

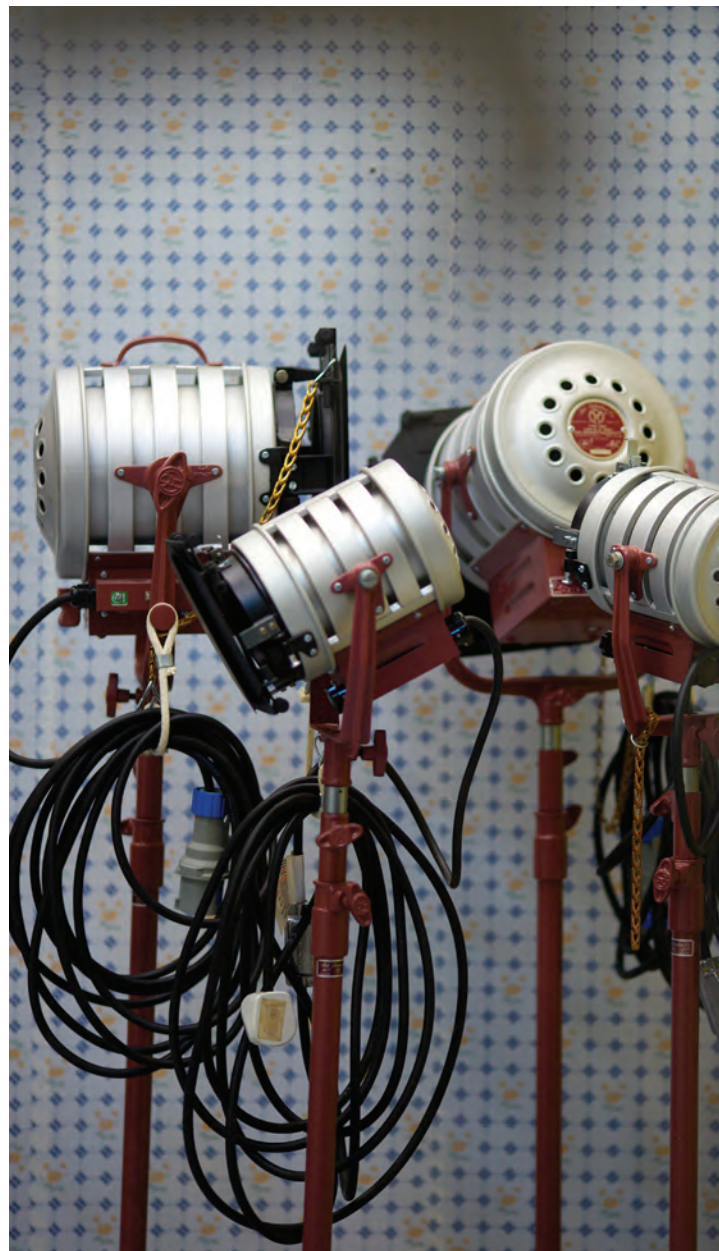
NORTHWESTERN UNIVERSITY IN QATAR

Envisioning the Future

Year in Review 2013-14



NORTHWESTERN
UNIVERSITY
IN QATAR



Contents

1	Envisioning the Future, Assessing Challenges and Change
6	The Road Ahead
9	Events and Visitors: Collaborating and Connecting
25	Students: The Pulse of NU-Q
45	Graduation 2014
48	Faculty and Staff: Meeting the Challenge
59	Research: An Unbound Curiosity
64	In the Community
69	Thought Leadership
73	Journalism Program: Learning by Doing
79	Communication Program: Teaching Global Storytelling
85	Liberal Arts Program: Building the Foundation
88	Research by the Numbers
94	Our Future Home
96	Appendix



“NU-Q’s journey into the future continues, and what follows in these pages is a record of individual and collective achievement in a year when so many ideas and plans came to fruition and flourished.”

—Everette E. Dennis,
Dean and CEO

Envisioning the Future, Assessing Challenges and Change

From its inception, Northwestern University in Qatar has tilted toward the future, preparing students for careers in communication and journalism at a time of massive disruption in the very fields we study and serve. Add to that the revolutionary changes—some hopeful, others troubling—in Qatar, the Arabian Gulf and larger Middle East region. In the midst of such change, NU-Q’s students, faculty, staff and administrative leadership met singular challenges during the 2013–14 academic year, which this report chronicles. We have collectively charted our course amid mixed messages, complexities and contradictions in academe, media industries and foreign policy, all of which affect our daily lives and longer-term future in Qatar. Still, our trajectory is strong and our direction is clear, not just by our own reckoning, but by outside indicators that assess achievement, including:

- **Demand for places in the school** by growing numbers of students with accelerating measures of academic achievement resulting in a larger and stronger student body and freshman class each year
- **Successful recruitment of new faculty** with distinguished backgrounds, some with world class credentials
- **Competitive attraction of new senior leadership**, management personnel and staff with exceptional, high-caliber experience
- **Placement of NU-Q graduates** in some of the world’s top graduate schools, and in professional positions with leading media and communication organizations

- **Research productivity increase** placement of studies in top journals and other venues, as well as a flow of grants and other awards to faculty and senior leadership
- **Worldwide academic and industry recognition** for NU-Qs signature media use project
- **Continuous evidence of students’ ability, promise and achievement** in professional residency placements at top media organizations, awards at film festivals, journalism prizes and acceptance of student work at academic meetings
- **Recognition of NU-Q by media industries** in demand for graduates, faculty research, requests for professional consultation and other outreach
- **Extensive media coverage of NU-Q** and its work in local and international media, including high-profile publications and television programs in the US
- **Requests for collaboration and cooperation** from our sister universities of Education City and others internationally and in the region
- **Increasing activity and collaboration with home campus** faculty and students including joint events and exchanges

These and other indicators demonstrate the impact that NU-Q is having internally and externally with its major stakeholders. NU-Q can report an increasingly robust instructional program across communication, journalism and the liberal arts, as well as calibrated research buttressed by vigorous outreach and thought leadership.



A LOOK BACK AND A PROJECTION FOR THE FUTURE

In January 2014, when Her Highness Sheika Moza bint Nasser, chairperson of the Qatar Foundation, asked for a report on the current status and future plans of NU-Q, we responded with a detailed examination. “*Making Connections with Impact*” inventoried the work of the school juxtaposed against the promises made in our original contract in 2008. Officials at the foundation and back home at Northwestern University agreed that the record exceeded expectations, with evidence that the hopes of creating a distinctive school of communication and journalism embedded in the liberal arts in Qatar is on course and more than meeting its goals.

NU-Q’s pace is not surprising given the constructive potential to produce educated woman and men dedicated to careers in media and entertainment industries, the academy and other institutions—even in a time of great change. That sets the stage for an even bolder future framed by big ideas. The report outlined two interconnected pathways wherein NU-Q could engage with mutual self-interest in support of:

- **Creating of a media city**, real or *de facto* in Qatar
- **Collaborating in fashioning a grand strategy** for communication that contributes to understanding of the State of Qatar’s Vision 2030 with its ambitions for economic, human, social and environmental development. Each pillar has a vital need for responsive and interactive communication.

The report outlines future scenarios and the role that NU-Q might play. These ambitious possibilities speak to NU-Q’s very purpose and connect nicely both with its own vision (noted later in this report), Northwestern’s larger strategic plan and Qatar’s national strategy.

A “media city,” or cluster of media and media-related industries and activities, has already occurred in other countries and is consistent with Qatar’s ambitions to be a media hub. How this plays out in a country where there is already considerable growth in media and entertainment industries is less important than the steady need for talent, which NU-Q is producing. Similarly, a systematic strategy for communication under the national plan has value in and of itself, but can also be a platform for global efforts to better calibrate such efforts involving individuals, institutions and the larger public. Again, educated professionals are an essential element—and NU-Q is poised to provide them. In both instances, opportunities for faculty and staff at NU-Q to contribute to research and professional consultation abound. To what extent this can happen depends on Qatar’s responsiveness, the support of the Qatar Foundation and receptivity of the emerging Hamad bin Khalifa University (HBKU) to such enterprises as joint master’s programs in media industries, health communications and other fields. Both the media city concept and the *grand strategy* will benefit from a more unified NU-Q, where distinct academic and service programs work toward common goals.



EVIDENCE FOR UNIFICATION

With major efforts over the past three years, much progress has been made to unify NU-Q for the benefit of students, faculty and staff. These gains can be seen in new cross-curricular courses in Media and Society and Media Law and Ethics, set for implementation in academic year 2014–15, as well as a common freshmen experience buttressed by required writing courses. Increasingly, courses are team-taught, connecting journalism, communication and liberal arts faculty. Several collaborative research projects reported later in these pages attest to the value of linking different ways of knowing. Study trips abroad and reciprocal visits from Evanston

students also join journalism and communication students together in unifying pursuits.

We recognize that there is one *communication and media ecosystem*, and that linkages between and among our programs are essential to understanding and in preparing students for the future. At the same time, there are some clear differences and values that distinguish **news and public affairs** from **entertainment and opinion media**, or from **strategic communication**. We and they are all members of the same family, and NU-Q is organized to build on that reality.

COMMITMENT TO FREE EXPRESSION

Central to all of this is our commitment to freedom of expression and independent media. That's easily said, but more difficult to promote and navigate in a region where this is not a deeply held tradition. However, that is changing, and—I believe—with NU-Q making important contributions. In explicit ways, from brave student journalism and filmmaking to bold classroom explorations by our faculty as well as research that probes deeply in search of freedom, there is evidence of progress. At a time when many commentators think that the promise of the Arab Spring has been sidelined by continued disruption conflict, our companion studies, “Media Use in the Middle East” (2013) and “Entertainment Media Use in the Middle East” (2014) tell a different story. While the public policy lens often presents a discouraging picture, other

indicators of freedom—such as people’s use of and involvement with media, including social media, to express themselves and promote unconstrained communication and independent thought—is alive and well across the region and especially in Qatar.

We sometimes forget that in the midst of wrenching civil wars and other violence in the region, communication still occurs, whether simply in daily discourse or in efforts to foster change. This reality (shown in our studies and promoted widely in academe, the professional world and to the public) has more value, we believe, than does soapbox oratory. Research is an instrument of power and can help advance the cause of academic freedom and freedom of expression more generally.

CONNECTIONS IN THE COMMUNITY

NU-Q is neither an ivory tower nor an oasis in the desert, but an outward-looking enterprise that recognizes that connections with the people of Qatar are vital to our effective functioning and capacity to serve the future we aspire to help build. Relationships with the leadership of the country have deepened this last year as we've met with members of the ruling family, ministers of government, business leaders, other institutional heads and personnel, and ordinary citizens. We've been greeted with enthusiasm not only in media industries, where our Qatar Media Industries Forum has thrived, but in unlikely places as well. We've been welcomed not just as invited guests in a foreign land, but as partners in an effort to advance

higher education as an instrument of human capital development.

Our faculty and staff have connected with local business, with institutions embracing education, culture, health care, sport, extractive industries and other enterprises. Some of this activity involves research in which the local community is a laboratory for data collection and problem-solving on topics ranging from national identity to the role of women. On campus we've been embraced by our partner universities in Education City and by the parent Qatar Foundation. Additionally, our leadership cadre and others on the faculty and staff play a role in public service locally, from positions on boards of directors to charitable projects.

REPORT TO THE TRUSTEES: THE PEOPLE OF NU-Q

At the end of the academic year, I was privileged to report on NU-Q's work at a meeting of the Northwestern Board of Trustees, the university's governing body, for the first time. While many of the trustees have visited the Doha campus, this was a rare chance to go beyond our quarterly written reports and to hear their comments and respond to questions. We continue our gratitude to the board that took a risk in establishing our campus and the officers, faculty, staff and students at the home campus whose support is essential to our survival and success. I was also able to report that the recently admitted Class of 2018 would be our largest class ever.

My presentation to the board centered on the *people* of NU-Q who inspire our direction and who do the important work that builds an institution. Through a presentation and illustrative video, it was possible to tell NU-Q's story, again building on the cooperation, collaboration and connections that have their origin on the main campus and subsequently engaged others here and elsewhere. As always, we at NU-Q are grateful to our engaged and inspiring students, and to a gifted faculty and staff that make sacrifices to advance the cause of our instruction, research and outreach. Every activity at NU-Q is the result of collaboration by members of a community whose efforts—whether operational or academic—make things happen. Too often we fail to properly acknowledge the contributions of the families of our students, the spouses and families of our faculty and staff—and

many unsung workers who facilitate our lives in Education City, Doha and Qatar.

With a focus on the future, NU-Q continues to think through the challenges of building a media and communication school that anticipates and calibrates the wrenching changes in the media industries and communications sector that call for new models of instruction, shifting research priorities and responsive outreach. Doing this in an international setting means harnessing our resources to responsibly prepare students not just for Qatar, but for the region and global community itself. They are making and will continue to make choices for their lives and careers based on new conditions that could not have been imagined when they first joined the student body at NU-Q. Similarly, all of us who are here in support of this effort in learning and the advancement of knowledge must be continuously aware of change with all its blandishments, challenges and risks.

Thus, NU-Q's journey into the future continues, and what follows in these pages is a record of individual and collective achievement in a year when so many ideas and plans came to fruition and flourished.



Everette E. Dennis, Ph.D.
Dean and CEO



NORTHWESTERN UNIVERSITY IN QATAR



The Road Ahead

VISION

Establish NU-Q as the premier one-of-a-kind school in Qatar and the Middle East, drawing on and extending the strengths of a world-renowned university and its notable programs in journalism, communication and liberal arts by:

- Unifying NU-Q across programs and majors to common purpose to create a talent bench and leadership cadre for Qatar, the region and the global community
- Calibrating academic programs to benefit from and contribute to a digital and global society
- Sharpening connections with Northwestern University, Hamid bin Khalifa University (HBKU) and the Qatar Foundation by creating innovative instructional, research and outreach activities
- Enhancing intellectual and professional traffic in concert with short- and long-term deliverables
- Establishing a research program with an institutional agenda and support for individual efforts aimed especially at the study of media and communication in Qatar and the Middle East
- Extending outreach and collaboration with media industries, business, education, government, NGOs and other sectors
- Arranging strategic partnerships with NU, HBKU and media organizations in Qatar
- Engaging in thought leadership through research, problem-solving and services relevant to Qatar, the Middle East and global community
- Serving as an exemplar and model communicator in all operations and in intellectual capital development and dissemination

LINKAGE TO NORTHWESTERN UNIVERSITY STRATEGIC PLAN

NU-Q's strategic vision is framed by the university's overall strategic plan (We Will) and has the potential to contribute across many aspects of NU generally, but especially in:

- **Creative Solutions:** defining and extending media understanding, education and outreach; creating new modes of pedagogy for writing and oral expression in a Middle East context; supporting film and video enterprises; and connecting communication and journalism to global health, international studies and various scientific fields
- **Integrate Learning and Experience:** enhance and extend current experiential learning in journalism and communications and entrepreneurship; teach across three schools and in concert with six-plus Education City universities; and consider implementation of minors
- **Connect our Community:** focus on unifying NU-Q across all supporting departments and programs in concert with NU and Education City; create new alumni interface; and continue purposeful interaction with local community, industries and institutions
- **Engage the World:** continue and extend partnerships; calibrate global site visits and study programs for students, especially in the Middle East and Europe; welcome NU and other "study abroad" students; continue to connect NU and NU-Q students and faculty with civic engagement in GCC countries and elsewhere

ULTIMATE GOAL

To demonstrate that NU-Q can deliver an educational experience of high quality comparable to that of the home campus and other elite institutions by creatively maximizing its assets to give students an education unique in the world and worthy of a great university.

Qatar Media Industries Forum



Events and Visitors: Collaborating and Connecting

OPPOSITE: TOP QMIF panelists (from left) Dean Everette E. Dennis, Hussein Fakhri, Velislava Metodieva and Khalifa Al Haroon. **BOTTOM** Media professionals network at the QMIF.

QATAR MEDIA INDUSTRIES FORUM

NU-Q's biannual Qatar Media Industries Forum (QMIF) brings together top representatives in publishing, electronic media, digital media, public relations and advertising in a discussion to assess the present and future of Qatar's media landscape.

On October 7, 2013, a panel of experts from four different sectors—digital media, market research, online content, and news and entertainment—presented their sector-specific research to the forum. The panel included:

- **Sami Raffoul**, CEO, Pan-Arab Research Center
- **Hussein Fakhri**, CEO, Agency 222
- **Khalifa Al Haroon**, CEO and founder, iloveQatar.net
- **Velislava Metodieva**, research specialist, ictQatar

Panelists discussed the increasingly digital nature of the Qatari media landscape, the need for more Arabic-language media, and the importance of transparent access to data about Qatar's media consumption.

The second forum, held on May 12, 2014, focused on the findings of "Entertainment Media Use in the Middle East," a comprehensive study overseen jointly by NU-Q and the Doha Film Institute.

Among the trends participants found interesting:

- Qatari nationals are less than half as likely as other nationals to use Facebook
- Qatar is unique to other Arab countries in its strong interest in news as entertainment
- Nearly half of Arabs watch American films, yet most want more regional content
- In Qatar, there is still a strong appetite for print newspapers and books

"Through this forum, which continues to inform media experts across Qatar, we can start to see how these survey findings can be applied," said Dean Everette E. Dennis. "While Facebook use is down, the use of other social media is high, signaling the likelihood that Qataris may prefer other platforms. Overall, differences in the data from Qatar signal the need for tradition and modernity as well as the continuing importance of newspapers and print."

OPPOSITE: TOP Big Data morning panelists (from left) Larry Birnbaum, Kathy McKeown, Mohammed Haddad and moderator Justin Martin. CENTER Big Data afternoon panelists (from left) Martha Stone, Greg Bergida and Darnel Moore.

BIG DATA, SMART MEDIA



In an effort to advance the understanding of how large, complex data can be used by media organizations and grasped by their audiences, NU-Q hosted an open symposium with the theme “Big Data, Smart Media? Connecting Content, Audience and Information.” The two-day event, held on November 18–19, 2013, featured keynote speakers Kenneth Cukier, data editor of *The Economist*, and Khalifa Al Hroon, founder and CEO of iloveQatar.net.

Cukier started off the symposium with a discussion of big data as an amorphous concept that defies its simple name. The sheer volume of data, he noted, presents both great opportunities and significant challenges to journalists. Al Hroon explained that big data has been a major boon to marketing and communication professionals, enabling them to better track their users’ behavior and customize their content accordingly.

The second day included a pair of panel discussions with several media and communication professionals, scholars and journalists:

- **Kathy McKeown**, director, Institute for Data Sciences and Engineering, Columbia University
- **Larry Birnbaum**, director, Medill-McCormick Center for Innovation in Technology, Media and Journalism
- **Mohammed Haddad**, interactive journalist, Al Jazeera Media Network
- **Darnel Moore**, managing partner and consultant, PerceptiAn Consulting LLC
- **Martha Stone**, CEO, World Newsmedia Network
- **Greg Bergida**, director of student affairs, NU-Q

In the morning session, McKeown, Birnbaum and Haddad outlined the various ways big data is changing the way journalists tell stories. From detecting patterns in large data sets, mining social media streams for stories and translating numbers into visual presentations, media professionals can use technology to better report and investigate.

The symposium concluded with Stone, Bergida and Moore addressing the many ways in which data is used in the public and marketing spheres, from the innocuous—movie recommendations, for example—to the controversial, such as government surveillance.





PULITZER CENTER: REPORTING IN THE MUSLIM WORLD

Reporting in the Muslim world was the topic of a panel of experts from the Pulitzer Center for Crisis Reporting. The three young journalists—photojournalist Ayman Oghanna, documentarian Habiba Nosheen, and author and civil rights lawyer Alia Malek—urged NU-Q students to debunk stereotypes of the Muslim world by reporting untold stories to global audiences.

“My advice to you, as budding journalists from diverse backgrounds, is to banish stereotypes and show global audiences what they do not expect to see in a foreign land,” said Oghanna. “Find contradictions and things we have not seen before, because no one is more qualified to do that than you, here in the region.”

Tom Hundley, a veteran foreign correspondent and senior editor at the Pulitzer Center, accompanied the journalists, who spent five days on campus guest-lecturing and leading workshops and seminars. The NU-Q community was also treated to a private screening of Nosheen’s documentary *Outlawed in Pakistan*, shown

at last year’s Sundance Film Festival. The film follows a young Pakistani gang-rape victim as she strives to find justice in her country’s flawed judicial system.

The visit, organized by NU-Q’s chapter of the Society of Professional Journalists, stressed to students the importance of reclaiming media portrayal of Muslims and Islam.

“If we are tired of having outsiders tell our stories, we have to tell them ourselves.”

—Habiba Nosheen, Pulitzer Center for Crisis Reporting

ABOVE Pulitzer Center on Crisis Reporting visitors (from left) Ayman Oghanna, Tom Hundley, Alia Malek and Habiba Nosheen.



REFUGEE STORYTELLING: HOW TO GET PEOPLE TO CARE

A February 2, 2014 panel discussion addressed an issue near to the NU-Q community: refugee storytelling. Jack Doppelt, a professor at the Medill School of Journalism and NU-Q, hosted the event, which featured NU-Q professor Khaled Hroub, Desiree Bartosiak of Sliatech and the Red Crescent, and Peter Townson of the Doha Centre for Media Freedom.

Several NU-Q students who were themselves refugees at one time also took part in the discussions. Topics included understanding refugees' lives and situations, as well as urging refugees to tell their own stories.

“We often say we give voice to the powerless,” said Doppelt. “Maybe we should go a step further and say we give voice lessons to the powerless.”

ABOVE Refugee Storytelling panelists (from left) Khaled Al Hroub, Peter Townson, Jack Doppelt and Desiree Bartosiak.

THIMUN/NU-Q FILM FESTIVAL: HONORING STUDENT FILMMAKERS

For the third year, NU-Q teamed with Qatar Academy and the Hague International Model United Nations Foundation (THIMUN) to host the THIMUN Qatar Northwestern Film Festival. The event featured films produced by high school students and intended to advocated for social change and development

The festival convened student-directors from countries around the world to attend workshops and take part in skill-building exercises, including a 24-hour team challenge to develop the best short film in one day. The festival culminated in an Oscar-style gala awards ceremony, where judges from NU-Q, THIMUN and Qatar Academy announced winners across a number of categories based upon their critical review of the 15 films submitted.

The winner of the Best Picture prize, Amal Al-Muftah's *Al-Hammali*, tells the story of three Iranian men who have worked as laborers in Qatar since the 1960s. The film also won the People's Choice Award, as voted by YouTube viewers and festival-goers.



AJYAL FILM FESTIVAL

NU-Q further encouraged youth filmmakers as part of the Ajyal Film Festival, sponsored by the Doha Film Institute (DFI). Nine NU-Q journalism and communication students operated the NU-Q studio newsroom and roaming cameras, which broadcast live hourly updates from the festival and streamed live onto the DFI website.

Throughout the festival's Family Weekend, children and parents were invited to try presenting the news themselves from the anchor's chair while family and friends watched from the studio. The NU-Q students were supported by production staff from the university's own television studios.







OPPOSITE: TOP Sophia Al Maria.
BELOW Khaled Al Hroub and Carlos
 van Meek of Al Jazeera English.



AL JAZEERA SPEAKER SERIES

NU-Q and Al Jazeera, the global media network based in Doha, have close connections going back to the school's founding. The signing of a Memorandum of Understanding last year strengthened those bonds, as have several workshops and consultations. In addition, NU-Q hosts Al Jazeera media professionals throughout each academic year as part of the Al Jazeera speaker series. This year's guests included:

- **Carlos van Meek**, Al Jazeera English's head of output and editorial team lead for the launch of Al Jazeera America, discussed the goals and challenges facing the new channel. In particular, he noted Al Jazeera English's desire to cover stories and topics currently ignored by the current American media. He also addressed the potential struggles it will face due to Al Jazeera's negative reputation with some parts of the American public.
- **Mustapha Souag**, interim director general of the Al Jazeera network, spoke about the profession of journalism within the context of the recent upheavals in the Arab world. He urged students to strive for a well-rounded education as a foundation for successful careers in journalism.

THE SECOND CURRICULUM

Over the course of the 2013–14 academic year, NU-Q hosted an extensive program of speakers, educators, media professionals, and other activities and events that constitute a "second curriculum." These visitors give students a holistic view of the journalism, communication and liberal arts landscapes, and let them see firsthand how their own work relates to and can help shape Qatar, the Middle East and the world. Guests included:

- **Susan Bastress** of Patton Boggs discussed freedom of expression in Qatar
- **Sophia Al Maria**, filmmaker and author, performed a public reading of her book *The Girl Who Fell to Earth*, lectured and visited classes as part of the "One Book" program
- **Tahira Khurram**, MD, of the Qatar Foundation Clinic provided information on colds, pandemic flu and how to avoid them
- **Rosa Eberly** of Penn State University consulted with the faculty on the teaching of writing
- **Rita Henley Jensen** of Women's eNews met with journalism faculty
- **John Downing** of Southern Illinois University conducted a roundtable discussion with faculty on the study of changing media practices



INTERCAMPUS TIES

Though NU-Q has its own distinct identity and culture, it's also an integral part of the Northwestern family. Throughout the year, visitors from the home campus in Evanston reaffirmed the connections between Wildcats in the US and Qatar. In addition to frequent administrative visits throughout the year, NU's leadership and faculty came to Doha throughout the year to meet with faculty and staff, visit classes, and present their research. Making the trip in 2013–14:

- The “Evanston Experience” series brought **Hollis Clayson**, professor of art history, and **Gary Alan Fine**, professor of sociology, both of whom lectured and visited classes
- The annual delegation led by Provost **Dan Linzer**, which this year included **William Osborn**, chair of the Board of Trustees; **Thomas Cline**, vice president and general counsel; **Penelope Peterson**, dean of the School of Education and Social Policy; **Jean Shedd**, associate provost; **James Hurley**, associate vice president; and **Beth Lampson**, budget analyst
- Faculty visitors **Abe Peck** (journalism), and **Uri Horesh** and **Brian Edwards** (Middle East and North African Studies), who visited classes and met with faculty

ABOVE: BOTTOM, LEFT Gary Allen Fine.

BOTTOM, RIGHT Hollis Clayson.



VISITORS AND EVENTS 2013-14

AUGUST 2013

16-21 Faculty visitor: **Dr. Rosa Eberly**, Penn State University; consultation on the teaching of writing

20 Class of 2017 welcoming dinner

18-22 Class of 2017 orientation and faculty and staff re-orientation and planning week

21 Community Meeting: **Susan Bastress**, managing partner, Patton Boggs; “The Laws & Customs of the Country—The State of Freedom of Expression in Qatar”

25 NU-Q Inaugural Convocation

2013

SEPTEMBER 2013

5 Community Meeting: **Brad Rawson**, NU-Q marketing manager; presentation NU-Q’s new visual identity, developed by Pentagram

9 Media Briefing: NU-Q’s plans for 2013-14

12 Annual welcome back dinner for all faculty, staff and families

18 Safe Passage Part I—Beyond the Classroom: A community hour review of media law, privacy, safety and cultural understanding for NU-Q communication and journalism students

18-23 Faculty Visitor: **Abe Peck**, professor emeritus, Medill School of Journalism; workshops and class visits on magazine journalism

19 Al Jazeera Speaker series: **Carlos Van Meek**, head of output, Al Jazeera English; “The Coming of Al Jazeera America”

22 Safe Passage Part II—Classroom, Studio and Laboratory: A community hour review of the cultural, artistic and academic practices and boundaries that support safe and successful coursework in NU-Q communication, journalism and the liberal arts

24 “How Can You Ask That?”: A conversation about the 2013 NU-Q survey of Qatari opinion

26-28 Qatar Leadership Conference for high school students, cohosted with Georgetown University in Qatar and Qatar Academy

OCTOBER 2013

7 Qatar Media Industries Forum: Panel and discussion of the Qatar media audience

15-17 Eid Al-Adha holiday

20-22 Annual Visit of the Provost of Northwestern University: **Daniel Linzer**, provost; **William Osborn**, chair, Northwestern University Board of Trustees; **Thomas Cline**, vice president and general counsel; **Penelope Peterson**, dean, School of Education and Social Policy; **Jean Shedd**, associate provost for budget, facilities, and analysis; **James Hurley**, associate vice president of budget, Office of Budget Planning; **Beth Lampson**, budget analyst, Office of Budget Planning

21 Joint Advisory Board fall meeting

22-23 Administrative Visitors: **Patricia Tellis-Irvin**, vice president for student affairs, and **Todd Adams**, assistant vice president and dean of students, Northwestern University

30 Community Meeting: **Charlotte F. Cole**, executive director of the Blue Butterfly Collective; “Begin with the Children: Using Media for International Development”



NOVEMBER 2013

4-6 “Emerging Journalists from the Muslim World Report,” a panel/lecture, workshop and class visits with special guests from the Pulitzer Center

13 Dean’s List Luncheon

14 Study Abroad fair and program, Evanston

7 Special Visitor: **Shoji Nemoto**, executive vice president and corporate executive officer, Sony Corporation

10-14 One Book Program: **Sophia Al Maria**, filmmaker and author of *The Girl Who Fell to Earth*; public lecture, class visits, faculty luncheon

13-14 Faculty Visitor: **Uri Horesh**, lecturer in Arabic, Northwestern University Program in Middle East and North African Studies

16-21 The Evanston Experience: **Hollis Clayson**, professor of art history, Northwestern University; public lecture, class visits, Education City visits

10 Community Meeting: A public reading with **Sophia Al-Maria**

14-18 Faculty Visitor: **Brian Edwards**, associate professor of English and comparative literary studies, director, Northwestern University Program in Middle East and North African Studies

18-19 NU-Q Symposium: “Big Data, Smart Media?: Connecting Content, Audience and Information”

21 Pre-Thanksgiving Dinner for faculty, staff and special guests

26-30 Doha Film Institute Ajyal Film Festival for the Young

DECEMBER 2013

18 Qatar National Day

22-26 NU-Q winter holiday

2014

JANUARY 2014

5 Leadership Milestone: Arrival of **Kathryn Symank**, chief operations officer, and **Paul Reilly**, director of strategic media and marketing

19-24 Administrative Visitor: **Alan Cabbage**, vice president of university relations, Northwestern University

25 Northwestern Alumni Association meeting to introduce new NU-Q leadership

6 Leadership Milestone: Arrival of **Beth Clausen**, interim director of the NU-Q Library

22 Community Meeting: **Tahira Khurram**, MD, Qatar Foundation Clinic; “Cold, Flu and Pandemic Flu”

26-27 Administrative Visitors: **Brad Hamm**, dean, and **Mei-Ling Hopgood**, associate professor and director of global initiatives, Medill School of Journalism, Media, Integrated Marketing Communications

23 Community Meeting: **Alan Cabbage**, “The News from Northwestern”



26 Visitor: **Rita Henley Jensen**, founder and editor-in-chief, Women’s eNews; met with journalism faculty

27 Open Presentation: **Brad Hamm**, “Medill’s Global Ambitions”

FEBRUARY 2014

1 HBKU Education City Family Day

11 Qatar Sports Day

16 Al Jazeera Speaker Series: **Dr. Mustapha Souag**, interim director general, Al Jazeera; “Al Jazeera and the Arab Spring: Challenges and Opportunities”

20 Visitor: **John Downing**, Professor emeritus of international communication and founding director of the Global Media Research Center, College of Mass Communication and Media Arts, Southern Illinois University; roundtable discussion with faculty on approaches to the study of changing media practices

2 Community Meeting: “Refugee Storytelling: How to Get People to Care,” a discussion led by **Jack Doppelt** on media and refugees

11/12-13 Administrative Visitor: **Henry Bienen**, president emeritus, Northwestern University

18 Community Meeting: **Gary Alan Fine**, John Evans Professor of Sociology, Northwestern University; “The Global Grapevine: Why Rumors of Terrorism, Immigration and Trade Matter”



25-27 Administrative Visitors: **Ellen Wartella**, Al-Thani Professor of Communication and psychology/chair of Department of Communication Studies, and **D. Charles Whitney**, associate dean for academic affairs, School of Communication, Northwestern University, Evanston

6 Launch of NU-Q publication *On the Ground: New Directions in Middle East Studies and North African Studies*, Northwestern University, Evanston

15-22 Evanston Experience: **Gary Alan Fine**, professor of sociology, Northwestern University

19 Administrative Visitor: **Chad Mirkin**, founding director, International Institute for Nanotechnology, Northwestern University

27 FEB-8 MAR
NU-Q spring break

MARCH 2014

10 Community Meeting: Panel discussion marking the launch of NU-Q publication *On the Ground: New Directions in Middle East Studies and North African Studies*

22 Purple Fest

19-26 Evanston Exchange: Visit of communication and journalism students from Northwestern University

23-26 Go Wild Week

19 Visitor: **Matthew Lazen**, director of studies, Butler College, Princeton University

26 Al Jazeera Speaker Series: **Moeed Ahmad**, head of Al Jazeera Media Network's newly formed Innovation and Incubation Center; "Going Digital at Al Jazeera: Lessons Learned and a Look Ahead"

26 NU-Q Media Awards

APRIL 2014

3 Pearls of Wisdom Luncheon

3 AJ+ Strategy Workshop

7 Visitor: **David Freedman**, partner, Baker McKenzie LLP; met with journalism faculty

10 Class of 2014 Dinner

16 Community Meeting: "Entertainment Media Use in the Middle East": A first look at results from NU-Q's six-nation study

17 NU-Q Preview: Admissions yield event for admitted students

17-19 THIMUN Qatar Northwestern Film Festival

20 Visitor: **Jim Bitterman**, CNN correspondent in Paris; met with journalism faculty and staff

27 Presentations of student projects and professional work

28 Visitor: **Douglas Boyd**, professor, Department of Communication, School of Journalism and Telecommunications, Patterson School of Diplomacy and International Commerce, University of Kentucky

MAY 2014

3 President's Awards Luncheon

4 NU-Q Graduation

4 Joint Advisory Board spring meeting

5 Qatar Media Industries Forum

6 HBKU Convocation



Students: The Pulse of NU-Q



STUDENT AFFAIRS

NU-Q's Student Affairs department complements the educational experience with a vast array of programs that both engage NU-Q's diverse community and support the growth and development of students personally and professionally. Student Affairs leverages the world-class facilities at NU-Q and in Education City, partners with others in the community, and takes advantage of the school's location for international experiences.

STUDENT ACTIVITIES

Throughout the year, Student Affairs organizes formal and informal gatherings for students to interact with each other, faculty, staff and members of the Education City community. Some of these include:

- **Food for Thought:** Students lunch with faculty and staff to get to know each other outside the classroom and share each others' backgrounds, academic interests and research
- **Gahwa Chat:** Students gather over *gahwa*, a favorite local coffee, to talk about timely regional, cultural and political topics
- **Go Wild Week:** A lively spirit week creating community and Northwestern pride
- **Class Check-Ins:** Each semester, each class meets with Student Affairs in an open forum to provide feedback on how their student experiences can be improved

ABOVE: TOP, LEFT Food for Thought with Leon Braswell. TOP, RIGHT Gahwa Chat. BOTTOM Go Wild Week.



NEW STUDENT PROGRAMS

Student Affairs provides programs and resources to new students, including incoming first-year students, transfer students and NU-E students studying abroad. Student peer advisers complement the Student Affairs staff in helping to orient new students through channels that include social media activities, informational videos, digital publications and emails.

Outreach to incoming students begins the summer before their first classes and culminates with Wildcat Welcome, a week of activities where students make new friends, learn more about academic and community expectations, and meet the advisers and other staff who will guide them through the next four years.

NORTHWESTERN UNIVERSITY IN QATAR STUDENT UNION (NUQSU)

NUQSU is the voice of the student body to the NU-Q administration. The group holds open meetings with students and conveys their thoughts and insights on the student experience to the administration. The group also organized several community-building events over the academic year, including:

- **Karaoke, Karak and KFC:** More than 130 students showed off their singing abilities at the studio building, with fried chicken and tea fuelling the performances
- **Purple Games:** Students teamed with faculty, staff and alumni in a series of fun outdoor events, from football and basketball to sack and relay races; the first-time event drew 51 participants
- **BOO III:** The annual Halloween party—a collaboration between NUQSU, Texas A&M in Qatar's student union, and HBKU—drew more than 300 Education City students

COUNSELING AND WELLNESS

The Counseling and Wellness (CW) Program promotes and advocates for healthy lifestyle choices by offering awareness activities, educational programs, and free short-term counseling for any issues that students may present. All counseling services are provided by a licensed mental health professional.

Throughout the 2013–14 academic year, CW held numerous events to foster a healthier and more caring community, including:

- **Wellness Wednesdays:** One day a week, CW staff provided a resource table to provide students with health-related information; 15–35 students participated each week
- **Walktober:** To promote physical activity, students used step counters to track their physical activity in the month of October, with a goal of 6,000–10,000 steps a day; 33 students participated
- **National Yoga Month:** CW offered five free yoga classes to students; 65 people attended over the course of the month
- **Health Trails:** To promote healthy behaviors, for six weeks students were encouraged to track their minutes exercised, hours slept and water consumed; 15 students participated
- **Stress Busters:** During final exams, CW offered students a variety of brief stress-relieving activities and provided breakfast during exam week; approximately 67 students participated over the course of the week

ABOVE Students take part in the Primal Scream, part of Stress Busters week. OPPOSITE: TOP Purple Games. BOTTOM Karaoke, Karak and KFC.





STUDENT CLUBS AND ORGANIZATIONS

- Student volunteers in **Best Buddies** help enhance the lives of people with intellectual disabilities through one-on-one interactions
- Book lovers have a home in **Bibliophiles**, which promotes a culture of reading and writing through informal, uncensored discussions; the club co-sponsored a book exchange as part of the school's Thanksgiving celebration
- The **Culture Club** strengthens ties between the NU-Q, Education City and Qatar communities by focusing on their cultural similarities in film and art
- Students hone their journalism skills in the **Daily Q**, the school's online newspaper covering NU-Q, Education City and Doha
- The **Film Society** shares an appreciation for the visual arts through screenings and discussions; the society also participates in local, national and international film festivals and conferences
- Wizards are welcome in the **Harry Potter Society**, which holds discussions, film screenings and community events centered around the popular books as a way to diffuse some of the stress of college life
- The **International Student Association (ISA)** serves as the diverse student body's platform for dialogue on global issues, cultural diversity, and international student rights and interests; the ISA also assists new international students in their transition to their new surroundings in Doha
- **Just Play!** provides Wildcats both entertainment and stress relief through social gaming events
- Musicians, singers and artists harmonize in the **Music Society**, sharing their talents and striving for continuous learning
- The **Purple Project** helps educate the Doha community about social, economic and cultural diversity issues facing Qatar, with a specific focus on poverty, racial tension and physically disabled persons
- Promoting the free press is the goal of the **Society of Professional Journalists**, which emphasizes the need for presenting accurate, comprehensive, timely and understandable information

ABOVE: TOP, LEFT Students on a dhow cruise, sponsored by Student Affairs. TOP, RIGHT Thanksgiving book swap. BOTTOM, LEFT The Purple Project crafts care packages. BOTTOM, RIGHT Film Society's Gangster Night.





ATHLETICS

NU-Q's athletic teams have established the school as a sports powerhouse in Education City. The **men's basketball** team, comprised of NU-Q and CMUQ students, took first place in the HBKU League tournament, with the **women's basketball** team taking second place. The **men's football** team, the first intramural squad at NU-Q, competed in the Education City Inter-School Boys' Football League, and the **women's football** team continued its mission to increase female interest in the sport.

STUDENT ACHIEVEMENTS



NU-Q STUDENT MEDIA AWARDS

NU-Q students walked the purple carpet in the HBKU Student Center ballroom as part of the annual Student Media Awards ceremony on March 25. The event highlighted 13 outstanding projects from four categories—

communication, journalism, liberal arts and independent media. The awards were hosted by the NU-Q Student Union with the support of NU-Q's Film Society and Society of Professional Journalists.

AWARD WINNERS

COMMUNICATION AWARDS

Best Film

Muhammad

Syed Owais Ali and Shahnawaz Zali

Best Cinematography

Muhammad

Syed Owais Ali and Shahnawaz Zali

Best Animation

Puppenstein

Shaikha Al-Naimi and Saba Singh

Best Editing

Ethereal Prison

Yazan Abu Ghaidah and Amin Zaky

Best Documentary

Perditus: Lost

Malak Alomari, Eun Ah Rhee, Maryam Al-Thani

Best Screenplay

The Dependent Variable

Yazan Abu Ghaidah

JOURNALISM AWARDS

Best Sound Slideshow

“Weight Loss Surgery Project”

J. Zach Hollo and Sophie Qingjia Jiang

INDEPENDENT AWARDS

Best Independent Film (Communication)

Odyssey

James Coplestone Farmer and Yazan Abu Ghaidah

Best News Video Package

“Anime In Qatar”

Paulo Fugen

Best Article

“The Cost Of Consumption”

Haneen Hindi

Best Freelance Piece (Journalism)

“Through The Eye Of The Needle”

By Chantelle D'mello

Best Documentary Film

The Unwanted

Rawan Althabatah

Syed Owais Ali and Shahnawaz Zali's film

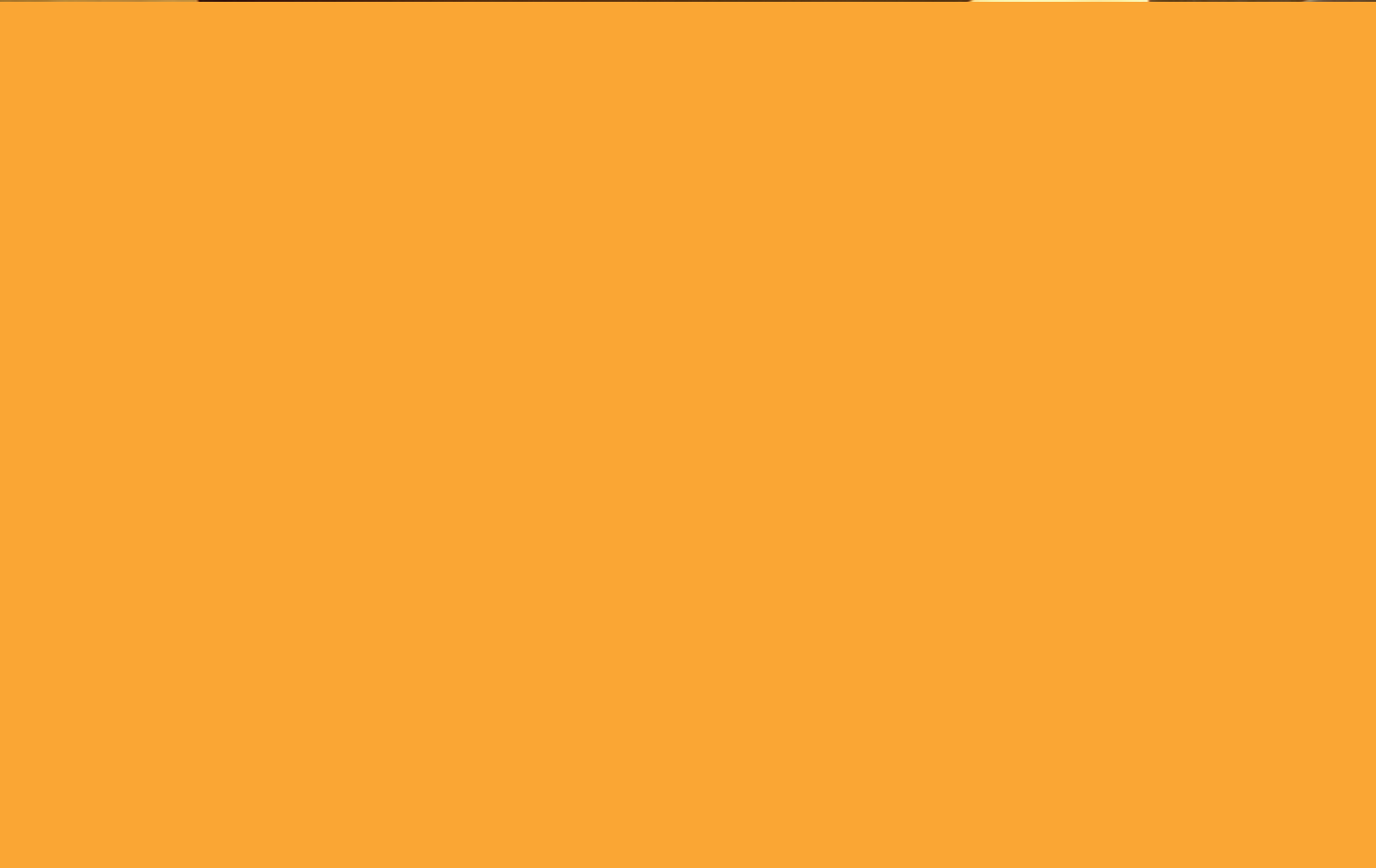
Muhammad was also screened at the Zayed University Middle East Film Festival (ZUMEFF) in Abu Dhabi. Additionally, Penny Wang and Amna Al Saadi received an honorable mention for their short documentary, “Qader” (Destiny) at the LA New Wave International Film Festival.

LIBERAL ARTS AWARDS

Best Poem

“Autobiography”

Paulo Fugen





EXPERIENTIAL LEARNING

NU-Q's Doha location provides students a uniquely advantageous position to take the lessons they've learned in the classroom and apply them across the globe. These experiential learning opportunities encourage students to step out of their comfort zones, report untold stories, turn strangers into friends, and become more well-rounded as both people and media professionals.

Prior to these experiences, students research their destination and its issues to prepare themselves intellectually and emotionally for working in a new and often unfamiliar culture. During or after their visit, they engage in discussion and reflection to synthesize the knowledge gained from the experience with their earlier expectations, prejudices and education.





SERVICE LEARNING: CHINA

Over spring break in 2014, 12 NU-Q students and three advisers traveled to Beijing, China, where they explored issues of population density, the impact of industrialization on a developing nation, and the challenges of media and non-government organizations in a communist country. Students also used their media and public relations skills to help increase awareness of disadvantaged communities in the country.



NU-Q IN CUBA

In the summer of 2014, a group of students accompanied Sean Burns, lecturer in political science, to Cuba and Miami to study the impacts of revolution and exile. To prepare, students did four weeks of classwork, studying the causes and outcomes of the Cuban revolution: the politics, economics, social transformations, and the stories told by friends and enemies of the revolutionary government. In Cuba, students met with political and social organizations, while trying to get a sense of the people and conditions that were not a part of the official tour. The class then went to Miami and met with exiles, academics and advocacy groups to investigate the experience and impact of the Cuban exile community in South Florida.





Sporting Glamour

GLAM
URBAN WOMAN
GLAM
THE "NEW AGE" DESIGNER
PALESTINE: BAGS OF HOPE
WE WHAT FASHION

the gulf

YOU IS A ST...
PLA



JOURNALISM RESIDENCY PROGRAM

Based on the Medill School of Journalism's famed curriculum, the Journalism Residency Program gives students the opportunity to hone their skills by working full-time at media companies. In 2014, 22 NU-Q students—the largest cohort to date—took part, working in the US, UK and France. During their 10 weeks in the field, they worked under real deadline pressure, honed their news judgment, sharpened their fact-checking and research skills, and built confidence in their capabilities.

The prestigious media and communications organizations that hosted NU-Q students in 2014 included:

- *Boston Globe*
- *Cosmopolitan*
- *Marie Claire*
- BLJ Worldwide
- Pulitzer Center on Crisis Reporting
- *Sports Illustrated*
- The Huffington Post
- Euronews

COMMUNICATION EXCHANGE PROGRAM IN EVANSTON

Each year, NU-Q communication students have the opportunity to spend a semester taking classes at Northwestern's home campus in Evanston. This year, 11 students took part, the highest number in the program's history. The semester abroad gives students the American student experience and strengthens the bond between the Doha and Evanston campuses.

GLOBAL MEDIA EXPERIENCE

The Global Media Experience enables NU-Q students to visit major traditional and new media organizations at media centers around the globe to get a better idea of potential career paths and to see professionals in action. In spring 2014, 11 students traveled to Dubai and New York, where they visited Dubai Media City, ABC News, NBC Universal, Kellen Communications, the Made in NY Media Center and more. After the trip, students produced creative summaries of their experiences.



STUDENT RESEARCH

NU-Q students turned a critical eye to the world around them in 2013–2014, launching a pair of research projects exploring issues directly affecting Qatar.

www.QatarEnvironment.org, a multimedia news site, investigated Qatar’s environmental issues and the government’s actions in response. The nation struggles with excessive energy consumption, skyrocketing carbon dioxide emissions and poor food security, all of which have potentially catastrophic long-term consequences. NU-Q students produced videos, articles and infographics exploring Qatar’s attempts to reduce its environmental impact, including green building, energy efficiency and the nation’s endangered species.

In a related project, NU-Q and NU-E students teamed up to launch *Feeding Qatar*, an e-book

investigation of the country’s food and water security. In addition to text, the book featured audio, video and photo slideshows highlighting the risks facing a country that imports 90 percent of its food and has limited fresh water. Eight graduate students from Medill worked with five NU-Q students in Doha on the project, travelling around the country for their reporting.

In the coming year, 15 NU-Q students—most of them Qatari nationals—will assist faculty members **Jocelyn Mitchell**, **Christina Paschyn** and **Kristen Pike** in their study “Qatari Women: Engagement and Empowerment.” Funded by the Qatar National Research Fund’s Undergraduate Research Experience Program, the study aims to challenge misconceptions about the exclusion and repression of women in Qatar.

AFTER NU-Q



CAREER SERVICES

NU-Q offers a host of resources to help students find internships, jobs and graduate programs during and after their time in school. Services include:

- One-on-one meetings with students and alumni
- Internship programs at a number of media organizations in Qatar and the UAE
- A job search program for both NU-Q and NU-E graduates seeking employment in the region
- Professional development opportunities, including discussions and workshops
- Graduate and professional school advising
- CareerCat, an online database where employers can post career opportunities
- The annual Career and Internship Fair, which in 2014 drew 31 companies, a 30-percent increase over the previous year

As of April 2014, 83 percent of NU-Q's alumni (including the class of 2014) were either employed or self-employed, had received job offers, or enrolled in or applying to graduate programs.

Students are attending the following graduate schools:

- Northwestern University-Medill—USA
- Columbia University—USA
- Harvard University—USA
- New York University—USA
- University of Cambridge—UK
- McGill University—Canada
- University College of London—UK
- Loyola Marymount University—USA
- King's College—UK
- Hebrew University—Israel
- University of London—UK
- University of the Arts—UK

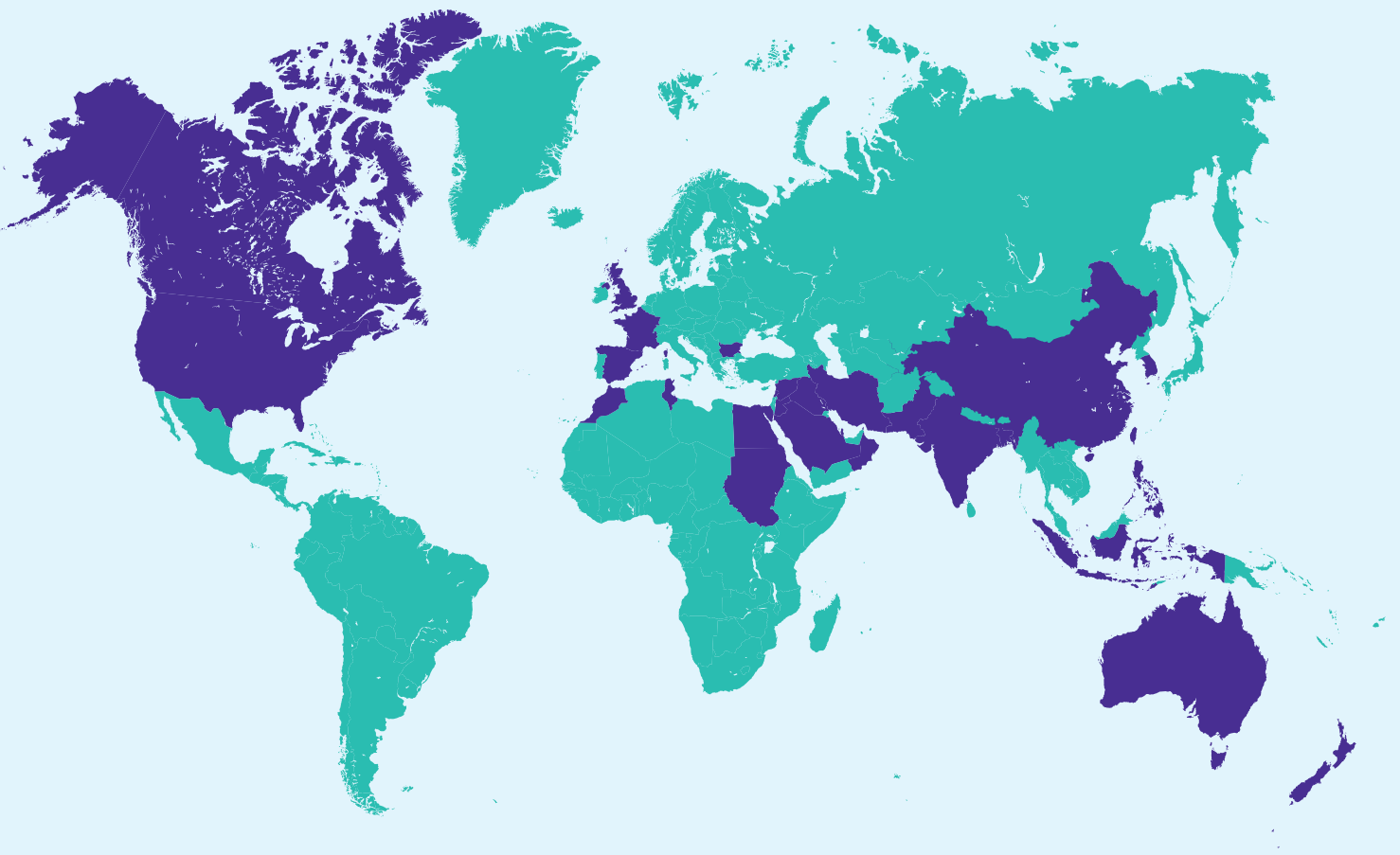
Companies where alumni are employed:

- Resolution Productions
- Sparks Media
- Qatar Living—web content manager
- El Emadi—Media Department
- Northwestern University in Qatar
- Supreme Committee for Delivery and Legacy (formerly Qatar 2022)—media
- Safari Realty—marketing

Internships:

- Qatar Foundation—At the office of Her Highness Sheikha Moza bint Nasser
- Al Jazeera Network

ABOVE The annual Career and Internship Fair.



2013-14 STUDENT BODY PROFILE

NU-Q STUDENTS REPRESENT THE FOLLOWING NATIONALITIES:

Australia	Korea
Bahrain	Lebanon
Bangladesh	Morocco
Bulgaria	New Zealand
Canada	Oman
China	Pakistan
Egypt	Philippines
France	Qatar
United Kingdom	Saudi Arabia
India	Spain
Indonesia	Sudan
Iran	Syria
Iraq	Tunisia
Jordan	USA

157

students



31
Male

126
Female



68
journalism

89
communication



68
Qatari

89
Non-Qatari



Graduation 2014

“Many years from now, if you believe in what you have made, it won’t matter much whether it was a success or a failure. There is little joy in a success that you do not believe in, but the joy of having a success that you believe in is immeasurable.”

—Jehane Noujaim, commencement keynote speaker

Northwestern University in Qatar honored its third graduating class on May 4, 2014. The 30 graduating seniors, representing 14 nationalities, received bachelors of science degrees in journalism (13) and communication (17).

More than 900 people were in attendance at the Qatar National Convention Centre as Northwestern University President Morton Schapiro extolled the achievement of the graduates of NU-Q. In addition to President Schapiro, a number of Northwestern officials were present at the ceremony, including the chair of the Board of Trustees William Osborn, and Provost Dan Linzer. Schapiro called the new graduates “engaged global citizens who are prepared to succeed here and anywhere due to their exceptional academic preparation and performance—as well as their professional achievements.”

Graduating senior Yara Bader Darwish was chosen to speak at the ceremony on behalf of the Class of 2014. In her inspirational speech about the bonds of friendship, diversity and ambition, she encouraged her peers to use

their Northwestern values to “create with passion, inform with confidence and connect with ambition.”

Filmmaker Jehane Noujaim, who earned an Oscar nomination for *The Square*, her documentary following Egyptians in Cairo through the January 2011 uprising, gave the keynote speech.

She urged the graduates to find their path in life, using their time to do what they love and taking risks. “The good news is, you have the beautiful gift of time. The trick is how you use it,” she said. “Remember, you are the author of your own life—it is up to you how you write it. With courage, integrity, kindness and great friends, you will find your true path.”

Schapiro also hosted the President’s Award luncheon, recognizing graduates for their outstanding academic achievements.

Journalism Award: Yara Bader Darwish
Communication Award: Hazar Eskandar
Liberal Arts Award: Zena Al Tahhan
Leadership Award: Yara Bader Darwish
Dean’s Award: Yara Bader Darwish

OPPOSITE: TOP Northwestern University President Morton Schapiro. **BOTTOM** Commencement speaker Jehane Noujaim.



NORTHWESTERN
UNIVERSITY
IN QATAR



NORT
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H

Students toss their caps in the air to celebrate graduating



Faculty and Staff: Meeting the Challenge

NEW LEADERSHIP

The 2013-14 academic year was a time of significant growth across the university for NU-Q, evidenced by rising enrollment, increasing research activities and the construction of the new building. These developments necessitated a series of leadership appointments aimed at fostering further growth and advancing the school's academic mission.



Kathryn B. Sybank
*Chief Operating
Officer*

Kathryn B. Sybank joined NU-Q as its new COO in January 2014. The former vice president for human resources

and administrative services at Texas A&M University's (TAMU) home campus, she brings to NU-Q decades of experience in finance, human resources, student services and related areas. A graduate of TAMU with a bachelor's in psychology and a minor in history, Sybank also earned an MBA at the University of Phoenix. Some of her most notable posts include chief of staff for the vice president for finance at TAMU and CFO, director of student business services.



Klaus Schoenbach
*Associate Dean for
Research*

A renowned scholar and leader in communication, media studies and journalism, Klaus Schoenbach arrived

in March 2014 to head NU-Q's burgeoning research program. Noted for his leadership at the University of Vienna, where he was the chairman of the world's second-largest department of communication, Schoenbach was previously chair of general communication science at the University of Amsterdam and professor of applied communication research at the University of Munich, among other appointments. Schoenbach received his PhD in mass communication from the University of Mainz. His Habilitation in journalism and mass communication—an academic qualification beyond a PhD—is from the University of Muenster.



Paul Reilly
*Director of
Strategic Media
and Marketing*

Paul Reilly became NU-Q's first head of the Media Strategy, Marketing and Communication

Department in January 2014. He came to NU-Q from BBDO New York, where he was an executive vice president and senior director. BBDO is the world's most awarded advertising agency and the second-largest global agency network. At BBDO, Reilly managed some of the firm's largest and most valued accounts. A graduate of Fordham University in communications, he also holds a master's degree in strategic communication from the University of Missouri School of Journalism.



Leon Braswell
*Director of
Admissions*

Leon Braswell brought more than two decades' experience in admissions and enrollment management to NU-Q

when he arrived in August 2013. Prior to NU-Q, he was the director of admissions and financial aid at Columbia University's Graduate School of Journalism. Before Columbia, Braswell worked with undergraduates as director of international and transfer admissions at Tufts University. He received his BA (cum laude) in political science and a certificate in Latin American Studies from the University of Massachusetts, Amherst, and did graduate work at Harvard University, where was awarded an EdM in administration, planning and social policy, as well as a Certificate in Advanced Studies at Harvard's Graduate School of Education.



Pamela Erskine-Loftus
*Director, Gallery
for Media,
Communication
and Journalism*

Pamela Erskine-Loftus came to NU-Q in January

2014 as the first director of the Gallery for Media, Communication and Journalism. A museum professional with more than 15 years of experience in the Gulf and US, she brings her background in establishing new museums to NU-Q's long-planned exhibition space, which will showcase the past, present and future of media and communications, with global and Middle Eastern emphases. Erskine-Loftus received a certificate in arts administration from New York University, a master's in museum studies from the University of Leicester and a PhD in Arabian Peninsula museology from Newcastle University.



Laura Hokenstad
*Director of Health,
Safety, Security and
Environment*

Laura Rae Hokenstad has been in the emergency management field for more than

15 years and has extensive field experience at localized, national and international levels. Before arriving at NU-Q in August 2013, she served as a government liaison and coordinated disaster response and recovery operations for the Federal Emergency Management Agency and the American Red Cross. Previously, she was director for the Mayor's Office of Emergency Management in Nashville, Tennessee. She has also consulted on emergency projects in China and the Caribbean. She holds a BA in anthropology and sociology from Warren Wilson College, and an MS in social administration from Case Western Reserve University.

NEW FACULTY 2014-15



Amy Sanders, associate professor in residence of journalism, focuses on the intersection of law and new technology, with a emphasis on media. Her research is focused in the areas of online defamation, social media and telecommunication regulation. She received her PhD in mass communication law from the University of Florida, holds master's and law degrees from the University of Iowa, and earned her bachelor's degree from Truman State University. Prior to joining NU-Q, Sanders earned tenure at the University of Minnesota School of Journalism and Mass Communication, where she was an affiliate faculty member with the University of Minnesota Law School.



Ilhem Allagui, associate professor in residence of journalism, specializes in teaching integrated marketing communication (IMC) courses, particularly public relations, advertising, IMC and strategic research methods. Her research interests focus on, among other things, the social integration of new media in the Arab region, the Arab cultural industries and IMC practices in the MENA region. She earned a PhD in communication sciences from the University of Montreal, and has taught at the University of Montreal and the American University of Sharjah. She also has experience working for private communications and new media firms in Montreal.



John Downing, professor in residence of communication, teaches and researches in the fields of communication and culture; globalization and the media; alternative media and social movements; political cinema of the global South; media, dictatorship and democracy; and ethnicity, racism and the media. He received his PhD and master's degree from the London School of Economics, and holds an additional master's degree from Oxford University. Before joining the NU-Q faculty, Downing served as professor of international communication and founding director of the Global Media Research Center in the College of Mass Communication and Media Arts at Southern Illinois University. He was previously John T. Jones Centennial Professor of Communication in the Radio-TV-Film Department at the University of Texas, Austin.



Sami S. Hermez, assistant professor in residence of anthropology, is co-founder of the Association for Middle East Anthropology within the Middle East Studies Association. He holds a PhD in anthropology from Princeton University, a master's from New York University and an undergraduate degree from Duke University. He has had research fellowships in Berlin at Zentrum Moderner Orient and Humboldt University, as well as Princeton and NYU. Hermez has previously taught at Harvard University, Mt. Holyoke College, the University of Massachusetts at Amherst, the University of Pittsburgh and the American University of Beirut. He has also been a post-doctoral fellow at St. Anthony's College, Oxford University. His professional experience includes work with the United Nations Capital Development Fund and World Bank in New York and Sana'a, Yemen as well as a stint with the UN Development Program in Beirut.



Dana El Ahdab, adjunct lecturer in communication, teaches 2-D animation. She also co-teaches the graphic design senior seminar at VCU-Q within the framework of a newly developed course on the cultivation of value through design. She has previously taught design methods and processes, typography, imaging, design technology, the business of design, and design internship. Dana's area of interest lies in the synthesis among environmental sciences (specifically marine environments), conservation and value-driven design. She received her MA in design education from the University of London at Goldsmiths College.



Tanya Kane, adjunct lecturer in anthropology, focuses on topics including globalization, education, neoliberalism and knowledge-based economies, with particular emphasis on the Middle East. Before joining NU-Q, she instructed in the field of social anthropology in Canada, the UK and Qatar. Her doctoral fieldwork, through Weill Cornell Medical College in Qatar, explored Arab student experiences of the American-styled medical curriculum. Her years of teaching span back more than a decade.



Mohanalakshmi Rajakumar, adjunct lecturer in communication, has spent nearly a decade in Qatar as a writing instructor and literature professor at several universities. She is an author, educator and scholar of literature, with a PhD from the University of Florida. Her work focuses on gender, race, writing and postcolonial theory. She has published numerous books and journals, including the award-winning novel *Love Comes Later*.

FACULTY AND STAFF ROSTER

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2013-14 FACULTY AND STAFF

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Chris Adamescu <i>Production & Broadcast Technical Support Specialist</i>	Patricia Collins <i>Counselor/Coordinator of Health & Wellness</i>
Maha Al Ghanim <i>Administrative Assistant</i>	Mano (Jebaranjani) De Rosairo <i>Admissions Support</i>
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Sean Burns <i>Lecturer in Residence, Liberal Arts Program</i>	Amira Hariri <i>Assistant Director of Admissions</i>
Jocelyn Casambros <i>Library Support</i>	Sami S. Hermez <i>Assistant Professor in Residence, Liberal Arts Program</i>

Tiffany Ho <i>Student Affairs Communications Coordinator</i>	Rami Madhoun <i>Systems Engineer</i>
Elizabeth Hoffman <i>Adjunct Lecturer, Communication Program</i>	Jesse Manley <i>Administrative Assistant</i>
Christopher Hurless <i>Senior User Support Specialist</i>	Arnold Marcelo <i>NU-Q Office Assistant/Driver</i>
Shakir Hussain <i>User Support Specialist</i>	Justin D. Martin <i>Assistant Professor in Residence, Journalism Program</i>
Katie Hyon <i>Student Affairs Specialist</i>	Kim McDonough <i>Finance/Liberal Arts Support</i>
Tanya Kane <i>Adjunct Lecturer, Liberal Arts Program</i>	Andrew Mills <i>Assistant Professor, Journalism Program</i>
Janet Key <i>Assistant Professor, Journalism Program</i>	Jocelyn Mitchell <i>Assistant Professor in Residence, Liberal Arts Program</i>
Joe F. Khalil <i>Associate Professor in Residence, Communication Program</i>	Saeed Mohamed <i>Government Relations Manager</i>
Joseph Kurtin <i>Manager of Infrastructure Operations</i>	Marie Newkirk <i>Career Services Manager</i>
Elizabeth Lance <i>Research Administrator</i>	Victoria Ng'eno <i>Administrative Assistant/Library</i>
Erin Libby <i>QSO Program Assistant</i>	Durriya Niaz <i>Manager of Accounting and Financial Reporting</i>
DeYette Little <i>Executive Assistant to the COO</i>	Ryza Odencio-Tenorio <i>Library Support</i>
Jesusa (Josie) Llagas <i>Library Support</i>	Mounir Ouanaimi <i>Adjunct Lecturer, Liberal Arts Program</i>
Maria D. Lombard <i>Assistant Professor in Residence, Liberal Arts Program</i>	Susan H. Pak <i>Assistant Professor in Residence, Communication Program</i>
Nadeem Lughmani <i>Senior Network Engineer</i>	Christina Paschyn <i>Lecturer in Residence, Journalism Program</i>
Lindsey Lumley <i>QSO Program Assistant</i>	Jan-Marie Petersen <i>Web Content Manager</i>
Abir Maarouf <i>Purchasing Coordinator</i>	Kirsten Pike <i>Assistant Professor in Residence, Communication Program</i>

Mohanalakshmi Rajakumar <i>Adjunct Lecturer, Communication Program</i>	Lakisha Tillman <i>Student & Residential Life Manager</i>
Connie Ramadan <i>Human Resources Administration Manager</i>	Patrick Tingson <i>Production Coordinator</i>
Bradford Rawson <i>Marketing Manager</i>	Tracy L. Vaughn <i>Associate Professor in Residence, Liberal Arts Program</i>
Sian Sadler <i>Executive Assistant to the Dean</i>	Emily Wilson <i>Manager of Community Relations</i>
Amy Sanders <i>Associate Professor in Residence, Journalism Program</i>	Paul Wood <i>Senior User Support Specialist</i>
Trish Seapy <i>Writing Specialist</i>	Ann Woodworth <i>Associate Professor, Communication Program</i>
Delora Sequeira <i>Business & Finance Support</i>	Zachary Wright <i>Assistant Professor in Residence, Liberal Arts Program</i>
Bianca Simon <i>Administrative Assistant</i>	Ihsan Yahya <i>Chief Broadcast Engineer</i>
Anne Sobel <i>Lecturer in Residence, Communication Program</i>	Amin Zaky <i>Community Relations Support</i>
Rommel Solicar <i>Facilities Coordinator</i>	
Christopher Sparshott <i>Assistant Professor in Residence, Liberal Arts Program</i>	
Aaleeya Spence <i>Student Affairs Coordinator</i>	
Quinton Sprull <i>Manager of Budget and Student Finance</i>	
Kristal Sawatzke <i>International Experience Coordinator</i>	
Michelle Telfaci <i>Academic Advisor</i>	
Allwyn Tellis <i>Lecturer, Communication Program</i>	
Kim Theodore <i>Human Resources Manager</i>	







Research: An Unbound Curiosity

NU-Q's research program is a major pillar of the school's mission, strengthening its connections to Qatar and the Qatar Foundation, other Education City schools, and the larger Northwestern community.

The 2013–14 academic year saw significant advances in the school's research mission. NU-Q received more than US\$1.5 million in grants from the Qatar National Research Fund (QNRF), covering both institutional and undergraduate research. The second Middle East media usage survey, conducted in partnership with the Doha Film Institute, explored entertainment media habits across six nations. The appointment of a new associate dean, Klaus Schoenbach, and a research administrator continued efforts to bolster the research office.



UNDERGRADUATE RESEARCH EXPERIENCE PROGRAM

NU-Q received two grants as part of QNRF's Undergraduate Research Experience Program (UREP), which funds collaborations between faculty and students.

Faculty members **Jocelyn Mitchell**, **Christina Paschyn** and **Kristen Pike**, along with 15 female NU-Q students, were awarded a grant to research the drivers and obstacles of women's empowerment in Qatar. The study will focus in particular on how women's social groups, called *majlis al-hareem*, link to outward engagement. The study will include both written and audiovisual components. The trio also won the NU-Q Unity Award for the collaboration.

The NU-Q team is joined by researchers from Texas A&M University at Qatar, Qatar University and College of the North Atlantic-Qatar.

Susan Dun, assistant professor in residence, was also awarded a UREP grant along with three students to develop a tool to measure digital literacy for Internet users. The research stemmed from the need to understand what kind of deficits Arab-language web users have and, in turn, design programs to eliminate those shortfalls.

The study, a collaboration with Qatar University and scheduled for completion in October 2014, observed Web searching strategies of Arabic-speaking Internet users and surveyed their knowledge of the Internet.

“Our study is the first of its kind to survey a large sample of Qatari women about their participation in social groups and their choices in the economic, educational and political spheres.”

—Jocelyn Mitchell,
assistant professor in residence,
liberal arts program

ABOVE: LEFT (from left) Christina Paschyn, Jocelyn Mitchell and Kirsten Pike. RIGHT (from left) Susan Dun and student Motasem Kalaji.



NATIONAL PRIORITIES RESEARCH PROGRAM

The QNRF National Priorities Research Program (NPRP) is intended to support projects that build human capital in Qatar, raise the country's profile within the international research community, and benefit the nation, region and world.

In 2013–14, NU-Q received two NPRP grants. The first, of nearly US\$850,000, funds a three-year exploration of media use in the Middle East that builds on previous research conducted by NU-Q. In April 2014, “Entertainment Media Use in the Middle East: A Six-Nation Survey” was released to local, regional and international news coverage. The project, led at NU-Q by **Everette Dennis, Robb Wood** and **Justin Martin**, includes a collaboration with the Doha Film Institute and the Al Jazeera Network. Further annual studies will be funded by the NPRP grants.

By building on the baseline studies that have already been completed and carrying out ongoing research, NU-Q will make a needed

contribution to existing knowledge of both traditional and digital media consumption and cultural attitudes in the Arab Gulf region. The results of this the study will provide knowledge of traditional and digital media consumption and cultural attitudes to academics, media practitioners, policymakers, students and the general public.

A second grant, awarded to **John Pavlik, Everette E. Dennis** and Medill's **Rachel Mersey**, funds an exploration of content innovation strategies for mobile media in Qatar and the United Arab Emirates. The project will collect data using multiple methods, including public social networking sites, user surveys and detailed interviews with media professionals regarding their use of mobile and social media. Based on this analysis, researchers will provide a data-driven model of potential mobile media content innovation in these countries, including both production and consumption patterns.

CURRENT AND FUTURE RESEARCH TOPICS

Media in Middle East and North African (MENA) countries: Media systems, governance, content, audience

- Media use in six MENA countries
- Religious broadcasting in Arab countries
- Arab TV industries
- Youth-generated media in Arab countries
- Media and politics in Arab countries
- The influence of Turkish media in the Arab world
- The coverage of migrant workers in Qatar newspapers
- Measuring Internet literacy in Qatar
- West-African Islamic intellectuals
- Journalistic practice in the Arab Gulf

Women and media/communication in MENA countries

- Women's meetings and the public sphere in Qatar
- Mobile apps to encourage women in Qatar to do more sports
- The “princess” culture—how Disney movies are used by a young girl audience
- Educational graphic novels for girls
- Women in press photographs
- Quilts as an expression of identity

Other topics

- The impact of local media on global understanding
- Remote journalistic reporting on crisis areas
- Organizational communication in companies
- The rhetoric of the Sufi-Salafi controversy
- The rhetoric of Gandhi
- Film and movie theater history
- Web analytics
- Revolutionary movements
- Migrant workers in the Musheireb quarter of Doha
- Political Islam
- British imperial history



BECOMING A PUBLIC RELATIONS WRITER

STANLEY
MORAVIETSON

A PRACTITIONER'S GUIDE TO PUBLIC RELATIONS RESEARCH, MEASUREMENT, AND EVALUATION

Smith

STRATEGIC PLANNING FOR PUBLIC RELATIONS

Magnus Fredriksson

Third
Edition

WILCOX
CAMERON

PUBLIC RELATIONS

Strategies and Tactics

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WAGNER
MAKING IT IN YOUR NEIGHBOURHOOD

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STILL NOT EASY BEING BRITISH

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In the Community

OPPOSITE: TOP, LEFT Students at the Northwestern Media Institute Summer Program. TOP, RIGHT NU-Q faculty and students at a Weekend Workshop. BOTTOM Qatar Leadership Conference.

PRE-COLLEGE PROGRAMS

Throughout the year, NU-Q invites high school students to explore the exciting world of media through a series of programs designed to showcase the journalism and communication programs.

THE NORTHWESTERN MEDIA INSTITUTE

The annual Northwestern Media Institute Summer Program provides high school students with training and education on a variety of media topics. Past seminar sessions have included topics such as film exploration, documentary photography, social media and news reporting.

QATAR LEADERSHIP CONFERENCE

NU-Q, Georgetown University School of Foreign Service in Qatar and THIMUN Qatar offer one of the largest professional development conferences for educators and students in the Middle East. Through workshops and programming, teachers and students were given a chance to network and grow their Model United Nation and media skills.

WEEKEND WORKSHOPS

NU-Q hosted high school students (grades 9–12) for three consecutive Saturdays for an introductory course on digital media and investigative reporting. Students learned about new media, multimedia, interviewing sources and getting the story through a series of hands-on activities.

DISCOVER NU-Q

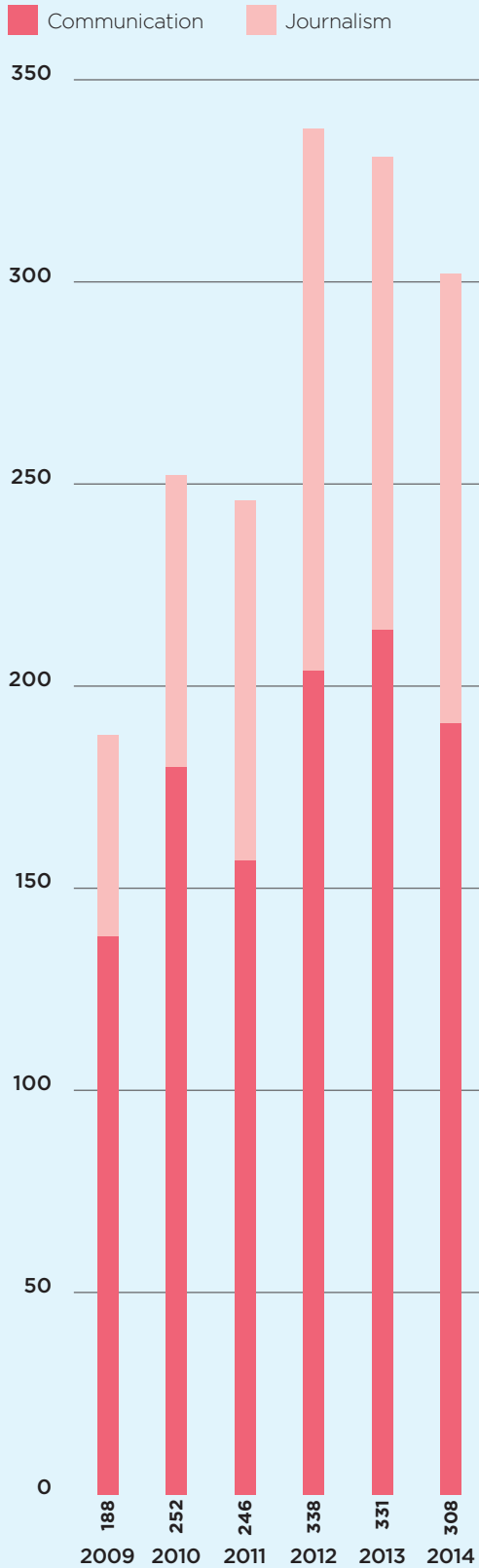
Throughout the year, the Admissions Department hosts the Discover NU-Q series, interactive events that provide prospective students and their parents with a better understanding of future career opportunities available to them if they enroll at the university. Attendees also learned more about the application and financial aid processes.

At the events, program heads discussed the course offerings, experiential learning opportunities and career potential specific to each academic discipline. Dean Everette E. Dennis and Director of Admissions Leon Braswell also spoke about the school's opportunities.



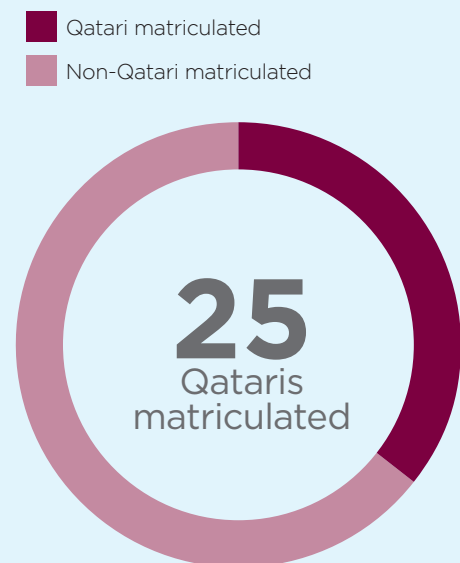
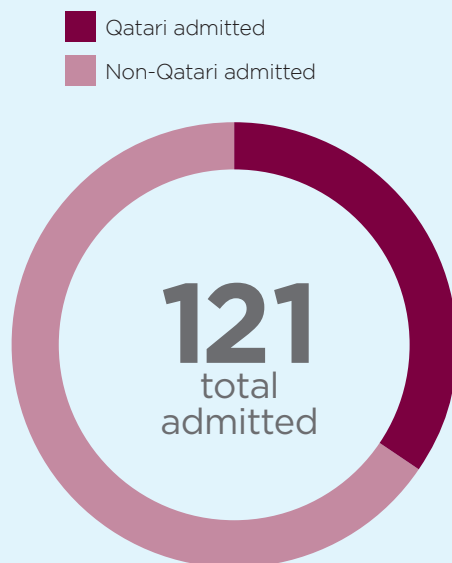
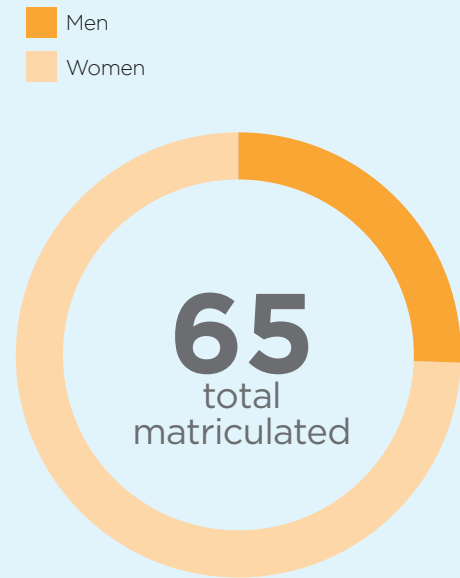
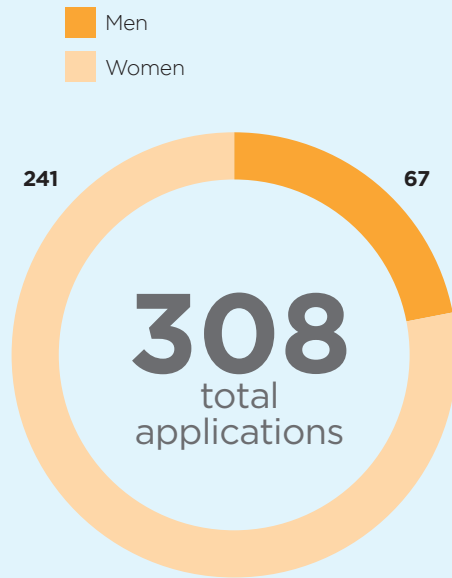
ADMISSIONS NUMBERS

APPLICANTS BY YEAR



CLASS OF 2018: LARGEST FIRST-YEAR CLASS EVER

NU-Q's Class of 2018 is the largest incoming class in the school's history, with 65 students matriculating. The class represents 20 nations and five continents, and also includes the largest contingent of Qataris in NU-Q's seven years in Doha.



21% of students attending reside outside of Qatar



**NORTHWESTERN
UNIVERSITY
IN QATAR**

Prepare to
lead the world
of media




**NORTHWESTERN
UNIVERSITY
IN QATAR**

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Northwestern University in C
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Edited by Briar

Thursday,
The Great Room



Thought Leadership

Engaging in thought leadership through research, outreach and intellectual capital development is an important part of NU-Q's vision. During the 2013-14 academic year, the school contributed to the growth of Qatar's knowledge economy through a variety of research publications with local and regional relevance.

ON THE GROUND: NEW DIRECTIONS IN MIDDLE EAST AND NORTH AFRICAN STUDIES

February 2014 saw the launch of NU-Q's first monograph, a collection of 10 working papers exploring questions of political and cultural identity, widening inequalities, and increasing political and economic oppression. The papers stemmed from a symposium hosted by NU-Q and attended by members of faculty from NU-Q and main campus.

The book was first released at a launch event in Evanston, featuring a conversation between NU-Q Dean Everette E. Dennis and Brian Edwards, head of Northwestern's Program in MENA Studies and editor of the volume. A subsequent Doha launch brought together four faculty members to discuss relevant topics. In addition to a print volume, *On the Ground* was also released as an e-book and online at ontheground.qatar.northwestern.edu.

ENTERTAINMENT MEDIA USE IN THE MIDDLE EAST: A SIX-NATION SURVEY

Once again, NU-Q's sweeping survey of media use in the Middle East caught the attention of audiences in Qatar, the region and around the world. This year's study, done in partnership with the Doha Film Institute, focused on entertainment media habits. The findings were published both in print and online at mideastmedia.org.

Key findings included:

- Two-thirds (66%) of adults from countries surveyed agree that people benefit from watching content from different parts of the world, yet an equal two-thirds say they prefer films that portray their own culture (65%)
- Vast majority support tighter regulation of violent and romantic entertainment content
- 79% say more should be done to preserve cultural traditions, while at the same time 70% want more cultural integration with modern society
- Three quarters of internet users say they watch films online

The survey was well-received by the global media, with 31 English-language and 28 Arabic-language outlets covering the findings.



OPPOSITE: TOP On the Ground panelists (from left) Joe Khalil, Jocelyn Mitchell, Zachary Wright and Khaled Al Hroub.

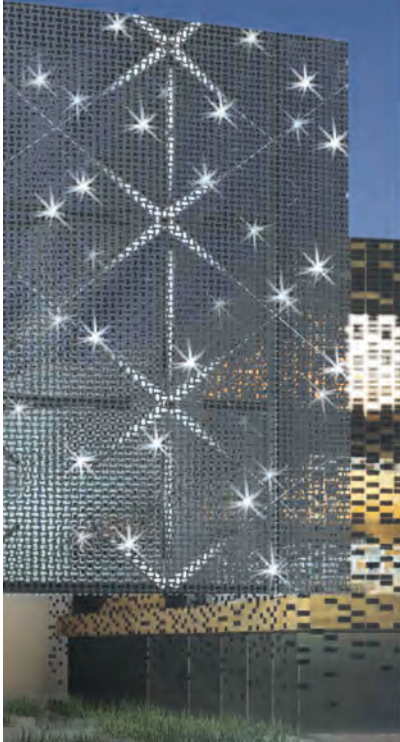


PARSING "ARAB SPRING"

In NU-Q's first occasional paper, Professor Ibrahim N. Abusharif explored the origin and usage of the term "Arab Spring" to describe the 2010–11 uprisings in the Middle East. Based on a study analyzing more than 100 publications about the popular phrase that frames the uprisings in the Arab world, "Parsing 'Arab Spring'" offers a careful and comprehensive look at how the term came to be. The paper looks at the historical roots of the term Arab Spring as well as descriptors used in Arabic press. It also explores how the "spring" descriptor came to be used by other regions going through political strife and why some circles have criticized the term.



Building tomorrow's media leaders



Northwestern University in Qatar is Northwestern University's 12th school and only overseas campus. Based in Education City, Doha, Qatar, NU-Q is a media-centric institution with undergraduate degree programs in communication and journalism as well as liberal arts instruction. As a member of the Qatar Foundation, it collaborates with such sister institutions as Carnegie Mellon, Cornell, Georgetown, Texas A&M, and Virginia Commonwealth, and is part of what has been called one of the most exciting educational collaborations in the world today.

NU-Q benefits from the cooperation and guidance of the university's US-based School of Communication; Medill School of Journalism, Media, Integrated Marketing Communications, and Weinberg College of Arts and Sciences. The 2,500-acre Education City campus has exceptional facilities in sweeping modern buildings by world-class architects. NU-Q has its own state-of-the-art digital media, broadcast and film facilities in a dedicated studio building for information and entertainment productions.

Having graduated its third class of undergraduates and now heading into its seventh year, NU-Q is planning to extend and strengthen its instructional and research activities. NU-Q's challenge is to establish a distinctive school of the highest quality in concert with other world-class institutions to assist in creating a talent bench and leadership cadre for media and entertainment industries and other communications enterprises and institutions in Qatar, the Middle East, and the global community.

In a venue where full academic freedom is guaranteed, the goal is the advancement of freedom of expression in a rapidly changing part of the world, building on the legacy of Northwestern University, with undergraduate degree programs offered by two of its most renowned professional schools. Few locations in the world today are more conducive to teaching excellence and innovative research, which can combine to make a difference in the lives of individuals, institutions, and a transitional society.

www.qatar.northwestern.edu



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RAISING AWARENESS

Over the last year, NU-Q produced a steady stream of materials aimed at raising awareness of the school in Doha, the Middle East and at the home campus in Evanston. These included print ads, appearances by Dean Everette Dennis on *Chicago Tonight* and the talk show *Open Mind*, and billboard ads in several Doha malls.

@NUQATAR



NU-Q Facebook page had a **91% (net) fan growth**, which was aided by some paid advertising.



NU-Q Twitter following **grew by 67% (net)**. NU-Q's Twitter channel now has the second highest follower count among EC's American universities.



Web traffic to NU-Q sites remained steady in comparison to the previous year with about **200k visits and 550k page views total**. The number of new visitors increased by 13%.



Journalism Program: Learning by Doing

The journalism program at Northwestern University in Qatar provides a distinctive global education that prepares students to shape the future of media in all multimedia platforms in journalism, strategic communications and public relations. Awarded degrees from the distinguished Medill School of Journalism at Northwestern University in Evanston, Illinois, students are educated and prepared to engage in and to become media leaders in Qatar, the region and the world.

Graduates are employed at media and communications companies around the world, informing the public about important stories and issues and pushing the level of discourse higher. They are employed in the fields of online and digital journalism, broadcast and print journalism and public relations and strategic communications, among others. Other graduates have decided to pursue higher education degrees and are seeking master's degrees and PhDs at such universities as Cambridge, Harvard, Columbia and Northwestern.

This year the journalism program added two prominent faculty, Amy Kirstin Sanders, PhD,

previously tenured at University of Minnesota, to guide the media and ethics curriculum; and Ilhem Allagui, PhD, an integrated marketing communication scholar from American University, Sharjah, to expand the strategic communications program.

The journalism program's "learn-by-doing" philosophy continues at the forefront of educational experiences. In addition to the Journalism Residency program, an academic internship that provides professional experience at media companies, students this year have added such new immersive experiences as the "Engage Chicago" study program, in which students do academic coursework and are active in top civic and community organizations in Chicago. Student work is often published by local and international news organizations and students are producing digital content on smartphones, mobile devices, social media and the web.

The NU-Q journalism program parallels and builds on the program in Evanston, but provides added value in coursework and experiences that only Qatar and the region can provide.





NU-Q JOURNALISM CONFERENCE

The Journalism Department hosted three award-winning journalists from the Pulitzer Center on Crisis Reporting for a speaker series about covering the Muslim world for international audiences. Panelists urged journalism students to report untold stories from the region and Middle East if they want to debunk popular stereotypes about Islam.

The journalists included:

- **Alia Malek**, a Syrian-American and author of *A Country Called Amreeka: US History Retold through Arab American Lives*
- **Ayman Oghanna**, an award-winning Iraqi-British photojournalist
- **Habiba Nosheen**, a Pakistani-Canadian multimedia journalist whose documentary, *Outlawed in Pakistan*, aired on PBS Frontline earlier this year

NEW COURSES

The 2013–14 academic year was an excellent year for broadening the curriculum and adding new courses. These singular courses, which are offered only at Northwestern University in Qatar and take advantage of the resources in this part of the world, include:

- “Media and Journalism in the Contemporary Middle East,” which explores how the Arab Spring effected new media and journalism in the Middle East
- “Islam, America, and the Media,” taught by **Zachary Wright**, analyzing how images of Islam are fashioned in the US media in dialogue with the history of Islam in America
- “Covering Gender Issues in Journalism,” taught by **Christina Paschyn**, gives students a general introduction to covering pressing gender and women’s issues in journalism
- “Creative Collaboration,” a joint journalism and communication course where journalists, writers and actors can learn from each other in a collaborative process of developing a multimedia play and documentary film
- “Empowering Women Through Feminist Media Production and Criticism,” a collaborative effort between of the NU-Q journalism and communication departments designed to help students translate key research findings from an NU-Q study on Qatari women



FACULTY ACHIEVEMENTS

Mary Dedinsky, director of the journalism program and associate professor in residence, was inducted into the Lincoln League of Journalists, governed by the Illinois Associated Press Editors Association. The league honors journalists who “have provided exemplary service to other journalists and to daily newspapers published in Illinois.” In her address to the Lincoln League, entitled “Middle East Journalism: We’re Not in Kansas Anymore,” Mary discussed the importance and challenges of creating a journalism program in Qatar and of reporting in the Middle East.

Ibrahim N. Abusharif, associate professor in residence, presented his research on the term “Arab Spring” and of other common descriptors used for the Arab world in Western news media at the International Society for Media, Religion and Culture in Canterbury. He also published a review-essay of the scholarly book *News Media in the Arab World* in the *Journal of Media and Religion*, and has a forthcoming essay on NU-Q’s journalism program in the Fall 2014 *Journal of General Education*.

Miriam Berg, lecturer in residence, added an MPhil to her existing MA and is continuing the writing of her thesis for expected completion of her PhD in Spring 2015.

Janet Key, assistant professor, presented on the *Daily Q*’s evolution and how the multimedia newspaper deals with Qatar’s press law at the 2014 Association for Education in Journalism and Mass Communication (AEJMC) in Montreal, Canada. At the same conference, she appeared on a panel on “The Challenges of Teaching Internationally.” She also attended the First Amendment Conference for university and secondary school publications, held in Nashville, Tennessee.

Justin Martin, assistant professor in residence, co-presented the findings of NU-Q’s Entertainment Media Use in the Middle East survey to a number of bodies, including the AEJMC, the American Association for Public Opinion Research, the International Communication Association, the Qatar Media Industries and the Rand Corporation. He also published articles for the Pulitzer Center and in *The New Republic*, *Quartz* and the *Orlando Sentinel*, and has a forthcoming article on US international campuses in the Fall 2014 *Journal of General Education*.

Andrew Mills, assistant professor, is working closely with NU-Q’s research office to develop a project that examines recent innovations in the coverage of conflict zones, with a particular focus on the ways news organizations use and verify digital information that has been gathered through social media networks. He is also actively involved in the Online News Association, and the Doha Film Institute selected one of his student’s documentaries for screening at the November 2014 Brazil Festival.

Christina Paschyn, lecturer in residence, was awarded a Qatar National Research Fund UREP grant for research project studying Qatari women’s civic engagement via the *majalis al-hareem* (female community gatherings). The collaboration on the grant with Jocelyn Mitchell of NU-Q’s liberal arts program and Kirsten Pike of the communication program earned the trio the NU-Q Unity Award in Spring 2014. Paschyn presented her paper, “Human Mobility, Social Ties, and Role Prediction: Role of Gender and Religion on the Social Network in Muslim Countries” at the International Association for Media and Communication research conference in Hyderabad, India, and has a forthcoming article on Orientalism and the Western pedagogy in the *Journal of General Education*.



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Communication Program: Teaching Global Storytelling

The media industries and technology major within the communication program prepares NU-Q students for creative roles in communication and media industries, and for responsible civic participation in the world of global media. Its graduates are effective researchers and storytellers skilled at information and interface design, as well as creators of new ideas, images and communication technologies. Graduates have careers in broadcast television, film, radio, digital information website designing, and analyzing audiences and the impact of media. They pursue work at creative firms, advertising agencies, nonprofit organizations, cultural associations, and government agencies and ministries, among other places. Communication students are trained in a range of disciplines and ways of thinking, from the social sciences to the arts.

Founded in 2008, NU-Q's communication program developed out of curricula in the School of Communication at Northwestern University in Evanston. Many of the courses in the communication program are offered also in Evanston in various departments, especially Radio/Television/Film and Communication Studies. NU-Q offers many unique courses as well, including those that focus on the region (such as "Alternative Media in the Middle East") or draw upon resources here (such as the new course, "Cityscapes: Doha and Paris"). This combination of courses, which merges theory and practice, and unites Northwestern's tradition with a new curriculum focused on the region, is unique to Northwestern University in Qatar.

COLLABORATIONS

The **minor in media and politics** is offered jointly by NU-Q and the Georgetown School of Foreign Service in Qatar (SFS-Q). Launched in 2013, the program capitalizes on the strengths of both universities to provide students with an enhanced understanding of the role of mass communication in political, diplomatic and policy-making processes,

as well as the role of politics in the shaping of mass media products and policies. In 2013–14 the enrollment for the minor doubled, and it has become very popular for students at both schools. The minor requires students to take three courses in government and politics at SFS-Q and three courses in media studies at NU-Q.



VISITORS

The communication program welcomed several visitors in 2013–14:

- **Hollis Clayson**, Bergen Evans Professor in the Humanities at Northwestern in Evanston, visited several classes to discuss Paris, art history and close art analysis
- **Sulafa Hijazi**, a Syrian producer of animation, live drama, puppet shows, documentaries and multimedia, and creator of the international-award-winning animated feature *The Jasmine Birds*, also visited several courses to discuss animation in the Middle East and opportunities for young animators
- **John Downing**, professor emeritus and founding director of the Global Media Research Center at Southern Illinois University, Carbondale, visited courses and gave an informal talk to the faculty at large
- **Kaveh Askari**, associate professor at Western Washington University, presented on “The Archive of Hollywood in 1970s Iran” to students in the “History of Animation” course
- **Leila Mroueh**, content producer for the Qatari reality show *Stars of Science*, visited the “Theories of Mediated Communication” class, as did **Bilal Randeer**, journalist, media entrepreneur and managing director at QatarLiving.com, and **Reem Saleh**, community outreach officer and programmer for the Doha Film Institute
- **Doug Boyd**, professor of communication at the University of Kentucky; **Darine Khatib**, actress, filmmaker and head of channel for Fatafeat TV (part of The Discovery Network); and **Lina Sawan**, senior executive producer at Al-Rayyan Television, all visited the “Arab Media Industries” course

NEW COURSES

Faculty in the communication program developed three new courses in 2013–14:

- **Allwyn Tellis** developed and delivered a new course in “The Rhetoric of Nationalism”
- In Fall 2013, ten students took a course designed by **Joe Khalil** and **Anne Sobel** called “Cityscapes on Film: Doha and Paris,” that included a 10-day experiential learning trip to Paris, where they completed experimental films inspired by the evolving cityscapes of Doha and Paris. These films were collected and screened in “Urban Identity Crises,” an exhibition at the Katara Art Center
- In Summer 2014, 12 students went to London to shoot short films as part of the course “The Web Series: Arabs in London,” also taught by Khalil and Sobel



FACULTY ACHIEVEMENTS

Scott Curtis, program director and associate professor in residence, hosted and organized the Thirteenth Annual Domitor Conference in Evanston and Chicago, Illinois, June 2014. Curtis is president of Domitor, the international society for the study of early cinema.

Susan Dun, senior lecturer, presented at the Second International Conference on Sport in Athens, and the Cybercultures Conference in Prague. Dun was also awarded—along with Susan Pak—a US\$50,000 grant from the Qatar National Research Fund’s Undergraduate Research Experience Program (UREP) for a project entitled, “Chicken is for the Birds: Changing Deadly Driving Behaviors of Young Qatari Men.”

Joe Khalil, associate professor in residence and visiting research fellow at the London School of Economics, received a US\$10,000 research grant from the Arab Council for Social Sciences on the topic “Producing the Public: Space, Media, Participation,” which is part of the “Mainstreaming Youth Media” research project. He also presented several papers at the annual conferences of the International Communication Association, the Broadcast Educators Association, the International Association of Media and Communication Researchers, and the British Society for Middle Eastern Studies.

Susan H. Pak, assistant professor in residence, presented her screenplay, *Guitar Hiro*, at the University Film and Video Association Conference at Chapman University in Orange, California. Pak also provided the Keynote Speech at the MUN and Media Leadership Conference, and presented her TEDx Talk, “The Facets of Failure,” both at Education City in Doha. She was also awarded, along with Susan Dun, a US\$50,000 UREP grant from the Qatar National Research Fund for a project entitled, “Chicken is for the Birds: Changing Deadly Driving Behaviors of Young Qatari Men.”

Kirsten Pike, Assistant Professor in Residence, was awarded—along with Jocelyn Mitchell, Christina Paschyn, Tanya Kane and Sadia Mir—a US\$150,000 grant from the Qatar National Research Fund’s Undergraduate Research Experience Program; the grant will explore “Qatari Women: Engagement & Empowerment.” This award led to an NU-Q Unity Award for helping to unify NU-Q’s programs in liberal arts, journalism and communication. She presented her recent work on Disney princesses in Middle Eastern media at the Console-ing Passions (an international conference on television, video, audio, new media and feminism) and International Communication Association conferences.



John Laprise, assistant professor in residence, published “US National Security Agency Surveillance: A Problem of ‘Allegality’” on the Oxford Human Rights Hub, and served as a consulting scholar for ictQATAR and as the Program Chair for the Global Internet Governance Academic Network (Giganet) Symposium. He also participated in several forums, including the Society for the History of Technology, the European Dialogue on Internet Governance and the Telecommunications Policy Research Conference.

Anne Sobel, lecturer, published essays in *The Chronicle of Higher Education*, The Huffington Post and Jezebel, and won a US\$70,000 grant from the Doha Film Institute’s Hazawi Short Film Fund. In addition, she organized workshops at the University Film and Video Association and Tasmeem conferences.

Allwyn Tellis, lecturer in residence, served as a Faculty Member on the Selection Committee of HEC Paris in Qatar (HEC-Q) that involved

interviewing and evaluating applicants to HEC-Q’s Management programs. He also conducted two workshops for HEC-Q’s Masters students on “Thesis Writing.”

Timothy Wilkerson, assistant professor in residence, won Best Documentary Film at the Daytona Beach Film Festival for his film *The Oracles of Pennsylvania Avenue*, which has been screened to millions of people in over 120 countries on Al Jazeera International’s documentary strand, Al Jazeera World.

Ann Woodworth, associate professor in residence and a Charles Deering McCormick Professor of Teaching Excellence, gave invited lectures on teaching and acting—especially “The Classroom as Stage”—at a wide range of locations, including the Hydrama Theatre and Arts Center in Hydra, Greece; the What the Best College Teachers Do Institute in Montclair, New Jersey; the Wisconsin College of Medicine in Milwaukee, Wisconsin; the Adler School of Professional Psychology in Chicago, Illinois; and several locations in Doha.

STUDENT HONORS

HIGHEST HONORS

Hazar Adnan Eskandar

HIGH HONORS

Sara Abdulaziz AlDerham
Mae Al-Haroon
Nawal Kamel Alirani
Hassan Asif

HONORS

Dhoha Abdelsatar

STUDENT ACHIEVEMENTS

- **Sara Abdulaziz AlDerham** was one of five recipients of the 2014 HBKU President’s Awards
- The winners of the 2013 Studio 20Q Grants were **Owais Ali** (25,000QR Documentary Film Grant); **Shahnawaz Zali**, **James Farmer** and **Yazan Abughaida** (25,000QR Short Film Grant); and **Mayar Hamdan** and **Jaimee Haddad** (25,000QR Short Film Grant)



Liberal Arts Program: Building the Foundation

The liberal arts program at NUQ derives from the Judd A. and Marjorie Weinberg College of Arts and Sciences (WCAS) on the Evanston campus. Founded in 1851 as the College of Arts and Sciences, WCAS is the oldest, largest, and most comprehensive of the undergraduate schools on the Evanston campus.

Like its older WCAS sister, the liberal arts program seeks to foster young people who are intellectually curious, knowledgeable of human achievements, failures, and aspirations across a range of fields in the humanities and social sciences, committed to lifelong learning, and active in promoting social good. Central to this mission is a focus on the region such that students may pursue a certificate in Middle East studies, along with their major. Given their solid background in the Liberal Arts, NU-Q graduates are beginning to expand beyond journalism and communication majors to pursue further training and/or employment in such fields as education, comparative literature, and Middle East studies.

Courses are taught in variety of disciplines, such as Arabic, English, history, religious studies, political science, and economics.



NEW COURSES

The liberal arts curriculum featured five new courses in 2013–14:

- “American Popular Culture,” taught by **Christopher Sparshott**, examined the history of American popular culture from 1900 to the present day as represented in books, magazines, music, radio, films and television.
- “Gulf Society and Politics,” taught by **Jocelyn Mitchell**, investigated important themes of contemporary Gulf society and politics, such as the impact of oil on society and politics, inclusion and exclusion in citizenship, and the changing roles of and opportunities for women.
- “Qatari Women: Engagement and Empowerment in Civil Society,” also taught by Mitchell, explored female engagement and empowerment in Qatar by linking the study of civil society in the Middle East with specific concerns about gender, oil wealth and modernization. This class provided a hands-on research experience that highlighted the concerns of Qatari women and their engagement with their families, community, economy and polity through the lens of critical ethnography.
- “Colonialism and Decolonization in the Muslim World,” taught by **Zachary Wright**, discussed key theoretical issues relating to colonialism and decolonization, and situated these discussions in case studies from the Muslim world. Recurrent themes included gender, the nation-state, religion, cultural identity, and economic exploitation.
- “Sufism,” also taught by Wright, provided an overview of the key doctrines of Sufism and considered their elaboration in dialogue with the broader intellectual, social and political history of Muslim civilizations.

FACULTY ACHIEVEMENTS

Sandra L. Richards, program director and associate professor in residence, organized the Doha Seminar, which focuses on Qatar and brings students together with faculty from across Education City, as well as special guests from government, the arts, media and business.

Khaled Al Hroub, professor in residence, presented at conferences organized by Istanbul Kultur University and The Civil Society Network for Human Security, *The International New York Times*, the Palestinian Association for International Affairs, the Swedish Institute Alexandria and Centre for Arab Unity Studies, the Shaikh Ebrahim Bin Mohammed Al Khalifa Centre for Culture and Research, and the Ministry of External Affairs and the Observer Research Foundation. He also gave a keynote talk, “Religious extremism and the role of the media in Muslim contexts with focus on the Arab region,” to the House of Lords in London.

Jocelyn Mitchell, associate professor in residence, was awarded a US\$150,000 grant from the Qatar National Research Fund for the study “Qatari Women: Engagement and Empowerment.” Mitchell is the primary investigator on the study, which also includes NU-Q faculty members Christina Paschyn (journalism) and Kirsten Pike (communication). Sixteen female NU-Q students are also aiding in the research. Mitchell also presented at the Humanities Conference of the Community College of Qatar, the Georgetown University School of Foreign Service in Qatar annual undergraduate research conference, the Cambridge in Qatar: Perspectives on Middle

East Studies Symposium, the Qatar Foundation Annual Research Conference, and the annual meeting of the Middle East Studies Association.

Christopher Sparshott, assistant professor in residence, led a student research trip to the National Archives in the UK. He also presented papers at the Liberal Arts International Conference at Texas A&M University at Qatar, the Qatar Faculty Forum, the British Association for American Studies annual conference, and the Omohundro Institute of Early American History and Culture annual conference

Tracy Vaughn, associate professor in residence, presented her paper, “Painting and Piecing: Recognizing a Legacy of Resilience in the Work of Mary Frances Robinson,” at the 7th Annual African American Studies Spring Symposium hosted by the University of Texas at San Antonio. The paper has also been accepted for inclusion in the Spring 2015 issue of the *International Review of African American Art*.

Zachary Wright, assistant professor in residence, presented at the Cambridge in Qatar: Perspectives on Middle East Studies Symposium, the Qatar Faculty Forum, Leuven University, the Moulay Hicham Foundation and the Qatar Museum of Islamic Art. He also taught a course on the Muslim world at the Center for the Study of Contemporary Muslim Societies, and is a research associate at the Northwestern University Institute for the Study of Islam in Africa. His manuscript, *Knowledge in Being: Sufism and the Actualization of Islam in West Africa*, is under contract for publication.

STUDENT ACHIEVEMENTS

- **Asma Ajroudi** studied at Harvard University through a student exchange program in Fall 2013, taking government and history courses
- **Shakeeb Asrar** presented his paper, “Gulf Societies: Where Female Discrimination and Progress Co-exist,” at the Georgetown University School of Foreign Service in Qatar annual undergraduate research conference
- **Hind Al Ansari** began the MA program in Middle Eastern Studies at Harvard University in Fall 2014

Research by the Numbers

US\$1.8 million

QNRN Total Grant Portfolio

10 recipients of Active
QNRN Grant Awards

13 peer-reviewed
research publications

21 peer-reviewed
conference papers

9 non-peer-reviewed
publications

47 other research presentations,
invited lectures and panels

CITATIONS

- Abusharif, I.N. (2014). *Parsing "Arab Spring"*. Doha, Qatar: Northwestern University in Qatar.
- Burns, S. & Dualeh, S. (2014, March). *Power Politics Problems and Intervention in Syria*. Presented at Cambridge in Qatar: Perspectives on Middle Eastern Studies Symposium, Qatar University, Doha, Qatar.
- Cohen, J. (Ed.). *Journal of General Education: A Curricular Commons of the Humanities and Sciences*. University Park, PA: Penn State University Press.
- Curtis, S., Askari, K., Gray, F., Pelletier, L., Williams, T. & Yumibe, J. (Eds.) (2014). *Performing New Media, 1890–1915*. London and Bloomington: John Libbey/Indiana University Press.
- Curtis, S. (2014, May). *The Function of the 'Animated' in 'Animated Documentary'*. Lecture at the Institut für medien- und kulturwissenschaft, Heinrich-Heine-Universität, Düsseldorf, Germany.
- Curtis, S. (2014, April). *New Research Networks for Obsolete Media*. Panel presentation at the Ninth Orphans Symposium, EYE Film Institute, Amsterdam, The Netherlands.
- Curtis, S. (2013). Science Lessons. *Film History*, 25(1/2), 45–54. doi: 10.2979/filmhistory.25.1-2.45
- Dun, S.A. & Kalaji, M. (2014). The Unintended Effects of International Events Hosting: Expanding Opportunities for Muslim Women in Sport. In S.A. Dun, K. Spracklen, & N. Wise, (Eds.), *Game Changer: The Transformative Potential of Sport*. Oxford, UK: Inter-Disciplinary Press.
- Dun, S.A. & Kalaji, M. (2014). Trickle down sports: International Sporting Events Hosting Changes Attitudes towards Muslim Women's Sports Participation in Qatar. In S A. Dun, M. Kalaji & M, Stell. (Eds.), *It's How You Play the Game: International Perspectives on the Study of Sport*. Oxford, UK: Inter-Disciplinary Press.
- Dun, S. A. & Al-Islam, Md. Rezwani. (2013). Is Cyber Culture Developing in Qatar? In A. Maj (Ed.), *Cyberculture Now: Social and Communication Behaviors on the Web*. Oxford, UK: Inter-Disciplinary Press.
- Dun, S.A., Spracklen, K. & Wise, N. (Eds.) (2014). *Game Changer: The Transformative Potential of Sport*. Oxford, UK: Inter-Disciplinary Press.
- Dun, S A., Kalaji, M. & Stell, M. (Eds.) (2013). *It's How You Play the Game: International Perspectives on the Study of Sport*. Oxford, UK: Inter-Disciplinary Press.
- Dun, S.A. (2013, November). *Hosting the World Cup in Qatar: Managing Fans and Building Infrastructure in Double Time*. Paper presented at Second International Conference on Sport: Probing the Boundaries Conference, Athens, Greece.
- Dun, S.A. & Kalaji, M. (2014, May). *OMG Did You Hear About the Fire???* *User generated content circumvents traditional media and governmental controls in Qatar*. Paper presented at the Cybercultures: Exploring Critical Issues Conference, Lisbon, Portugal.
- Brander, J., & Dun, S.A. (2014, May). *Is there an app to track that? The effect of mobile devices on the culture of fitness centres*. Paper presented at the Cybercultures: Exploring Critical Issues Conference, Lisbon, Portugal.
- Erskine-Loftus, P. (2014). Introduction—Common Purpose and Uncommon Outcomes: The Cultural Transferability of Museums. In P. Erskine-Loftus (Ed.), *Museums and the Material World: Collecting the Arabian Peninsula* (pp. 12–73). Edinburgh/Boston: MuseumsEtc.
- Erskine-Loftus, P. (Ed.) (2014). *Museums and the Material World: Collecting the Arabian Peninsula*. Edinburgh/Boston: MuseumsEtc.
- Erskine-Loftus, P. (2013). Understanding the Audience: Museum as Socio-Cultural Environments. *Hand to Hand: The Professional Journal of the ACM*, 27(2), 8–9 & 11.
- Erskine-Loftus, P. (2014). Disrupting Design: The Impact of Cultural Contexts. *Exhibitionist—Journal of the National Association for Museum Exhibition*, 33(1).
- Erskine-Loftus, P. (2013, December). *Museums in Context: The Communication of 'Place' in Exhibitions*. Lecture at the Rethinking Museum Display International Conference, National Museum Bahrain/Ministry of Culture, Bahrain.
- Erskine-Loftus, P. (2013, May). *Collecting the (future) Arabian Peninsula*. Panel conducted at the American Alliance of Museums Conference, Seattle, WA.

Hroub, K. (2014). Islamism and the Arab Spring: Dilemmas of Transition and Structure. In M. A. Hadi (Ed.), *Political Islam at the Crossroads*. Jerusalem: Friedrich Ebert Stiftung and PASSIA.

Hroub, K. (2013, October). *The Role of the Media in Middle Eastern Sectarian Divide*. Presentation at the International Seminar: Sunni and Shi'a—Political Readings of a Religious Dichotomy, Cordoba, Spain.

Hroub, K. (2013, November). *Islamism and the Arab Spring: Dilemmas of Transition and Structure*. Presentation at the Palestinian Association for International Affairs, Jerusalem.

Hroub, K. (2014, March). *Religious Broadcasting and Fatwisation of the Public Sphere in the Arab World*. A presentation at the Cambridge in Qatar: Perspectives on Middle East Studies conference, Qatar University, Doha, Qatar.

Hroub, K. (2013, December). *Religious Extremism and the Role of the Media in Muslim Contexts with Focus on the Arab Region*. Keynote address at the meeting of The House of Lords, organized by Georgia State University, Royal Holloway University and the British Council, London.

Hroub, K. (2014, March). *Religious Broadcasting and Fatwisation of the Public Sphere in the Arab World*. Keynote address at Leuven University, Leuven, Belgium.

Hroub, K. (2014). The Role of the Media in Middle Eastern Sectarian Divide. *Awraq, Casa Arabe*, 8(2), 37–48.

Hroub, K. (2014, January). *Defying Taboos in Arab Novel*. Shaikh Ebrahim bin Mohammed Al Khalifa Centre for Culture and Research, Manama, Bahrain.

Hroub, K. (2014, January). Citizen (or activist) *Journalism in the Arab World*. Doha Centre for Media Freedom, Doha, Qatar.

Hroub, K. (2014, March). Socio-economic Trends and Political Transformations. Seminar on *Transformation in West Asia: The Next Steps*. Seminar conducted by the Ministry of External Affairs and Observer Research Foundation.

Hroub, K. (May, 2014). Intellectuals in the Arab World. Presentation at Moulay Hicham Foundation, Tunis, Tunisia.

Hroub, K. (2013, September). *A Challenge for Human Security: Revolutions and Conflicts in the Middle East*. Conference on Human Security Perspectives on Developments in the Middle East, Istanbul Kultur University and The Civil Society Network for Human Security, Istanbul, Turkey.

Hroub, K. (2013, November). *The Future of Political Islam in the Arab World*. Panel organized by the Swedish Institute Alexandria and Centre for Arab Unity Studies, Beirut, Lebanon.

Hroub, K. (2013, October). *The New Order in the Middle East: Real Change or the Illusion of Change?* Panel conducted at the regional launch of the *International New York Times*, Dubai, UAE.

Khalil, J. (2014). Youth Generated Media. In B.T. Edwards (Ed.), *On the Ground* (pp. 47–53). Doha, Qatar: Northwestern University in Qatar.

Khalil, J. (2014). Youth-Generated Media: Between Sponsored Development and Organic Practices. In K. Wilkins, T. Tufte & R. Obregon (Eds.), *The Handbook of Development Communication and Social Change* (pp. 439–452). IAMCR Series Malden, MA: Wiley-Blackwell.

Khalil, J. (2013). The Mass Wants This! How Politics, Religion and Media Industries Shape Discourses about Audiences in the Arab World. In S. Livingstone & R. Butsch (Eds.), *Discourses about Audiences: International Comparisons* (pp. 111–123). London: Sage Publications.

Khalil, J. (2014, April). The Future of Broadcasting in the Arab World. *Digital Technology and the Future of Broadcasting: Global Perspectives*. Broadcast Educators Association 2014 Research Symposium, Las Vegas, NV.

Khalil, J. (2014, May). Transnational Media and Cultural Hybridity. Panel chair at the Global Communication and Social Change conference at the meeting of the International Communication Association, Seattle, WA.

Khalil, J. (2014, May). Arab Media Cities' Visions of Ethnic Identities and Differences. Presented at the meeting of the International Communication Association Annual Conference, Seattle, WA.

Khalil, J. (2014, May). *Researching and Working in a Global/Transnational Context: Mentoring on Practical Considerations*. Pre-conference sponsored by the Global Communication Division at the meeting of the International Communication Association Annual Conference, Seattle, WA.

Khalil, J. (2014, June). *Academic Insights in a Converged World*. Panelist at the 11th Convergence Summit 2014, Arab Advisors Group, Amman, Jordan.

Khalil, J. (2014, May). *Controlling Squares, Reclaiming Space: Revolutions and Communication in Beirut and Egypt*. Paper presented at the meeting of the International Communication Association Annual Conference, Seattle, WA.

Khalil, J. (2014, May). *Arab Uprisings: Youth-Generated Media as Rhizomes*. Paper presented at the meeting of the International Communication Association, Seattle, WA.

Khalil, J. (2013). Youth-Generated Media: A Case of Blogging and Arab Youth Cultural Politics. *Television and New Media*, 14(4), 338–350. doi:10.1177/1527476412463449

Horvit, B., Gade, P., & Lance, E.A. (2013). Newswire greatest predictor of papers' international news. *Newspaper Research Journal*, 34(1), 89–103.

Hudson, B. and Lance, E.A. (2013). Duke University Libraries Digital Collections. *American Journalism*, 30(2), 292–294.

Lombard, M. D. (2014, May). *Too Risky to Travel? Communication and Brand Preservation for Tourist Destinations in Crisis*. Presentation at the 12th Annual International Conference on Communication and Mass Media, Athens, Greece.

Lombard, M. D. (2014). Control, Communication, and Knowledge-Building in Asian Call Centers. *Communication and Language at Work*, 1(3), 64–86.

Wood, R., & Martin, J. D. (2013, Decemeber). *Media Consumption in Eight Arab Countries*. Invited lecture to the representatives of the Rand Corporation, Doha, Qatar.

Dennis, E., Martin, J. D., Telhami, S., Wood, R. & Davis-Mersey, R. (2013, August). News Consumption in Eight Arab Countries. Panel conducted at the meeting of the Association for Education in Journalism & Mass Communication, Washington, D.C.

Martin, J.D., Dennis, E., Wood, R. & Krane, D. (2014, May). News and Entertainment Media Use in the Arab World. Presented at the annual meeting of the American Association for Public Opinion Research, Anaheim, CA.

Dennis, E., Wood, R., & Martin, J. D. (May, 2014). Entertainment Media Use & The Digital Media Divide in the Arab World: A Six-Nation Study. Panel conducted at the meeting of the International Communication Association, Seattle, WA.

Mitchell, J.S. (2014). [Review of the book *Qatar: Small State, Big Politics*, by Mehran Kamrava]. *Democratization*, 21(4), 771–773. doi:10.1080/13510347.2013.876994

Mitchell, J.S. (2013). [Review of the book *Qatar: Politics and the Challenges of Development*, by Matthew Gray]. *Review of Middle East Studies*, 47(2).

Mitchell, J. S. (2014, March). We're All Qataris Here: The Nation-Building Narrative of the New Qatar National Museum. *Perspectives on Middle East Studies Symposium*. Symposium conducted by Cambridge in Qatar, Qatar University, Doha, Qatar.

Mitchell, J.S. (2013, September). *How can you ask that?: A Conversation about the 2013 NU-Q Survey of Qatari Opinion*. Presented at Northwestern University in Qatar, Doha, Qatar.

Mitchell, J.S. (2013, September). *What We Can Learn from a Contextual Survey of the Qatari Population*. Presented at the Qatar Faculty Forum, Carnegie Mellon University in Qatar, Doha, Qatar.

Mitchell, J.S. (2014, March). *Re-imagining Al Zubarah: Nation Building in Qatar*. Paper presented at the 2nd annual Humanities Conference of the Community College of Qatar, Doha, Qatar.

Mitchell, J.S. (2013, October). *Beyond Allocation: Nation Building in Qatar*. Paper presented at the annual meeting of the Middle East Studies Association, New Orleans, LA.

Mitchell, J. S. (2013, November). *Learning How to Survey the Qatari Population*. Paper presented at the Qatar Foundation Annual Research Conference, Doha, Qatar.

Paschyn, C.M. (2013, August). Press censorship in Qatar. *Change in the Making: Keeping up with the media's expanding frontiers in Asia*. Panel conducted at the Harvard Project for Asian and International Relations in Dubai, UAE.

Pike, K. (2014). Freaky Five-Year-Olds and Mental Mommies: Narratives of Gender, Race and Class in TLC's Toddlers and Tiaras. In B.R. Weber (Ed.), *Reality Gendervision: Sexuality and Gender on Transatlantic Reality TV* (pp. 410–434). Durham: Duke University Press.

Pike, K. (2014, Winter). [Review of the book *When We Were Free To Be: Looking back at a Children's Classic and the Difference it Made*, by L. Rotskoff & L. L. Lovett.] *Journal of the History of Childhood and Youth*, 7(1), 174–176. doi:10.1353/hcy.2014.0014

Pike, K. (2013, November). *Industry Forum for Youth Media Creators, Researchers and Professionals*. Panel chair at the Media Literacy panel at the Ajyal Youth Film Festival, Doha, Qatar.

Pike, K. (2014, April). *Princess Culture in the Middle East: Exploring Princess Narratives in the Lives of Arab Female Youth*. Research paper presented at Console-ing Passions: An International Conference on Television, Video, Audio, New Media, and Feminism, Columbia, MO.

Pike, K. (2014, April). *Princess Culture in the Middle East: Exploring Princess Narratives in the Lives of Arab Female Youth*. Research paper presented at the meeting of the International Communication Association, Seattle, WA.

Richards, S. (2013). I've Got the Sweetest Sensation: Robbie McCauley's Sugar. In E. P. Johnson, & R. H. Rivera-Servera (Eds.), *Solo/black/woman: Scripts, Interviews, and Essays* (pp. 27–39). Evanston, IL: Northwestern University Press.

Richards, S. (2013). African Diaspora Drama. In Harvey Young, (Ed.), *Cambridge Companion to African American Theatre* (pp. 230–254) Cambridge: Cambridge University Press.

Kritzinger, S., Mueller, W.C., & Schoenbach, K. (2014). *Die Nationalratswahl 2013: Wie Parteien, Medien und Wählerschaft zusammenwirken (The National Elections, 2013: How parties, media and electorate work together)*. Vienna, Austria: Boehlau.

Aichholzer, J., Kritzinger, S., Jenny, M., Mueller, W.C., Schoenbach, K., & Vonbun, R. (2014). Die Ausgangslage (The Initial Situation). In S. Kritzinger, W.C. Mueller & K. Schoenbach (Eds.), *Die Nationalratswahl 2013: Wie Parteien, Medien und Wählerschaft zusammenwirken* (pp. 9–39). Vienna, Austria: Boehlau.

Kritzinger, S., Mueller, W.C. & Schoenbach, K. (2014). Lektionen, Konsequenzen, Ausblicke (Lectures, consequences, perspectives). In S. Kritzinger, W.C. Mueller & K. Schoenbach (Eds.), *Die Nationalratswahl 2013: Wie Parteien, Medien und Wählerschaft zusammenwirken* (pp. 231–240). Vienna, Austria: Boehlau.

Schoenbach, K. (2014, May). Echo Chambers and Filter Bubbles: Fragmentation in the Online Era. Discussant at the meeting of the International Communication Association, Seattle, WA.

Wurff, R. van & Schoenbach, K. (2014). Audience expectations of media accountability in the Netherlands. *Journalism Studies*, 15(2), 121–137.

Sparshott, C. (2014, January). *Bhutanese Butter Churns: George Bogle and Cultural Frontier of British India in the 1770's*. Paper presented at the Liberal Arts International Conference, Texas A&M University at Qatar, Doha, Qatar.

Sparshott, C. (2014, March). *Bhutanese Butter Churns: George Bogle and Cultural Frontier of British India in the 1770's*. Presented at the Qatar Faculty Forum, Carnegie Mellon University in Qatar, Doha, Qatar.

Sparshott, C. (2014, April). *Guilty of Being American: Imperial Hubris and the Court Martial of David Henley, February 1778*. Paper presented at the meeting of the British Association of American Studies, Birmingham University, West Midlands, U.K.

Sparshott, C. (2014, June). *Refugee Loyalism: The Currency of Allegiance in British New York, 1776–1783*. Paper presented at the meeting of the Omohundro Institute of Early American History and Culture, Halifax, Nova Scotia.

Sparshott, C. (2014). 18th Century Great Awakening and Loyalism during the American Revolution in *The American Yarp*.

Vaughn-Manley, T. (2014, February). *Painting and Piecing: Recognizing Resilience in the Work of Mary Francis Robinson*. Presented at the 7th Annual African American Spring Symposium, University of Texas-San Antonio, College of Liberal and Fine Arts, San Antonio, TX.

Woodworth, A. (2013, November). *Bringing Fiction to Life: Reading Drama for Performance: A lecture on Henrik Ibsen's A Doll's House*. Lecture at the Academic Bridge Program, Doha, Qatar.

Wright, Z. (2014, April). *The Arabic Qur'an in West Africa*. The Illuminated Word: Historic Qur'ans: Codicology and Conservation, Museum of Islamic Art, Doha, Qatar.

Wright, Z. (2014, March). *Internalized Orientalism? Islamist Appropriation of Orientalist Representation*. Cambridge in Qatar Symposium on ME Studies, Qatar University, Doha, Qatar.

Wright, Z. (2014, April). *The Study of Islam in Africa*. Presented at the Qatar Faculty Forum, Carnegie Mellon University in Qatar, Doha, Qatar.

Wright, Z. (2013, November). *Muslim Women Scholars in Africa*. Presented at the Islamic World International Conference, Atlanta, GA.

Wright, Z. (2013). Islam and Decolonization in Africa: The Political Engagement of a West African Muslim Community. *International Journal of African Historical Studies*, 46(2), 205–227.

Wright, Z. (2014). The rule of the media in Middle Eastern sectarian divide. *Awraq* Madrid: Casa Arabe.

Wright, Z. (2014). Citizen (or activist) Journalism in the Arab world. In the annual report of Doha Centre for Media Freedoms.

Wright, Z. (2014). Islamism and the Arab Spring: Dilemmas of Transition and Structure, In *Political Islam at a Crossroad*, Jerusalem: Friedrich Ebert Stiftung and PASSIA



Our Future Home

Construction on NU-Q's new building continued apace in 2013–14. When complete, the new building will include:

- Four video production studios
- Two 150-person lecture halls
- One black box theater
- Multi-media newsroom
- A research library containing electronic, print and DVD materials
- Student lounge and activity spaces

The an exhibition space and museum, tentatively called the NU-Q Media Gallery, will host two exhibitions per year under the guidance of the newly appointed Director of the Gallery for Media, Communication & Journalism Pamela Erskine-Loftus.



Classroom Spaces: 1,750 m² (18,837 ft²)
Lecture Halls & Theater: 1,780 m² (19,160 ft²)
Video Studios: 2,025 m² (21,797 ft²)
NU-Q Gallery: 372 m² (4,000 ft²)
Student Life Facilities: 450 m² (4,845 ft²)
Library: 550 m² (5,920 ft²)
Conference Center: 2,800 m² (30,140 ft²)
Universal Newsroom: 800 m² (8,611 ft²)
Office Spaces: 2,700 m² (29,063 ft²)

Appendix

APPENDIX 1

CONTINUITY AND CHANGE AT NU-Q: CELEBRATING FACULTY AND STAFF

(Excerpted from Dean Everette E. Dennis' message to faculty and staff at the beginning of the 2013–14 academic year.)

Dear Colleagues—

This week provides us all a chance to appreciate staff and faculty contributions at NU-Q on the occasion of our Annual Welcome Back Dinner, to which families are also invited. Tonight, we will honor eligible staff with service recognition pins from the home campus and pay special tribute to our founding faculty and staff members who came here in 2008 and remain today. We will also welcome several new staff and faculty who joined us this fall. We have much to celebrate as our school matures and moves into the next stages of its upward trajectory. We are growing and renewing ourselves as a school and as an academic community.

That said, I'm proud of every member of the NU-Q community, past and present, all of whom have contributed to where we are today. Some of you are entering your 4th, 5th and 6th years of service. I'm especially grateful to several senior administrators and members of the leadership team who have, at my urging, stayed on longer than they had planned, some working quietly to prepare us for the new building and beyond. I am also grateful to spouses and families for whom time here is often more challenging than for those of us who work at NU-Q. From the get-go, they've been brave and supportive, often interrupting their lives and careers in the process.

SAYING HELLO AND GOODBYE

This is a reminder of the importance of continuity and change at NU-Q, which, as with all new international campuses, has a different rhythm and pace than more settled institutions back home. Saying hello and goodbye happens more often here and, of course, that was always anticipated. Only a few people come here with longevity in mind. Most serve their agreed contract period and return home or go to other assignments. Even so, we have an amazingly stable faculty and staff with most seeking and gaining renewals. We are blessed to have a strong complement of local employees, some longtime residents of Doha or the region with a distinct knowledge of local culture and practices essential to our work here. Our stability as a community is a far cry from the startup period when substantial numbers came for only one, two or three year appointments.

The vast majority of our folks, both locals and expats, are reappointed. Many who have departed have been recruited to jobs that represent career advancement, including several faculty, who have gone on to tenure-track positions at major universities. In effect, NU-Q has an “alumni association” of former faculty and staff who stay in touch and take pride in the time they spent here in Doha. Most of these comings and goings are transparent; however, there are sometimes matters of privacy that need to be respected, often at the request of the employee.

INTEREST IN AND ENTHUSIASM FOR NU-Q

At any given time, there are always a few openings due to contract completion, resignations or, sometimes, family issues unrelated to the work place. When that is

the case, we vigorously recruit to find the best possible people to fill those roles. This experience is gratifying, with literally scores of applicants, most of them plausible, for every open line. At present, as we search to fill a few new lines and anticipated openings, we have more than 400 applicants, with new ones coming in daily. There is no paucity of people wanting to come to NU-Q in spite of political and social upheaval in some countries in the region.

In searches for a few senior positions, we have engaged internationally recognized search firms to seek out the best possible candidates and to do more penetrating vetting than we can accomplish here. These firms report enormous enthusiasm about positions at NU-Q, whose reputation is growing thanks to good work across our community. At the same time, we continue to get high-caliber candidates from our home campus in Evanston—with folks eager to come when the appropriate positions open up. Searches, however necessary, are costly and time-consuming, which makes us even more appreciative of the NU-Q stalwarts who have stayed the course and continue their service here.

SENIOR LEADERSHIP AND STAFF SEARCHES

At the moment we have some senior leadership searches, long anticipated, being recruited internationally with good results. As always, these searches are transparent, from the public advertising to visits of candidates to the campus. In all instances, staff directly involved with the open positions are part of the recruitment, vetting and consultation process. With faculty hires—notably the seven new openings in 2012–13—there were public presentations and welcome

feedback that helped with the decision process, for the school and the candidate. It is this kind of thoughtful engagement that helps us secure strong colleagues and build a sense of community.

FACULTY SEARCHES

As was announced during our recent faculty/staff orientation, the faculties of the three academic programs are being consulted about anticipated vacancies, some not previously filled, now being phased in to meet the needs of a growing student body. Those positions will be posted and actively recruited for with eventual campus visits here in the winter or spring.

In all instances, the desire is to continuously strengthen and expand the faculty and staff with persons who have varied professional and disciplinary backgrounds—and diversity. This will help us keep our connection with students present and future.

LOOKING FORWARD

In my first all-school discussion with the faculty and staff after becoming dean, I presented an outline for NU-Q's strategic outlook, institutional vision and future plans. With your help, many of those goals are now in place with others in progress. All involve aspirations about the nature of community, its capacity for growth, and the best ways to render service to and for our undergraduate students. It is natural that more changes will come as several key personnel depart and new faces join our ranks, stimulated by the coming of our new building and new positions needed for that transition. They will join people now in place, marking the inevitable continuity and change that is one of the hallmarks and strengths of NU-Q. So it is important that we understand and appreciate each other as we take

part in the life of NU-Q, which will always necessarily be a passing show. I know you will welcome our new colleagues just as you were welcomed when you arrived at NU-Q, perhaps unknowingly becoming not just a member of the faculty and staff, but an institution builder as well.

Tonight as we celebrate our good fortune in being part of the NU-Q community, I thank you all for your continuous efforts to strengthen NU-Q, by engaging a dynamic environment and meeting the challenges we all face in creating a unified, world class school worthy of Northwestern University—that serves Qatar, the region and the world.

Years of Service Awards

5 YEARS

Chris Adamescu
David Albanese
Resil Barcelo
Lawrence Ferrer
Connie Ramadan
Michelle Telafici
Kim Theodore
Ivana Vasic (Chalmers)

10 YEARS

Chris Hurless
Bob Vance

NU AWARD

Richard Roth
Susan Dun
Kim Theodore
David Albanese
David Carr
Michelle Telafici
Bob Vance
Chris Hurless
Ivana Vasic (Chalmers)
Janet Key
Abraham AbuSharif
Resil Barcelo
Connie Ramadan
Lawrence Ferrer

QSO – Grant Upson
QSO – Erin Libby

APPENDIX 2

CHARGE TO THE CLASS OF 2017

(Excerpted from Dean Everette E. Dennis' speech to incoming students at the beginning of the 2013–14 academic year.)

Good morning, Wildcats! And a warm welcome to Northwestern University in Qatar on this first day of your orientation week. The intent of this week, put together with great care by our Student Affairs staff in consultation with academic leadership, is to be an instruction manual of sorts, one that will help you understand what it means to be a student at Northwestern and to succeed in that process.

I congratulate you on your acceptance into this rigorous and highly competitive school. That itself is an achievement that reflects your academic preparation to date—and the promise that your admissions dossier demonstrates, attesting to your intelligence, motivation and capacity for academic success. But, believe me, the work has just begun as you enter this university and embark on a course of study. Follow the pathway laid out by us—and shaped by your own choices and decisions—and at the end of your journey you will enter into the company of educated women and men.

This week is one of the few dedicated times you will have to envision, think about and manage your life as a Northwestern student. As you do so, remember that the university is solely concerned with learning and the advancement of knowledge. That's our mission, that's our function. This happens for one compelling

reason. As the historian Richard Hofstadter put it so well: “A university's essential character is that of being a center of free inquiry and criticism, a thing not to be sacrificed for anything else.”

In a region of the world, undergoing great change and challenged by many influences, we the institutions of Education City/Hamad bin Khalifa University have been assured of full academic freedom, unfettered by outside influence. Only with such a guarantee can free inquiry and learning take place. This is not something to be taken lightly.

Academic freedom exists here at Northwestern because we know it, understand it and work hard to assure its fulfillment. As a member of this academic community, you, too, will be called upon to join in this pursuit. For that we require you to have an open mind, tolerance and respect for others and their views, no matter how distant they may be from our own. In doing so, we embrace universal concepts of education and human rights while also respecting local traditions and values.

Now it is time for my charge to the class. Not incidentally, the term, “charge,” is one of the most varied in the English language with many meanings, but today I used to remind you—and all of us at NU-Q—of our duty, our responsibility and our obligations as members of this community. Therefore:

I charge you to have faith in freedom, the basis for all human inquiry;

I charge you to embrace education by being a serious student who seeks out knowledge and understanding within and outside the classroom, doing more than just getting by; **I charge you to think broadly** and to draw on the great assets of this

university and our sister schools in Education City—and with imagination taking courses you'd never before imagined or even heard of;

I charge you to participate in “the second curriculum,” that wide array of special speakers, visitors and conferences not part of the classroom, but often featuring some of the best minds and leading professionals in the region and larger world;

I charge you to connect knowledge with action, making the yield of your courses more than test scores, but publishing, filmmaking and projects that become part of your professional portfolio;

I charge you to actively communicate—stay in touch with family and friends, reach out to others at NU-Q, get to know our talented staff and remember that you will miss a great deal if you don't do this proactively, rather than waiting for others;

I charge you to engage the faculty, to get to know them, and establish lifelong relationships;

I charge you to know, understand and appreciate your fellow students, exulting in their diversity, wide interests and passion for learning;

I charge you to be a good citizen of Northwestern University, to be loyal to its values, and to take part in activities that advance the cause of the university in Qatar and beyond;

I charge you to participate in extracurricular activities and to learn the lessons of leadership;

I charge you to lighten up, to enjoy yourself and truly experience the joy of these wonderful college years where you will likely make deep friendships never to be forgotten.

And finally, may your journey here be one of challenge, excitement, risk-taking, imagination, creativity and product spirit. If you do that you will make us and your parents very proud indeed. And more importantly, you will be proud of yourself too.

APPENDIX 3

JEHANE NOUJAIM'S COMMENCEMENT SPEECH

Salam Aleikum. Thank you for inviting me here to speak with you. It is a great honor.

This is a particularly special experience for me. As an Arab woman who was raised in Kuwait and Egypt, and went on to live life between the east and west, I am thrilled to talk with you—a class that has had similar life circumstances. I have felt grateful over the years to come from this perspective of having a foot in both cultures, feeling like a citizen of the world rather than a particular nation. As our world is becoming smaller and more interdependent, people like us—you as the generation that will be running things soon—will take on the role of being a crucial cultural bridge.

So I feel deeply privileged to be speaking with you today—our future leaders—bridging the world with your cultural sensitivity, perspective and experience.

It is incredible to be back here! I first came to Qatar 11 years ago. You all were about 10 years old. I was watching US news in America and realized that there was a complete lack of understanding of the Arab perspective. Remember, we did not have Facebook or YouTube or Twitter at that time, so there was less exchange of images and information between young people across borders. I knew that one way I could share a different perspective was by jumping on a plane and finding Arab journalists to film.

So I took a big risk and flew to Qatar, where Al Jazeera is located. With no permission to film at the station, I started camping out

at the security office outside Al Jazeera until a journalist, Hassan Ibrahim, took pity on me and with great kindness, invited me into the cafeteria. Finally the management of the station became convinced that a film was a good idea, allowed me to film inside the station, and a year later I released the film *Control Room* in theaters worldwide, giving a new perspective from our part of the world. It was a risky decision to jump on that plane, but a worthwhile one because otherwise, I never would have made the documentary, and I would never have been given the pleasure of speaking with you today.

I have spent the last several days searching my heart and mind, asking myself what I wished I had known when I was sitting in your place. What are the lessons that I have learned since I graduated.

You are sitting in your chairs today about to face your transition from life in school where there is structure, and teachers looking to guide you however they can to a life outside of school with limitless possibilities, where you are on your own to choose your path forward, and look for new mentors to guide you. And I know from having sat where you are that the thought of endless possibilities and decisions is sometimes incredibly exciting, but at other times daunting.

After a lot of thought, I have realized that there are simple but crucial guidelines that I have learned to follow as I faced difficult periods of transition and decision making in the search for my true path in life.

In your life you will make good decisions and you will make bad ones. That's why it is so important to ask yourself how you are going to create a state of mind so that you can thrive on the good decisions and learn from the bad ones.

The news I have for you is, with years of hindsight and a lot of decision-making under my belt, you'll never truly know if you made the right decision. You'll never know because you can't live out the other option—we haven't figured out the parallel universe thing yet.

You are a group of smart and hard-working people. (And sitting at the Presidents luncheon today I am very impressed, I don't think you need any of my advice.) The probability is that you could make multiple choices work out for you. What it really comes down to is embracing your choices. And how you are going to put yourself in a place where the kind of life you want to lead is going to evolve around you. You cannot control your luck or ever be sure you are making all the right choices. But you can give yourself guidelines that will help you find the path that feels deeply true and authentic for you.

So what do I wish a little bird had whispered in my ear when I was sitting where you are now in search of my path? Well...

- First, your heart, intuition and dreams are your ultimate guide. Follow your heart, your intuition, and your dreams—not other people's dreams or expectations.
- Second, friends and family. Surround yourself with friends and family that you trust, that will give you honest feedback as to when they feel you are on the right path as well as when you are on the wrong one and who make fun of you enough that they never allow you to take yourself too seriously.
- Third, be curious and take risks. Always remain curious, willing to take the risk—and when you are not learning anything, push yourself to find your next challenge.
- Fourth, is about time. Remember to take the time to breathe, and to reflect to ensure you are living your life truly and authentically.

FOLLOW YOUR HEART

The little decisions you make with your head, the big ones you make with your heart and your intuition. The psychiatrist, Sigmund Freud wrote: “When making a decision of minor importance, I have always found it advantageous to consider all the pros and cons. In vital matters, however, such as the choice of a mate or a profession, the decision should come from the unconscious, from somewhere within ourselves.”

Another way to think of it is to follow the advice of the singer Dolly Parton, who said: “Figure out who you are and be that way on purpose!”

I went to college thinking I had it all figured out and I knew exactly what I wanted to be—a doctor. But when I took the first pre-med requirement, chemistry, I fell flat on my face. I then began taking photography classes and realized that I had found my passion. The time I spent taking pictures and developing in the dark rooms seemed to fly by.

My mother was the one who finally said, “You have to follow your heart, because if you are not happy, you are not going to succeed.” I dropped the pre-med thing. My father did a bit of grumbling that I was going to be in the poor house for the rest of my life... And who in their right mind would go to university to learn to take pictures and how would I possibly get a job. But I was doing what I loved.

Now when I say do what you love, I don’t mean that you will love what you do every day. But for me, it was taking pictures and the arts that made me want to wake up in the morning. It was taking pictures that led me to filmmaking, helping me focus in on my career. It was taking pictures and making

films that gave me a newfound appreciation for the contents of my mind allowing me to have an inner dialogue that fascinated me. If you do what you love, you will be a person that you *like*—and since you have to spend more time with yourself than anybody else in the entire world, it is very important that you like yourself.

FOLLOW YOUR DREAMS

When I was 25 years old I began to work with very well-known filmmakers DA Pennebaker and Chris Hegedus. Pennebaker is known as the grandfather of *cinema verité* because he has made some of the most important films of the last 50 years. He has spent months filming historical characters like Kennedy, Bob Dylan, Bill Clinton. I met Pennebaker in his office and he wanted to show me his favorite film. He got on a chair and pulled out a little video: “This film is called *Victoria*, it’s about a musician. It is one of my favorites.” I found it surprising that such a famous filmmaker was showing me a film I had never even heard of. He explained to me, “It was never released, but most of my favorite films in this library many people have never seen.”

This moment has stayed with me—it gave me permission and freedom to make films that I was passionate about, regardless of their commercial viability. Since then, I have always made work that I believe in, not work that others felt I should believe in. This is important, because there will be failures. Your films or books or ideas may get rejected. You will learn to tolerate frustration—take it from me, who has had many more failures than successes. You will knock on doors, some will slam in your face, and you must pick yourself up and knock again for what you believe in.

Because many years from now, if you believe in what you have made,

it won’t matter much whether it was a success or a failure. There is little joy in a success that you do not believe in, but the joy of having a success that you believe in is immeasurable.

FOLLOW YOUR INTUITION

In 2003, as I mentioned, I made the film *Control Room* here in Qatar about Al Jazeera and the Iraq war. Before I got on the plane to Qatar, I called my agents; I had agents at the time who thought it was the worst idea ever. Their theory was that after September 11, 2001, no one would be interested in watching a film about war or about a television station a million miles away in Qatar; they said it was time to make films that people found comforting.

I questioned myself, thinking I should listen to this “expert advice.” But I felt drawn to make the film—I felt the pull of my intuition—so I made it. When I finished the film, I returned to my mentors’ office in New York. It’s always good to have mentors you trust and respect, because you will want to go back to them time and time again. I told them I loved the film because I felt it got at a real truth, but I thought, as a film, it was clumsy. Pennebaker watched it, and after a few moments of silence he said, “I wouldn’t change a damn thing. So what if parts are clumsy? If Jesus had a broken leg, he would still be Jesus. It is a truth you’re getting at, and so what if it is raw?” He said, “I watched Iraq being bombed and I felt my hometown of Chicago was being bombed. It is honest and that is what is important.”

I am so thankful that I got on that plane and made what I wanted to make rather than what my agents thought the world wanted to see. Don’t waste your time trying to succeed at other people’s dreams or dreams you don’t believe in. Only your real dreams will satisfy you.

Those are the dreams that will give you the best chance of leaving your mark on the world. Those are the dreams that are worth failing for and taking the big risks for.

FRIENDS AND FAMILY

Then there are your friends and family—one of the most important decisions you will make in your life is who you choose to surround yourself with. When you are out there taking the big risks, you need friends and family to help you when you fall. When you feel like you have made all the wrong decisions, they will help you laugh at yourself and pick you up off the floor. They are equally important when you succeed because they will keep you humble and grounded. Friends are the family you get to choose. They are the people you will come back to for support with all your successes as well as your failures. Nurture and treasure them.

BE CURIOUS AND TAKE RISKS

My third guideline in finding my path came from my grandfather who always said in a loud voice at the dinner table, “When you are not learning anything, its time to move on. Move on, take a risk—even if you make big mistakes.” Because it is only through taking risks, and making mistakes that you learn. The risks that I have taken have always taught me something important. To paraphrase the writer Voltaire: “The perfect is the enemy of the good.” Sometimes the desire to be perfect can paralyze us because we are so afraid of making mistakes. Strive for excellence, but know that achieving excellence involves a lot of falling down along the way. When Babe Ruth, the famous baseball player, retired, he had more home runs than any player in history. But he also had more strikeouts than any other player in history. The point is, you cannot succeed unless you are willing to fail.

I make mistakes all the time. For example it wasn't until this morning that I realized that my speech did not even mention generosity and kindness—kindness! Which is absolutely crucial to living a good life. Because, if you do everything else brilliantly but you don't do it with kindness, no matter how much you succeed, I believe you have failed. As the Prophet Mohammed said, “God is kind and likes kindness in all things.”

TIME

My final thought is about time: take the time to think about what you choose to do, to reflect, to be sure you are living with integrity and honesty. When you are 90 years old, you will want to look back on your life and be able to tell a story you are proud of. When you are in moments of transition, think about the story you will want to tell your grandkids. Time is too precious to be wasted doing things you are not proud of. And each day that you are working on the journey towards achieving your dreams, while being true to yourself, that is success. Write the story of your life that you want to tell when you are old and gray.

A few years ago, I went to Morocco where I met a Sufi master and his family in the mountains. There we talked for three days about God and acting with love and about how we as humans must savor time. Time is the most valuable thing we have in life; it cannot ever be replaced. He said, “You must take your time. Savor it. Drink time slowly with a little spoon like a delicious soup.” As highly motivated people, we rush ahead in pursuit of great experiences and great success. Sometimes we run so fast in search of the experiences we want, we miss the very experiences we need. It is not a waste of time to take your time.

Use your time to do what you love. Don't waste a moment doubting your heart, or fearing a risk. Believe that anything in life is possible, and with determination and passion, make that belief come true. The good news is you have the beautiful gift of time. The trick is how you use it. Remember, you are the author of your own life, it is up to you how you write it. With courage, integrity, kindness and great friends, you will find your true path.

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