

Weill Cornell Medical College in Qatar



2007





Leadership Report for the Year July 1, 2006 to June 30, 2007

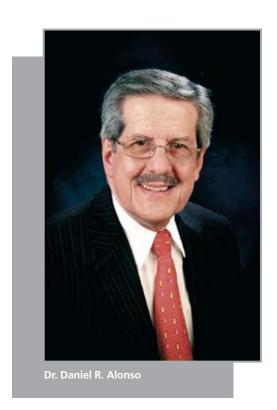
Committed to excellence in education, research and patient care, and to the advancement of the art and science of medicine.

he year saw important progress in all aspects of our triple mission. Together with our partners in Qatar – Hamad Medical Corporation (HMC) and Qatar Foundation – WCMC-Q achieved some notable milestones, during a period that was extraordinary for Qatar as a whole with the landmark event of the Asian Games.

It was a proud moment for WCMC-Q when the sixteen members of the Inaugural Class stepped into the clinical phase of the Medical Program in HMC facilities in July. Following a major effort of planning and preparation by the Medical College and HMC, the clinical clerkships were off to a good start and progressed well.

They represent a significant step forward in the education of our medical students, and therefore in the formation of the next generation of physicians in Qatar and the region. In the context of the Middle East, the Weill Cornell curriculum is highly unusual for its early introduction to patient care, and it is noteworthy that the class members were the first Weill Cornell medical students to rotate among HMC departments as part of their education for the M.D. degree.

Meanwhile, WCMC-Q faculty and staff worked closely with Weill Cornell Medical College in New York City and NewYork-Presbyterian Hospital to plan the Year Four electives and sub-internships, which began in June 2007. Not only did members



of the Class of 2008 step out of the Medical College building and into the hospital environment during the year – they also flew to the U.S. to work in one of the country's top hospitals.

On the research front, there were notable achievements. The research laboratories became operational in summer 2006, as Weill Cornell and HMC physician-scientists and WCMC-Q medical students worked on a proof of concept project between Doha and New York.



success of the clinical clerkships. Here, Dr. Ziad Kronfol and Dr. Tuna Burgut are seen with members of the Class of 2008 at the start of the Psychiatry Clerkship in the spring semester.

In September, WCMC-Q presented a proposal for a Biomedical Research Program to Qatar Foundation – taking the Medical College a step closer to establishing a program that will make a positive contribution both to the health and quality of life of the people of Qatar and to building the country's research capacity.

Further developments on the research front, including the establishment of Qatar National Research Fund's Undergraduate Research Experience Program (UREP), added to the opportunities for research that WCMC-Q has offered students since the first year of the Summer

Research Program. It is with pleasure that I note growing enthusiasm among the student body, guided by faculty mentors, for research: First-year pre-medical students were among those to receive UREP funding.

The partnership with HMC was further strengthened as the first WCMC-Q clinical faculty members were licensed by the National Health Authority and credentialed to see patients in HMC facilities during the year. Five faculty members were actively involved in clinical practice by June 30. At the same time, the number of HMC physicians appointed to the faculty increased, with a growth in the range of specialties represented.

Undoubtedly, WCMC-Q's medical students and faculty also benefited from milestone achievements by HMC during the year, notably the accreditation by the Joint Commission International of its five



hospitals and the opening of a new, state-of-theart Education Center.

The year saw the unveiling of the architectural plans, and the new name, for Qatar Foundation's Sidra Medical and Research Center. Among the most exciting projects for the coming period in Qatar, Sidra will be a landmark hospital and research facility and a partner of WCMC-Q in medical education, patient care and biomedical research.

Senior personnel of Weill Cornell Medical College in both the U.S. and Qatar, and of New York-Presbyterian Hospital, are supporting and advising in the development of the clinical programs and the internal configuration for Sidra, which is projected to open in 2011. Together, WCMC-Q and Sidra will be key elements of a world-class academic medical center located on the Education City campus.

Among other important activities during the year, faculty and staff of the Medical College worked hard to reach the wider community in Qatar. We were pleased to record a significant increase in applications from Qatari students to WCMC-Q. Added to this, results of the pilot Foundation Program for students from local schools were

Center, planned to open in 2011, will be a stunning addition to the Education City campus.

encouraging and showed that the effort to reach out to this constituency was well focussed.

It gives me great pleasure to document the outreach activities in a new section in this year's report, bringing together the various strands of effort so enthusiastically pursued by our faculty, students and staff.

Looking ahead to the coming year, I note with great pleasure that WCMC-Q is now moving into the final stage of implementation of the six-year program of pre-medical and medical education. There is much to anticipate in the coming period – notably the graduation of the Inaugural Class in spring 2008, as well as continuing progress in other aspects of our mission.

Daniel R. Alonso, M.D.

Dean

Weill Cornell Medical College in Qatar

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Joint Advisory Board, 2006 – 2007

he Joint Advisory Board of WCMC-Q comprises four members appointed by Cornell University, four members appointed by Qatar Foundation and three additional, external members jointly appointed by Cornell and Qatar Foundation. Mr. Sanford I. Weill, Chairman of the Board of Overseers of Weill Cornell Medical College, the Dean and Vice Dean of WCMC-Q, and Dr. Abdulla A. Al-Thani are non-voting *ex officio* members.

Members of the Joint Advisory Board: (left to right)
Ms. Havva S. Idriss, Dr. John A. Cairns, Dr. Abdulla A.
Al-Thani, Dr. Daniel R. Alonso, Mr. James J. Mingle,
Mr. Sanford I. Weill, Sir Christopher Paine,
H.E. Dr. Ghalia Bint Mohammed Al-Thani,
Dr. Mohammad Fathy Saoud, Dr. Antonio M. Gotto, Jr.
Mr. Steven P. Rosalie, Dr. Jordan J. Cohen, Dr. Sheikha
Al-Misnad and Dr. Jassim Al Suwaidi.

Absent from the picture: Mrs. Barbara B. Friedman.

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H.E. Ghalia Bint Mohammed Al-Thani, M.D. Co-Chair (from March 2007) Chairperson

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Sheikha Al-Misnad, Ph.D.

President, Qatar University Board Member, Qatar Foundation for Education, Science & Community Development

Mohammad Fathy Saoud, Ph.D. Board Member and Higher Education Advisor Qatar Foundation for Education, Science & Community Development

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James J. Mingle, Esq. University Counsel and Secretary of the Corporation Cornell University

Mr. Steven P. Rosalie Associate Provost for International Initiatives & Executive Vice Dean Weill Cornell Medical College

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Jordan J. Cohen, M.D. President Emeritus Association of American Medical Colleges

Sir Christopher Paine, D.M., F.R.C.P. Former President British Medical Association

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Abdulla A. Al-Thani, Ph.D. Vice President - Education Qatar Foundation for Education, Science & Community Development Ms. Havva S. Idriss Vice Dean, Administration Weill Cornell Medical College in Qatar

Mr. Sanford I. Weill Chairman, Board of Overseers Weill Cornell Medical College

Education

The Inaugural Class began the third year clinical clerkships in Hamad Medical Corporation facilities in July 2006. This new, clinical phase of the Medical Program moved into its final stage in June 2007, as class members flew to the U.S. to start electives and sub-internships in NewYork-Presbyterian Hospital/Weill Cornell Medical Center. During the spring semester, WCMC-Q piloted a Foundation Program for potential pre-medical students to help them benefit from intensive English-language and science teaching before joining the Pre-medical Program.

Medical Education

he Medical Program moved into the clinical phase on July 9, 2006 with the start of the Year 3 clinical clerkships. During the following 11 months, the Inaugural Class successfully completed six out of nine required clerkships, in internal medicine, obstetrics and gynecology, pediatrics, surgery (including anesthesia), neurology and psychiatry.

Clerkship directors for internal medicine, obstetrics and gynecology, and pediatrics had been appointed during the previous year. They were now joined by Dr. Bakr Nour, professor and Vice Chairman of Surgery and Director of the Surgery Clerkship; and Dr. Ziad Kronfol and Dr. Tuna Burgut, assistant professors of psychiatry and Co-Directors of the Psychiatry Clerkship.

In addition, Dr. Leopold Streletz, associate professor of neurology and neuroscience since 2005, was appointed to the post of Neurology Clerkship Director.

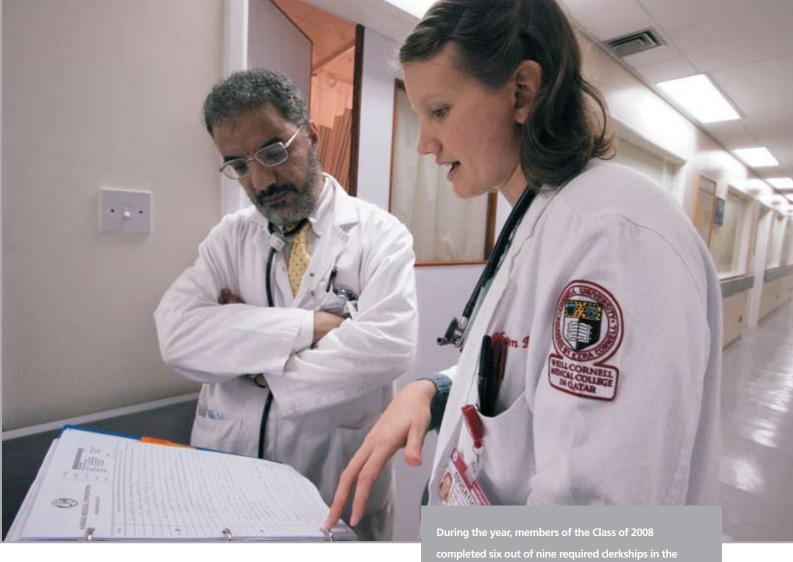
Oversight of the clinical clerkships was the responsibility of Dr. Nounou Taleghani, Associate Dean for Clinical Curriculum. Working closely with the clerkship directors, and staff of HMC's Department of Medical Education led by Acting Director Dr. Abdul Latif Al Khal, as well as with heads of department and program directors at HMC, Dr. Taleghani and her team succeeded in

laying the groundwork for the clinical education of WCMC-Q's medical students.

In contrast to their experience during the basic sciences phase of the Medical Program, members of the Class of 2008 spent most of their time outside the Medical College during the year under review. Assigned to teams of physicians in HMC hospitals and clinics, they moved between a number of sites in Doha and the northern town of Al Khor. These included Hamad General Hospital, the Women's Hospital, the Psychiatric Hospital, Al Sadd Pediatric Emergency Center, two Primary Health Care Centers and Al Khor Hospital. In addition, a number of sessions of the Psychiatry Clerkship took place at Shafallah Center, a facility for children with special needs.

As the clerkships progressed, the medical students fitted in well. In contrast to the system in the U.S., where clerks are the junior members of a complex hierarchy rising from intern through several levels of resident up to attending physicians (consultants), WCMC-Q's clerks were generally paired with consultant physicians at HMC. In the surgery clerkship, their contact was always one-on-one with the consultant.

The clerks benefited from working in very busy health-care facilities, with consequent exposure to a wide range of cases. They were able to have a significant amount of contact with patients and to follow them from admission to discharge, carrying a degree of responsibility for their care. The experience



also familiarized the clerks further with teamwork in the hospital and clinic environment, building on the early experience gained in the Medicine, Patients and Society I and II courses.

In addition to work at the bedside, they attended daily didactic sessions once their clerkship responsibilities in the hospital or clinic were completed.

The sessions replicated the learning experience of medical students at Weill Cornell Medical College in New York City. Some were led by WCMC-Q clerkship directors; others were delivered by prerecorded lectures received from New York; yet others took place by video conferencing between Doha and New York – among them the weekly Professor's Rounds, case discussions by senior clinical faculty of NewYork-Presbyterian/Weill Cornell Medical Center.

The technological capability to support live sessions between centers that are geographically far apart was developed following intensive preparation from 2005. Senior members of the Offices of Medical Education and Information Technology at Weill

Cornell Medical College in New York City, and the Departments of Medical Education, Information Technology and Health Information Systems at HMC were closely involved, with information technology

facilities of Hamad Medical Corporation.

staff of WCMC-Q acting as the focal point.

Two rooms on the New York campus were equipped with a range of functionalities (e.g. electronic whiteboard and smartboard), supported by the capability for digital transfer of the teaching materials from New York to Doha. The availability of video conferencing facilities for live teaching between the sites enhanced the learning experience for faculty and students in the clinical and, indeed, in the basic science, components of the curriculum.

During the year, HMC upgraded its existing audiovisual technologies for multi-site conferences. The new Education Center, situated on the main HMC site and commissioned in spring 2007, was equipped with the A/V functionalities required to support the clerkships. WCMC-Q staff assisted in ensuring that

the systems were in place and fully tested in advance of the Center's opening.

In general, the difference in time between New York and Doha worked to everyone's advantage: Early morning sessions on the U.S. side fitted well with the afternoon didactic sessions in Qatar.

The Education Center is of significant benefit to WCMC-Q's clerks. A two-story, 3500 square meter facility with state-of-the-art learning technologies, as well as student lounges and office space, it has the added benefit of being a focal point for HMC's health-care professionals.

With medical students now working off-site and a growing number of WCMC-Q faculty at HMC, provision of electronic information resources was given more emphasis. The number of *e*books and *e*journals available in WCMC-Q's Distributed *e*Library (D*e*Lib) increased to almost 10,000.

DeLib staff also worked closely with the HMC

Department of Medical Education in developing and presenting workshops and seminars in bibliographic instruction.

Meanwhile, the Office of Educational Development, established in July 2006, began to review and revise the assessment materials for the clerkships. Staff worked with the clerkship directors to revise the form used to evaluate student learning to incorporate direct measurement of Accreditation Council on Graduate Medical Education (ACGME) general competencies.

Preparations for the fourth year

As the year progressed, plans were put in place for the fourth and final year of the program, with its combination of required clerkships, electives, subinternship and advanced basic science course.

This is the stage when medical students begin the process of moving on to residencies in their chosen specialty. The choice of electives and sub-internship

An integral part of the clinical clerkships, daily educational sessions were held in HMC throughout the year. Here, professor of surgery and Director of the Surgery Clerkship, Dr. Bakr Nour, leads a case discussion.



should be made with careful regard to how they would support a residency application.

The fourth year therefore allows for a degree of flexibility in choice of clinical experience. Further, WCMC-Q's medical students may choose to divide their time between the U.S. and Qatar, since they can apply for electives in either country – including up to three months of electives and sub-internships at Weill Cornell-affiliated hospitals in the U.S.

Class members were counseled and supported in planning their career choices, obtaining their preferred electives, and preparing to travel and work in a new environment by Dr. Taleghani; medical faculty members; and staff of the Office of Admissions and Student Affairs, led by associate professor of obstetrics and gynecology, Dr. Maya Hammoud, who took up the position of Associate Dean in fall 2006.

Considerable assistance was given by Dr. Mark S.

Pecker, professor of clinical medicine, Vice Chairman of Educational Affairs, and Director of the Residency Program at NewYork-Presbyterian/Weill Cornell Medical Center. In addition, each student was allocated a faculty advisor in their field of choice on the U.S. side.

Almost all the class members traveled to New York to begin an elective, or a sub-internship in internal medicine, at the beginning of June 2007. Early feedback showed that they adjusted well: The advice and support provided by WCMC-Q faculty proved to have been a sound preparation.

Basic sciences: live lectures piloted

While teaching in the basic science phase of the Medical Program continued to run largely according to the pattern set in previous years, one challenge in fall 2006 was to accommodate the timetable around the Asian Games in December.

HMC's new Education Center, commissioned in the spring, provides state-of-the-art facilities for the HMC community and WCMC-Q's doctors-in-training.





Many aspects of life in Doha were affected throughout the fall by the Games. For WCMC-Q, it meant that teaching in the Pre-medical Program began earlier than usual and teaching in the Medical Program had to be worked in around the event. Staff in the Office of Curriculum Support worked hard to ensure that the unusual circumstances could be accommodated.

The year saw a departure from the established mode of bringing to WCMC-Q the lectures given by faculty on the New York campus. Previously, they were recorded in the auditoria as they were delivered to the medical students in New York and videostreamed at a later date in WCMC-Q. Question and answer sessions were scheduled once a week by video conferencing, some time after the lectures.

The availability of dedicated rooms at Weill Cornell in New York City meant that more teaching by video conferencing between the U.S. and Qatar sites was now possible. In the spring semester, WCMC-Q successfully piloted the delivery of a number of live lectures in the first year Host Defenses course. There are now plans to extend this mode of delivery to selected lectures in all the basic science courses.

During the year, course directors were appointed as follows: Dr. Ali Sultan, assistant professor of microbiology and immunology – Host Defenses; Dr. Lars Hedin, associate professor of physiology and biophysics – Human Structure and Function.

Pre-medical Education

Teaching in the Pre-medical Program entered the fifth year in August 2006. From the fall semester, a personal response system (PRS) was introduced in the lecture halls as a teaching and evaluation aide. Widely used at Cornell University in Ithaca, the PRS provides instant and individualized checks on students' grasp of concepts before and during teaching, as well as feedback in quizzes.

Following a series of discussions between Dr. David Robertshaw, Associate Dean, and Dr. Marco Ameduri, Assistant Dean, for Pre-medical Education and staff of the Office of Educational Development, the forms used by students for evaluation of courses and faculty in the Pre-medical Program were revised in time for the start of teaching in fall 2007.

There was significant growth during the year in outreach activities among science teachers in local schools, organized by faculty members in collaboration with colleagues at Qatar University (see: Outreach, page 28).





Foundation Program successfully piloted

The spring semester saw the launch of a pilot program for students of Qatar Foundation's Academic Bridge Program who had expressed an interest in applying to WCMC-Q.

Directed by senior lecturer in physics, Dr. Imad Makki, the 16-week pilot program comprised intensive teaching in the sciences basic to medicine and English. Emphasis was placed on enhancing students' skills of analysis and critical thinking, and their knowledge of the vocabulary of science.

A majority of the participants who completed the program went on to successfully enroll in the Pre-medical Program; meanwhile, plans were under development to offer a one-year Foundation Program for high school graduates from fall 2007 (see: Students, page 25).



DeLib services enhanced

Working to support the operations of WCMC-Q across the spectrum, staff of the DeLib, with the support of colleagues in the Office of Information Technology Services, implemented a number of improvements in services for faculty and students.

The provision of a full video chat service to DeLib users moved a step closer with installation of trial video chat facilities at selected computer stations in the WCMC-Q building. Adding to the existing capability for rapid location and downloading of information resources requested by email or voice, the service will enhance users' interaction with DeLib staff.

Plans also proceeded to incorporate new software (TDNet) for seamless searching of all electronic books and journals held by the Medical College.

Streamlining of DeLib operations was supported by the Office of Information Technology Services, notably with the launch of the WCMC-Q Portal in July. This was the first step in a major project to deliver information to the WCMC-Q community through a single gateway, with the capacity for personalized presentation.

With the increase in the number of WCMC-Q users at Hamad Medical Corporation, DeLib staff worked with colleagues at Hamad Health Sciences Library (HHSL) on the implementation of a new integrated library system for HHSL. System training and guidance were offered, as well as assistance in the conversion of data to a format suitable for transfer to the new system.





Patient Care

The year saw the licensing and credentialing of the first faculty members to work as clinicians at Hamad Medical Corporation, and an increase in the number of HMC physicians appointed to the faculty of WCMC-Q. Qatar Foundation unveiled the spectacular architectural plans and announced the new name for the Sidra Medical and Research Center, to be built on the Education City campus.

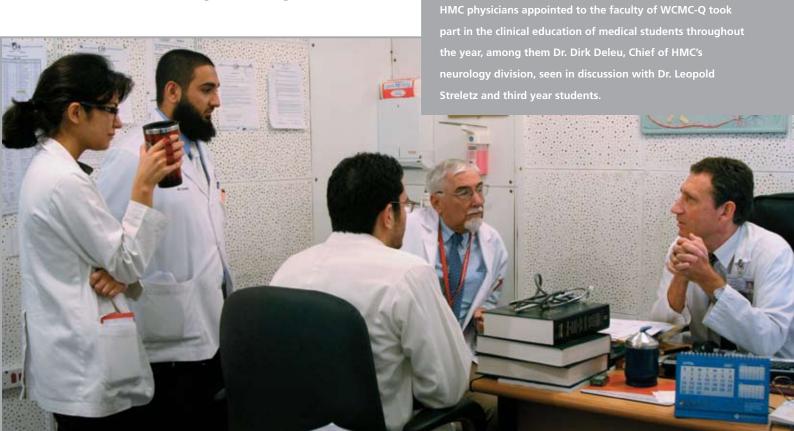
he first senior appointment was made to the Office of Clinical Affairs during the year, as professor of medicine, Dr. Bruce Davidson, returned to Doha to take up the post of Senior Associate Dean. He had previously spent one month at WCMC-Q in the summer of 2006, to assist in setting up the Medicine Clerkship.

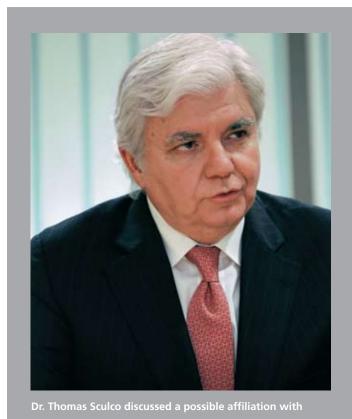
Growing cooperation with Hamad Medical Corporation

Ten faculty members were licensed by the National Health Authority and credentialed to work at Hamad Medical Corporation. They were: Dr. Davidson; Dr. Bakr Nour, professor of surgery and an expert in the field of transplant surgery; Dr. Ahmad Teebi, professor of pediatrics and of

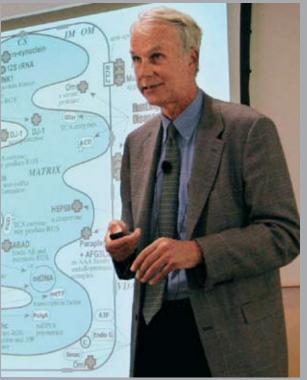
genetics; Dr. Leopold Streletz, associate professor of neurology and neuroscience; Dr. Powers Peterson, associate professor of pathology and laboratory medicine; Dr. Nasir Hussain, associate professor of internal medicine; Dr. Maya Hammoud, associate professor of obstetrics and gynecology; Dr. Nady Mohamed, assistant professor of obstetrics and gynecology; Dr. Amal Khidir, assistant professor of pediatrics; and Dr. Mai Mahmoud, instructor in internal medicine.

By summer 2007, five of the faculty – Drs. Davidson, Mohamed, Nour, Mahmoud and Streletz – were regularly involved in clinical activities at the Hamad General and/or Women's Hospitals. These activities included seeing patients in teaching clinics;





Dr. M. Flint Beal gave a research seminar during his visit to WCMC-Q.



working in the medical intensive care unit; carrying out procedures, including complex surgeries; and participating in rounds.

Qatar Orthopedic and Sports Medicine Hospital (ASPETAR)

A total of five HMC hospitals were granted accreditation by the Joint Commission International (JCI). This was a milestone for the Corporation, signifying that Hamad General, the Women's, Al Amal, Rumailah and Al Khor Hospitals had met the exacting international standards set by the JCI. The achievement was the result of diligent effort by the leadership and staff of HMC, and testament to their commitment to meeting the highest standards of patient care.

During the year, the HMC Department of Medical Education worked with WCMC-Q to encourage physicians to apply for appointments as faculty of the Medical College. The number of HMC physicians holding WCMC-Q faculty appointments rose to 88, at ranks from clinical instructor to clinical professor (see also: Faculty, page 22).

A number of senior clinical faculty members from New York-Presbyterian/Weill Cornell Medical Center visited Qatar and held meetings with colleagues at HMC.

The visitors included Dr. M. Flint Beal, The Anne Parrish Titzell Professor and Chairman of the Department of Neurology and Neuroscience at Weill Cornell and Director of the Neurology Service at New York-Presbyterian Hospital. In meetings with clinicians at HMC, he explored ways to strengthen neurology care for patients in Qatar and a possible future residency training program in the specialty. Dr. Jeffrey Borer, The Gladys and Roland Harriman Professor of Cardiovascular Medicine, and professor of radiology and of cardiothoracic surgery, and Chair of the Division of Cardiovascular Pathophysiology and The Howard Gilman Institute for Valvular Heart Diseases, came to Doha in January.

Visiting Doha, in April, was Dr. Thomas Sculco, professor of orthopedic surgery, Chairman of the Department of Orthopedic Surgery at Weill Cornell Medical College, and Surgeon-in-Chief at the Hospital for Special Surgery in New York.

Dr. Sculco took part in rounds and discussed a possible international elective in HMC's orthopedic department for students at the Medical College in New York City.

While in Doha, Dr. Sculco visited Qatar Orthopedic and Sports Medicine Hospital (ASPETAR), part of an elite athlete training facility located in Doha Sports City, which hosted the Asian Games. Among the topics discussed was a possible affiliation between ASPETAR and the Hospital for Special Surgery, which has a sports medicine department.

Sidra Medical and Research Center announced

In March, Qatar Foundation unveiled the architectural plans for the teaching and research hospital to be built on a site in Education City to the north of WCMC-Q. It was announced that the facility would be named the Sidra Medical and Research Center.

The remarkable structure is designed by renowned architect Cesar Pelli of Pelli Clarke Pelli; the executive architectural firm is Ellerbe Becket. Sidra will be constructed of steel, glass and concrete; the design (below) complements state-of-the-art technology with a heal-

ing environment, notably by the creation of gardens in three towers, visible from every in-patient room.

Biomedical and clinical research will be carried out in an outpatient building to the west of the hospital, with an adjoining second outpatient building planned for construction at a later date.

Meanwhile, planning of the hospital's internal configuration moved ahead. Appointed by Dean Alonso to act as a liaison in advising the Sidra Executive Project Director and his team, Dr. Davidson gathered input from departmental Chairs at Weill Cornell Medical College and New York-Presbyterian Hospital.

Together with experts from Hamad Medical Corporation, they contributed to discussion of the facility's clinical functioning in key areas, including women's health, pediatrics, medicine, surgery, and supporting services such as radiology, laboratories and the emergency department.

Once Sidra Medical and Research Center opens, it will form, together with WCMC-Q, an academic medical and research center of the highest quality based on the successful academic medical center model. Joining forces with Hamad Medical Corporation, Sidra and WCMC-Q will unite in a collaborative effort entitled "one program in multiple institutions."





Research

WCMC-Q presented a five-year research proposal to Qatar Foundation in September 2006. It is designed to benefit the health and quality of life of people in Qatar and to build the country's pool of trained biomedical research and support personnel. Meanwhile, two proof of concept studies between Weill Cornell in the U.S. and Qatar, and HMC, made excellent progress and opportunities for WCMC-Q's students to gain research experience expanded significantly.

ith the triple mission of education, patient care and research, WCMC-Q is planning a far-reaching program of biomedical research.

Following roundtable discussions early in 2006 among leaders of Weill Cornell Medical College, Qatar Foundation, the National Health Authority and Hamad Medical Corporation, WCMC-Q undertook further preparation and refinement of a strategic plan, first drawn up in 2005, for a program of biomedical research.

As a result, the comprehensive five-year research proposal – "Building a world-class biomedical research program in Qatar" – was presented to Qatar Foundation in September 2006.

Ahead of its acceptance, efforts were underway to build the team of research faculty and support staff at the Medical College. In April 2007, Dr. Javaid Sheikh, professor of psychiatry and behavioral sciences at Stanford University School of Medicine, moved to WCMC-Q to accept an appointment as

Vice Dean for Research.

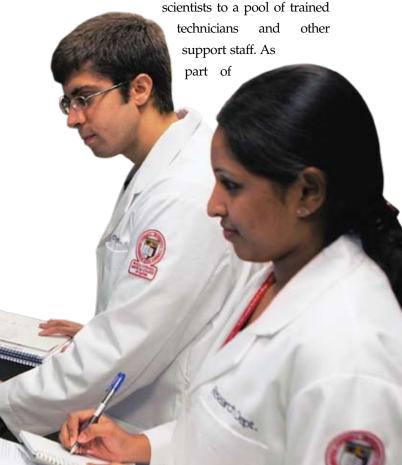
The planned program has two major objectives. It will

> a d d r e s s significant

health problems in Qatar, with the aim of improving the health and quality of life of the people; and help build the country's future biomedical research capacity, contributing to the process of equipping young people in the country with the education and skills vital to Qatar's transformation into a knowledge-based economy.

These goals will be achieved by establishing strong research programs, and recruiting and training the personnel to run them.

In terms of human resources, this will mean building capacity across the board, from a core of top biomedical





this effort, it is envisaged that the WCMC-Q research program will assist in training personnel already working in Qatar, e.g. clinicians at HMC, in clinical and translational research techniques.

As it swings into action, the research program will initiate a transfer of technology and knowledge from Weill Cornell Medical College in New York City to Doha. In the future, WCMC-Q shall have independently functioning research laboratories, an essential element in establishing a program that is sustainable in the long term.

Two broad research themes are proposed, in genetic and molecular medicine, and in women's and children's health.

Spanning these themes, five research modules will initially be established to investigate: genetic medicine, with a focus on lung and breast cancer; stem cell research, with the aim of establishing independent stem cell research laboratories in Doha; the pharmacogenetics of Hepatitis C virus, with the goal of discovering therapies that are better targeted, and have fewer adverse effects, than current treatments; neurogenetic disorders, that may lead to improved prenatal diagnosis and preventive strategies; and virus like particle vaccine

development, focussing on the rapid development of vaccines against a variety of pathogens.

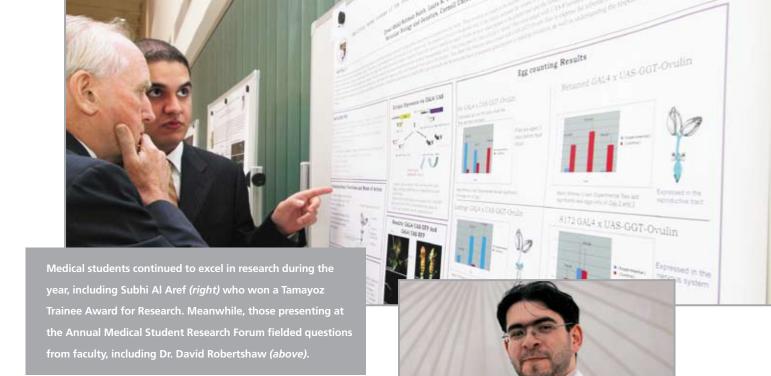
during the summer, in collaboration with colleagues at

students on a proof of concept project in the labs of WCMC-Q

Proof of concept projects progress well

During the year, work continued on two proof of concept projects. WCMC-Q's research laboratories were used for the first time in the summer of 2006, as part of an investigation of variations in gene expression levels in the airway epithelium of smokers and non-smokers, led by Dr. Ronald Crystal, professor and Chairman of the Department of Genetic Medicine at Weill Cornell Medical College in New York City. Dr. Lotfi Chouchane, WCMC-Q's professor of genetic medicine, and students Sara Hassan and Aalia Al Barwani (Class of 2009) worked with colleagues at HMC and Weill Cornell to gather and analyze samples.

Meanwhile, Zeinab Ammous (Class of 2009) carried out research in Dr. Crystal's laboratory, as a WCMC-Q summer research fellow. Ammous presented findings of her investigation at a meeting of the American Thoracic Society in May 2007.



In addition, there was significant progress on the study assessing best practices for clinical care of diabetes and cardiovascular illnesses, with Dr. Sheikh taking over as Principal Investigator from Dr. Mark Callahan.

Student research expands

Now a well-established part of the WCMC-Q program, the summer research fellowships continued for the third year. Six students from the Class of 2009 were assigned to laboratories of faculty at Weill Cornell, and six from the Class of 2010 worked alongside investigators at Cornell University's main campus in Ithaca.

The students won plaudits from their mentors in the U.S., and went on to present their research at WCMC-Q's third Annual Medical Student Research Forum. Held on 6 November, the forum attracted a large number of faculty, students, staff and guests.

Further opportunities for student research opened up during the year, with the launch in October by Qatar National Research Fund of the Undergraduate Research Experience Program (UREP).

The program is designed to engage students in all of Qatar's universities in research projects of benefit to the country, under the mentorship of faculty. Encouragement is given to collaborative projects among the institutions.

In the first cycle of funding, announced in March, nine WCMC-Q faculty members and 24 pre-medical and medical students received grants totaling

\$240,000. The proposed investigations covered areas as diverse as wind energy measurements, traditional healing practices, the use of episiotomy during childbirth, and an epidemiological study of marriage practices. All were to be carried out in Qatar.

Student achievements

The poster presentation by Zeinab Ammous at the American Thoracic Society's International Conference, held in May, was the first such presentation by a student from WCMC-Q at an international meeting and a tremendous achievement for the second-year medical student.

In addition, Subhi Al Aref (Class of 2008) won a 2007 Tamayoz Trainee Award for Research from Harvard Medical School's Dubai Center. Al Aref was recognized for his work on four research projects, including a period as a summer research fellow in the laboratory of Dr. Olaf Andersen, professor of physiology and biophysics, and Director of the MD-PhD program at Weill Cornell in New York City, which led to publication of a paper in the *Journal of Molecular Pharmacology*.

Faculty

Among highlights of the year, faculty based at WCMC-Q and at HMC took part in training activities for clinical teaching organized by the newly established Office of Educational Development. As the number engaged in teaching at WCMC-Q increased, the Medical College inaugurated Annual Faculty Teaching Awards.

uring the year 2006-07 the number of faculty residing in Qatar throughout, or during a significant part of, the academic year reached 61.

Five pre-medical faculty members, including a Director, were appointed to teach English, biology, chemistry and physics in the pilot Foundation Program.

Among the medical faculty, ten were licensed by the NHA and credentialed by HMC to practice as clinicians in HMC facilities. A rise was also recorded in the number of HMC physicians appointed to the faculty of the Medical College, to a total of 88 (see Patient Care, page 16).

Faculty development program begins

The Office of Educational Development was established in July 2006. Dr. Elizabeth Alger, associate professor of medicine, was appointed Associate Director for Faculty Development the following

month and Dr. Mary Anne Baker joined as Associate Director for Assessment in February 2007.

In an initiative led by Dr. Alger, an inter-institutional collaboration was established with the Stanford Faculty Development Center at Stanford University in the U.S.

Co-Directors of the Center, Dr. Kelley Skeff and Dr. Georgette Stratos, conducted the first-ever course outside of Stanford to train facilitators to deliver seminars in clinical teaching for medical faculty. Six faculty members, three based at WCMC-Q and three at HMC, completed the four-week training program in the spring and subsequently gave the series of seven seminars to nearly 40 residents from a number of departments at HMC.

In addition, Drs. Skeff and Stratos, along with four of their colleagues, offered two weekend-long clinical teaching workshops to a total of 100 WCMC-Q faculty members based at the Medical College and HMC.

Further activities by the Office included a series of workshops for new and experienced problembased learning tutors, and the introduction of Educators' Portfolios, with guidance to faculty on the

Participants from WCMC-Q and HMC who took part in the facilitator training course, seen with Dr. Georgette





documentation of their scholarly contributions in the field of pre-medical and medical education.

Faculty Retreat

The second Annual WCMC-Q Faculty Retreat took place, May 19-20. There were reports on curriculum implementation, and discussions on future developments in the pre-medical phase of teaching, including introduction of the Foundation Program. For the Medical Program, the focus was on maintaining the quality of education comparable to Weill Cornell Medical College. Faculty also engaged in a discussion of their personal career goals and ways to achieve them.

First Annual Faculty Teaching Awards Ceremony

Following the well-established tradition of Weill Cornell Medical College in New York City, WCMC-Q held the first Annual Faculty Teaching Awards Ceremony in May.

Members of each class, from foundation to third year medical students, were invited to vote for the faculty member whom they wished to recognize for teaching them in 2006-2007.

Medical students also chose two per year from among the New York-based medical faculty who had visited Doha to teach. Dean Alonso presented the faculty with these "virtual awards" by videolink during the ceremony in May; the actual certificates were later presented by Dr. Taleghani at the Teaching Awards Ceremony held in the Cornell Club in New York City.

Faculty who won awards were, in the pilot Foundation Program, Dr. Imad Makki, and in the Pre-medical Program, Dr. Marco Ameduri and Dr. Michael Smith.

The medical faculty who received awards were: Dr. Bakr Nour, Dr. Lars Hedin and Dr. Tuna Burgut; and, among visiting faculty, Dr. Mark Pochapin, Dr. Dana Brooks, Dr. Thomas Maack, Dr. Estomih Mtui and Dr. Lawrence Palmer.

Students

As the number of students increased to 150 in fall 2006, the Office of Admissions and Student Affairs intensified efforts to attract pupils in local high schools to apply to the Medical College. Meanwhile, WCMC-Q's students were actively involved in clubs and in community service — notably the 15th Asian Games, held in Doha in December.

Student enrollment gathers pace

he total number of students rose to 150 as of September 1, 2006, an increase of 15 percent over the previous year.

26 students enrolled in the Medical Program in fall 2006, including one external candidate from the University of Toronto, an enrollment increase of 44 percent. The gender balance in the Class of 2010 was markedly different from that of the two preceding medical classes, with males outnumbering females by almost two to one. Academic performance prior to entry was consistent with that of the upperclassmen.

The Office of Admissions recorded 238 applications for entry to the Pre-medical Program;

of the 60 applicants offered admission, 46 enrolled. Gender balance remained stable with males again making up 57 percent of the 2006 freshman class. Compared with the freshman profile in 2005, average SAT Math scores, a key academic quality indicator, rose 17 points to 681; TOEFL scores rose a dramatic 28 points to 628; and high school GPA rose a full fifth of a grade to 3.8. These overall academic indicators compare well with those of a counterpart population of Cornell freshmen in Ithaca.

During the year, the Committee on Admissions offered membership to a small number of WCMC-Q medical students as a way of broadening its perspective. Current students at the Medical College also assisted in providing hospitality to Pre-medical and Medical Program applicants on interview days.

Men outnumbered women by almost two to one in the incoming medical Class of 2010, seen here with





At a ceremony in May
to mark successful
completion of the pilot
Foundation Program,
participants were
congratulated by
Dean Alonso and
Dr. Hammoud.

Office of Admissions focuses on Qatar

In a new development, 11 students were enrolled in a pilot Foundation Program during the spring semester. Designed to prepare them for successful entry to the intensive, two-year Pre-medical Program, it was the first step in an important initiative to encourage more students from local high schools to apply to the Medical College (see also Education, page 12).

Admissions staff, with assistance from premedical faculty, placed an increasing emphasis on local recruitment, visiting 28 local and expatriate high schools in Qatar. Innovating in a market where schools provide little professional college counseling, staff conducted weekly "admissions office hours" in two prominent Qatari schools. One outcome of this strategy was a fivefold increase in Qatari applicants for entry in 2007, especially from these schools.

Redoubling the commitment to collaborative strategic enrollment management with Education City partners, WCMC-Q admissions staff teamed with them in hosting groups of Qatari and international education counselors, Qatari diplomats, high school students and prospective applicant families on visits to the WCMC-Q campus. One result of the collaborative effort was implementa-

tion of a Residual ACT testing program that has expanded access to college entrance examinations for the Qatari high school population.





Other activities

At the regional level, admissions staff joined colleagues from Education City institutions in recruitment activities outside Qatar, visiting high schools, attending college fairs and holding prospective student receptions in Bahrain, Abu Dhabi, Dubai, Oman, Sharjah, Al Ain, Jordan and Kuwait.

Staff members attended meetings of the Association of American Medical Colleges in Seattle and the National Association of Foreign Student Affairs – Association of International Educators in Minneapolis.

Office of Student Affairs expands services

An expanding Office of Student Affairs provided an increasing level of support to the students in a number of areas.

Career advice was given to medical students, particularly to members of the Class of 2008 as they made their choice of electives and sub-internships for Year 4. The Associate Dean, Dr. Hammoud, and her staff provided guidance on the choices that were appropriate for each student's preferred residency; gave advice on organization of supporting documentation in the application process; and assisted

with arrangements for the students' travel to the U.S.

The appointment of a Student Academic Counselor represented a further important step in developing support services. In line with practice in the U.S., the counselor is available to assist students with any academic or social concerns.

Student life thrives

As the student body grows, so the number and diversity of activities increase each year, and 2006-2007 was no exception. Student life at WCMC-Q continued to thrive during the year under review. The Medical Student Executive Council-Qatar (MSEC-Q) kept alive its excellent tradition of providing the WCMC-Q and Education City students, faculty and staff with numerous social, educational and charitable activities. There were 11 recognized WCMC-Q clubs focusing on several themes, from athletics to music, charitable work to religion. Together, these clubs along with MSEC-Q hosted 16 events serving over 1500 people on the campus.

Among the activities in which WCMC-Q students took part were:

Volunteering

i) Observerships: As in previous years, pre-medical students explored the reality of the medical profession through their observerships at Hamad Medical Corporation and "ride-alongs" with the ambulance service.



Community service: WCMC-Q's students took part in the NHA campaign of immunization (above) and – along with staff – volunteered to assist with the Asian Games (right).

- *ii)* Blood donation clinic: A regular event in Education City, the WCMC-Q Blood Donor Clinic was organized by MSEC-Q.
- *iii)* Vaccination campaign: Pre-medical and medical students volunteered with the National Health Authority to administer oral polio vaccine to children.
- *iv) Friends of HOPE*: Students hosted a fun day for special children from the HOPE school.
- v) Medical Camp: Medical students, aligned with community volunteers, provided medical screening to disadvantaged members of society. Services included health and wellness check-ups, and diabetes screening.
- vi) Asian Games: A number of students volunteered during the Games for activities that included carrying the torch in the relay across Doha and into Education City, participating in the opening ceremony and observing performance enhancing drug testing of athletes.
- *vii*) *Charity drive*: Students fully supported local and international charities by collecting much needed clothing and items for those less fortunate.
- viii) Peer tutoring: During the year, students also volunteered their time to help one another. Peer tutoring offered advice, support and friendship during demanding courses, and helped to bring together medical and pre-medical students.

Events

- *i) Coffee House V*: An evening of music, poetry and other entertainments, with a raffle organized by MSEC-Q, raised QR 1750 for the Qatar National Cancer Society.
- *ii*) Annual Photography Contest: Education City students, faculty and staff explored their creative side during the annual photography contest, and the halls of the Medical College were filled with scenes from across the globe.
- *iii)* Athletics: From basketball to football to ultimate Frisbee and volleyball, students enjoyed the competition and camaraderie found in team sports and demonstrated their commitment to life-long healthy attitudes and exercise.
- *iv) International Night*: WCMC-Q attendees explored how different cultures serve only to make us stronger and better members of the global community.
- *v) Basant*: In Pakistan and India, Basant is a spring festival celebrated in part by wearing bright colors and flying kites, and the community had a taste of sweets from the subcontinent while colorful kites filled the air in the WCMC-Q square.

Other activities included Wacky Week, when students truly dressed for effect; the MSEC-Q barbecue to celebrate the end of exams; a celebration of Valentine's Day, with flowers given out of respect and friendship; and Education City Movie Nights, when students from across the campus gathered for fellowship, great food and open-air movies.



From sport to musical entertainment, the students participated with enthusiasm in campus life.



Outreach

Faculty and staff of WCMC-Q increased their outreach activities during the year and cooperation with Qatar University moved ahead significantly.

The Medical College took part in a major health exhibition in Dubai and commissioned a promotional film that went on to win gold in New York.

Hamad bin Khalifa lecture

he second Annual Hamad bin Khalifa Lecture was delivered before a distinguished audience at WCMC-Q, February 25, by Dr. Roberto Romero, Chief of the Perinatology Research Branch and Program Director of Obstetrics and Perinatology, Division of Intramural Research, National Institutes of Health in the U.S. Entitled *The Child is Father of the Man*, the lecture looked at disease prevention in the perinatal period using techniques of genetic screening.

Conference with HMC

Qatar's first Genetic Medicine Symposium, held in May, was jointly organized by WCMC-Q and HMC. Entitled "Clinical Genetics in the Office of the Physician," it was well attended by international and Doha-based experts and health-care professionals.

The Symposium was organized from the WCMC-Q side by Dr. Ahmad Teebi, professor of pediatrics and of genetics. There were presentations on a range of topics, including metabolic diseases, dysmorphology and the diagnostic services available at HMC.

Working with Qatar University and local schools

Cooperation with Qatar University (QU) increased further during the year. Assistant professor of chemistry, Dr. Michael Pungente, was part of a focus group that worked on drafting the curriculum for QU's Pharmacy Program, to be opened in fall 2007. Dr. Roger Hinrichs, professor of physics, taught in the pre-pharmacy phase of the program.

In addition, pre-medical faculty, led by Dr. Hinrichs, organized workshops for local high school teachers in collaboration with QU. Entitled "New Frontiers in Learning and Teaching," the workshops were designed to explain the concept of inquiry-based teaching and active learning. They provided participants with information on content, pedagogy and technology, with a subject focus on electricity, optics and magnetism. Held at WCMC-Q, QU and Omar bin Al Khattab School for Boys, each workshop was offered twice, and approximately 50 teachers participated each time.







Dr. Hammoud, admissions staff and students joined together to take the message about WCMC-Q into local schools.

The spotlight was once again on laboratory-based learning at the second Annual Symposium on Science Teaching and Learning held at QU in March.

Participants from WCMC-Q were Dr. Lars Hedin, associate professor of physiology and biophysics; Dr. Christopher Ogden, lecturer in biology; Dr. Hinrichs; and Thomas Doyle, Director of Environmental Health and Safety, who presented his work in assisting with the design and delivery of a course on laboratory management, safety and quality control at QU earlier in 2006.

Among further steps to reach local schools were the initiation of "admissions office hours" by the Office of Admissions; and two Science Days organized by admissions staff, and pre-medical and medical faculty, for Omar bin Al Khattab Boys School and Al Bayan School for Girls, among the most important of WCMC-Q's "feeder" schools.

In June, Al Bayan School invited Dean Alonso, Dr. Hammoud, senior faculty of the Medical College and the Office of Admissions staff to attend a recognition ceremony for students of the school who would be pursuing a career in medicine. 10 of the students who took part subsequently enrolled in WCMC-Q's Foundation Program. A formal presentation was made to the Dean to thank WCMC-Q for its support.

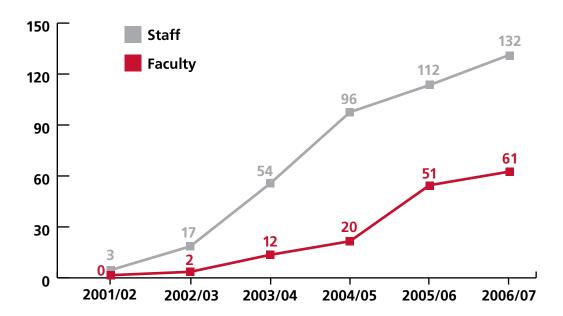
Communications activities

For the first time, WCMC-Q took part in the Arab Health exhibition held in Dubai in January. The second-largest annual health-care event in the world, it attracted more than 200 health-care companies from 70 countries. Sharing a stand with HMC, and with senior staff from the Office of Public Affairs on hand to respond to inquiries, the Medical College drew interest from a considerable number of visitors.

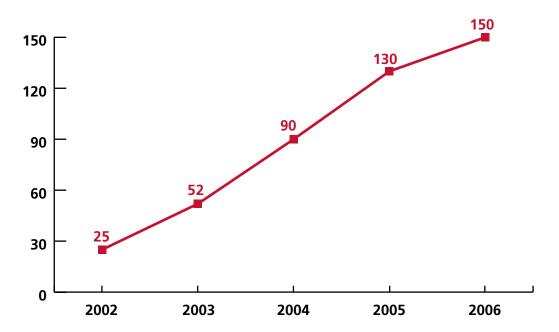
In February, a short film commissioned by WCMC-Q won gold at the 2007 New York Festival's International Film and Video Awards. Without Walls, an eight-minute promotional film produced by The Edge Picture Company, from the U.K., won the award in the Sales-Educational Institute category.

Statistics

Faculty and Staff Numbers, 2001-2007 Figures for faculty include all those on the WCMC-Q payroll residing in Doha for all, or a significant part, of the academic year. Figures for staff are as of June 30, 2007 and include those residing in New York.

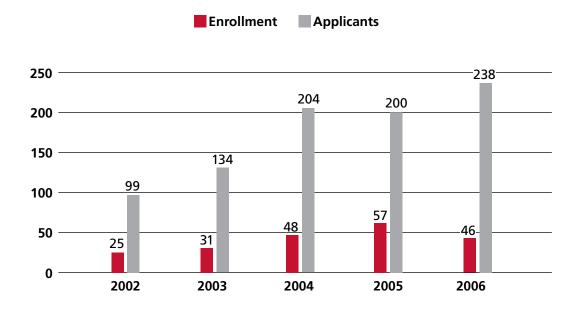


Total Number of Students, 2002-2006 Figures are as of September 1. Student count reflects any attrition that may have occurred from incoming classes in subsequent years.



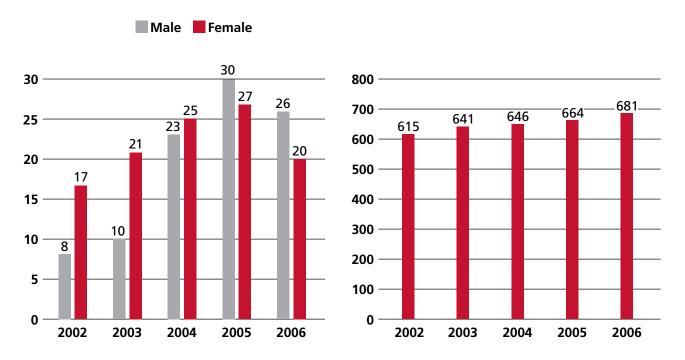
Profile of classes entering the Pre-medical Program, 2002-2006

Total enrollment and applicants



Gender profile

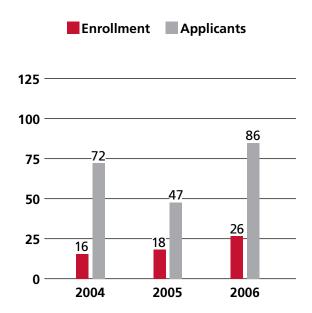
Entering profile: SAT 1 Math score

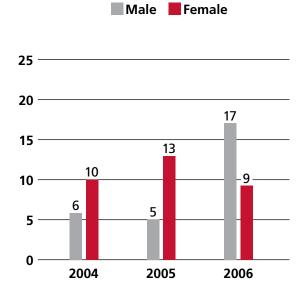


Profile of classes entering the Medical Program, 2004-2006

Total enrollment and applicants

Gender profile





Profile of entering medical students, September 2006

Enrolled students		26
Male		17
Female		9
Provious education:	WCMC-Q	25
rievious education.		
	University of Toronto	1
Average Science GPA		3.5
Average age (Sept 1st, 2006)		20.4

Citizenship of Student Body

Qatar France Mauritania Sudan Algeria India Mauritius Syria **Bahrain** Iran Nigeria Tanzania Bangladesh Oman Tunisia Iraq UAE Bosnia Jordan **Pakistan USA** Canada Kenya Republic of Korea Egypt Lebanon Russia

Scholarships

WCMC-Q selects students on merit, without knowledge of their ability to pay fees ('need-blind admissions'). Qatar Foundation has developed a financial assistance program, adapting procedures used at Weill Cornell Medical College in New York, and many of WCMC-Q's students are eligible to receive financial aid through this program.

A number of **scholarships** are also available to WCMC-Q's students:

Currently, three Al Darwish Scholarships are held by:

Ali Saad (Class of 2009);

Karima Becetti (Class of 2011);

Salman Al Jerdi (Class of 2012); Mohamed Al Kazaz (Class of 2012: for the academic year 2007-2008).

Other **scholarships** are:

The Abdul Ghani Hammour Scholarships, held by Tania Jaber (Class of 2011) and Hekmat Al Rouh (Class of 2010).

The Moufid Farra Scholarship, held by Juman Takeddin (Class of 2010).

The HSBC Qatar Scholarship, held by Nigel Pereira (Class of 2010).

Leadership

Cornell University

Peter C. Meinig, Chairman, Board of Trustees

David J. Skorton, M.D., President

Weill Medical College of Cornell University

Sanford I. Weill, Chairman, Board of Overseers

Hushang Ansary, Vice Chair

Barbara B. Friedman, Vice Chair

Arthur J. Mahon, Vice Chair

Antonio M. Gotto, Jr., M.D., D.Phil., Provost for Medical Affairs and the Stephen and Suzanne Weiss Dean of the Medical College

Weill Cornell Medical College in Qatar

Daniel R. Alonso, M.D., Dean

Havva S. Idriss, Vice Dean, Administration

Javaid I. Sheikh, M.D., M.B.A., Vice Dean, Research

Bruce L. Davidson, M.D., M.P.H., Senior Associate Dean, Clinical Affairs

Gary B. Schneider, Ph.D., Senior Associate Dean, Research

Maya Hammoud, M.D., Associate Dean, Admissions & Student Affairs

David Robertshaw, Ph.D., Associate Dean, Pre-medical Education

Nounou Taleghani, M.D., Ph.D., Associate Dean, Clinical Curriculum

Marco Ameduri, Ph.D., Assistant Dean, Pre-medical Education

Susan E. Lacey, Assistant Dean, Administration

Laurie K. Summers, Assistant Dean, Academic Planning & Development

Lee Askin, Director, Admissions

Jack Butler, Director, Facilities Management (from January 2007)

Thomas Doyle, Director, Environmental Health & Safety

Siraj Halil, Director, Information Technology and Telecommunications (from January 2007)

Robert Howat, Director, Facilities Management (to December 2006)

Sharon Hynes, Director, Human Resources

Shahzad Jafri, Chief Information Officer (from May 2007)

Jeremy Merrill, Director, WCMC-Q New York Office

Betty Monfort, Registrar

Bruce Montgomery, Director, Finance

Charles Paragg, Director, Student Affairs

Michael Vertigans, Director, Public Affairs

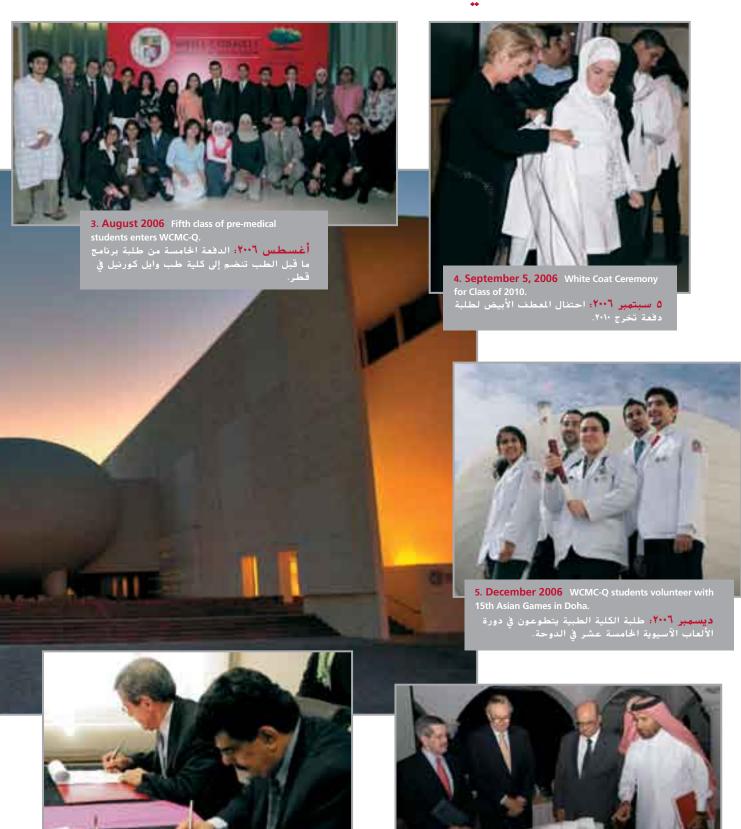
Thomas Williams, Director, Distributed eLibrary



WCMC-Q Chronology: Milestones from 2006-2007



التسلسل التاريخي للمحطات الرئيسية: ٢٠٠٦ - ٢٠٠٧



7. March 2007 Memorandum of Understanding with Qatar National Research Fund: Undergraduate Research Experience Program.

Experience Program.

مارس ۲۰۰۷: مذكرة تفاهم مع الصندوق القطري لرعاية البحث العلمي: برنامج خبرة الأبحاث للطلبة الجامعيين.

6. March 2007 Design of Qatar Foundation's Sidra Medical and Research Center unveiled.
مارس ۲۰۰۷: الإعلان عن تصميم مركز السدرة للطب والبحوث التابع لمؤسسة قطر.



Weill Cornell Medical College in Qatar



