

# Unifying Northwestern University in Qatar

YEAR IN REVIEW 2012-13



NORTHWESTERN  
UNIVERSITY  
IN QATAR



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## THE WAY FORWARD: Unifying and Strengthening NU-Q

As Northwestern University in Qatar enters the 2013-2014 academic year, we do so with two classes of alumni working as media and communications professionals in Qatar, the Gulf region and around the world. We do so, too, in the shadow of our future home in Education City, which serves to remind us of our role in helping Qatar reach its vision for the future. Finally, we do so as a university stronger and more unified than we've ever been—and ready to prepare another wave of NU-Q students for jobs in media, communications, government, public relations and other fields.

Learning and the advancement of knowledge are at the heart of our mission, but so too is promoting the value of freedom of expression in our objectives and operational programs. We take that charge seriously and use it as we educate the next generation of global media and entertainment professionals. Students and faculty work with a guarantee of academic freedom; students write, film and publish freely, and classrooms are alive with debate. No society and no school is perfect, and building a tradition of freedom of expression in an emerging region where it has not been part of the culture is an incremental process. We're optimistic about that process and pleased to be a part of it.

Unifying NU-Q's component parts has created a stronger and more robust enterprise that fosters both stability and change. The school has continued its trajectory from its startup in 2008 through the 2012-2013 academic year with the vision of creating a unified, media-centric school integrated with the liberal arts. With new leadership, programs and activities that benefit the school and all its stakeholders, NU-Q has achieved greater independence while still embracing the purposes and values of Northwestern University. As Northwestern's only overseas campus, NU-Q is charged with delivering an education worthy of a great university, and at the same time calibrating its efforts to serve the needs of its host country and region.



### A Unified School

A milestone in our evolution from startup school to one-of-a-kind educational experience has been the recent effort to bring together the university's sometimes disparate—and occasionally conflicting—programs. Over the past year, we've taken a number of crucial steps towards achieving that unity, including:

- Strengthening the leadership structure with the appointment of associate deans for academic affairs and research, and the creation of directorships for the communication, journalism and liberal arts programs
- Encouraging faculty collaboration across programs in teaching, research and outreach
- Receiving permission from the Board of Trustees to make our own academic appointments, with the responsibility lying solely with NU-Q
- Creating a certificate program in Middle East studies, drawing on NU-Q's offerings and those of four other Education City schools
- Establishing a minor in Media and Politics in collaboration with Georgetown University in Qatar and building on existing minors in business and contemporary media with Carnegie Mellon University in Qatar
- Approving aspects of an Arab language initiative to be implemented in 2013-14

If the structure of the university provides the framework for its message, people are the key ingredient. On that front, NU-Q had a banner year, with the appointment of seven new faculty members, some of international renown and all from elite institutions with superb credentials. In addition, our faculty and students achieved global recognition, ranging from prestigious fellowships from the London School of Economics and Fulbright Commission to awards at film festivals and success in international journalism competitions. Our women's basketball team even won Qatar's collegiate basketball championship.

### A "Second Curriculum"

In-class learning is only one element of our educational mission. Conferences, forums and intellectual exchanges—both formal and informal—also add strength and benefit students and faculty while advancing the school's profile regionally and globally. In the past year, NU-Q hosted:

- Two consensus conferences on Middle East studies, enabling top scholars from the home campus to work in concert with NU-Q faculty and students
- The Media Vision program, bringing two top futurists for a ten-day residence with students, faculty and community leaders
- A much-needed curriculum consensus conference, led by eminent educator John Maxwell Hamilton, that assessed and reconsidered the academic program. The discussion led to recommendations for new school-wide courses in freedom of expression and media and society, plus a reconsideration of the freshman experience and the capstone (senior) year.

As always, NU-Q played host to a stream of visiting academics, researchers and media professionals, each of whom brought a unique and valuable perspective to share with faculty and students.

### Research at NU-Q

Another front in the effort to both unify and grow the school was the creation of a research office, research group and formal program, led by the new associate dean for research. Already, we're seeing dividends. The publication of *Media Use in the Middle East*, a comprehensive study of media use and attitudes in eight Middle East and North African countries commissioned by NU-Q, received significant notice in the public and academic press across the globe. The data from that survey will also be folded into the prestigious World Internet Project, which accepted NU-Q as a member. Finally, a number of academic papers are in the works, including a monograph on new directions in Middle East media and an occasional paper on the origins of the Arab Spring.

### Students on the Move

A number of our students emerged on the global stage, highlighting their abilities and the value of an NU-Q education while doing their part to strengthen and unify the school. These achievements included:

- The inauguration of the Student Ambassadors Program, where NU-Q students traveled to Evanston, and the Global Media Experience program, which took students to Dubai and New York
- Student journalism residencies in Paris, London, New York and Washington, DC, with 10-week appointments at major media and public affairs organizations
- Service learning and academic trips to South Africa, Italy, Tanzania and Brazil
- The first-ever unified Evanston Exchange, which saw NU-Q students host communication and journalism students from the home campus
- NU-Q undergrads working with Medill's global residency graduate program to produce an e-book about Qatar's water and food security
- NU-Q communication students joining their Evanston counterparts at a film institute in India

### Partners in Qatar

As the Gulf region continues to emerge as a media hotspot, NU-Q is increasing its commitment to both guiding and learning from professionals in our back yard. We inaugurated two new partnerships marked by memoranda of understanding with Al Jazeera Networks and the Doha Film Institute. Those pacts resulted in strategic planning workshops, faculty and student involvement in projects, and planned residencies, internships and jobs. As a result, NU-Q played a greater role in the Doha Tribeca Film Festival and assisted Al Jazeera with planning for its successful launch of Al Jazeera America.

To further foster discussion about the direction of media growth in Qatar, NU-Q created the Qatar Media Industries Forum, bringing together some 100 leaders of media and entertainment industries. We also continued to build on successful partnerships with the Qatar Museums Authority, the High School Leadership Institute, the Doha Film Institute and the THIMUN Foundation.

### A Building Rises

As we come to NU-Q each day, we get to see a tangible reminder of what the future holds. Our long-awaited new building took a dramatic leap forward this year as its massive exterior structure rose on the Education City campus, with students, faculty and staff keeping an eager eye on its growth. Our staff continues to plan the anticipated studios, theaters, classrooms, and first-floor gallery and exhibition space. The gallery and media center is being defined and planned through working content consensus conferences and the appointment of an expert panel.

### Into the Future

As the academic year ended, NU-Q graduated its second class into the workforce and academic marketplace, and joined the class of 2012 in helping establish a Northwestern Alumni Association chapter in Doha. Graduation at NU-Q is both ceremonial and substantive—a scene that will be repeated every year, but will be no less special each time.

NU-Q's strategic outlook is superb, with evident strengths in the instructional and research programs, as well as robust outreach efforts. This report provides a sense of the tempo of a rising institution and details the achievements of the last 12 to 14 months. Many people, in Doha, Evanston and elsewhere around the globe, have helped get us to this point. With connected programs and cooperative relationships within the school, NU-Q paid another installment on its vision and future, one whose prospects are bright. It is, of course, my privilege to serve as chief steward of this enterprise as it coalesces toward its future.

— Everett E. Dennis, PhD  
Dean and CEO

## 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.

### VISION

To 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 the liberal arts by:

- Unifying NU-Q across programs and majors around the common purpose of creating a 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 and the Qatar Foundation
- 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 that supports 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 the 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:** define and extend media understanding, education and outreach; create new modes of pedagogy for writing and oral expression in a Middle East context; support film and video enterprises; connect communication and journalism to global health, international studies and various scientific fields
- **Integrated Learning and Experience:** enhance and extend current experiential learning in journalism and communications and entrepreneurship; teach across three schools and in concert with eight-plus Education City universities
- **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; 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-Q students and faculty with civic engagement in GCC countries and elsewhere



## Action Plan 2014

Building on the successes of the last two years, NU-Q's agenda for 2014 involves strengthening programmatic activity as we continue to prepare for the opening of the school's new building, expected to be ready for occupancy in the 2014-15 academic year.

Contemplating the new building helps focus academic planning involving instruction, research and outreach. Those activities and others anticipated are reflected in NU-Q's strategic agenda and action plan, which is keyed to the Four Pillars of the NU Strategic Plan:

1. Creative Solutions
2. Integrate Learning and Experience
3. Connect our Community
4. Engage the World

### FOCUS ON NEW BUILDING AND FINDING SOLUTIONS

Getting ready to occupy a new building with space nearly 50 percent larger than NU-Q's present quarters in the CMU building requires an enormous amount of planning and coordination. This effort, led by David Carr, chief operations officer, and Stephen Franklin, director of construction, facilities and planning, includes regular coordination with Qatar Foundation capital projects and others involved in delivering the building and involves:

- Fully outfitting the building
- Installing electronic media and digital media technologies
- Coordinating program requirements to space
- Integrating the museum and exhibition space
- Coordinating signature artwork and installation honoring Qatar Foundation chairperson Sheikh Moza bint Nasser
- Hiring and connecting new and continuing staff according to the demands of the project and building

### CURRICULUM REVIEW, RENEWAL AND INNOVATION

This is at the heart of NU-Q's development unifying the school into a connected whole, recognizing differences while seeking changes that create an institutional culture that attracts a top-ranked faculty and students. The school took several steps toward that end, including:

- The Curriculum Consensus Conference and Consultation, which involved all faculty, focused on rethinking the journalism and communication curriculum based on collaboration and unification while maintaining the identity of each program
- Delivery of reports that validated NU-Q courses in communication and journalism, compared them with Evanston offerings and offered a comparative analysis with up to 10 peer schools in the US
- Appointment of Jeremy Cohen, associate dean for academic affairs, and beginnings of academic leadership integration
- Commissioning a report on the liberal arts program at NU-Q, with a subsequent consultation with the Weinberg College of Liberal Arts

### CREATING AN NU-Q RESEARCH PROGRAM

To bolster NU-Q's presence in Education City and support the expectation that its research will support instruction and faculty development on all campuses, the school's research strategy includes:

- Creation of the research office led by John Pavlik, associate dean for research
- Commitment to an institutional research agenda and a research group that will engage in joint studies and projects
- Continued support of individual faculty projects with faculty development funds and support for attendance at major meetings
- Collaboration with Evanston faculty on joint projects
- Creating in-house research reports and publications, as well as supporting refereed outside publication productivity



TOP The Weber Arch on Northwestern's Evanston campus  
BOTTOM NU-Q's future home in Education City



#### ADVANCING AND EXTENDING MEDIA AND COMMUNICATION PARTNERSHIPS

Formalized partnerships with outside media and communication organizations continue to grow, and efforts are underway to increase collaboration with local and global partners. Plans are underway to selectively develop additional working partnerships with:

- Qatar Media Industries Forum, convened in fall 2012 by NU-Q with representation from Al Jazeera, Qatar, English and Arabic language dailies, magazine groups, digital media firms, film production companies, and public relations and advertising firms
- Al Jazeera Networks and Al Jazeera America via consultative activity, student internships and employment, faculty research, and other aspects
- iCT Qatar, the electronic media and digital regulator for Qatar, which has an extensive research program and is creating a National Broadband Policy
- Doha Film Institute, highlighted by NU-Q student films premiering at the Doha Film Festival

#### STRENGTHENING COLLABORATIVE TIES WITH THE EVANSTON CAMPUS

Various Evanston delegations come to Doha during the academic year, and are organized as needed. Past collaborative delegations have included a liberal arts leadership group, Middle Eastern studies faculty group and conference, Medill Global Master's Residency group and others. Plans are underway to develop an exchange program that will allow Evanston-based students in communication and journalism to study at NU-Q for a semester or two. It is hoped that this program will be implemented in 2014 with:

- A calibrated on-the-ground program in Doha involving academic course work at NU-Q and other Education City schools
- Professional experiences in the community at major media and communications institutions
- Cultural and other student-life programming
- An assessment process

# WHO WE ARE

## Leadership

Unifying NU-Q means getting people to work together toward a common purpose in a coherent, systematic manner. This requires good will and good intentions, but also a guiding structure. In 2011-12, major efforts were made to carefully review and rationalize staffing across all departments and units. That included the appointment of Chief Operating Officer David Carr and the realignment of reporting assignments to achieve a more effective and efficient organization designed to serve the academic purposes of the school.

In 2012-13, structural change came for the academic program, which was originally organized with two somewhat autonomous communication and journalism units with a loosely arranged liberal arts support faculty. In the reorganization, Offices of Academic Affairs and Research have been established to serve the whole school, with Jeremy Cohen and John Pavlik as respective associate deans. Concurrently, three program directors were named to head the journalism, communication and newly constituted liberal arts units: senior faculty Mary Dedinsky, Scott Curtis and Sandra Richards, respectively. The senior associate deans' position, which played a seminal role in the founding of NU-Q, will be subsumed by the new structure when their terms end. Richard Roth took on school-wide responsibilities, and James Schwach departed in December 2012 after nearly five years of service at NU-Q. Their service for the formative years of NU-Q's development was essential and is greatly appreciated.

### Jeremy Cohen

*Associate Dean for Academic Affairs, Senior Academic Officer*

Cohen previously served as associate vice president and senior associate dean and professor of media studies at The Pennsylvania State University, and was a tenured faculty member of the Institute for Communication Research/Department of Communication at Stanford University. Cohen is past editor of *Journalism & Mass Communication Educator* (for which he received the AEJMC 2006 Outstanding Service Award), former editor of *Journal of General Education* and current editor of *General Education: A Curricular Commons of the Humanities and Sciences*. A widely published scholar on First Amendment law and on the pedagogy and learning implications of public scholarship, Cohen founded Penn State's Laboratory for Public Scholarship and Democracy. He completed his PhD in communication at the University of Washington, his master's in journalism at USC, and his BA in creative writing/English at San Francisco State University.

### John V. Pavlik

*Associate Dean for Research*

Prior to joining NU-Q, Pavlik was a professor and chair of the Department of Journalism and Media Studies at the School of Communication, Information and Library Studies at Rutgers, the State University of New Jersey. He was also director of the Journalism Research Institute at Rutgers. He has served as chair of the editorial board for the journal of the National Academy of Television Arts and Sciences' *Television Quarterly*. He is a faculty associate at the Columbia Institute for Tele-Information. Pavlik is a former professor and executive director of the Center for New Media at the Columbia University Graduate School of Journalism, and was the founding director of the School of Communication at San Diego State University. Pavlik writes about the impact of new technology on journalism, media and society. He has written more than a dozen computer software packages for education in journalism and communication, and is the co-developer of the Situated Documentary, an immersive form of storytelling using Augmented Reality. Pavlik holds a PhD and MA in mass communication from the University of Minnesota, and is a graduate of the School of Journalism and Mass Communication at the University of Wisconsin-Madison.



TOP The newly appointed leadership with Dean Everette Dennis. From left, Mary Dedinsky, John V. Pavlik, Dennis, Jeremy Cohen, Scott Curtis and Sandra L. Richards.  
BOTTOM: LEFT David Carr, RIGHT Richard Roth

## PROGRAM DIRECTORS

**Mary Dedinsky**, director of the journalism program and an associate professor, served as managing editor of the *Chicago Sun-Times* and in several key leadership roles at the *Chicago Tribune*. She was the first woman in the US to lead the news operations of a major metropolitan newspaper, and previously served as associate dean at Northwestern's Medill School of Journalism in the US.

**Scott Curtis**, director of the communication program and an associate professor, is a film historian and expert on visual media with several articles to his credit and a forthcoming book on film history. He is also president of Domitor, an international film organization, and was a film archivist for the Academy of Motion Picture Arts and Sciences.

**Sandra L. Richards**, director of the liberal arts program, also serves as a professor in residence. A renowned scholar of African American and performance studies, she holds full professorships at Northwestern's Weinberg College of Liberal Arts and the School of Communication.

**NORTHWESTERN UNIVERSITY  
ADMINISTRATIVE LEADERSHIP**

Morton Schapiro  
*President*

Daniel Linzer  
*Provost*

Everette E. Dennis, PhD  
*dean and CEO, Northwestern  
University in Qatar*

**NORTHWESTERN UNIVERSITY IN  
QATAR JOINT ADVISORY BOARD**

H.E. Sheikha Hind bint Hamad Al-Thani  
*director of His Highness the Emir's Office  
(co-chair)*

Daniel I. Linzer, PhD,  
*provost, Northwestern University (co-chair)*

H.E. Sheikh Ahmed bin Jassim  
bin Mohamed Al-Thani  
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Northwestern University*

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*director of the Issam Fares Institute  
for Public Policy and International Affairs  
at the American University of Beirut*

Abdel Rahman Azzam, PhD  
*communication adviser to HH Sheikha Moza*

Lee Huebner, PhD  
*professor, School of Media and Public Affairs,  
George Washington University*

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vice president for education, Qatar Foundation  
(ex officio member)*

Everette E. Dennis, PhD  
*dean and CEO, Northwestern University  
in Qatar (ex officio member)*



## New Academic Programs

This year saw the launch of NU-Q's Middle East Studies Certificate program, the first step toward a full Middle East studies minor. Several seniors graduated with the certificate in 2013. The program emerged from an NU-Q faculty task force and a consensus conference on Middle East studies that engaged a delegation of eight faculty members from Evanston, led by Brian Edwards, director of the Middle East and North African Studies Program. Additionally, the group, along with NU-Q faculty and leadership, took part in a symposium on "New Directions in MENA Studies," which will lead to a published monograph.



NU-Q also established a minor in Media and Politics with Georgetown University in Qatar, thus underscoring the collaboration on the Education City/HBKU campus. The program will allow enrolled students to specialize in the study of journalism and communication in the political, diplomatic and policy-making processes, as well as the role of politics in the shaping of mass media products and policies. It will enable students to better understand how politicians,

governments and citizens influence, and are themselves influenced by, the media in its myriad forms and formats. In addition to completing the required courses, all students in the Media and Politics program will be required to give a formal presentation of an original project that focuses on the intersection of, or interaction between, media and politics. Furthermore, NU-Q reviewed its reciprocal minors in Business and Contemporary Media with Carnegie Mellon University in Qatar.

## Welcoming New Faculty

Continuity and change is essential to the building of a high-caliber faculty, and NU-Q has benefitted from a mix of home campus faculty and those from other institutions. As of 2012, the school makes its own “in residence” faculty appointments, a change approved by the University’s Board of Trustees. There were eight new faculty appointments in 2012-13 that comprised a cadre of individuals with strong records of scholarship, media experience and knowledge of the region.



LEFT TO RIGHT: Sandra Richards, Khaled Al Hroub, Stuart Brotman, Justin Martin

**Sandra Richards**, professor and director of the liberal arts program, specializes in American, African American, African and African Diaspora theater and drama. In addition to her work at NU-Q, Richards is Professor of African American Studies, Theater and Performance Studies at Northwestern University in Evanston. She holds a PhD in drama from Stanford University, and a bachelor’s degree in English and French literatures from Brown University.

**Khaled Al Hroub**, professor of liberal arts, focuses on Middle Eastern studies and Arab media studies. He came to NU-Q from the University of Cambridge, where he was a senior research fellow at the Centre of Islamic Studies of the Faculty of Asian and Middle Eastern Studies, and directed the Cambridge Arab Media Project. He is a widely published author and commentator, as well as a renowned authority on Arab media.

**Stuart Brotman**, professor of communication, is a faculty member at Harvard Law School and in the Harvard Business Executive Education Program. He serves as a global management consultant for telecommunications, Internet, media, entertainment and sports, with client engagements in more than 30 countries. He is a *summa cum laude* graduate of Northwestern University, and holds an MA from the University of Wisconsin-Madison and a JD from the University of California at Berkeley.

**Justin Martin**, assistant professor of journalism, researches and writes on free speech in developing countries and emerging democracies, and media and politics in the Arab world. As a journalist and essayist, he has reported on five continents for roughly fifty publications and speaks several dialects of Arabic. Martin has a PhD from the journalism school at the University of North Carolina at Chapel Hill, and he also holds degrees from the University of Florida and High Point University.



LEFT TO RIGHT: Maria Lombard, Kirsten Pike, Christopher Sparshott, Craig LaMay

**Maria Lombard**, assistant professor of liberal arts, specializes in organizational communication, particularly within high-risk industrial environments and multi lingual workplaces. She has been involved in several projects related to the oil and gas industry in the Middle East, and her work on the global call center business was the focus of her doctoral dissertation and her continued research in India and the Philippines. She received her PhD in rhetoric and composition from Purdue University, and holds master’s and bachelor’s degrees from the University of South Alabama.

**Kirsten Pike**, associate professor of communication, teaches and researches in the areas of girls’ media culture, feminist media studies, and critical/cultural studies of television. She received her PhD in Screen Cultures from Northwestern University and her master’s and bachelor’s degrees from the University of Arizona and Tulane University, respectively. She has held postdoctoral fellowships in television studies at Stockholm University and University College Dublin, and was a former Fulbright Scholar in South Korea.

**Christopher Sparshott**, assistant professor of liberal arts, focuses on the field of British Empire, particularly the 18th-century Atlantic world and its culmination in the American Revolution. He has taught a wide range of courses in early American, British Imperial and world history. He received a master’s and PhD in early American history from Northwestern University, and holds a bachelor’s degree from Oxford University.

**Craig LaMay**, an associate professor and a faculty associate at Northwestern’s Institute for Policy Research, was in-residence for a ten-week course on “Media, Sport and Society” in spring semester. He has a bachelor’s degree from Brown University and a master’s degree from the University of North Carolina at Chapel Hill. He is a leading expert on emerging media and freedom of expression in developing countries.

# Faculty Re-Appointments

The last year saw rigorous review and reassessment of NU-Q’s academic programs and structure. This exercise, which included consultation with academic leadership in the School of Communication, the Medill School and the Weinberg College, led to the reappointments of several NU-Q faculty members. The process has greatly strengthened the NU-Q faculty, and makes all involved more appreciative of each other and the individual contributions that contribute to the community itself.

## REAPPOINTMENTS OF FACULTY EXPIRING IN 2013

COMMUNICATION PROGRAM

Susan Dun  
*Senior Lecturer in Residence*

Susan Pak  
*Assistant Professor in Residence*

Allwyn Tellis  
*Lecturer in Residence*

Ann Woodworth  
*Associate Professor in Residence*

JOURNALISM PROGRAM

Andrew Mills  
*Assistant Professor in Residence*

LIBERAL ARTS PROGRAM

Christopher Sparshott  
*Assistant Professor in Residence, History*

PROMOTION

Abraham Abusharif (*journalism*) from  
*Assistant to Associate Professor in Residence*

## REAPPOINTMENTS EXPIRING IN 2014

JOURNALISM PROGRAM

Miriam Berg  
*Lecturer in Residence*

Janet Key  
*Assistant Professor*

Christina Paschyn  
*Lecturer in Residence*

LIBERAL ARTS PROGRAM

Sean Burns  
*Lecturer in Residence, Political Science*

Geoff Harkness  
*Assistant Professor in Residence, Sociology*

Khaled Al Hroub  
*Professor in Residence, Middle East Studies*

Maria Lombard  
*Assistant Professor in Residence, Composition*

Jocelyn Mitchell  
*Lecturer in Residence, Political Science*

Zachary Wright  
*Assistant Professor in Residence,  
History and Religious Studies*



## Faculty and Staff Roster



### LEADERSHIP

David L. Albanese  
*Director of Human Resources*

Safna Ansaruddin  
*Director of Student Records*

Greg Bergida  
*Director of Student Affairs*

Leon Braswell  
*Director of Admissions*

David Carr  
*Chief Operations Officer and Chief Information Officer*

Jeremy Cohen  
*Associate Dean for Academic Affairs and Chief Academic Officer*

Scott Curtis  
*Director of Communication Program and Associate Professor in Residence*

Mary Dedinsky  
*Director of Journalism Program and Associate Professor*

Everette E. Dennis  
*Dean and Chief Executive Officer*

Stephen Brent Franklin  
*Executive Director of Planning, Development and Construction*

Michell Hackwelder  
*Library Director*

Laura Hokenstad  
*Director of HSSE*

John V. Pavlik  
*Associate Dean for Research*

Sandra L. Richards  
*Director of Liberal Arts Program and Professor in Residence*

Richard J. Roth  
*Senior Associate Dean*

Barry Sexton  
*Chief Finance Officer*

Grant P. Upson  
*Director, NU-Q Support Office*

Robb Wood  
*Media and External Development Strategist*

Robert Vance  
*Manager of Infrastructure Operations*

### FACULTY AND STAFF

Abraham Abusharif  
*Associate Professor of Journalism in Residence*

Chris Adamescu  
*Media Production Training and Support Specialist*

Maha Al Ghanim  
*Administrative Assistant, Business and Finance*

Khaled Al Hroub  
*Professor of Liberal Arts in Residence*

Nagla Ali  
*International Experience Coordinator*

Emily Alp  
*Writer/Editor*

Bianca Apps  
*Administrative Assistant/ Journalism Program*

Ismael (Mel) Aquino  
*Library Associate*

Resil Barcelo  
*Human Resources Coordinator*

Miriam Berg  
*Lecturer in Journalism*

Frank Box  
*Infrastructure Project Manager*

Judith Britten  
*Administrative Assistant*

Donovan Burba  
*Publications Manager*

Sean Burns  
*Lecturer of Liberal Arts in Residence*

Geoffrey Cannaby  
*Manager of Production Facilities*

Jocelyn Casambros  
*Library Support*

Wielder Catapat  
*Production Technical Support Specialist*

Ivana Chalmers  
*Strategic Risk Analyst*

Patricia Collins  
*Health and Wellness Counselor*

Ray Corcoran  
*Director of Facilities*

Susan Dun  
*Senior Lecturer in Communication*

Wafaa Elamin  
*Admissions Specialist*

Ken England  
*Senior Systems Engineer*

Lawrence Ferrer  
*Purchasing Supervisor*

Justin Gengler  
*Adjunct Lecturer in Liberal Arts*

Heba Gomaa  
*Admissions Assistant*

David Gray  
*Visiting Lecturer in Liberal Arts*

R. Daniel Hague  
*Senior Audio/Visual Technologist*

Amira Hariri  
*Admissions Specialist*

Geoffrey Harkness  
*Assistant Professor of Liberal Arts in Residence*

Tiffany Ho  
*Student Affairs Communications Coordinator*

Elizabeth Hoffman  
*Equipment Coordinator*

Karen Holt  
*Technical Services Librarian*

Christopher Hurless  
*Senior User Support Specialist*

Shakir Hussain  
*User Support Specialist*

Katie Hyon  
*Student Affairs Specialist*

Janet Key  
*Assistant Professor of Journalism in Residence*

Joe Khalil  
*Associate Professor of Communication in Residence*

Mahmoud Khalil  
*Adjunct Lecturer in Liberal Arts*

FACULTY AND STAFF CONTINUED

Muqeen Khan <i>Associate Professor of Communication in Residence</i>	Victoria Ng'eno <i>Administrative Assistant, Library</i>	Aaleeya Spence <i>Administrative Assistant, Student Affairs</i>
Joseph Kurtin <i>Network Engineer and Computing Security Analyst</i>	Durriya Niaz <i>Manager of Accounting and Financial Reporting</i>	Quinton Sprull <i>Manager of Budget and Student Finance</i>
John Laprise <i>Assistant Professor of Communication in Residence</i>	Linda Östlundh <i>Public Services and Reference Librarian</i>	Michelle Telfaci <i>Academic Advisor</i>
DeYette Little <i>Executive Assistant to the COO</i>	Susan Pak <i>Assistant Professor of Communication in Residence</i>	Allwyn Tellis <i>Lecturer in Communication in Residence</i>
Jesusa (Josie) Llagas <i>Library Support</i>	Christina Paschyn <i>Lecturer in Journalism in Residence</i>	Kim Theodore <i>Human Resources Manager</i>
Maria Lombard <i>Assistant Professor of Liberal Arts in Residence</i>	Jan-Marie Petersen <i>Web Content Producer</i>	Lakisha Tillman <i>Coordinator for Student Activities and Residential Life</i>
Abir Maarouf <i>Purchasing Coordinator</i>	Kirsten Pike <i>Assistant Professor of Communication in Residence</i>	Patrick Tingson <i>Administrative Assistant, Production</i>
Rami Madhoun <i>Systems Engineer</i>	Munjulika Rahman <i>Lecturer in Liberal Arts</i>	Tracy Vaughn <i>Associate Professor of Liberal Arts in Residence</i>
Jesse Manley <i>Administrative Assistant, Information Technology</i>	Connie Ramadan <i>HR Administration Manager</i>	Timothy Wilkerson <i>Assistant Professor of Communication in Residence</i>
Arnold Marcelo <i>NU-Q Office Assistant, Driver</i>	Bradford Rawson <i>Marketing Coordinator</i>	Emily Wilson <i>Manager, Community Relations</i>
Justin Martin <i>Assistant Professor of Journalism in Residence</i>	Daniel Rohan <i>Senior Network Engineer</i>	Paul Wood <i>Senior User Support Specialist</i>
Melissa Martinez <i>Academic Advisor</i>	Patricia (Trish) Roth <i>Assistant Professor of Journalism in Residence</i>	Ann Woodworth <i>Associate Professor in Communication in Residence</i>
Molly McHarg <i>Adjunct Lecturer in Liberal Arts</i>	Sian Sadler <i>Executive Assistant to the Dean</i>	Zachary Wright <i>Assistant Professor of Liberal Arts in Residence</i>
Robert Meeds <i>Visiting Associate Professor in Liberal Arts</i>	Ethan Schaeffer <i>Equipment Assistant</i>	Ihsan Yahya <i>Chief Broadcast Engineer</i>
Andrew Mills <i>Assistant Professor in Journalism in Residence</i>	Patricia (Trish) Seapy <i>Writing Specialist</i>	Rajaa Yousif <i>Administrative Assistant, Academic Affairs</i>
Jocelyn Mitchell <i>Lecturer in Liberal Arts in Residence</i>	Mariano Selvaggi <i>Adjunct Lecturer in Liberal Arts</i>	
Saeed Mohamed <i>Personnel Services Liaison and Government Relations Officer</i>	Anne Sobel <i>Lecturer in Communication in Residence</i>	
Marie Newkirk <i>Coordinator of Placement, Internships and Student International Affairs</i>	Rommel Solicar <i>Facilities Coordinator</i>	
	Christopher Sparshott <i>Assistant Professor in Liberal Arts in Residence</i>	

Student Life

NU-Q’s student groups provide students with camaraderie and friendship, along with the opportunity to develop specialized skills such as event planning, public relations and financial management. Students also lead and manage groups, which is both challenging and immensely rewarding.



STUDENT AFFAIRS

NU-Q’s Student Affairs department is dedicated to providing services and experiences that complement academic learning, supporting the growth and development of the students to prepare them for future careers in the global media environment. Student Affairs is committed to aiding the students by leveraging the facilities at NU-Q and in Education City, partnering with others in the community, and taking advantage of our global location for international experiences by combining the traditions of Northwestern University with the cultural traditions of Qatar.

Services include:

- Student Orientation
- Student Life
- International Experience
- Career Services
- Counseling and Wellness
- Communications



Welcoming new students to the NU-Q family

### NU-Q CLUBS AND ORGANIZATIONS

As a young university, NU-Q's campus community is still growing, but a number of student groups are already active, including:

- NU-Q Student Union
- Best Buddies
- Culture Club
- Daily Q
- Film Society
- Just Play!
- Purple Project
- Society of Professional Journalists (SPJ)
- Music Society
- International Student Association

### NU-Q ATHLETICS

- Women's Basketball
- Men's Basketball
- Women's Football
- Men's Football

### NU-Q STUDENT UNION (NUQSU)

Northwestern University in Qatar Student Union (NUQSU) is an advocate for the NU-Q student body, and acts as a liaison between students and the administration and the faculty. NUQSU provides communication between campus organizations and the student body, and offers opportunities for leadership development, involvement and personal growth within the NU-Q community. The NUQSU successfully petitioned to have the bachelor's degree modified to remove the distinction between degrees earned in Qatar and those earned in Evanston, and also upgraded the student lounge.

### NEW WILDCAT TRADITIONS HAVE ALREADY EMERGED IN QATAR

- **Wildcat Welcome Back and Go Wild Week:** NU-Q celebrates Wildcat Spirit Week before both fall and spring finals. The series of events, coordinated by NUQSU, celebrates students, builds school spirit, serves as a stress-reliever and develops teamwork.
- **Food for Thought:** NU-Q faculty and staff join students for lunch to get to know them better outside the classroom and learn about their backgrounds, academic interests and research.
- **Gahwa Chat:** Students gather over *gahwa*, a favorite local coffee, to talk about hot topics, from regional politics to cultural diversity.
- **Career Panels:** Networking events for students and alumni include representatives from media organizations around Doha, as well as Northwestern alumni from both the Qatar and Evanston campuses.
- **Idea! Grant:** NU Idea! Grants provide students with guidance and funding for new activities. Grants are open to any NU-Q student who envisions a program, event, eventual student group or project that would benefit campus. Examples of past grants include: Go Wild Week events such as the Amethyst Gala and the Oh Snap! Photography Exhibition, Purple Parties, and women's basketball team uniforms. This past year, the Idea! Grant funded three senior girls in a production project.

## Experiential Learning

Learning at NU-Q isn't restricted to the Education City campus. Students take the lessons they've learned in the classroom and apply them in the real world, locally and globally. The experiential learning endeavors encourage students to grow holistically, chart unknown territories, listen to untold stories, turn strangers into friends and further their understanding of how the world works.

The "learning" aspect of experiential learning is twofold:

- Before engaging in a project or embarking on a trip, volunteers read about and research the location and its issues to prepare themselves intellectually and emotionally before going into an unfamiliar community.
- During and after their work with a new group or in a different community, volunteers engage in focused discussion and reflection to integrate their prior understanding with the information they gained from the experience.



### SERVICE LEARNING TRIPS

Over Spring Break 2013, a group of 12 NU-Q students traveled to South Africa. There, they participated in the Earthchild Project, a program that teaches children about healthy lifestyles. The students also served at the Children's Radio Project and in an educational book drive. Past student trip destinations have included Morocco, India, and Tanzania.

### JOURNALISM GLOBAL RESIDENCY PROGRAM

Students learn best by doing. It is as true in Qatar as it is in the United States, where Northwestern's Medill School of Journalism has, for decades, sponsored its famed Journalism Residency program. For 10 weeks, usually in their third year of study, students leave the campus to work full-time for and with veteran journalists or public relations practitioners in professional environments. The goal is for students to get the kind of hands-on experience that helps them develop new skills, test old skills, work under deadline pressure, hone their news judgment, sharpen their fact-checking and research skills, build confidence in their capabilities and explore new career paths not previously considered.

NU-Q students have been placed at numerous world-class media organizations, including:

- Al Jazeera
- *National Geographic*
- Pulitzer Center on Crisis Reporting
- *Financial Times*
- *Vogue*
- *Time*
- Qatar Foundation International
- *Sports Illustrated*





### EVANSTON EXPERIENCE

The Evanston Experience visit is a weeklong trip for 15 NU-Q student ambassadors to the Evanston campus. While in Evanston, the ambassadors attend classes and campus activities, see a live show, and meet with renowned studios and publication companies, all while representing NU-Q and the program in Qatar. These exchanges allow NU-Q students to promote the Qatar program, as well as allow them to participate in many Northwestern traditions they only hear of in Qatar.

In parallel, 16 Evanston students also visit Doha during their spring break. The visitors spend a packed five days touring Education City, attending classes at NU-Q and exploring Qatar's cultural offerings, including falconry training, dhow boat cruises and the local cuisine.

These trips foster international friendships and bridge the gap between the two campuses.

### GLOBAL MEDIA EXPERIENCE

The Global Media Experience at NU-Q is a series of visits to major media centers around the globe that give students hands-on experience with traditional and new media organizations and events to enable them to learn about life in those fields and what it takes to succeed. In 2013, students spent a week in Dubai and New York. Each day includes at least one organizational visit, a field experience observing and participating in what that organization does, and a recap dinner.



## Student Achievements

### DOHA TRIBECA FILM FESTIVAL

A number of NU-Q students, faculty and alumni were involved in 2012 Doha Tribeca Film Festival (DTFF). NU-Q supported the festival's Made in Qatar series, a collection of 19 films produced by local filmmakers. *Bader*, a film by NU-Q alumni Sara Al-Saadi, Latifa Abdulla Al Darwish and Maaria Assami, won the DTFF Made in Qatar Award. The Made in Qatar Special Mention was given to *Lyrics Revolt*, a film by NU-Q alumni Ashlene Ramadan, Rana Khaled, Melanie Fridgant and Shannon Farhoud. Three additional films produced by NU-Q students and alumni were shown during the Made in Qatar Programme 2 segment.



LEFT TO RIGHT: Faraj Daham, Wedad Al Kawari, Sara Al-Saadi (Bader Director), Maaria Assami (Bader Director), Latifa Al-Darwish (Bader Director)  
- Getty, 22.11.2012

### SOCIETY OF PROFESSIONAL JOURNALISTS MARK OF EXCELLENCE AWARDS

Three NU-Q students were awarded Mark of Excellence awards by the Society of Professional Journalists in 2012.

- **Usama Alony Hamad** was selected as a national finalist in the Online News Reporting (Small School Division) category for his "Villaggio Fire" video, published on The National's website.
- **Abir Bouguerra, Angel Polacco and Sara Al-Darwish's** entry "Maid Abuse: A Growing Problem in Qatar," published in Doha News, was selected as a national finalist in the Online Feature Reporting (Small School Division) category.
- An NU-Q field reporting project conducted in the United States by nine NU-Q students was named a national finalist in the Online In-Depth Reporting (Small School Division) category. The project, "Arab Amereeka 2012," examined the importance of the Arab-American vote in the 2012 congressional and presidential elections.

### FILM FESTIVALS

*Catador*, a film created by NU-Q students Salima Al Ismaili, Sidra Ayub, Mahdiah Mahmoodzadeh and Zena Al Tahhan, was selected for both the 2013 Al Jazeera International Documentary Film Festival and the Zayed University Middle East Film Festival in Abu Dhabi.

### NU-Q MEDIA AWARDS

The annual NU-Q Media Awards honor student work in journalism and communication. In 2013, awards were given in 20 categories honoring students' long and short films, photography, news articles, multimedia productions, and poetry.

### WOMEN'S BASKETBALL

The NU-Q's women's basketball team won Qatar's 2013 collegiate basketball tournament in a 26-21 victory over Qatar Academy. This is the first time the NU-Q women's team has taken first place in either the tournament or in the league. Founded during the 2009-2010 school year, the team competes in the Education City Inter-School Women's Basketball League.



# After NU-Q

Career Services is dedicated to serving the needs of both Northwestern students and alumni. Its dedicated staff works with employers to promote internships, jobs, and competitions, as well as assisting with career and interest assessments, CV and resume writing, and networking events.



## MIDDLE EAST PARTNERSHIP INITIATIVE PROGRAM WITH THE US DEPARTMENT OF STATE

Noor Nabeel Al-Saadi was chosen by the U. S. Department of State for the 2013 Middle East Partnership Initiative program. She spent six weeks in the United States engaging in local community service activities, interacting with American peers and observing and participating in the governmental process on the local, state and federal levels.

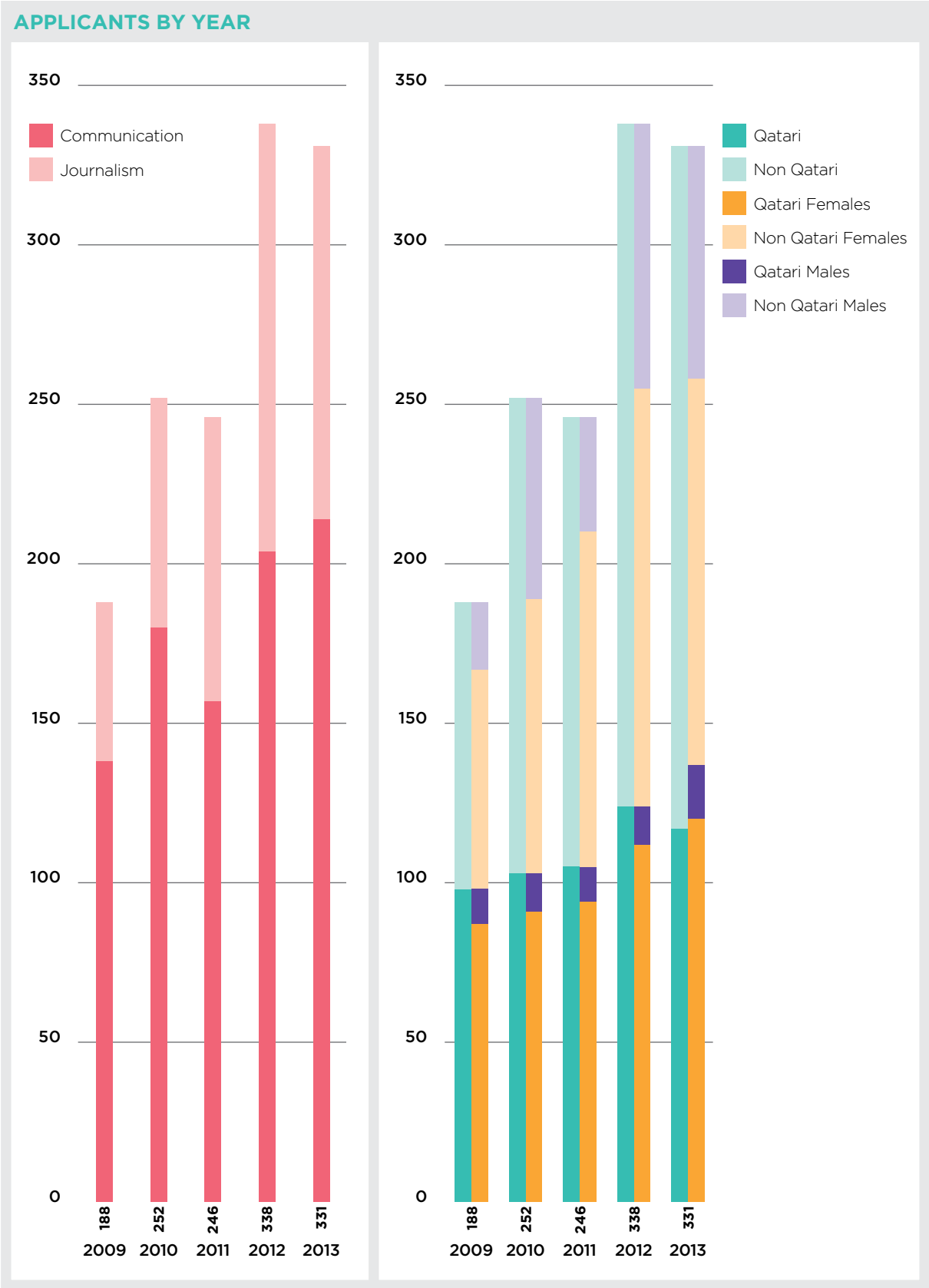


This past year, NU-Q had graduates working at or sponsored by the following companies:

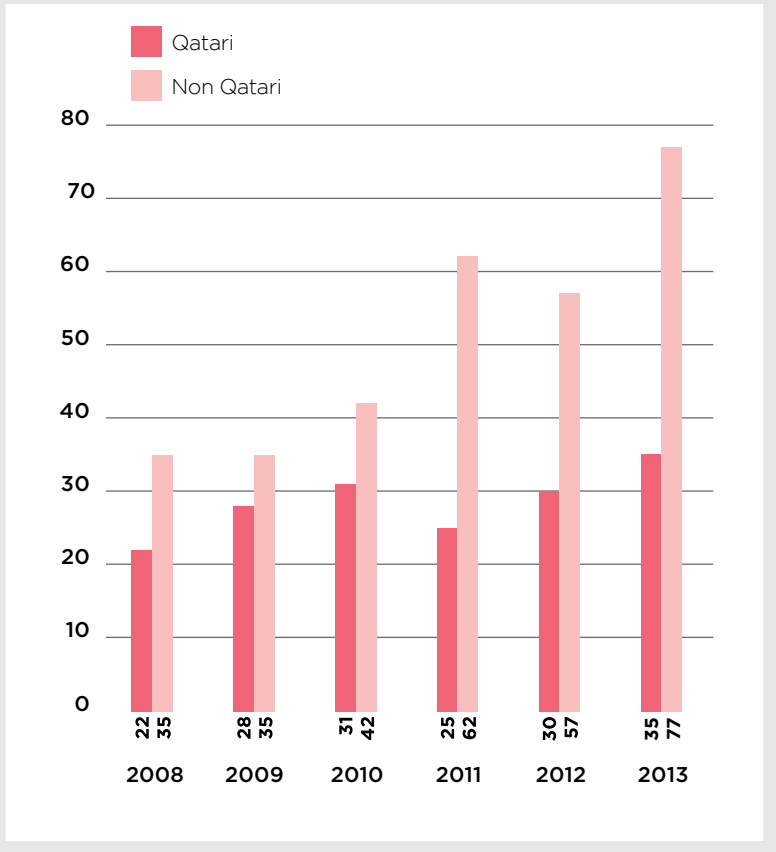
- Al Jazeera Arabic
- Al Rayyan Production
- Agency 222
- ASHGHAL
- Dartmouth University
- Doha Center for Media Freedom
- Doha Film Institute
- Forbes Associates
- FUEGO APPS Co.
- Hamad Hospital Corp. (Corporate Communication Dept.)
- ICT Qatar (Communication Dept.)
- Mahaba Publishing
- Ministry of Business and Trade (Enterprise Qatar)
- Ministry of Foreign Affairs (MOFA)
- Q Solar Technology
- Qatar Foundation (Communication Directorate)
- Qatar Media Corporation
- Qatar Museum Authority
- Qatar Television
- Ras Gas
- SIDRA
- TANWEEQ Development Co.
- The Youth Company
- Torath Productions
- VCU-Qatar



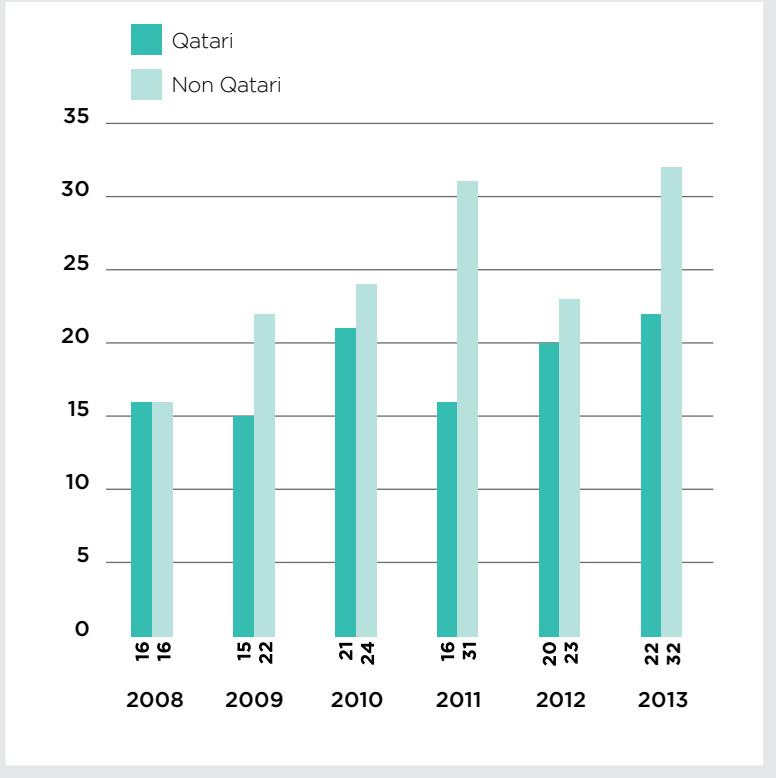
# Admissions Data, 2009-13



ADMITTED BY YEAR



ENROLLMENT AT START OF EACH ACADEMIC YEAR



WHAT WE DO

## Events and Programs



Doha Film Institute CEO Abdulaziz Bin Khalid Al-Khater (far left) and other media leaders at the Qatar Media Industries Forum

### QATAR MEDIA INDUSTRIES FORUM

To demonstrate its commitment to the development of the media sector in Qatar, NU-Q convened leaders and senior officers of media industry firms and related enterprises in Qatar to discuss prospects for the media industry's part in the nation's 2030 vision heralding knowledge-based industries. The rare gathering provided a neutral platform where key issues could be explored as part of an overall effort to encourage the strengthening of current media activities—and to foster new ones. The two meetings each drew nearly 100 media executives representing newspapers, magazines, radio and television, digital media, advertising, and public relations. The sessions featured an NU-Q report on the “State of Media Industries in Qatar.”

Despite the myriad developments in Qatar's media industry, from publishing and electronic media to satellite television and digital media, many of these enterprises with so much in common don't always know each other or see themselves as part of a larger whole. Bringing these parties together for a discussion of common interests resulted in insights about:

- Qatar's robust but often fractured media landscape
- The growing acknowledgement of the need for a cohesive, sustainable national media vision
- The most pressing challenges facing media outlets in Qatar, and what specific developments would best help grow the industry as a whole



Brian T. Edwards, director of the Northwestern Program in Middle East and North African Studies

### MIDDLE EAST AND NORTH AFRICA CONFERENCE

NU-Q put the spotlight on its commitment to Middle East studies at two conferences that brought together top scholars from its US campus with faculty and students from the campus in Doha. The goal was to better understand Qatar and the Middle East and North Africa region for the benefit of its media, communication and journalism students. The school hosted a symposium on fresh research about the region, featuring a number of original papers, and organized a consensus conference that ultimately led to the creation of the Certificate in Middle East Studies at NU-Q.

### CURRICULUM CONSENSUS CONFERENCE

To strengthen ties between NU-Q's academic program and move toward collaboration and unification, the school conducted a Curriculum Consensus Conference, open to all faculty, in April 2013. The conference, led by Dr. John Maxwell Hamilton, a senior scholar at the Wilson Program for the Consensus Conference Center in Washington, DC, and former provost and dean of Louisiana State University.

Through conversations about goals for students, curricular changes and the importance of a unified and coherent educational experience, the conference arrived at several key takeaways:

- Develop a schoolwide media and communication introductory course to give students comprehensive knowledge of the field
- Develop a schoolwide course in freedom of expression, with both global and local applications
- Consider a capstone course that connects and integrates liberal arts themes and areas of knowledge with media studies

## Middle East Meets Midwest

Even as NU-Q worked to strengthen its own distinct school identity, numerous working visits from the home campus in Evanston reaffirmed the connections between the two campuses. In the past year, guests have included:

- A delegation led by Provost Dan Linzer, including Deans Brad Hamm of the Medill School, Julio Ottino of the McCormick School of Engineering, several associate provosts and others
- A delegation led by Barbara O’Keefe, dean of the School of Communication, which included several university officers involved with international exchanges
- Communications professor Noshir Contractor, who conducted a workshop, “Organizational Communication in the 21st Century” in connection with the UN World Climate Change Summit
- A delegation of the Medill Global Media Residency students, led by William Handy and Craig Duff, who, with Richard Roth and Andrew Mills, connected NU graduate students with NU-Q undergraduates for a weeklong reporting assignment that resulted in an iBook titled *Feeding Qatar*
- Film curator Mimi Brody of NU’s Block Museum visited classes and took part in the Doha Tribeca Film Festival
- Artists Judy Ledgerwood, artist Tony Tasset of the University of Illinois and Lisa Corrin, director of the Block Museum, visited in preparation for an artistic installation in NU-Q’s new building



## The Second Curriculum

Over the past year, NU-Q hosted an extensive program of speakers, professionals in residence, and other activities and events that constitute a “second curriculum” that enriches the school. These included:



LEFT His Royal Highness Prince Hassan bin Talal of Jordan  
BELOW Laila Al Shaikhli of Al Jazeera



- A “Media Vision” series brought Internet guru Jeffrey Cole of the USC Annenberg School and media industry researchers John and Eileen Carey of Fordham University and Greystone Communication to campus.
- Survey researchers Humphrey Taylor and Kerry Hill of Harris Interactive also took part in presentations
- Journalists Don Guttenplan of the *International Herald Tribune*, Stanford’s Justin Ferrell, formerly of the *Washington Post*, and Dianne Donovan of the *Chronicle of Higher Education* made presentations to classes, as did Egyptian filmmaker Ibrahim El Batout
- “The Evanston Experience” series brought NU Graduate School Dean Dwight McBride to campus for student and faculty consultations
- H.E. Sheikh Khalid bin Mohammad Al Attiyah, Qatar’s minister of state for foreign affairs, offered a briefing on the nation’s foreign policy

- H.R.H. Prince Hassan bin Talal of the Hashemite Kingdom of Jordan took part in a class on media coverage of government
- For a look at Qatar’s history, author Allen Fromherz of Georgia State University visited classes and gave a public talk
- Sociologist Peggy Levitt of Wellesley College and Harvard University presented at a colloquium on the role of museums
- Al Jazeera anchor and reporter Laila Al Shaikhli spoke about the challenges of media coverage of the Middle East
- A fall term series titled “Pizza and Politics,” featuring several NU-Q faculty and broadcast election expert Carlos Van Meek, gave students a glimpse at the 2012 US presidential and vice-presidential debates and election

Visitors and Events 2012-13

SEPTEMBER 2012		OCTOBER 2012		NOVEMBER 2012		DECEMBER 2012	
6	Administrative Visitor: <b>David Prior</b> , provost, Hamid bin Khalifa University	7–10	Administrative Visitor: <b>Barbara O’Keefe</b> , dean, School of Communication	4–8	Administrative Visitor: <b>John Pavlik</b> , director of Journalism Resources Institute, Rutgers University	26 Nov.–7	<b>COP18: UN Climate Change Conference</b> , continued
9–12	Administrative Visitor: <b>Evelyn Early</b> , diplomat and Middle East scholar	7–11	Administrative Visitors: Evanston/Doha Exchange Program Delegation from Northwestern University in Evanston • <b>Sally Ewing</b> , associate dean for Student Affairs, School of Communication • <b>Kyla Katz</b> , director, Advising and Student Affairs and lecturer, School of Communication • <b>Heather Trulock</b> , director, Extension Programs and Career Services • <b>Michelle Bitoun</b> , assistant professor, Medill School of Journalism • <b>Keri Disch</b> , director of Student Service, Medill School of Journalism • <b>Bill Anthony</b> , director of Study Abroad Program • <b>Alicia Stanley</b> , associate director of Study Abroad Program • <b>Grant Upson</b> , director, Qatar Support Office	13–15	<b>WISE World Summit, Doha</b>	1	Leadership Milestone: Director <b>Scott Curtis</b> assumes leadership of NU-Q communication program
9–13	Faculty Visitors: <b>Middle East and North Africa Studies Delegation from Northwestern University, Evanston</b> , came to Doha for Consensus Conferences with NU-Q • <b>Brian Edwards</b> , associate professor of English and comparative literary studies • <b>Elizabeth Shakman Hurd</b> , associate professor of political science • <b>Jessica Winegar</b> , associate professor of anthropology • <b>Rebecca Johnson</b> , assistant professor of English and humanities • <b>Katherine Hoffman</b> , associate professor of anthropology • <b>Henri Lauziere</b> , assistant professor of history • <b>Wendy Pearlman</b> , assistant professor of political science and Crown Junior Chair in Middle East studies • <b>Kristen Stilt</b> , associate professor of law and history	11–13	Administrative Visitor: <b>Steven Cornish</b> , associate dean, Abu Dhabi University, UAE	17–21	Administrative Visitors: Annual Visit of the Provost of Northwestern University • <b>Daniel Linzer</b> , provost • <b>Jean Shedd</b> , associate provost • <b>Jim Young</b> , associate provost • <b>Brad Hamm</b> , dean, Medill School of Journalism • <b>Julio M. Ottino</b> , dean, R.R. McCormick School of Engineering and Applied Sciences • <b>Jake Julia</b> , associate vice president and associate provost for academic initiatives • <b>Mimi Brody</b> , Pick-Laudato curator of film, Block Museum	2	Faculty Visitor: <b>Noshir Contractor</b> , Jane S. & William J. White Professor of Behavioral Sciences, Northwestern University, led conference on “Organizational Communication in the 21st Century”
10	<b>Consensus Conference and Consultation of Middle East / Islamic Studies minor or concentration at Northwestern University in Qatar</b>	13	<b>Hamid bin Khalifa University Family Day</b>	14	Visitor: <b>Don Guttenplan</b> , I.F. Stone biographer and reporter, <i>International Herald Tribune</i> , meetings with faculty, staff and students	2–3	Faculty Visitor: <b>Ibrahim El Batout</b> , award-winning, internationally acclaimed Egyptian filmmaker, screening of his film <i>Ain Shams</i> and master class in directing
11	<b>MENA Conference: New Directions in Middle East Studies</b>	19–24	Administrative Visitor: <b>Jeremy Cohen</b> , associate vice president and senior associate dean of undergraduate education for Pennsylvania State University	17–24	<b>Doha Tribeca Film Festival</b>		
20–22	<b>High School Leadership Conference</b>	19–24	Administrative Visitor: <b>Jeremy Cohen</b> , associate vice president and senior associate dean of undergraduate education for Pennsylvania State University	17	<b>“Made in Qatar” Opening Night</b> – <i>Lyrics Revolt</i> an NU-Q alumni production was selected as the opening film, along with three other NU-Q student films		
28–30	<b>Joint Advisory Board Meeting</b> held in Chicago/Evanston	19–26	Faculty Visitor: <b>Dianne Donovan</b> , senior editor, <i>Chronicle of Higher Education</i> , presentations in journalism classes and meetings with staff and faculty	26–7 Dec.	<b>COP18: UN Climate Change Conference</b>		
30– 2 Oct.	Faculty Visitor: <b>Abe Peck</b> , professor emeritus, Medill School of Journalism, expert on magazines	28–30	<b>Eid Al Adha</b>				

## JANUARY 2013

1	Leadership Milestone: Director <b>Mary Dedinsky</b> assumes leadership of NU-Q journalism program
6	Leadership Milestone: <b>John Pavlik</b> , associate dean for research, arrives and begins appointment
12–18	Medill Global MSJ Journalism Residency delegation, hosted by NU-Q, led by Professors <b>Bill Handy</b> and <b>Craig Duff</b>
13	Administrative Faculty Visitor: <b>Indrani Mukharji</b> , research advisor to the Provost at NU-E, meetings with faculty and administration regarding QNRF grants, and other matters relating to new NU-Q building
14	Faculty Visitor: <b>Craig LaMay</b> , associate professor, Medill School of Journalism, in residence for 10 weeks to teach a course on “Sport, Media, and Society” and to advise on research
21	Leadership Milestone: <b>Jeremy Cohen</b> , associate dean for academic affairs, arrives and begins appointment
26–29	Administrative Visitor: <b>Dwight McBride</b> , associate provost and dean of The Graduate School, meetings with administration, faculty, staff and students, and presentation on graduate education
26–5 Feb.	Administrative/Faculty Visitor: <b>Jeffrey Cole</b> , director, Center for Digital Future, USC Annenberg School of Communication, public presentation, class visits, and administrative consultations
30	Community Meeting: <b>Jeffrey Cole</b> , “The Rise and Impact of Multi-Screen Viewing”

## FEBRUARY 2013

4	NU-Q Joins <b>World Internet Project</b> and Report on the WIP Report for 2012 on the global impact of how people use the Internet
5–7	Faculty Visitor: <b>Allen Fromherz</b> , author, <i>Qatar, a Modern History</i> ; and associate professor of history, Georgia State University
7	Community Meeting: <b>Allen Fromherz</b> – “Reflections on the History of Qatar”
11	Public Presentation: <b>Craig LaMay</b> , “Understanding Sports, Media and Society: A present and future career path for communicators and journalists”
12	<b>Qatar Sports Day (university closed)</b>
18–28	Faculty/Research Visitors: <b>John Carey</b> , professor of communication and media management, Fordham University; author of <i>When Media Are New</i> ; and <b>Eileen Carey</b> , Greystone Communications; class visits, presentations and museum consultation

## MARCH 2013

3–9	NU-Q Spring Break
11–15	Administrative/Faculty Visitor: <b>John Maxwell Hamilton</b> , former provost and dean, Louisiana State University; consultant for NU-Q Curriculum Review Conference
12	NU-Q Curriculum Review Consensus Conference for communication and journalism programs
22–31	<b>Evanston Exchange</b> : Student delegation from School of Communication
23–31	NU-E Spring Break
24–31	Administrative Visitors: <b>Judy Ledgerwood</b> , artist commissioned for new NU-Q building installation and faculty member in the Department of Art Theory & Practice, Weinberg College of Arts and Sciences, <b>Tony Tasset</b> , artist and faculty member at University of Illinois-Chicago and <b>Lisa Corrin</b> , director of the Block Museum

## APRIL 2013

13–26	Public Presentation: <b>NU-Q Study of Media Use in Eight Arab Nations</b> , fieldwork by Harris Interactive for NU-Q, NU-Q Panel and <b>Kerry Hill</b> , research director, Harris International
14–18	Administrative/Faculty Visitor: <b>Humphrey Taylor</b> , chair, the Harris Poll, Harris Interactive, writer and columnist; class visits and presentations of media and public opinion polling, understanding global audiences
11–13	THIMUN Qatar Northwestern Film Festival

## MAY 2013

5	NU-Q Graduation
5	NU-Q Joint Advisory Board meeting
7	Qatar Foundation/Hamad Bin Khalifa University Convocation

## Graduation 2013

NU-Q celebrated its second graduating class in May 2013. The 33 members of the Class of 2013, including 15 Qataris, received bachelors of science degrees in journalism (16) and communication (17). Several graduated with minors in public relations, business studies and, for the first time, certificates in Middle East studies. Nine seniors graduated with academic honors: three *summa cum laude*, three *magna cum laude* and three *cum laude*.

Speaking at NU-Q's 2013 Graduation Ceremony were H.E. Sheikh Ahmed bin Jassim Mohammed Al-Thani, director general of Al Jazeera and a member of NU-Q's Joint Advisory Board, as well as Northwestern President Morton Schapiro and Dean Everette E. Dennis.

Special awards were given to outstanding seniors for their special academic achievements at the NU-Q President's Lunch, hosted by President Morton Schapiro.

Other Award winners included:

**Communication Award:** Dana Atrach

**Student Leadership Award:** Dana Atrach

**Dean's Award:** Jassim Kunji and Motasem Kalaji

**Liberal Arts Award:** Shahd Dauleh

**Journalism Award:** Sidra Ayub



Sophia Al-Maria

The graduation ceremony also featured a keynote speech by Qatari writer and film-maker Sophia Al-Maria, author of the critically acclaimed novel *The Girl Who Fell to Earth*.

Daughter of an American mother and a Bedouin Qatari father, Al-Maria spent her childhood between Doha and the Pacific Northwest of the US. She is an author and filmmaker who researches "Gulf Futurism"—a term she coined to describe the rapid urban development in the region. In her address, she reminded graduates of their responsibility to help guide that change.

The axis of the world is changing. And if you choose to stay in Doha you will find yourself increasingly at its center. See this as an advantage, but remember that it is also a responsibility. These shifts will make you the captains of tomorrow. However, even the most weathered navigators cannot know when the wind might change. So as you lead and steer, do so with intelligence and compassion.

—Sophia Al-Maria



MIDDLE Northwestern University President Morton Schapiro

## Research



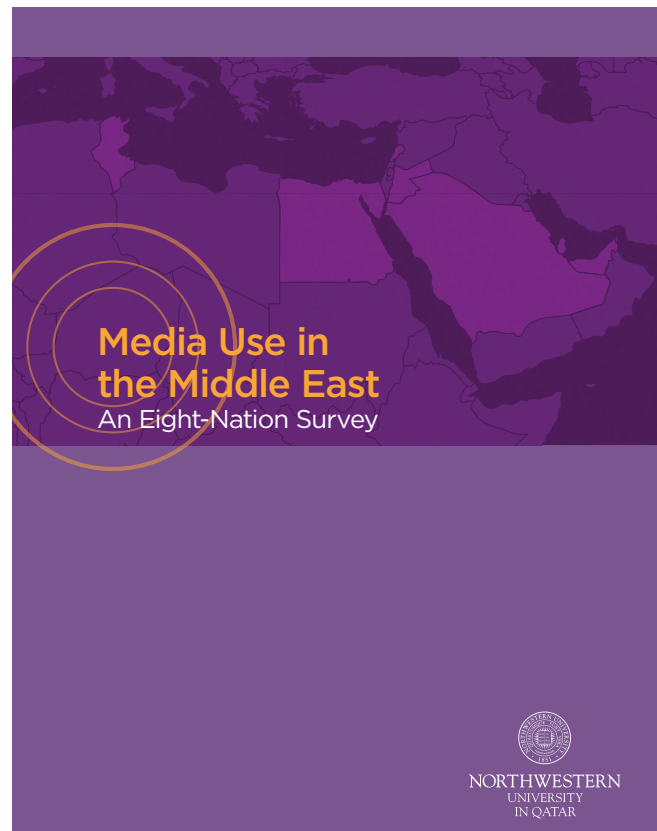
CLOCKWISE STARTING FROM TOP LEFT Jocelyn Mitchell, Susan Dun, Sandra Richards, Muqem Kahn

With early emphasis on instruction, research at NU-Q consisted mostly of individual faculty efforts. Since the soft start of the NU-Q research office in 2011-12, plans for an institutional research and publishing program are much closer to being realized. This is work that involves a coordinated research team on behalf of NU-Q, in addition to singular faculty efforts

Already, NU-Q faculty members have earned several major research grants. The first-ever grants for NU-Q to foster undergraduate research were awarded for proposals from Jocelyn Mitchell and Susan Dun in 2012, while two larger-scale grants were awarded for projects on the home campus involving the McCormick School of Engineering and the Weinberg College of Liberal Arts.

In spring 2013, Muqem Kahn and Sandra Richards were awarded NU-Q's first major research grant as co-principle investigators for a study that connects cultural heritage with new media technology. This project will explore the viable and effective use of motion-sensing technologies in museums and cultural spaces as a way to disseminate cultural heritage. Researchers will examine motion-sensing technologies that extend learning experiences beyond those that remain behind the computer or television screen, bringing cultural content into an intelligent kinesthetic learning environment. The project will also capture live performances of Arabic indigenous dances to train an artificially intelligent dance instructor and playback in the form of an interactive dance-based application.

## Media Use in the Middle East



NU-Q's first institutional research project, "Media Use in Eight Arab Countries," led by Everette Dennis, Justin Martin and Robb Wood with field work by Harris Interactive, was released in the spring of 2013. This large-scale effort surveyed 9,693 adults in eight Arab countries—Egypt, Qatar, Tunisia, Bahrain, Lebanon, Saudi Arabia, Jordan and the UAE—to shed light on how people in the region use media and whether they trust their sources of information. NU-Q produced an accompanying interactive website, featuring dynamic data displays that allow users to make their own comparisons between different countries. Users can also compare different demographics surveyed within each country, including gender, age, and the juxtaposition of nationals and expatriates by country of origin.

NU-Q also joined the select World Internet Project in 2012. The eight-nation study will be included in that global effort, marking the first time the pan-Arab world has had such representation.

[menamediasurvey.northwestern.edu](http://menamediasurvey.northwestern.edu)

# WHAT'S NEXT

## Collaborations and Partnerships

No school can afford to exist in a vacuum, particularly one devoted to the study of journalism and communications. With that in mind, NU-Q has demonstrated its commitment to the development of the media sector through several partnerships with media outlets in Qatar and around the world. Through such cooperation, NU-Q's faculty, staff and students are part of the ongoing efforts to create a transparent media vision for Qatar.



### AL JAZEERA

NU-Q has a history of cooperation with the Al Jazeera networks, and that relationship was strengthened with the signing of a Memorandum of Understanding. The agreement will allow professionals and NU-Q students to benefit from the combined expertise of the two institutions through joint research and strategic studies projects, training workshops, a co-designed lecture series, internships, and faculty contributions, as well as journalist exchange programs. The memorandum was signed by H.E. Sheikh Ahmed bin Jassim bin Mohamed Al-Thani, Director General of Al Jazeera Network, and NU-Q Dean Everette Dennis.

As part of the collaboration, NU-Q and Al Jazeera held two strategic consultation sessions, in Doha and New York, about the launch of Al Jazeera America. Participants addressed a range of issues surrounding the launch, from positioning and establishing identity to setting and meeting audience expectations. In each session, the Al Jazeera team outlined its thinking on the subject, and the NU-Q team asked questions, challenged assumptions and gave feedback.

### DOHA FILM INSTITUTE

NU-Q also signed a Memorandum of Understanding with the Doha Film Institute (DFI) in a ceremony led by DFI CEO Abdulaziz Al Khatar. The collaboration is aimed at supporting local media producers, advancing media literacy, and promoting Qatar's emerging film and media industry. The two organizations co-hosted the "Made in Qatar" film series, which highlighted the opening night of the fourth Doha Tribeca Film Festival.

NU-Q and the DFI continued their support of media literacy to the wider community at the film festival's Family Days, where young people and their parents had the opportunity to present news from the festival in a simulated television studio. NU-Q faculty and staff gave members of the community a hands-on chance to learn what goes on behind the scenes in a live newscast.

### QATAR MUSEUMS AUTHORITY

Faculty and students from NU-Q performed the Greek tragedy *Medea* in cooperation with the Qatar Olympic & Sports Museum (QOSM) and the Youth Company, part of the event program of QOSM's exhibition on the Olympics.

The classic play, performed on three consecutive nights, was directed by NU-Q associate professor Ann Woodworth, who has taught acting for 30 years at the university's home campus in Evanston. The performance is part of a series of events surrounding QOSM's exhibition, which displays the history of both the ancient and modern Olympic Games.



OPPOSITE H.E. Sheikh Ahmed bin Jassim bin Mohamed Al-Thani, Director General of Al Jazeera Network (left), and NU-Q Dean Everette Dennis

TOP NU-Q student filmmakers at the Doha Tribeca Film Festival

BOTTOM LEFT Doha Tribeca Film Festival Family Days

BOTTOM RIGHT NU-Q student Meriem Mesroua as the title role in *Medea*



The THIMUN Qatar Northwestern Film Festival Awards

## Film Festivals

NU-Q teamed with the Hague International Model United Nations (THIMUN) and Qatar Academy on the 2013 THIMUN Qatar Northwestern Film Festival Awards. Nine short films were screened, and awards in different categories were presented to the winners in a gala ceremony.

NU-Q and Qatar Academy also co-hosted the second High School Documentary Film Festival to encourage students to explore the local relevance of universal interests such as human rights, sustainability and the environment. The documentary film *Sealine*, produced by Jaser Alagha, was awarded the best picture.

NU-Q, along with Qatar Academy, the Georgetown University School of Foreign Service in Qatar and THIMUN Qatar, co-hosted the inaugural Qatar MUN and Film Leadership Conference. The three-day event attracted more than 350 high school students and their advisors from across the Gulf region and as far away as the US and Europe.

Students participated in discussion sessions on the theme of leadership, inspired by keynote speaker Sandra Richards, director of the liberal arts program at NU-Q. The conference also focused on film and media studies topics such as videography, photography, and new technology in film and video. It included a screening of student-produced films.



Jeffrey Cole, founder and director of the World Internet Project

## World Internet Project

NU-Q was chosen to join the World Internet Project (WIP), a major international endeavor that has spanned more than a decade in its quest to track the social, political and economic impact of the Internet on people's lives.

The agreement provides a global platform for NU-Q's "Media Use in the Middle East: An 8-Nation Survey" research study. Findings from the NU-Q study will be shared with WIP, which has compiled research from 37 countries to date, and be made publicly available.

"The WIP is an important survey in the media field, and we are happy to be contributing to the understanding of media in Qatar, the region and the world," said NU-Q Dean Everette Dennis. "It has been a great experience for our faculty and staff who have been involved in our work so far. This is a particularly important step for NU-Q, as we expand our research program and consolidate efforts with other institutions in Qatar to meet the goals of Qatar's National Research Strategy."



## NU-Q's New Home



The fast-evolving world of media provides unprecedented opportunities for creative thinkers, entrepreneurs and leaders. Nowhere is the hunger for well-trained professionals greater than in the Gulf region.

Planning for NU-Q's new building rising on the Education City Campus has been a continuous process for several years, with an anticipated occupancy estimated in 2014-15. The building's renowned architect, Antoine Predock, was on campus and took part in a public interview organized by the Doha Architects' Society and conducted by Dean Everette Dennis that included a showcase of his work and a discussion of the NU-Q building. Concurrent with the completion of the building, there have been several staff conferences on space use, equipment, technical support and other aspects of a complex project that will feature theaters, electronic media studios, offices, classrooms, and even an exhibition space and

museum, tentatively called the NU-Q Media Gallery. The Media Gallery is being designed by the eminent museum architect and designer Ralph Appelbaum, whose work includes the Newseum and Holocaust Memorial in Washington DC. During the year, a technology and content conference was held in London, led by Stephen Franklin and Dean Everette Dennis with a team of NU-Q staffers included along with design and museum technology experts. A second conference, held in New York, convened a content advisory committee for consultations on permanent and changing exhibits.

The new 350,000-square-foot building will nearly triple the size of NU-Q's current location. Its features 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

## NU-Q Media Gallery



One focal point of the building will be a dramatic, dynamic exhibition space that introduces visitors to the purpose, process, history and future of communication, journalism and media. This NU-Q Media Gallery will have an overall global orientation that reflects the universal nature of communication and media, overlaid by a Middle East and Gulf perspective. It will express the historical developments that help visitors understand the media landscape, but will largely focus on present-day media and communication issues—and those to come. The gallery will be interactive and digital, with ideas expressed clearly in visual strokes that reflect the process being depicted, from the gathering, processing and dissemination of news to the life cycle of a magazine.



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