



Executive Summary

**Michael E. DeBakey High School for Health
Professions at Qatar**

Mrs. Linda Mabrie, Director
P.O. Box 7582
Doha

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Introduction

Every school has its own story to tell. The context in which teaching and learning takes place influences the processes and procedures by which the school makes decisions around curriculum, instruction, and assessment. The context also impacts the way a school stays faithful to its vision. Many factors contribute to the overall narrative such as an identification of stakeholders, a description of stakeholder engagement, the trends and issues affecting the school, and the kinds of programs and services that a school implements to support student learning.

The purpose of the Executive Summary (ES) is to provide a school with an opportunity to describe in narrative form the strengths and challenges it encounters. By doing so, the public and members of the school community will have a more complete picture of how the school perceives itself and the process of self-reflection for continuous improvement. This summary is structured for the school to reflect on how it provides teaching and learning on a day to day basis.

Description of the School

Describe the school's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the school serves?

The Houston Independent School District (HISD) and Baylor College of Medicine (BCM) have enjoyed a long, successful partnership in operating the Michael E. DeBakey High School for Health Professions (DHSHP). The significance of this collaboration for both partners was symbolized publicly by the addition of Dr. DeBakey's name to the school's walls in 1996. From its humble beginnings, but, with grand aspirations in one classroom at BCM in 1972, DHSHP has set a standard for innovation and excellence. As the first and oldest free standing magnet health professions high school in the US, DHSHP now is recognized as one of the top high schools in the nation.

Given its history of leadership and innovation, it is no surprise the award-winning DHSHP has become a model for other schools across Texas, US, and internationally, and has earned a reputation for excellence and equity in education.

Michael E. DeBakey High School - Qatar (DHSHP at Qatar) is a branch campus of the DeBakey High School for Health Professions (DHSHP) in Houston, Texas, USA. DHSHP is an award winning high school, offering students a college preparatory curriculum in science, mathematics, and medical science. It is an alternative to the traditional high school experience that prepares students for careers in medicine and science. In collaboration with the Outstanding Schools Oversight Committee (OSOC) of the Supreme Education Council (SEC), DHSHP was invited to bring the first medical science focused high school in the Middle East.

Michael E. DeBakey High School @ Qatar was establish in September, 2008 in collaboration with the Outstanding Schools Oversight Committee (OSOC) of the Supreme Education Council (SEC). DeBakey was invited to begin the first medical science focused high school to the Middle East. The school is located in Al Messia, in close proximity to the Hamad Medical Center. DeBakey-Qatar campus offers a Texas and USA curriculum that includes Advanced Placement (AP) courses. The program serves students in grades 7-12. The Seventh and Eighth Grade Academy focuses on preparing students for the rigorous high school curriculum in grades 9-12. We have had three graduating classes starting with the first class in 2013. Student have the opportunity to have experiences with medical professions in our local hospital, Hamad Medical Center as well as earn credit through on line "Virtual School" courses, and college credit through AP exams.

"Qatar aims to build a modern world-class educational system that provides students with a first-rate education."---Qatar National Vision 2030 Qatar is also attracting renowned education institutions, with three Outstanding Schools already in place; one of which is Michael E. DeBakey High School for Health Professions-Qatar; as documented in the "Qatar National Development Strategy (2011-2016)/ Towards Qatar National Vision 2030" To have our school mentioned in this document is an honor and our goal is to uphold this honor each day that the doors open to receive our students. "Student success is our aim."

We had 35 students enrolled the first year, 2008; and now we are at about 350 starting this year, 2015 a serving students in grades 7-12. Its first class graduated on June 15,2012 with all 14 students accepted to universities in Qatar and beyond. Presently, our sixth class of graduates consist of 43 students who will graduate on June 23, 2016.

The faculty and administration staff are presently drawn from many nationalities such as Americans; Lebanon; Egypt, India, Philippine, South Africa; Tunisia; and Pakistan. The statistics on the student population is 32 different nationalities among DeBakey students.

Nationality Number of Students

American 66

Qatari 64

Egyptian 51

Canadian 41

Jordanian 29

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Sudani 27

Indian 7

Syrian 7

Pakistani 6

Palstinian 6

British 4

Filipino 4

Lebanese 4

Chinese 3

Nigerian 3

Ukraine 3

Yemen 3

French 2

Morocan 2

New Zealand 2

Singaporean 2

Venezuelan 2

Belgian 1

Bulgarian 1

Indonesia 1

Iraqi 1

Libian 1

Russian 1

Saudi Arabia 1

Tunisian 1

Turkish 1

Serbia 1

Nationality Number of Teachers & Faculty

American 15

Egyptian 5

Lebanese 6

Indian 10

Australian 2

Canadian 2

Tunisian 5

Spanish 2

Pakistani 2

British 1

African 2

Pilipino 2

Afghanistan 1

Turkish 1

Jordanian 1

South African 1

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Jamaican 1

Bangladeshi 1

TOTAL 60

Our Advisory Board of Directors consist of:

- * Mrs.Linda Mabrie : Director
- * Mrs.Rim Kabbara : Director, Student Affairs
- * Mr.Issa Saidi : Director, Finance & Operation
- * Mr.Justin Mabrie : Director, Communication & Admissions
- * Dr.Omar Zaghmout : Assoc./DIR.Medical Education Hamad Medical Hospital
- * Dr.Kim Critchley : Dean & CEO University of Calgary - Qatar
- * Dr.Richard Bendriss : Asst.Dean for Student Recruitment, Weill Cornell Medical College,
Outreach and Foundation Programs Qatar
- * Dr.Khalid Alali : Associate Vice President for Qatar University
Faculty Affairs
- * Mr.Rif Charafeddine : Project Planning & Programming Director Sidra Medical & Research Centre
- * Mr.Muqsit Hussain : Head of Commercial Bank Al Khaliji Bank

At this point in our school career, we now envision taking our school a step further by adding more grades levels; starting with grade 6. This would assist to ensure that the students get an earlier start with the American curriculum and thus able to meet the demands of the rigorous high school college preparatory curriculum. Our aim is for every student to be successful; thus receiving a DeBakey High School Diploma. "Students' success is our aim." Student achievement is at the heart of the school; achieving academically, socially and culturally...thus, the teachers and principal must work collaboratively to assist students to be successful in all aspects of their school life.

PROJECTIONS FOR 2016-2017:

- Addition of grade 6
- Princeton Review classes on campus (SAT & ACT test preparation)
- Addition of more ESL Personnel and classes (High School Students)
- Addition of Engineering course and more electives
- Send AP Teachers to more trainings throughout school year
- Establishment of senior student hospital rotation at Sidra Hospital
- Continuation of student nurses practicum from University of Calgary-Doha

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School's Purpose

Provide the school's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the school embodies its purpose through its program offerings and expectations for students.

Purpose Statement:

DeBakey exists to:

- Develop innovative thinkers and future leaders in the fields of science, mathematics, technology and health science through a competitive college preparatory program.
- Develop well-rounded global citizens who pursue excellence in scholarship and character.
- Provide an outstanding American curriculum in Qatar.

Vision:

To provide a challenging and well-balanced college preparatory program focused on academic excellence and character development, while empowering students to lead productive and fulfilling lives.

Mission:

Michael E. DeBakey High School for Health Professions at Qatar, an outstanding multicultural institution, provides a well-rounded program dedicated to academic excellence and character development. Our exceptional faculty prepares students to compete in a global society through a rigorous American curriculum focused on science, mathematics, technology, and health science. The DeBakey community works together to create a collaborative and mutually supportive family atmosphere in which every student succeeds.

Values & Beliefs/Core Value Statement:

* DeBakey's Values/ Shared, Guiding Principles For Staff

Description: The following shared principles are a guide for how members of the organization will interact internally and with external stakeholders.

The six Organizational Guiding Principles:

Mutual Respect & Integrity - All stakeholders' ideas or concerns are considered
important.

Cooperation - All team members' contributions to the improvement of
the organization are valued

No Fault/No Blame - Resolve challenges or differences without blaming
others

Team Work - Share ideas and thoughts and applying them together

Common Understanding in - A clearly outlined expectation and shared understanding
making a decision of how to execute a daily organizational
function

Fair and Flexible - Knowing when to allow exceptions.

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Creativity - Innovation/thinking outside the box.

Notable Achievements and Areas of Improvement

Describe the school's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the school is striving to achieve in the next three years.

Our School was accredited for 5 years in 2011 by AdvancED, a global education company and we are renewing our accreditation this year with AdvancED, April, 2016.

Notable Area of Achievement

There are two chief areas of notable achievement for DeBakey over the course of the last three years. The first is the rate of college acceptance into highly reputable universities. Each year the number of acceptances has increased and now we can boast that about 25% of our graduating students have been accepted into top-tiered universities (those that are ranked in the top 10% in the US, Canada, or the UK). Furthermore, we now expect that all of our students will be accepted into an accredited 4-year post-secondary institution.

The other area of achievement is in high school academics, especially math and English. In both subjects, according to scores over the last 5 assessments in NWEA MAP and Stanford 10, there is a positive trend from grade to grade. In math, while our students often enter 7th grade at or below the norm, they regularly score well-above the norm on both NWEA MAP and Stanford 10 assessments by the time they are in 9th grade. The longer students remain in DeBakey, the better their scores in math and English. In English (Reading in NWEA MAP), we also see steady improvement from year to year; however, students do not surpass the norm until 11th grade and then only slightly. Nonetheless, on average, our students are graduating above established norms in English, which, considering the high percentage of students whose first language is not English, is quite an achievement.

Based on Stanford 10 scores, achievement gains average two grade levels per year.

DeBakey Qatar is coed, unlike most high schools in the Middle East. It operates as a tuition-based private school. Diagnostic tests help determine whether students are equipped to handle the curriculum. Class sizes are small, about 15 students per teacher.

As a college preparatory school, we prepare students for college/university acceptance and entrance in Education City Universities in Qatar (Weill Cornell Medical College, Carnegie Mellon University; Texas A&M; Georgetown; Virginia Commonwealth, Northwestern) and also Qatar University.

There are two chief areas of notable achievement for DeBakey over the course of the last three years. The first is college acceptance. Close to 100% of our students in the last three graduating classes have been accepted into four year colleges or universities. Not only are all our students accepted, but each year the number accepted into highly ranked universities has increased. Last year almost half of our students were accepted into top-tiered universities(those that are ranked in the top 10% in the US, Canada, or the UK). Furthermore, we now expect that a majority of our students will be accepted into accredited 4-year post-secondary institution. ; we also expect the number to continue to rise in the coming years.

List of University Acceptances:

- Georgetown University
- Northwestern University
- Washington University - St.Louis
- University of Pennsylvania
- University Honors & Scholars Centre
- Weill Cornell Medical College
- Case Western Reserve University
- Royal Military Academy Sandhurst
- York University - Canada

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- University of Houston
- Huston Community College
- University of Miami
- University of SAN FRANCISCO
- Texas A & M University
- The American University of Beiry
- Lebanese American University
- Baylor University
- Boston University
- University of Hertfordshire
- London Southbank University
- City University - London
- London Metropolitan University
- Virginia Commonwealth University - Qatar
- American University of Sharjah
- Royal College of Surgeons - Bahrain
- Queen's University - Canada
- Tiffin University - Florida
- Arizona State University
- Carleton University
- Bradford University
- Lakehead University - Canada

As part of our college preparation students take the PSAT in grade 10; and start also taking the SAT in grades 11 and 12. The foundation described above are embodied through our USA/Texas Curriculum. Each core subject area and some electives follow the TEKS (Texas Essential Knowledge/Skills) with Scope and Sequence organized for the teacher to follow and Unit Plans as an additional optional to follow. Teachers lesson planning are used to articulate the curriculum standards, pacing guides, teaching strategies, instructional resources and formative/summative assessments, all aligned to the standards.

DeBakey uses differentiated instruction to help serve students who are not completely on grade level; along with the assistance from an ESL (English as a Second Language) teacher to assist students whose first language is not English.

DeBakey is a member of the USA College Board which gives us the authority to administer the College Board AP examinations. AP courses and AP test given at DeBakey are given in AP Psychology (on line through Virtual School); AP Literature; AP Calculus; AP Statistics; AP Biology; AP Chemistry and AP Physics. A plan will be designed to hire teachers for AP History and AP Economics for the next school year, 2016-2017.

The curriculum of Debakey High School at Qatar is a standards-based curriculum aligned to the Texas State Standards and is implemented in accordance with the Supreme Education Council of Qatar. As such, we believe that, through high expectations and a rigorous approach to assessment, all students can learn. While we focus on the health sciences, we are also a college-prep institution where almost all of our students are accepted to 4-year colleges and universities.

In line with Houston Independence School District, we believe in collaboration among faculty for instruction and assessment, where all stakeholders, including parents and children. Our model is one of continuous improvement based on rigorous analysis of data, focus on learner-centered problems, and targeted instructional initiatives that take place across all courses. Our departments meet formally at least every two weeks and informally to share best practices and ensure instruction is unified. Department Heads take an active role in observing and advising teachers; they also meet at least every two weeks to continually develop the curriculum and instructional practices.

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We also believe that students today need engaging instruction. To achieve this, we maintain a rigorous classroom observation schedule that includes the data-driven use of ELEOT walk-through observation instrument. It approaches observations from a student-centered perspective and thereby places the onus on the teacher to create an engaging atmosphere. Additionally, we use a lesson plan template based on Madeline Hunter's 7-step lesson plan. This ensures that the pacing of the lessons are crisp and dynamic. Each class should include a balanced mix of instruction, guided practice, and independent practice.

Other various notable achievements include the following:

- MAP Testing used for Admissions
- School Compact (Compact between Parent, Student and School)
- Counselor/Pastoral Dept.
- Curriculum Instruction Dept.
- Student Affairs Dept
- Awards in Physical Education from Qatar Olympics
- Search Associates for Quality School Personnel
- ELEOT for Teacher Observation/Design of New Evaluation of Teachers
- ESL Program established
- PTA (Actively working group of parents)
- Admissions/Communication Dept.
- After School Program: Athletics (TEMBA) and Tutoring /ESL
- College Acceptances / Education City and Abroad
- Member of the USA College Board
- AP Exams are administered on DeBakey Campus
- HODs Added to each Major Course
- Crisis Management Plan
- Mock United Nations (Georgetown University-Qatar) Participation by DeBakey Students
- Club Meetings/Selection by student interest
- Moodle Installed through Ren Web
- Fully equipped Science Labs (Physics, Chemistry and Biology)
- Library Online Resources - EBSCO and Qatar National Library

During the last three years, DeBakey has experienced significant school wide growth in its student admissions and course enrollment.

Admission and course enrollment patterns indicate consistent growth rates in each of the last fiscal years as under:

Student Enrollment:

Year Number of Students

2012 - 2013 151

2013 - 2014 193

2014 - 2015 303

2015 - 2016 351

Current patterns indicate that these growth trends are expected to continue during the current academic year.

Facilities improved over a period of years :

** Smart boards

** Laptops and desktops for all teachers

** Tablets are available to a group of students according to the schedule to use it in rotation. Future projection is to purchase more tablets for student usage.

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** Rental of gym facility to outside sport clubs (generate funds to purchase educational materials for students)

Areas of Improvement

With a student body that is more than 90% of Arab origin, it is no surprise that English and reading skills are the bigger area of improvement for our students. While we do see improvement over time as students remain with us longer, there still remains a large gap between English and Math scores. Our students struggle with longer writing exercises, reading informational texts, and applying a range of academic vocabulary to various contexts. This is an important area to be improved because their other content areas will suffer as well if their English skills are weak. The ESL Program is a major concern and one of our improvement priority for grades 7 & 8.

Additional Information

Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.

Additional Information:

Progress made in addressing the recommendations from the last report:

- Develop a comprehensive professional development plan aligned with the vision and mission and tailored to meet both the common and individual needs of teachers.

Regular professional development has been undertaken as under:

** Induction for New teachers

** Curriculum Instruction

** Renweb training

** Data Analysis

** Professional Development Schedule & Calendar 2015-2016

- Involve all stakeholder groups in the school improvement planning process.

** Surveys administered to all the students, teachers and parents with emphasis on School's Purpose statement, Vision and Mission

** Involvement of the school Advisory Board to continuously review and revise the functioning of the school.

- PTA developed "Rise and Coffee" / "Tea and Talk"

**Parent and Teacher morning social event with coffee, tea, hot chocolate and pastries

- Staff morale builder with monthly Birthday Celebrations

- There are opportunities for students to use technology to develop research and enquiry skills. These tend to be in designated information and Technology (IT) lessons, as there is not enough of this type of work in other subjects.

Clubs, trips and visits have been much improved and now provide a balanced range of activities to enhance and enrich the curriculum.

Clubs are offered every Tuesday.

- The Physical Education department have organized events in collaboration with Aspire Olympic Program.