2013  
Dr. Natasha Ridge

**"Patterns and Perceptions of Male  
Secondary School Dropouts in the UAE"**

Gulf Comparative Education Society (GCES),  
Oman  
March 16-18, 2013  
Samar Farah & Soha Shami

**"Attract or Repel: How Can We Make the  
Sciences More Attractive to Students in  
the UAE?"**

Ras Al Khaimah Center for Advanced Materials  
5th International Workshop on Advanced  
Materials  
February 24-26, 2013  
Dr. Natasha Ridge

**Moderator of Research Forum**

Paris-Sorbonne University, Abu Dhabi  
Ankabut Users' Meeting  
February 20 – 21, 2013  
Dr. Natasha Ridge



MAKING AN IMPACT THROUGH  
CAPACITY DEVELOPMENT





Building the capacity of Ras Al Khaimah and broader UAE remains a priority, as the Al Qasimi Foundation's mission affirms. The Foundation pursues capacity development by developing locally-based talent and supporting institutional improvements in the public sector. The Al Qasimi Foundation places particular emphasis on capacity development issues within education, yet its programs and initiatives also seek to serve other government sectors as appropriate, including urban planning and public health arenas. In order to produce programs that are both strategic and relevant, the Foundation bases specific initiatives on community needs that have been identified through dialogue with practitioners and policy makers. Moreover, the Al Qasimi Foundation works in partnership with local institutions whenever possible, helping to break down inter-organizational barriers and encouraging a culture of knowledge-sharing and collaboration.

## TEACHER PROFESSIONAL DEVELOPMENT

### Courses

The Al Qasimi Foundation's catalog of teacher professional development courses has expanded again in 2013, from a single course available in 2010 to nine distinct offerings now available each semester. Courses on the use of educational technologies in classroom, classroom management, pedagogy, action research, teaching English, leadership, and mentoring have directly benefitted 250 teachers and school leaders this year. Indirectly, they have also had an impact on many more teachers

**“The teaching profession enlightens minds, increases knowledge, and influences people. The school is a beautiful environment because it has mix of cultures and innovations that benefit the community.”**

**Ali Zaid Abdullah Al Hebsi**, Information Technology teacher, Al Rams School



and on the approximately 4,000 students in Ras Al Khaimah schools. While each course has individual objectives, broad goals for the overall professional development program continue to include:

- Providing open-access professional development opportunities for government and private school educators in Ras Al Khaimah, regardless of their nationality, gender, language, or teaching experience
- Fostering a community of educators and providing space to build relationships, share experiences, feel valued, and serve as resources to one another for peer-to-peer learning
- Collaborating with teachers and administrators to improve students' success and experiences in Ras Al Khaimah schools

Course development is driven by the community's needs, as articulated by its educational professionals, and individual workshop curricula are regularly refined in response to feedback from both participants and workshop instructors. Courses continue to be bilingual (Arabic and English) and are available at no cost to Ras Al Khaimah's teachers and administrators. Local educators rapidly become involved in assisting with the workshops

and eventually take the lead in delivering courses to their colleagues, as was the case with four professional development courses this year.

## Action Research Program for GEMS School Teachers

This year, the Al Qasimi Foundation also offered an Action Research course for GEMS teachers. The Foundation was commissioned by GEMS to conduct a course on Action Research for about 50 teachers from a variety of schools across Dubai. Ms. Charlotte Lamptey ran the course on behalf of the Al Qasimi Foundation. The Foundation's professional development workshops for the GEMS teachers employed a scaffolded, practical approach to training: each aspect of the action research process was modeled for and practiced by participants before they were charged with gathering their own data and conducted analysis. The program's goals included:

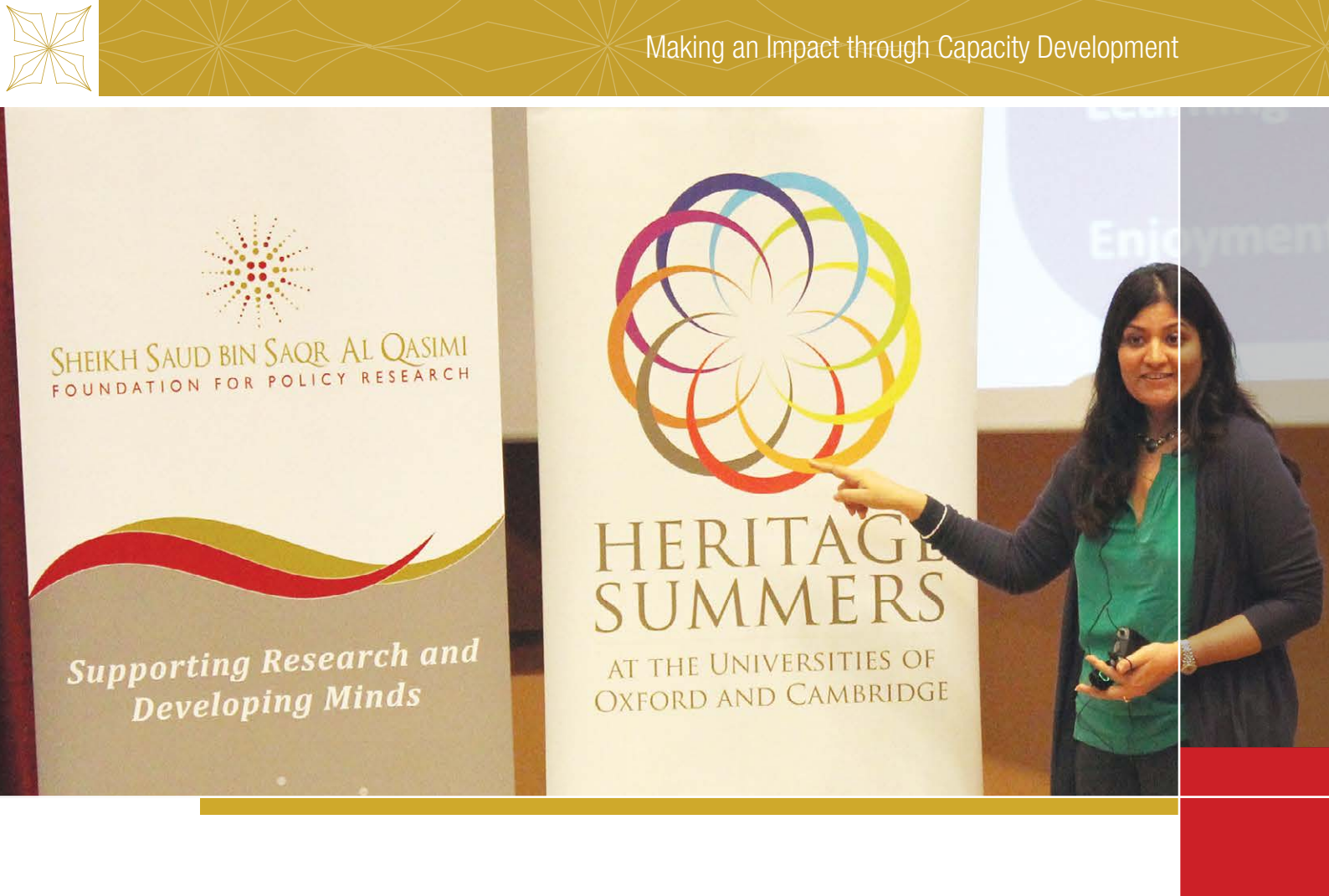
- Enabling teachers to apply their technological, problem-solving, and pedagogical skills to address critical projects and areas of need within GEMS schools

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“Working with the Sheikh Saud bin Saqr al Qasimi Foundation has been one of the most rewarding projects of my career. Four years ago we started with about 20 educators in our pilot professional development course, and now we’ve worked together with nearly 500 educators, principals, and supervisors on topics ranging from technology in the classroom, to leadership and mentoring. **In particular, it has been wonderful to see teachers who started off as participants in our courses now teaching the courses in Arabic to dozens of other teachers in their schools and communities.** The Foundation’s continuous efforts to listen and respond to the most pressing needs of the Ras Al Khaimah school community is an exemplar for not only the UAE, but the global education community.”

**Anna Batchelder**, CEO and Co-Founder, Bon Education

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- Equipping teachers with research skills that can be applied to future research tasks, including effective internet research, analyzing and organizing research findings, writing a literature review, and creating APA citations

The program was comprised of four workshops that met over the course of a semester. Approximately 50 participants presented their research findings to GEMS officials in Dubai.

## English Language Teachers Development Project

Working in collaboration with the Ras Al Khaimah Education Zone, the Al Qasimi Foundation began this project in 2012 and completed it in 2013. The Foundation administered a Test of English as a Foreign Language (TOEFL) exam to all English language teachers working in Ras Al Khaimah government schools. The goal was to establish a baseline assessment of their English proficiency in order to implement focused professional development that would raise the overall quality of English language instruction in Ras Al Khaimah.

Based on the TOEFL results and student examination scores, two distinct groups of teachers were recommended for professional development and support. The first consisted of 100 teachers who were offered 60 hours of English language training and TOEFL exam preparation, over a 20-week period. Of those who attended the language training, 19 were able to increase their TOEFL score by at least 30 points when a retest was conducted in April 2013.

The second group, comprised of 95 male teachers, participated in pedagogy training developed and delivered by Dr. Cambria Dodd Russell, Assistant Professor of Education at the American University of Ras Al Khaimah. Once the workshops concluded, Dr. Russell and her team then undertook a program of in-class observations, visiting virtually every participating teacher in their schools to support them as they implemented what they had learned in pedagogy training. A full report was submitted to the Ministry of Education, and the 10 most improved teachers received awards and enjoyed tea with His Highness Sheikh Saud bin Saqr Al Qasimi.



## TEACHER SCHOLARSHIPS

The Teacher Scholarship Awards are open to teachers from all nationalities, and priority is given to those teaching in a Ras Al Khaimah government school or working in the Ras Al Khaimah Ministry of Education. This year, four teachers received scholarships. These grants provide funding to (1) cover up to 50% of the tuition costs associated with either a master's degree or short-term course related to education, or (2) conduct a small-scale research project that will improve teaching and/or enhance student learning. The broad objectives of these grant programs are to:

- Contribute to the overall development of the educational sector in Ras Al Khaimah
- Improve the status of teachers and increase interest in their profession
- Provide an opportunity for distinguished teachers to improve their skills and expand their knowledge
- Enable schools to recruit and retain high-quality teachers
- Foster interest in action-based research, the importance of data-driven decision making, and the need for regular impact assessment

## 2013 Teacher Scholarship Recipients



**Khaled Yusuf Al Sabah,**  
English Language Coordinator,  
Al Muniee Boys School

Khaled was awarded a Teacher Scholarship to pursue his Master's in Education at the American University of Ras Al Khaimah. He has been a teacher for over 20 years and undertook his graduate degree to embody the importance of education to his students and children and to demonstrate that one is never too old to learn.





**Jane Paille Ndungu,  
Year 3 Class Teacher,  
Ras Al Khaimah Academy**

Jane was awarded a Teacher Scholarship to pursue her Master's in Education at the American University of Ras Al Khaimah. With over 15 years of teaching experience in both the UAE and Kenya, Jane undertook her studies hoping to update her teaching practices and adapt relevant philosophies to create more effective learning environments for her students.



**Reham Zahran,  
Head of the English Foreign Language  
Department,  
Ras Al Khaimah Academy**

Reham was awarded a Teacher Scholarship to pursue her Master's in Education (specializing in educational leadership) at the American University of Ras Al Khaimah. She hopes the program will help her expand her knowledge of both theory and research as it pertains to education. Reham has also been an instructor and assistant with the Al Qasimi Foundation's teacher professional development workshops.



**Reda abo El Enien,  
Math Teacher,  
Masafi Secondary Boys School**

Reda received a Teacher Scholarship to enroll in a short-course for advanced English language instruction at English World in Ras Al Khaimah. Even though math is largely taught in Arabic, Reda wants to improve his English so that he can eventually teach math at a Madaris Al Ghad school.

## HARVARD PROGRAM

In March 2013, the Al Qasimi Foundation for Policy Research sponsored Sumaya Hareb Al Suwaidi, Director of the Ras Al Khaimah Education Zone, and two employees, Charlotte Lamptey and Samar Farah, to attend a three-day executive education course entitled Women in Education Leadership at Harvard University. The program brings together senior women working in education from the United States and beyond with the purpose of developing their leadership, communication, negotiation, and similar skills. The cohort consisted of over 50 female leaders working as superintendents, principals, CEOs of educational institutions, and other educators from a number of countries across the Americas, Africa, the Middle East, and Asia.

The program organized workshops, lectures, and other interactive exercises to encourage participants to reflect on, discuss, and strategize about how best to approach challenging work contexts. In addition, it provided networking opportunities for the women to exchange ideas and establish connections with like-minded female

leaders. As the only team representing the Middle East, the Foundation's representatives deepened their understanding of the experiences of female leaders working in other educational systems. More importantly, however, the program corrected stereotypes related to gender equality, employment opportunities for women, and the decision-making processes across different educational systems.

## SCHOOL GRANTS

In an effort to support schools seeking to undertake special projects or initiatives that would enhance students' learning and overall educational experiences, the Al Qasimi Foundation introduced its School Grants program in 2013. While there are many ways schools can use the grant, the program's objectives are to:

- Contribute to the overall development of the educational sector in Ras Al Khaimah
- Provide opportunities for schools to conduct applied research, pilot initiatives, or enhance school resources that will have a positive impact on students and their learning
- Encourage collaboration among school leaders, teachers, and students and build a sense of community within individual schools
- Support schools in developing their internal capacity to generate creative solutions that address the challenges and needs that they have identified

## 2013 School Grant Recipients

- RAK Education Zone was awarded a grant to support an emirate-wide technology training event for IT teachers. The goal was to share information about new software programs and technology tools that could help teachers improve their teaching practices and that students could use for special projects.
- Al Burairat School was awarded a grant to create a fitness room in the school and create an afterschool program to help overweight students exercise and learn about healthy lifestyle decisions.

## SHEIKH SAQR STUDENT ENRICHMENT PROGRAM

The Sheikh Saqr Student Enrichment program was established to achieve His Highness Sheikh Saud bin Saqr Al Qasimi's goal of sending more Emirati students overseas for their university studies in order to equip them to serve their emirate effectively. In order to achieve this, the Sheikh Saqr program prepares Ras Al Khaimah's outstanding Emirati students through a range of intensive training courses held the latter three years of their secondary education.

The program provides promising students with supplementary English language instruction, test preparation, leadership and skill enrichment workshops, and guidance during the university application process. This year, Foundation staff visited 25 high schools in Ras Al Khaimah to introduce year 10 students to the Sheikh Saqr Program.

More than 1,000 of these students registered for the English placement test, which serves as a qualification for a student's acceptance into the program. Furthermore, over 500 students completed the Secondary Level English Proficiency test (SLEP test) as part of their application to the program. The Foundation further expanded its student enrichment efforts by facilitating supplementary English language classes during the school semester, school breaks, and summer months for more than 80 local students.

## SHEIKH SAQR OVERSEAS SCHOLARSHIP PROGRAM

The Sheikh Saqr Overseas Scholarship programs complements the Student Enrichment Program by contributing to the success of students during their years of tertiary education. After students graduate from secondary school, they are eligible to receive



funding from the Overseas Scholarship Program to help them pursue studies overseas at bachelor's, master's, and doctoral levels.

The Al Qasimi Foundation manages all administrative, financial, and academic aspects of this program. As part of this responsibility, the Foundation coordinates with the Ministry of Higher Education and Scientific Research as well as with the cultural attaché offices of various overseas consulates. Currently, the Sheikh Saqr Overseas Program is supporting 25 students who are studying in the United States, Canada, Jordan, Australia, and the United Kingdom.

In order to provide potential participants in both the Enrichment and Overseas Scholarship programs with a firm grasp of what overseas studying entails, two Foundation staff members toured 10 different United States Colleges during the summer of 2013. As a result of their explorations, the Foundation is better equipped than ever to give Ras Al Khaimah students a vision for the opportunities offered through the Enrichment and Overseas Scholarships programs—opportunities for them to enhance their education, to begin their professional development, and, ultimately, to contribute to their emirate.

## LOCAL GOVERNMENT PROGRAMS

### Capacity Development of National Museum of Ras Al Khaimah Staff

The Al Qasimi foundation provided an Information and Communication Technology (ICT) course to the staff of the National Museum. The course was divided into five workshops and covered the following programs: Windows, Microsoft Office 2010 (Word, PowerPoint, and Excel), Internet Explorer 2010, and Outlook 2010. Additionally, the National Museum staff joined the Foundation's staff for an eight-hour first aid training course, which taught participants how to care for injuries, assess a potentially dangerous environment, and administer rescue techniques like CPR in the case of emergencies.



“The library presents hope for inmates who may be anxious about reintegrating into society after their release.”

**General Adnan**, Director of Rehabilitation and Training Department, Ras Al Khaimah Prison

## RAS AL KHAIMAH PRISON PROJECT

The Ras Al Khaimah Prison Project embodies the Foundation's effort to equip members of Ras Al Khaimah's society—regardless of their gender, age, nationality, or educational background—for success by expanding and enhancing their educational opportunities. The Prison Project offers prisoners and prison staff various educational courses in addition to a multi-purpose learning space stocked with over 1,300 resources. In particular, the Prison project seeks to:

1. Foster the continued academic, professional, and social development of prison inmates and officers by facilitating interactive and independent learning opportunities
2. Improve literacy, restore confidence, and contribute to the overall rehabilitation of inmates and to the professional development of prison officers:

One of the most fundamental pieces of these efforts are the English language classes, which instructors teach through interactive forums that engage students through kinesthetic and artistic activities.

3. Provide concrete skill development training to help inmates reintegrate into society in constructive ways upon their release either into the UAE or their respective countries:

With this in view, the Foundation offered two pilot courses in 2013. These business courses allowed students to participate in seminars about key business topics and to apply this knowledge by writing a business plan, and, in the second course, operating a business in a simulated economy. The Foundation also provided an English Language program to improve inmates' and officers' language abilities.

“Many prisoners and officers have modified their daily routines to allow for time to visit the library . . . The inmates especially appreciate the new library activities that are now part of prison life.”

**Ibrahim**, Inmate and Volunteer Prison Librarian, Ras Al Khaimah Prison



MAKING AN IMPACT THROUGH  
COMMUNITY ENGAGEMENT AND  
OUTREACH

At the Al Qasimi Foundation, community engagement represents a purposeful exchange and leveraging of knowledge, resources, and partnerships to the mutual benefit of those involved and of the local public sector. The Foundation's engagement efforts revolve around a variety of communities: researchers, policy makers, civil servants, education professionals, students, and residents who call Ras Al Khaimah home. While the Al Qasimi Foundation understands that community engagement is a social responsibility, it also views engagement as a tool for improving the value, relevance, and effectiveness of its own work. Accordingly, community engagement activities are incorporated into its research, capacity development, and outreach missions.

## COMMUNICATIONS & GENERAL OUTREACH

In 2013, the Al Qasimi Foundation made strides in order to better communicate its mission, initiatives, and impact among members of Ras Al Khaimah's community. The Foundation furthered its communication and outreach priorities through expanding its existing modes of communication as well as through piloting new forums for community engagement. More specifically, the Foundation:

- Built on its previous efforts by using its website, the Ras Al Khaimah Teachers Network, and diversity of events to crystalize its brand and identity and by streamlining its communications processes even as the volume of its contacts increased
- Established a quarterly newsletter to keep stakeholders and other interested parties informed of the Foundation's community events, publications, achievements, collaborations, and other projects
- Inaugurated three distinctive series of events, including the annual Ras Al Khaimah Fine Arts Festival, the Community Gathering series, and the Policy Majlis series
- Hosted field trip activities for two undergraduate courses at local universities during 2013. In both instances, students deepened their understanding of the UAE through multi-facteted cultural experiences in Ras Al Khaimah that they could compare to the contexts of other emirates.
  - o The Foundation arranged visits to government schools and the Ras Al Khaimah Higher Colleges of Technology for Dr. Jonathan Zimmerman, who wanted students in his New York University Abu Dhabi class "Education and Diversity: Historical and Comparative Perspectives" to have a chance to engage directly with teachers, Emirati students, and school administrators.
  - o In response to Paris-Sorbonne University Abu Dhabi professor Dr. Jacob Schmutz's request, the Foundation arranged meetings with policy makers, screened several short films, and provided tours of local cultural sites for his "Power and Society in the Gulf" class.
- Ventured into new genres of communication to facilitate community involvement: its leveraging of social media resulted in over 1,000 students' showing interest in the Sheikh Saqr Student Enrichment Program and in an Instagram following that is more than 1,000 users strong
- Renovated its ever-expanding library of photographic media, whose contents document the recent history of Ras Al Khaimah's social, cultural, and vocational development

**“Over the past few years the GCES has become a leader in the local academic community, mainly due to its focus on educational research and its commitment to raising awareness and shaping local policies for the education of Arab youth.”**

**Dr. Christina Gitsaki**, Associate Academic Dean of English at Dubai Men's College



The Gulf Comparative Education Society

## GULF COMPARATIVE EDUCATION SOCIETY (GCES)

Established in 2009 to provide context-specific research and educational practices for addressing educational issues in the Gulf region, the GCES seeks to:

- Create a cohesive network of academic researchers, policy makers, and educational professionals to share experiences, identify common issues, and formulate progressive responses to such issues

- Promote and develop individual and collaborative action research to explore educational issues impacting the region
- Increase the dissemination of knowledge about international research and best practices from a comparative stance while growing the body of research relevant to the region

To further these goals, the Al Qasimi Foundation serves as secretariat for the GCES and sponsored and helped coordinate the fourth annual GCES Symposium in collaboration with Sultan Qaboos University. Entitled "Bridging the Policy/Research Divide in Education in the GCC," the symposium was held at Sultan Qaboos University in Muscat, Oman from March 16-18, 2013. It examined the potential for policy makers in the Gulf region to devise evidence-based policies through utilizing local research in the education sector. Conference speakers came from a wide variety of countries, including the United Arab Emirates, Oman, Bahrain, Qatar, Switzerland, England, Australia, Germany, and the United States, and represented different voices

in the education sector, such as policy makers, academics and researchers, school providers and leaders, consultants, and teachers.

## INTERNS

The Internship Program at the Al Qasimi Foundation is open to undergraduate and graduate students working on any area in public policy for a period of up to three months. It is ideal for students planning to attend graduate school or seeking to apply their studies through practical research or other special projects. The objectives of the internship program include:

- Providing opportunities for distinguished students to gain professional experience and make meaningful contributions to projects that benefit the Ras Al Khaimah community
- Building a community of scholars and promoting collaboration among highly recognized international universities and national institutions in the United Arab Emirates
- Promoting cross-cultural exchange that sparks curiosity, new ideas, and creates understanding

## 2013 Interns

- Leah Reynolds, Research Intern, New York University Abu Dhabi (joined May 2013)
- Petrus Bosa Layarda, Research Intern, New York University Abu Dhabi (joined June 2013)
- Leena El Gebaly, Research Intern, American University of Sharjah (joined June 2013)
- Fiona Crookshank, Research Intern, University of East Anglia (joined September 2013)



Al Qasimi Foundation  
**Policy Majlis Series**

## MAJLIS SERIES

As part of its mission to promote collaboration among individuals and organizations in Ras Al Khaimah, the Al Qasimi Foundation instituted a strategic forum through which researchers and policy makers can come together to share knowledge and better incorporate research into policy decisions in Ras Al





Khaimah's community. Known as the "Majlis series," this unique initiative aims to support a knowledge community in a cooperative context. At each Majlis forum, researchers present their findings to policy makers and key stakeholders in the Ras Al Khaimah community.

The inaugural Majlis event reviewed the findings of an Urban Development Lab in which ICOS, a professional research body partnering with the Foundation, presented the findings of its recent study. This study investigated Ras Al Khaimah residents' perceptions of and aspirations for their city's urban landscape in view of the city's continuing growth and development.

Within weeks after this event, a dialogue began between the Al Qasimi Foundation and Ras Al Khaimah's Project Management Office (PMO) to explore options for incorporating local research into the PMO's urban planning projects. It is the Foundation's hope that the Majlis series will continue to foster high-quality research and its utilization in policy decisions by promoting further synergy among researchers and policy makers.

## Ras al Khaimah Teachers Network

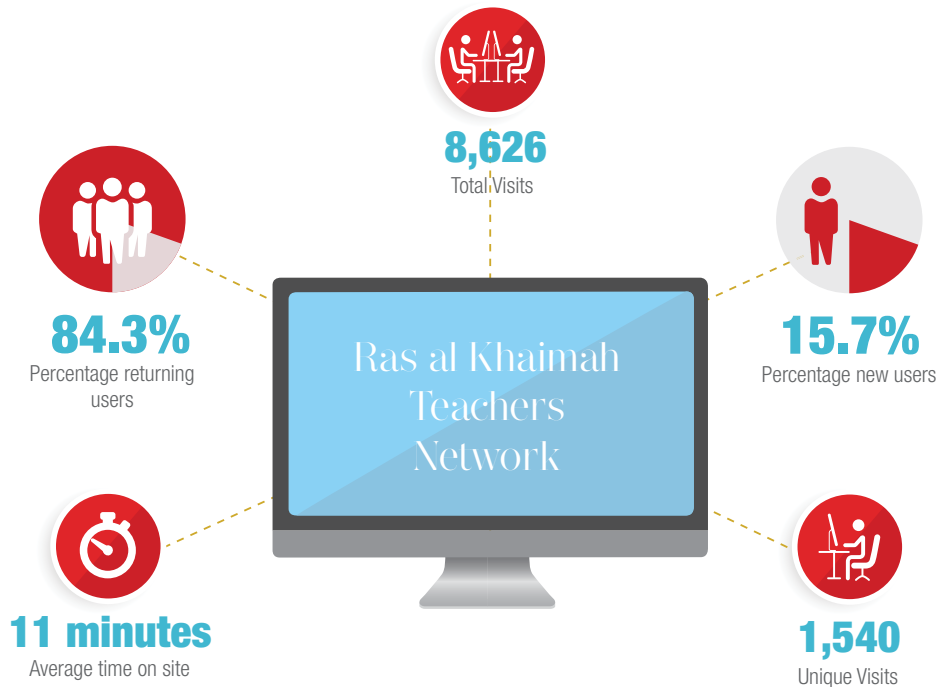
*A program of the Al Qasimi Foundation for Policy Research*

### RAS AL KHAIMAH TEACHERS NETWORK

This innovative resource, known as the RAKTN, is a social networking site that was established to provide an online, bilingual, professional community for local educators in order for them to share best practices and insights and to use a variety of media to connect with their students.

In 2013, participation in the network grew by more than 50% to over than 750 members logging in from countries such as Egypt, England, India, Morocco, Oman, Switzerland, and the UAE. Through the RAKTN, which also serve as the online source of exchange for all of the Foundation's professional development courses, education practitioners collaborate, build school and teacher partnerships, and exchange knowledge and resources.

## USAGE ANALYTICS FOR 2013



AL QASIMI FOUNDATION  
*Community Gatherings Series*

### COMMUNITY GATHERING SERIES

In conjunction with its commitment to the social and cultural development of its emirate and nation, the Al Qasimi Foundation introduced Ras Al Khaimah to the Community Gathering series. The series' first year included ten events that brought people from Ras Al Khaimah and other emirates together to forge relationships across distinct cultures. Each event provided community members with an interactive experience that showcases the artistic, educational, entrepreneurial, culinary, or cultural resources that Ras Al Khaimah offers its residents. Ras Al Khaimah residents from numerous

social and ethnic backgrounds gathered to share or explore common interests in events such as:

- Kayaking for Everyone in Ras Al Khaimah's Mangroves
- Italian Cooking for Everyone at Pesto Restaurant
- Ramadan Iftar for Everyone with an Emirati Family
- A Musical Evening with Act of Congress acoustic band
- Fashion for Everyone with Eman and Elham Al Flamrzi

As interest in the Community Gathering series has grown rapidly, several 2014 gatherings are already in the planning phases. By acquainting Ras Al Khaimah's populace with the cultural depth and diversity of their community, the Al Qasimi Foundation continues to present them with new opportunities for personal and communal enrichment.



## RAS AL KHAIMAH FINE ARTS FESTIVAL

An integral part of the Al Qasimi Foundation's mission is to contribute to the cultural development of its emirate, and the annual Ras Al Khaimah Fine Arts Festival has become a notable part of this effort. In March 2013, the Fine Arts Festival was established to bring the community together to celebrate art, create opportunities for cultural exchange, and support the creative and artistic sectors of the emirate. Specifically, the Festival is

designed to highlight the talent and work of local artists, musicians, and filmmakers in a community setting. To that end, this annual Festival showcases the creative spirit of both Emirati and expatriate artists in a variety of contexts, including film, music, photography, drawing, painting, graphic design, jewelry design, textile design, and sculpture. 2013 Festival winners are listed by category below:

- **Arts:** Kamen Bonev, Debra Jean Crary, and Victor Sitali
- **Film:** Mohammed Ghanim Al Marri, Mohammad Fikree, and Jamal Salim
- **Photography:** Imthias Kadeer Hameed, Xiaoi Lu, and Sandra Woest

The Fine Arts Festival is open to submissions from all artists with an interest in Ras Al Khaimah, and it therefore cultivates an atmosphere of inclusiveness that reflects the diversity of its community. People from different emirates and nations have made it a priority to participate in the Festival. In particular, the Foundation thanks Mr. Mansoor Al Feeli for his support of the 2013 celebration. Since its inception last spring, the annual Ras Al Khaimah Fine Arts Festival has become one of the region's most anticipated annual events.



FILM



PAINTING



PHOTOGRAPHY



SCULPTURE



TEXTILE DESIGN



DRAWING



MUSIC



GRAPHIC DESIGN



JEWELRY DESIGN





## PARTNERS



## GOVERNMENT PARTNERS



RAK Civil Services Department



RAK Correctional Facility

منطقة رأس الخيمة التعليمية  
RAK Educational Zone



هيئة الحكومة الإلكترونية  
Electronic Government Authority



كليات التقنية العليا  
HIGHER COLLEGES OF TECHNOLOGY  
RAS AL KHAIMAH



RAK Project Management Office



برنامج الشيخ صقر للتميز الحكومي  
Sheikh Saqr Program for Government Excellence



متحف رأس الخيمة الوطني  
NATIONAL MUSEUM OF RAS AL KHAIMAH



Ras Al-Khaimah Municipality

Al Ghail Youth Center

## ORGANIZATIONAL PARTNERS

**ERNST & YOUNG**

**CLIFFORD  
CHANCE**

## OTHER PARTNERS



American University of Ras Al Khaimah

**BON EDUCATION**

A Learning & Development Company

**GCES**

The Gulf Comparative Education Society



**Harvard**

Graduate School of Education

**ICOS**



**IngeniousEd.**



**Middlesex  
University  
Dubai**



NEW YORK  
UNIVERSITY  
ABU DHABI



UNIVERSITÉ  
SORBONNE  
ABU DHABI



*Sultan Qaboos University*



LOOKING FORWARD: PLANS FOR 2014

As the Al Qasimi Foundation looks forward to 2014, it plans to continue building on its existing research, capacity development, and community engagement efforts to better serve the Ras Al Khaimah community. A number of strategic projects are being organized, and these include refining and strengthening current programs as well as piloting new strategies and projects:

## RESEARCH

- In order to deepen the pool of quality proposals and respond to research needs expressed by local policy makers, the Foundation will expand recruitment for visiting scholars and seed grants, especially as they relate to public health issues.
- In order to more effectively disseminate research findings and share the on-going work of the Foundation, a media relations plan will be developed and complemented by associated staff training.
- Several ongoing research projects will be completed in 2014, including the Teacher Effectiveness in English Language Instruction, the Status of Arab Migrant Teachers in the UAE and Qatar, and Private Education in the Absence of a Public Option, the Case of the UAE and Qatar.

## CAPACITY DEVELOPMENT

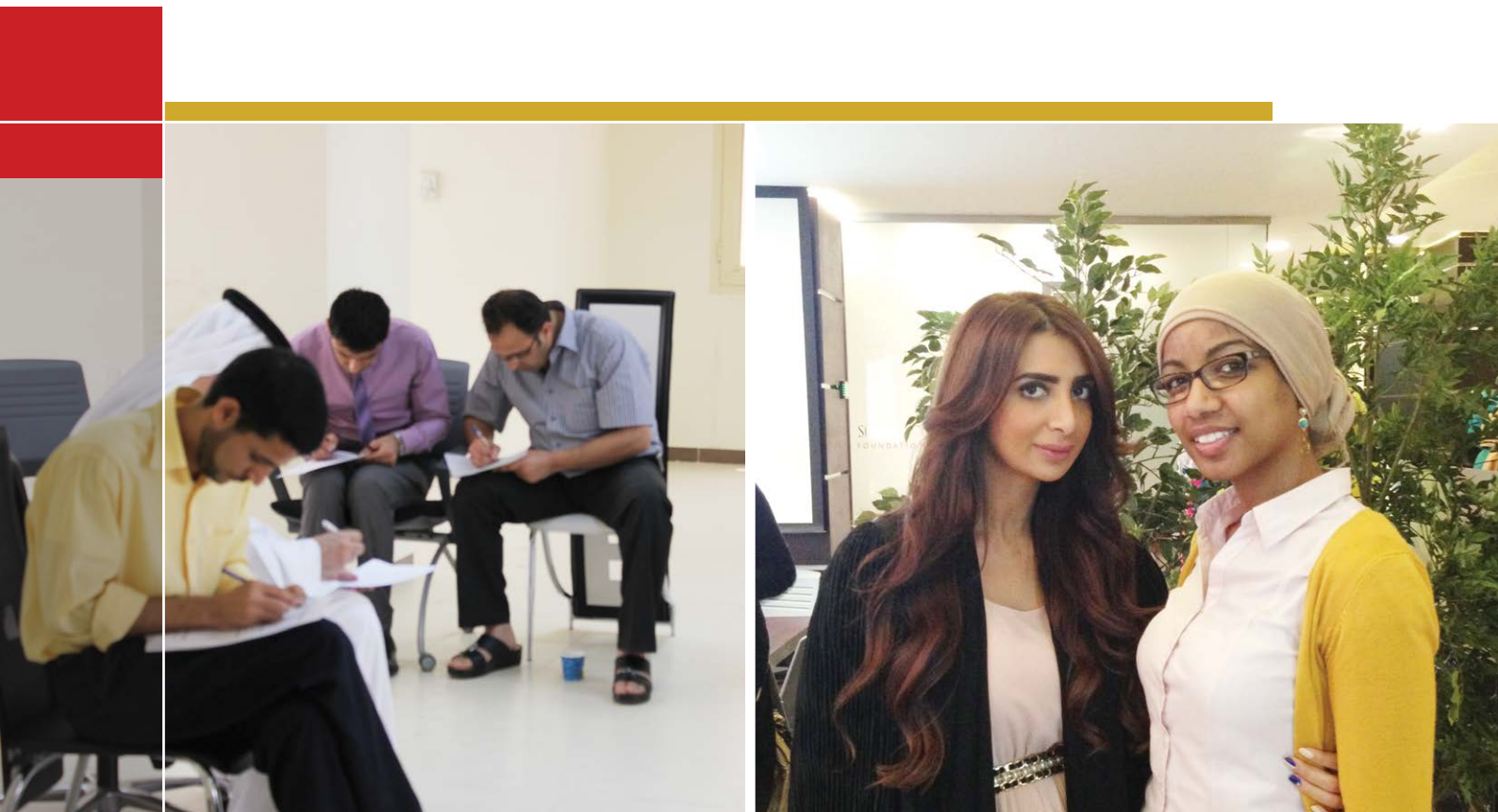
- As its professional and student development programs mature, the need for classroom space will increase. In response to this need, a new active-learning classroom will be built on the Foundation's third floor.
- In response to the needs of local educators, four new professional development courses will be added to the catalog of 2014 offerings. These include a course entitled Fundamentals of Leadership for Teachers, one entitled School Leadership Institute, and two courses focusing on special needs students and accreditation respectively.
- As the participation in its professional development courses increases, the Foundation will develop and implement an evaluation plan for its teacher professional development workshops to gauge their impact, identify potential changes, and set goals for the future.
- Three courses will also be added to those available at the Ras Al Khaimah Correctional Facility through the Foundation's Prison Project, including an information technology course, an English course, and a course that combines a business simulation, computer literacy instruction, and electronics training.



- In response to the success of the Swiss Teacher Exchange Program of 2011-2012, preparation for the next Ras Al Khaimah Teacher Exchange Program cycle has begun. The first part of the exchange involves Ras Al Khaimah educators' visiting schools in Kuala Lumpur, Malaysia in the second half of 2014. Plans for the second part of the cycle include hosting Malaysian educators in Ras Al Khaimah in 2015.
- To help identify the brightest students in the emirate, the Foundation will partner with the John Hopkins Center for Talented Youth to assess the academic abilities of select Grade 8 and 9 students in Ras Al Khaimah government schools. The results will be among several factors considered for inviting potential participants to join the Sheikh Saqr Student Enrichment Program.
- The Foundation will officially launch English language courses for its inaugural cohort of 100-150 Grade 10 students who have been selected to participate in the newly expanded Sheikh Saqr Student Enrichment Program. The courses will be offered in Ras Al Khaimah at the Al Qasimi Foundation and Ras Al Khaimah Higher Colleges of Technology campus, as well as the Al Ghail Youth Center and Sha'am Boys School.

## COMMUNITY ENGAGEMENT & OUTREACH

- After piloting an initial Policy Majlis at the end of the year, the Foundation plans to formally launch the new series in 2014 and host one event for each research or seed grant recipient. Additional events could be scheduled depending on the interest and relevance of other scholars and policy makers working in or traveling through the UAE.
- As the Foundation continues to publish more research, it will work to further expand the number of policy and working papers available in Arabic.
- Based on the positive feedback received from the community, the Foundation plans to expand the 2014 Ras Al Khaimah Fine Arts Festival to include three days' of events, including an opening reception and art preview at the Banyan Tree Al Wadi resort, in addition to the full art exhibition at the National Museum of Ras Al Khaimah and film screening at the Chamber of Commerce.





## OUR TEAM

The Foundation's accomplishments and impact on the Ras Al Khaimah community would not be possible without the vision of His Highness Sheikh Saud bin Saqr Al Qasimi and the tireless commitment of its dedicated staff and partners. The Al Qasimi Foundation welcomed four new team members in 2013 as it expanded and deepened its efforts on all fronts—research, capacity development, and community engagement. In addition, the Foundation's teacher professional development courses could not succeed as they have without the contributions of workshop instructors and teaching assistants. To all of the staff, visiting scholars, interns, and other individuals who have personally invested in the Foundation's vision and labored to improve the future of Ras Al Khaimah, we say, "Thank you."









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