



NORTHWESTERN  
UNIVERSITY  
IN QATAR

YEAR IN REVIEW

14 2015

Charting a course for growth



---

# Contents

---

## INTRODUCTION

- 6 Inside the course for growth
- 8 NU-Q vision and ultimate goal
- 9 The four pillars of Northwestern University's strategic plan
- 10 The four pillars of Qatar's National Vision 2030
- 11 Report on Action Plan 2015

---

## STUDENT ACHIEVEMENT

- 16 Student awards and exceptional work
- 19 Alumni
- 20 Class of 2015 graduation

---

## ACADEMICS

- 24 Communication
- 25 Journalism
- 26 Liberal Arts
- 28 Faculty
- 30 Student body profile
- 32 Admissions for September 2015

---

## RESEARCH

- 38 Institutional research
- 39 Individual faculty projects
- 40 Student research
- 42 Research grants

---

## OUTREACH

- 46 Calendar of events 2014/15
- 50 Thought leadership
- 52 Strategic partnership
- 54 Community relations
- 56 The second curriculum

---

## STUDENT AFFAIRS

- 60 First year experience and special programs
- 63 Student life and activities
- 64 Counseling and Wellness
- 65 Career Services
- 66 Communication and social media
- 69 International experience

---

## OPERATIONS AND FACILITIES

- 72 Community outreach
- 73 Recruitment
- 75 Continuous improvement, efficiencies and planning

---

## APPENDICES

- 78 Appendix 1: Leadership, faculty and staff, 2014/15
- 82 Appendix 2: Task forces and committees
- 88 Appendix 3: Citations

# UNIVERSITY IN QATAR



## Introduction

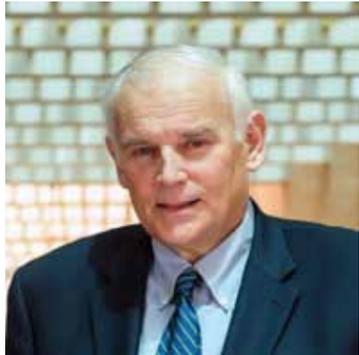
---

**N**U-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

---

# Inside the course for growth



With the passing of another year in the life of Northwestern University in Qatar, there is great value in both reporting the activities and events, and in reflecting on them. NU-Q is on a forward trajectory, each year becoming more complex as the school grows, develops and stretches. There are benchmarks in the maturation of the school and many achievements to both acknowledge and celebrate.

Life at NU-Q is about continuity and change, building on the foundation set in the early years, adding strength where needed and engaging the collective imagination of all who are part of or interested in our community. This *Year in Review, 2015: Charting a course for growth*, is a chance to make good on the promissory note that guides our very existence. That, of course, is our commitment to provide students with an education of the highest quality. At its founding, NU-Q pledged to be worthy of Northwestern University in the quality of our programs and the experience delivered to our students. Doing that involves a strategy and daily follow-through for building the best school of its kind in the world.

*Charting the course for growth* is an active process, ultimately involving every member of our community, guided by the leadership of the school with the active assistance of the faculty and staff. It is about managing change as the school's trajectory moves forward. In 2014/15, there were many notable achievements of which we are proud, all reflected in the pages that follow, connecting the instructional mission with research and outreach, all for the benefit of students. It was a year of special moments, including:

- annual rankings that placed Northwestern 12th among thousands of US colleges and universities and within the top 25 in the world, making us, once again, the top-ranked undergraduate university in Education City
- a convocation where we celebrated our role in the development of the State of Qatar and welcomed the largest and most accomplished freshman class to date
- the largest graduating class to date, one whose achievement and honors included two of the five most prestigious awards in Education City
- a continuing flow of our alumni to the world's best graduate and professional schools, an important external validation of our students and the education they get at NU-Q
- a continued pattern of student job placement in both major media industries and institutions in need of communication expertise
- renewal of all faculty seeking reappointment and the recruitment of exemplary new colleagues from great universities and with exceptional professional experience

- professional and scholarly achievement by students, represented by journalism and media awards, screenings at major film festivals and acceptance of research papers at influential academic conferences
- major grants for institutional and faculty projects, with special attention to undergraduate research
- thought leadership driven by school-wide projects, faculty studies and professional endeavors, including *Media Use in the Middle East, 2015*, which received global attention

The instructional mission was marked by strengthening and renewal of the curriculum with the addition of new courses, including two that are required of all students—Media and Society, and Media Law and Ethics—which are designed to give all a conceptual map. Along with rich offerings in communication and journalism came new facets to the liberal arts program: anthropology, additional work in Middle East studies and next year we will feature courses in sociology and science and technology studies. All this is closely associated with recruitment as NU-Q's faculty expands and welcomes accomplished new colleagues. Concurrent with curricular enrichment is the "second curriculum," an array of outside speakers in the media and communication fields as well as other industries and institutions. These are reflected in our calendar and roster of speakers, as well as community outreach events.

Throughout this report there is significant mention of student activities that focus on fostering leadership through various governance and recreational opportunities. These include social events, special interest clubs and international exposure through travel and special programs. Purposeful service learning, some for course credit, took students to several venues in the US, Africa, Europe and elsewhere in the Middle East. This funded travel is a major asset for students and has benefitted from greater coordination and integration. Not to be forgotten are visits to the home campus in Evanston in which almost 30 percent of the student body participated. This year we had a welcome flow of NU students to Qatar, including the inaugural Semester in Qatar, and a special NU-Q at NU-E program, a week-long series of academic events capped off with a showcase of student work.

Throughout this report we acknowledge the continuing contribution of colleagues from the home campus, as well as our faculty and staff in the operational departments, many unheralded, but greatly valued. Ultimately NU-Q is about people and their efforts to move the school forward through individual work and achievement. The past year was a time of exceptional activity and forward movement, which combined to make NU-Q a school that is proud of its place in the world of education by dint of its contributions to learning and the advancement of knowledge.

A handwritten signature in black ink, appearing to read "Everette E. Dennis". The signature is fluid and cursive, with a long horizontal stroke at the end.

Everette E. Dennis  
Dean and CEO

# NU-Q vision and ultimate goal

## 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, Hamad bin Khalifa University (HBKU) and 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

## 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.

BELOW: The east walkway at NU-Q



# The four pillars of Northwestern University's strategic plan

The NU-Q action plan for the 2014/15 academic year was prepared to promote the four pillars of Northwestern *We Will*, the University's strategic plan.



ABOVE: The NU-Q studio facilities

## PILLAR 1: DISCOVER CREATIVE SOLUTIONS

*"We will work together through research and innovation to create solutions to problems that will improve lives, communities and the world."*

## PILLAR 2: INTEGRATE LEARNING AND EXPERIENCE

*"We will, more than ever before, integrate student learning with experience in the world and beyond."*

## PILLAR 3: CONNECT OUR COMMUNITY

*"We will close the gap between intentions and outcomes to connect individuals from widely diverse backgrounds and life experiences to a truly inclusive community."*

## PILLAR 4: ENGAGE WITH THE WORLD

*"We will, through strategic partnerships, engage locally, nationally, and internationally to heighten our global impact for the greater good."*

# The four pillars of Qatar's National Vision 2030

The NU-Q action plan for the 2014/15 academic year was prepared to promote the four pillars of Qatar's National Vision 2030.

## PILLAR 1: ECONOMIC DEVELOPMENT

*"Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people both for the present and for the future"*

## PILLAR 2: HUMAN DEVELOPMENT

*"Development of all its people to enable them to sustain a prosperous society"*

## PILLAR 3: SOCIAL DEVELOPMENT

*"Development of a just and caring society based on high moral standards, and capable of playing a significant role in global partnerships for development"*

## PILLAR 4: ENVIRONMENTAL DEVELOPMENT

*"Management of the environment such that there is harmony between economic growth, social development and environmental protection"*

BELOW: The Doha skyline



# Report on Action Plan 2015

NU-Q's priorities for the 2014/15 academic year were outlined in *Strategic Outlook and Plan for Fiscal Year 2015: Calibrating a Course for Growth*, presented to Northwestern University's Board of Trustees in February 2014.

## FOCUS ON NEW BUILDING AND FINDING SOLUTIONS

The state-of-the-art NU-Q building, currently under construction, was designed by highly-regarded architect Antoine Predock. It will feature four video production studios, two 150-person lecture halls, a black box theater, a two-studio radio station, multi-media newsroom and a research library containing electronic, print and DVD materials. Although the new building has been delayed, construction and planning continue as the completion date nears. In the 2014/15 academic year, NU-Q:

- reviewed and facilitated the acquisition of Internet and business server infrastructures, and the transition planning and configuration of these infrastructure elements is underway
- conducted detailed reviews of the media package production and audio/visual technology designs and through a process of value engineering, refreshed and updated the technology saving on overall capital investment and yearly operational expenses
- mapped priority classroom and conference room spaces whose successful completion is essential to NU-Q building occupancy

## REVIEW, RENEW AND INNOVATE THE CURRICULUM

The challenge for NU-Q is to provide a selective and rigorous curriculum that provides the same degree standards as the home campus, while adapting and adjusting coursework to the Qatar venue. In 2014/15, NU-Q:

- implemented two new required courses for all students: Media and Society, and Media Law and Ethics, which better integrate the two programs
- promoted a unified media/communication ecosystem through joint course offerings, team teaching and collaborative research
- retained 100 percent of faculty seeking reappointment
- expanded course offerings and implemented the new required courses with the help of four new faculty members
- recruited five new faculty members in key areas to begin in September 2015

## IMPLEMENT THE RESEARCH PROGRAM

The research office has made great strides this year, with the following highlights:

- the signature \$850,000 institutional media use research program continued with publication of its third installment, *Media Use in the Middle East, 2015*
- a major study on content innovation strategies for mobile media in Qatar has begun, supported by a grant of \$725,000
- grants ranging from \$18,000 to \$150,000 were awarded to faculty-led projects on national museums, Arab children and youth television, global regulation of parody and satire, changing the deadly driving habits of young Qatari men, and engagement and empowerment of Qatari women
- research workshops and colloquia were held regularly to share information and provide support and guidance
- the student research program has continued to grow with two new Undergraduate Research Experience Program grants

---

### OPTIMIZE OPPORTUNITIES FOR COLLABORATION WITH HBKU

Hamad bin Khalifa University is in the planning and organizational stages of increased inter-campus collaboration, which includes NU-Q. In particular, NU-Q is interested in:

- health communication and journalism collaboration with the new school of public health
- science and technology communication and journalism in connection with the new school of science engineering and technology
- language training at the Translation and Interpretation Institute
- master's degree in media industries in collaboration with HEC Paris in Qatar and Carnegie Mellon University in Qatar

---

### ADVANCE INTERNSHIPS IN MEDIA AND COMMUNICATION

Student internships and residencies are an essential part of integrating learning and experience. New procedures have been incorporated to improve existing programs:

- the 10-week journalism residency and semester-long communication exchange is organized more systematically with the help of Student Affairs, particularly with processing visa applications
- the residency students in Washington, DC, were connected to the Medill School of Journalism's Washington bureau for a program of guest speakers, events and mentorship
- Student Affairs added 26 new companies to its internship directory and conducted site visits to existing companies for feedback

---

### ADVANCE AND EXTEND MEDIA AND COMMUNICATION PARTNERSHIPS

Community outreach at NU-Q includes contacts and relationships with a wide variety of organizations and institutions, with emphasis on two main partners: Al Jazeera Networks and Doha Film Institute (DFI):

- in March 2015, NU-Q entered into a new, expanded relationship with DFI to foster joint research projects, event collaboration, workshops, film screenings and master classes, internship and training opportunities, as well as panel and conference programs
- the first project under the new alliance, a regional study on media production and distribution, commenced in April 2015
- there were four sessions of the Al Jazeera lecture series, as well as strategic workshops on innovation and incubation ventures
- a protocol was developed to more clearly define partnerships with NU-Q

---

### CREATE, DEVELOP AND MANAGE THE MUSEUM AND EXHIBITION SPACE

As the gallery will serve as the first impression of NU-Q, its research, students and faculty, extensive work has been accomplished this past year relating to defining the space and developing the project:

- a gallery purpose, vision and guiding principles have been developed as work begins developing future exhibitions, accompanying programs and resources
- to ensure engagement, extensive definition of the audience and target markets have occurred: the gallery will be for multiple publics who will be considered in all aspects of exhibitions and other areas
- in 2013, Ralph Appelbaum Associates (RAA) was contracted by Qatar Foundation to create the first exhibition for the gallery, and this creative process is well underway with multiple touch points with NU-Q
- in March 2015, the Content Advisory Group (CAG) met in Evanston, Illinois, to discuss four concept briefs for future exhibitions

---

### DEVELOP AN EXCHANGE PROGRAM FOR EVANSTON STUDENTS AND OTHER INSTITUTIONAL COLLABORATIONS

Connections with the home campus are well established and continuous, with a two-way flow of visitors throughout the academic year:

- the first Semester in Qatar for Evanston students took place in fall 2014
- the Qatar Support Office hosted NU-Q at NU-E, including a showcase of student work
- a delegation of Evanston students visited NU-Q in March, attending the Media Awards ceremony honoring exceptional student work

- the provost's annual delegation took place in November 2014
- the Evanston Experience speaker series continued with presentations on race relations and art history

BELOW: The ceremonial court in Education City



# Student achievement

## Calibrating the course for success



---

**E**ach NU-Q student has the potential to become a leader in journalism or communication; it is NU-Q's mission to cultivate that potential, to provide an underpinning of theoretical knowledge and practical skills so each student will succeed.

This has been a benchmark year, with students and graduates producing outstanding work and receiving recognition from around the world.

# Student awards and exceptional work

## 2015 PRESIDENT'S AWARD LUNCHEON

The president of Northwestern University, **Morton Schapiro**, hosts an annual lunch to celebrate academic excellence in the graduating class. This year's award recipients were:

Dean's Award  
**Jaimee Lee Haddad**

Student Leadership Award  
**Marium Wael Saeed**

Communication Award  
**Nissryne Rifaa Dib**

Journalism Award  
**James Zachary Hollo**

Liberal Arts Award  
**Aamena Ahmed**

## HAMAD BIN KHALIFA UNIVERSITY PRESIDENT'S AWARDS

Class of 2015 graduates **Ibrahim Sultan AlHashmi** and **Marium Wael Saeed** were among only five recipients of this year's 2015 President's Award from Hamad bin Khalifa University (HBKU). Award winners are recognized for their academic excellence and outstanding service within and beyond Education City.

## DEAN'S LIST

The Dean's List is comprised of students who earn academic distinction in each semester.

### Fall Semester 2014

#### COMMUNICATION PROGRAM

**Menatalla Abdalla Abdalla Kamel**,  
**Aisha Haytham Abduljawad**, **Layan Amin AbdulShkoor**, **Yazan Emad Abu Ghaidah**, **Fatima Abdulhameed Ahen**, **Aisha Mohammed**

**Al Mansoor**, **Tulip Safwan Al Muhtaseb**, **Shaikha Rashid Al-Noaimi**, **Najwa Abdulrahman Al-Thani**, **Noora Nasser Al-Thani**, **Muneera Faleh Al-Thani**, **Buthaina Abdulaziz Al-Zaman**, **Jaser Ibrahim Alagha**, **Ibrahim Sultan AlHashmi**, **Syed Owais Ali**, **Amal Zeyad Ali**, **Amal Ahmad AlMuftah**, **Malak S Alomari**, **Hend Mohammed AlThawadi**, **Nilly Abdel Azim**, **Urooj Kamran Azmi**, **Zahed Zahed Ragheb Bata**, **Dina Riad Bolboul**, **James Thomas Copplestone Farmer**, **Hend Bader Darwish**, **Nissryne Rifaa Dib**, **Omaira Es-samaali**, **Vibhav Gautam**, **Mayar Jamal Hamdan**, **Aisha Ambreen Javaid**, **Jemina Marcos Legaspi**, **Valeria Vladislavova Marinova**, **Ibtesam Mohamed Moosa**, **Eun Ah Rhee**, **Farida Amgad Ahmad Aly Zahran**, **Shahnawaz Imran Zali**

#### JOURNALISM PROGRAM

**Habibah Abass**, **Nayla Rashid Al Thani**, **Maha Reyad Al-Ansari**, **Tamador Mohammed AlSulaiti**, **Muhammad Shakeeb Asrar**, **Jueun Choi**, **Chantelle Philomena D'mello**, **Gena Bassam El Aker**, **Jaimee Lee Haddad**, **James Zachary Hollo**, **Maryam Zainab Jeffries**, **Qingjia Jiang**, **Nayab Malik**, **Ralph Jacob Martins**, **Malak Ahmed Monir**, **Amna Abdulwahhab Nasralla**, **Angel Polacco**, **Neha Ara Rashid**, **Ardinny Razania**, **Marium Wael Saeed**, **Mahdiyeh Seidmahmoodzadeh**, **Nicholas Jun Wong**, **Reem Nassr Zubaidi**

### Spring Semester 2015

#### COMMUNICATION PROGRAM

**Aisha Haytham Abduljawad**, **Layan Amin AbdulShkoor**, **Yazan Emad Abu Ghaidah**, **Amna Jassim Al-Khayat**, **Shaikha Rashid Al-Noaimi**, **Muneera Faleh Al-Thani**, **Ibrahim Sultan AlHashmi**, **Syed Owais Ali**, **Amal Zeyad Ali**, **Malak S Alomari**, **Hend Mohammed AlThawadi**, **Urooj Kamran Azmi**, **Huda Barakat**, **Nissryne Rifaa Dib**, **Omaira Es-samaali**, **James Copplestone Farmer**, **Abdullah Gamil**, **Vibhav Gautam**, **Mayar Hamdan**, **Mohamad Zaki Mohamed Hussain**, **Aisha Ambreen Javaid**, **Jemina Marcos Legaspi**, **Ibtesam Mohamed Moosa**, **Eun Ah Rhee**, **Farida Amgad Ahmad Aly Zahran**, **Shahnawaz Zali**, **Shuhan Zhang**

#### JOURNALISM PROGRAM

**Habibah Abass**, **Aamena Ahmed**, **Nayla Rashid Al Thani**, **Maha Reyad Al-Ansari**, **Rouda Hamad Al-Attayah**, **Manar Ahmad Al-Jamal**, **Amna Abdulla Al-Saadi**, **Noor Jassim Al-Thani**, **Tamador Mohammed AlSulaiti**, **Muhammad Shakeeb Asrar**, **Abir Bouguerra**, **Chantelle Philomena D'mello**, **Gena Bassam El Aker**, **Paulo Andre Fugen**, **Aamer Elsayed Hassan**, **James Zachary Hollo**, **Qingjia Jiang**, **Xiran Liu**, **Nayab Malik**, **Wajeeda Malik**, **Ralph Jacob Martins**, **Malak Ahmed Monir**, **Angel Alicia Polacco**, **Neha Ara Rashid**, **Marium Wael Saeed**, **Silma Suba**, **Reem Nassr Zubaidi**

## NU-Q MEDIA AWARDS

The annual media awards showcase student work in film, animation, photography, journalism and other forms of media.

#### COMMUNICATION AWARDS

Best Picture  
*Good as New*  
**Jaser Ibrahim Alagha**, **Menatalla Kamel**

Best Screenplay  
*100 Steps - Sou Qadam*  
**Shahnawaz Zali**

Best Documentary  
*Home Away from Homeland*  
**Aisha Al Mansoor**, **Najwa Al-Thani**, **Noora Al-Thani**, **Haneen Hindi**

Best Cinematography  
*Soldiers of Risk*  
**Jemina Legaspi**

Best Animation  
*Felix's Voyage*  
**Amna Alkayat**, **Maha Al Marzoqi**, **Maryam Al-Thani**

Best Editing  
*Haunted*  
**Aisha Al Muhannadi**, **Reem Al Kuwari**, **Najla Al Khulaifi**

#### JOURNALISM AWARDS

Best Hard News Article  
*"As Ag Weighs Plastic Bag Law, Dallas Passes Its Own"*  
**Aamena Ahmed**

Best Feature Article  
*"Worker's Rights Enabling Dale"*  
**Aamena Ahmed**, **Chantelle D'Mello**

Best Profile Article  
*"Life in Color"*  
**Chantelle D'Mello**

Best Photography  
**Asma Elsaka**

Best Sound Slideshow  
*"Everyday Drugs, Everyday High"*  
**Chantelle D'Mello**, **Noora Al-Thani**, **Hamza Alony**

Best Video Package  
*"Rapping Up Qatar"*  
**Chantelle D'Mello**

#### LIBERAL ARTS AWARDS

Best Poem  
*"What Was and Will Be Enlightenment"*  
**Nissryne Dib**, **Silma Suba**

Best Critical Analysis  
*"The Paradox of Sophia Al Maria's The Girl Who Fell to Earth: Non-Conformity of Seeking Security?"*  
**Aamena Ahmed**

Best Original Research Piece  
*"Dub, Dub-Key and Dabkeh: Palestinian Resistance through Reggae Music in Israel"*  
**Yazan Abughaida**

#### INDEPENDENT AWARDS

Best Freelance Piece—Journalism  
*"Rising Heat Take Toll on Qatar's Outdoor Workers"*  
**Chantelle D'Mello**

Best Independent Film  
*Good as New*  
**Jaser Ibrahim Alagha**, **Menatalla Kamel**

## CANNES FESTIVAL SHORT CORNER 2015

*Good as New*  
**Jaser Ibrahim Alagha**, **Menatalla Kamel**

*Phone Booth*  
**Leena Ali Al-Musalmani**, **Ethar Ahmed Hassaan**

---

## UNDERGRADUATE RESEARCH

---

NOVEMBER 2014

*“Material Needs and Cultural Retention: Legitimation Strategies in Qatar and the UAE”*  
**James Zachary Hollo, Marium Saeed, Qingjia (Sophie) Jiang**  
Presented at the Middle East Studies Association (MESA) conference, Washington, DC

*“Female Engagement and Participation in the Arabian Peninsula: Majlis Al-Hareem in Qatar”*  
**Najla Al Khulaifi, Nayla Al Thani**  
Presented at the Middle East Studies Association (MESA) conference, Washington, DC

*“Dub, Dub-Key and Dabkeh”*  
**Yazan Abu Ghaiba**  
Presented at Middle Eastern Studies Student Association, Undergraduate Research, Georgetown University, School of Foreign Service in Qatar

*“Changing the Deadly Driving Behaviors of Arab Men”*  
**Ibrahim Al Hashmi and Mohammed Buhmaid**  
Presented at the 7th International Conference on Health Issues in Arab Communities, Oman

---

JUNE 2015

*“Political Legitimacy in China: China’s Use of Drama of Resistance Against Japan”*  
**Qingjia (Sophie) Jiang**  
Presented at Northwestern University’s Undergraduate Research and Arts Exposition, Evanston, Illinois, awarded best oral presentation for her panel, Exploring National and Political Identities

*“Embedding Identities in CGI Animations: A Case Study of Pakistan’s Burqa Avenger and U.A.E’s Freej Series”*  
**Syed Owais Ali**  
Presented at Northwestern University’s Undergraduate Research and Arts Exposition, Evanston, Illinois

---

JULY 2015

*“Cartoons in Protest”*  
**Nissryne Dib and Shahnawaz Zali**  
Presented at International Association for Media and Communication Research, Montréal

---

## NU-Q AT NU-E SHOWCASE, MAY 2015

A sampling of exceptional work presented at the home campus.

“Homeless in Qatar,” series of reports  
**Chantelle D’mello, Noora Hamad Al-Thani**

“Dub, Dub-Key, and Dabkeh,”  
media research presentation  
**Yazan Abughaida**

“Qatari Women: Engagement and Empowerment,” Undergraduate Research Experience Program (UREP) grant  
**Sama Abduljawad, AlReem Al-Mazroei**

“Passion We Share,” public relations campaign for World Cup 2022  
**Shakeeb Asrar, Omaima Es-samaali**

*Good as New* film screening  
**Jaser Ibrahim Alagha, Menatalla Kamel**

---

## PULITZER CENTER FELLOWSHIP

The Pulitzer Center on Crisis Reporting awarded **Zachary Hollo** a reporting fellowship for his project, “India: Poverty in the Age of Climate Change,” beginning in May 2015.

---

## STUDIO 20Q, APRIL 2015

Premiere of the six films that received grants from Studio 20Q.

*100 Steps – Sou Qadam*  
**Shahnawaz Zali, Yazan Abughaida**

*Asfoora – The Film*  
**Mayar Hamdan, Jaimee Haddad**

*Hakimwala – Of the Rulers*  
**Syed Owais Ali, Urooj Kamran Azmi**

*Lor*  
**Marium Mahsud, Layan AbdulShakoor**

*Man Down*  
**Farida Zahran, Mayar Hamdan**

*Upon the Death of a Nation*  
**Nissryne Dib, Jemina Legaspi**

---

# Alumni

---

## GRADUATE SCHOOLS THAT HAVE ACCEPTED NU-Q ALUMNI INCLUDE:

Cambridge University  
Columbia University  
Dartmouth College  
Harvard University  
London School of Economics  
McGill University  
Northwestern University  
New York University  
University of Oxford  
University College London  
University of Southern California  
USC Annenberg

---

## ORGANIZATIONS THAT EMPLOY NU-Q ALUMNI INCLUDE:

Al Jazeera Networks  
Al Rayyan Television  
Amiri Diwan  
Doha Film Institute  
Embassy of the State of Qatar, Washington, DC  
Hamad Medical Corporation  
Ministry of Information and Communications Technology  
Qatar 2022  
Qatar Airways  
Qatar Financial Centre Regulatory Authority  
Qatar Foundation  
Qatar Media Corporation  
Qatar Museum Authority  
Qatar TV  
Ras Gas  
Sidra Medical and Research Center  
Total Energy and Petroleum

---

BELOW: The NU-Q student lounge





ABOVE: Shiza Shahid addresses the Class of 2015



BELOW: Graduating class celebrates receiving their diplomas

# Class of 2015 graduation

*“The Class of 2015 has a singular interest in and commitment to helping others. They are poised to become exceptional global citizens, which will add purpose and direction to their careers as media professionals.”*

Everette E. Dennis, dean and CEO of NU-Q

Changing the world through social entrepreneurship was a key message at NU-Q’s fourth annual graduation exercises. The ceremony, held May 3, 2015, honored 41 graduating students from NU-Q’s journalism and communication programs.

The keynote speaker was Shiza Shahid, global ambassador for the Malala Fund, named for the young activist who was shot in the head for her efforts to get an education in her Taliban-occupied town in Pakistan. Shahid has been named one of *Time* magazine’s “30 Under 30 World Changers.”

*“The truth is there are no superheroes, there’s just us.”*

Shiza Shahid, global ambassador of the Malala Fund and keynote speaker

The class speaker was Najwa Abdulrahman Al-Thani, who urged her peers to continue their pursuits with creativity and professional rigor.

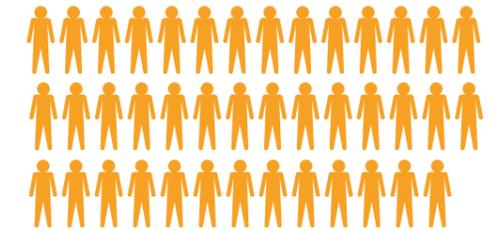
*“We gained the necessary tools to have the power to shape history. Do what you love and not what is expected of you.”*

Najwa Al-Thani, class speaker

The 41 graduates received their diplomas in the presence of 800 guests, including some of Northwestern University’s highest ranking officials: President Morton Schapiro, Board Chairman William Osborn and Provost Dan Linzer. Dana Shell Smith, American Ambassador to the State of Qatar, was also present to honor the graduates.

## CLASS OF 2015 BY THE NUMBERS

**41** members of the Class of 2015



**17** students graduated with academic honors



**10** students made the Dean’s List 7 times



**8** seniors will move to graduate school at McGill University, University College of London, Oxford, University of Augsburg, University of the Arts, London School of Economics, Australia National University, New York University

**500** pieces of work have been produced, filmed, animated, edited, directed, researched, written, reported, and broadcast by seniors during their time at NU-Q



# Academics

Charting the course for excellence

---

**C**ommitted to providing an educational experience comparable to the home campus, NU-Q offers a rich, integrated academic experience that allows its graduates to enter media industry fields or other disciplines such as law and business. Communication and journalism education is one of the most flexible and adaptable areas of study. Students at NU-Q experience a curriculum that combines general education with entrée into the varied realms of communication, media and journalism.

---

# Communication



ABOVE: The NU-Q control room

NU-Q's communication program developed out of curricula from the School of Communication at Northwestern University in Evanston. NU-Q offers many unique courses, including those that focus on the region (such as "Alternative Media in the Middle East") and draw upon resources here. This combination merges theory and practice and unites Northwestern's tradition with a new curriculum focused on the region, is unique to Northwestern University in Qatar.

The Media Industries and Technology major within the communication program prepares 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 studios, radio stations and talent agencies; digital information; website design; and analyzing audiences and the impact of media.

## NEW COURSES

- Creative Collaboration
- Empowering Women through Feminist Media Production and Criticism
- Installing a Multimedia Majlis
- Screening War
- Market Research on Mobile-Based, Educational Digital Tools
- Creating the Comedic Web Series
- Sound Production
- Argumentation
- TV Studio Directing

# Journalism



ABOVE: The NU-Q television studio

The journalism major prepares students for effective public communication, providing a strong foundation for leadership roles in fields like journalism, strategic communication, law, business and entertainment, as well emerging careers in the digital world. Graduates are skilled in the collection of reliable information, the mastery of complex facts and situations, organization of information into accounts that are understood by a general reader and the presentation of factual accounts as compelling stories.

The NU-Q journalism program developed out of curricula from the Medill School of Journalism at Northwestern University in Evanston, one of the premier journalism schools in the United States, and graduates receive degrees from Medill. Students gain professional experience through a junior residency program that places them with media firms in Europe, the United States and the Middle East, including the *Financial Times*, *National Geographic*, *Huffington Post*, *USA Today* and Harrods.

## NEW COURSES

- Journalism in the Digital Age
- Media and Society
- Research in Media
- In the Wake of Ferguson: Ethical Media Coverage of Race and Class Amid Tragedy

# Liberal Arts

The liberal arts program is the cornerstone of the NU-Q curriculum, providing a foundation of critical thinking and theory from a broad range of subject areas. Both journalism and communication majors must complete a large portion of liberal arts coursework as part of their degree requirements.

Liberal arts courses are taught in a variety of disciplines, including Arabic, English, history, religious studies, political science and economics.

During the 2014/15 academic year, the Liberal Arts Program sponsored a roster of outreach and research projects.

## DOHA SEMINAR, FALL 2014

The associate deans of academic affairs in Education City had long discussed an intellectual mechanism that would bring faculty and students together and capitalize on our collective strengths. NU-Q proposed what would become the “Doha Seminar.” Organized around the theme “Uneasy Cosmopolitans” and led by professors in residence **Khaled Al Hroub** and **Sandra Richards**, the inaugural seminar covered a range of subjects including:

- history and context of Qatar
- conceptual mapping of Doha
- cosmopolitanism and its limits
- family and gender
- education
- sustainability
- Qatar on the world stage
- consumerism and citizenship
- media, art and changing identities

## NEW COURSES

- Introduction to Cultural Anthropology
- Gender in Arab Popular Fiction
- Topics in Literature: Gender in Folklore Narratives
- Advanced Topics on Gender in Arab Popular Fiction
- Introduction to NU-Q
- Doha Seminar: 2014 Uneasy Cosmopolitans



RIGHT: All NU-Q students receive a solid foundation in the liberal arts

# Faculty

## RECRUITMENT

Faculty recruitment for the 2014/15 year was successful, with eight new faculty members: four full-time appointments and four adjunct lecturers, all with excellent credentials and experience. The last two rounds for renewals resulted in 100 percent reappointment.

Recruitment for the 2015/16 year was likewise a success, with a new associate dean of academic affairs and five new faculty members due to start in August 2015.

**D. Charles (Chuck) Whitney**  
Associate Dean for Academic Affairs

Professor Whitney previously served as associate dean for academic affairs in the School of Communication at Northwestern University in Evanston, where he holds a tenured full professorship. He has a long and distinguished record in communication, journalism and the liberal arts. A graduate of Clemson University, he completed his master's degree and PhD at the University of Minnesota in mass communication before taking his first teaching job at Stanford University's Department of Communication. Whitney has had appointments at Ohio State University, the University of Illinois, the University of Texas and the University of California, Riverside, where he was also a professor of sociology. He was a visiting professor in communication at UC Santa Barbara.

Professor Whitney's scholarship includes two editions of the co-authored book *MediaMaking: Mass Media in a Popular Culture*. He was co-editor of *AudienceMaking: How the Media Create the Audience* as well as the *Sage Annual Reviews of Communication Research* and three volumes of the *Mass Communication Review Yearbook*. He is author and co-author of many refereed journal articles, book chapters and monographs.

**Kaveh Askari**, associate professor of communication in residence, is a scholar and expert on Middle Eastern film. He has published three books and numerous refereed articles. Prior to joining NU-Q, he was a tenured associate professor at Western Washington State University. His PhD and master's degree are both from the University of Chicago.

**Danielle Beverly**, assistant professor of communication in residence, is a documentary filmmaker who has produced and directed several award-winning films. She has taught at Marquette University's communication school and Duke University's film program. She holds an MFA from Columbia College.

**Hasan Mahmud**, assistant professor of liberal arts in residence, is a sociologist with special interest in globalization, migration and immigration. He has published numerous refereed articles, won UCLA's teaching excellence award and previously taught at Ball State University. He holds a PhD from UCLA and master's degrees from Sophia University and United Nations University in Tokyo.

**Yulianto (Anto) Mohsin**, assistant professor of liberal arts, specializes in environmental sciences and globalization. He worked at General Electric as an engineer prior to his academic career, and spent the year before joining NU-Q teaching at Hobart and William Smith Colleges. He holds a PhD and master's degree from Cornell University and an additional master's degree from the City College of New York.

RIGHT: Christopher Sparshott, assistant professor in residence

## FACULTY REAPPOINTMENTS

### Communication

**Joe Khalil**, associate professor  
**Susan Pak**, lecturer  
**Ann Woodworth**, associate professor

### Journalism

**Abraham Abusharif**, associate professor  
**Miriam Berg**, lecturer  
**Christina Paschyn**, lecturer  
**Andrew Mills**, lecturer

### Liberal Arts

**Maria Lombard**, assistant professor

## FACULTY PROMOTION

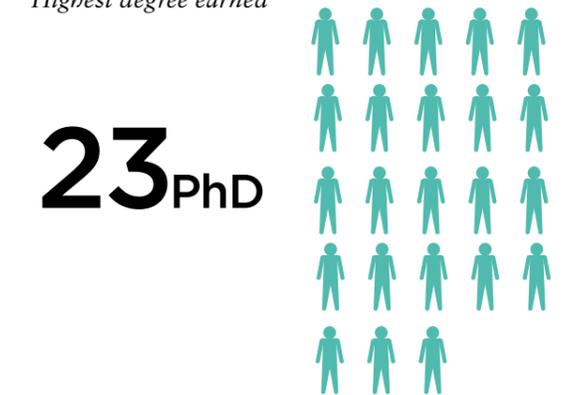
**Susan Dun** was promoted to assistant professor in residence, Communication Program, for the 2014/15 academic year.

**Zachary Wright** will be promoted to associate professor in residence, Liberal Arts Program, for the 2015/16 academic year.

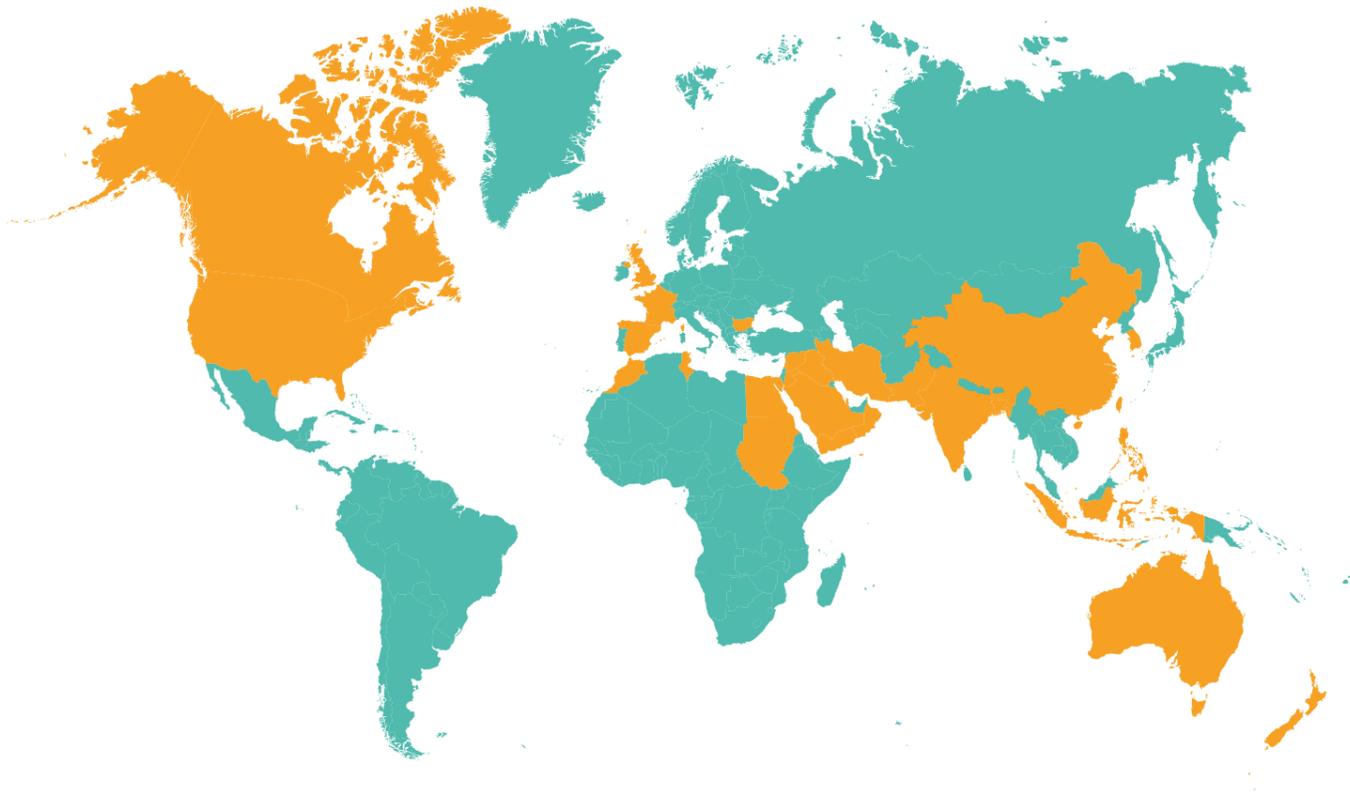


## NU-Q FACULTY AND LEADERSHIP BY THE NUMBERS

Highest degree earned



# Student body profile

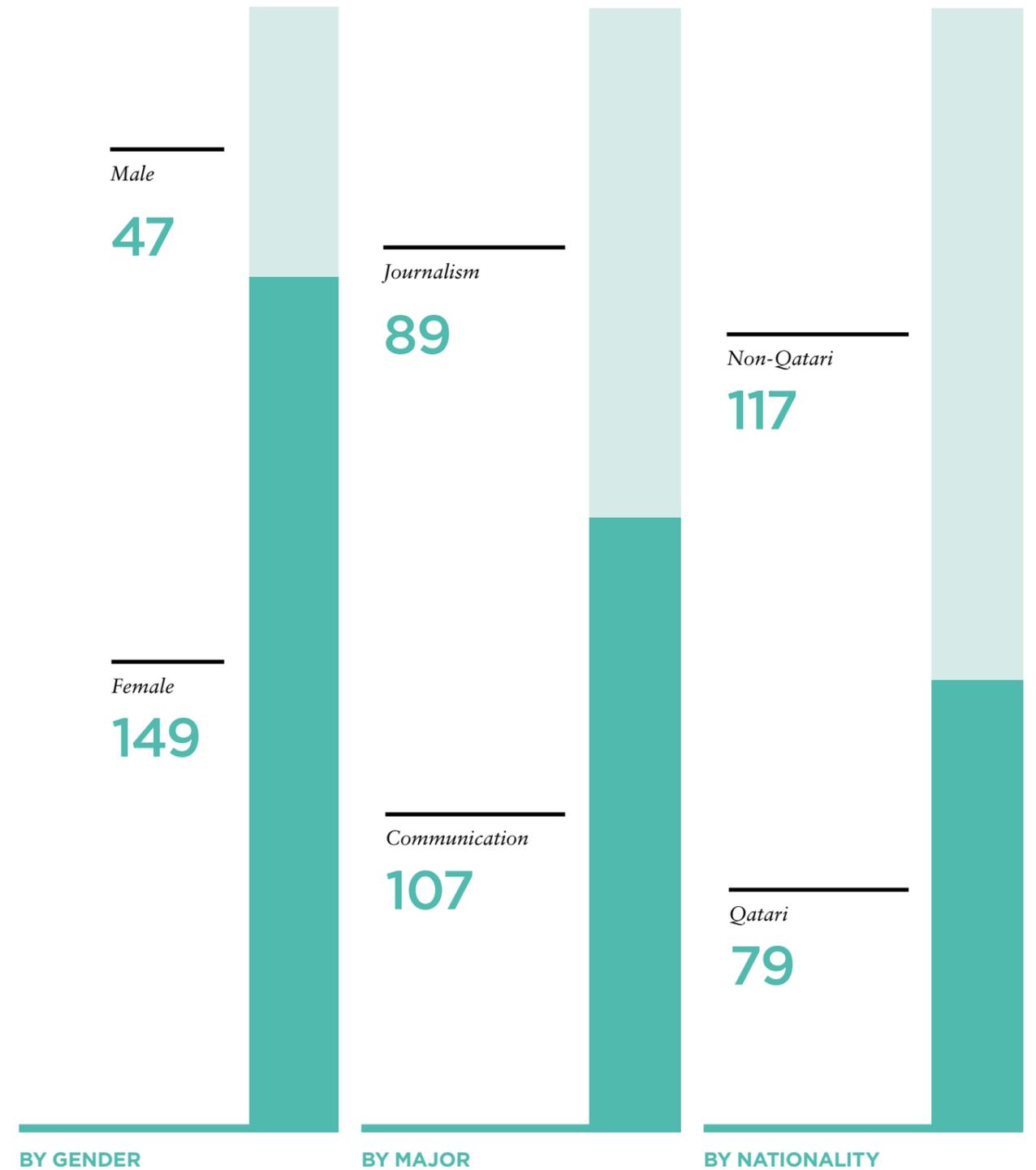


Student numbers at NU-Q have grown from 40 to nearly 200 since the school opened in 2008, with nearly 140 graduates as of 2015. The student body of 2014/15 continued to reflect the diversity that is a hallmark of the NU-Q community.

## NATIONALITIES

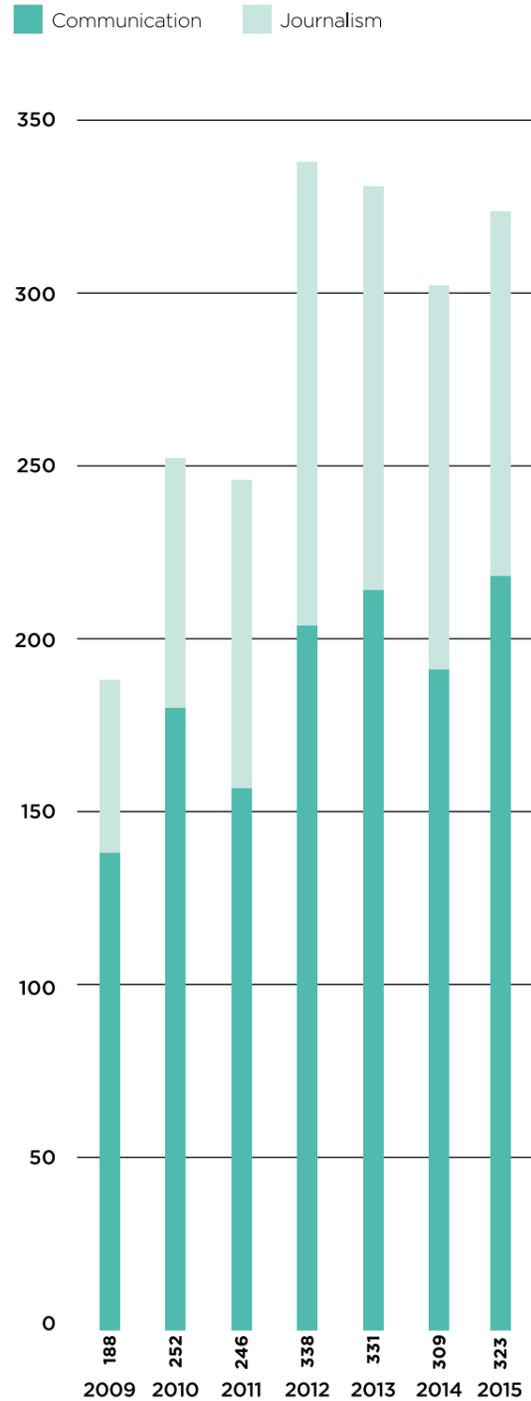
- |             |                |
|-------------|----------------|
| Australia   | Oman           |
| Bahrain     | Pakistan       |
| Bangladesh  | Philippines    |
| Bulgaria    | Qatar          |
| Canada      | Saudi Arabia   |
| China       | Singapore      |
| Egypt       | South Korea    |
|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

# 196 Students

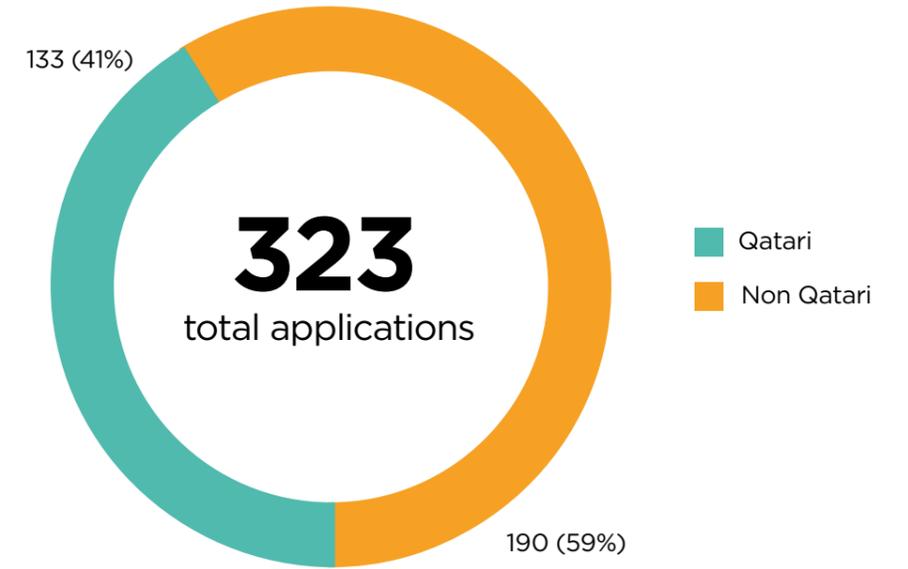


# Admissions for September 2015

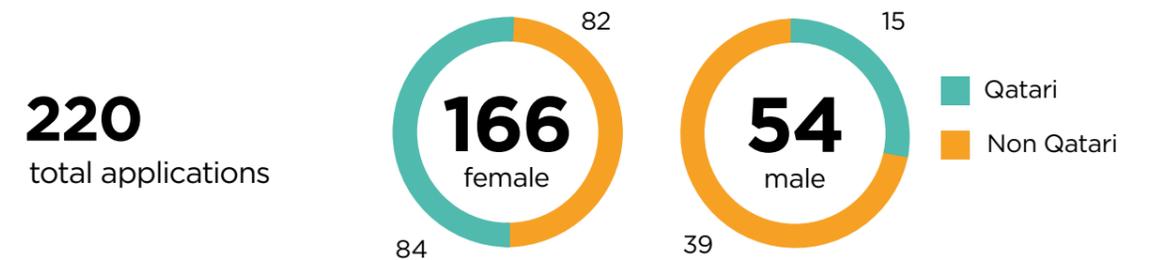
## APPLICANTS BY YEAR



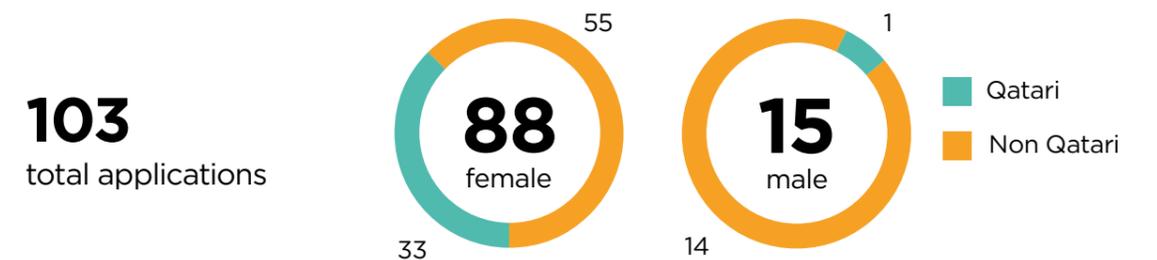
## APPLICANTS 2015



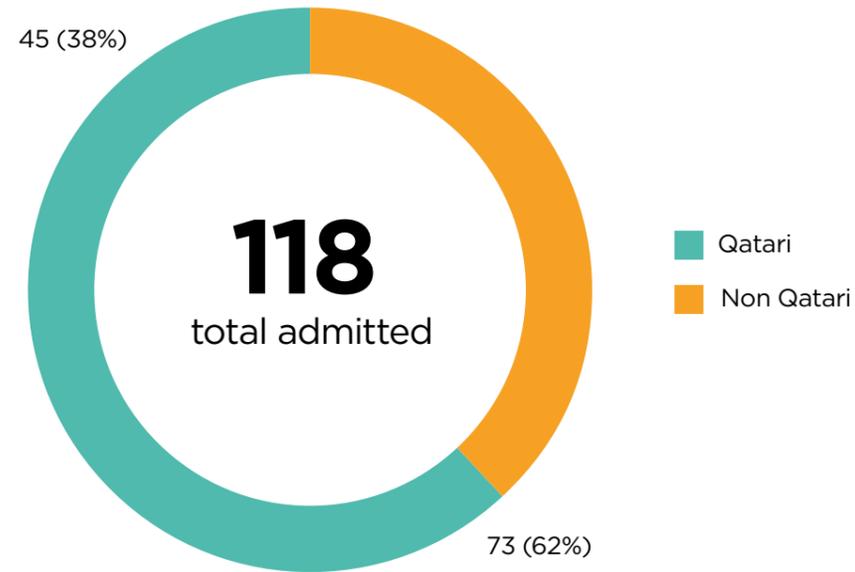
### Communication



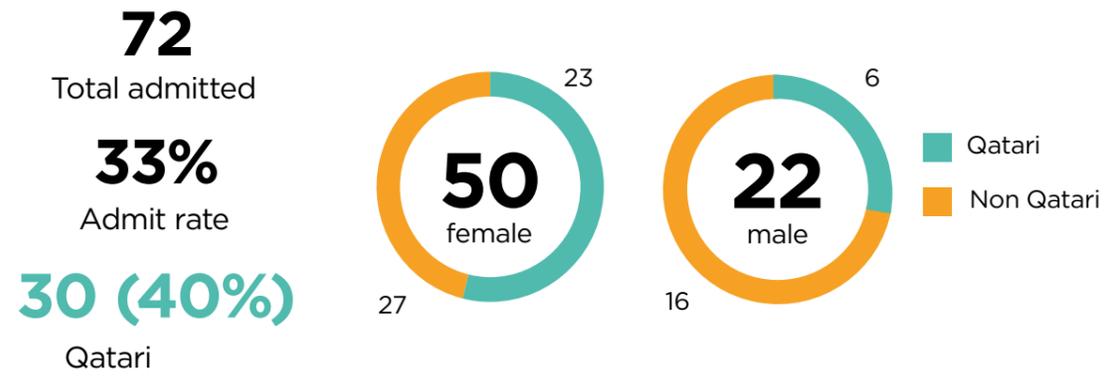
### Journalism



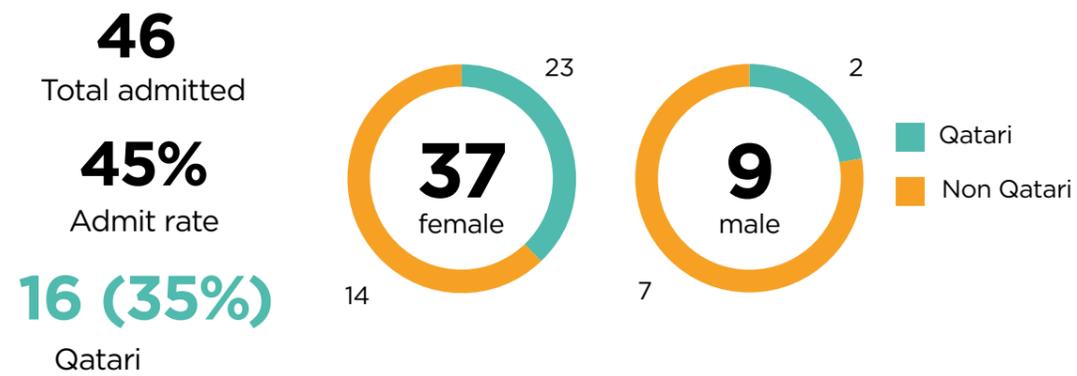
ADMITTED



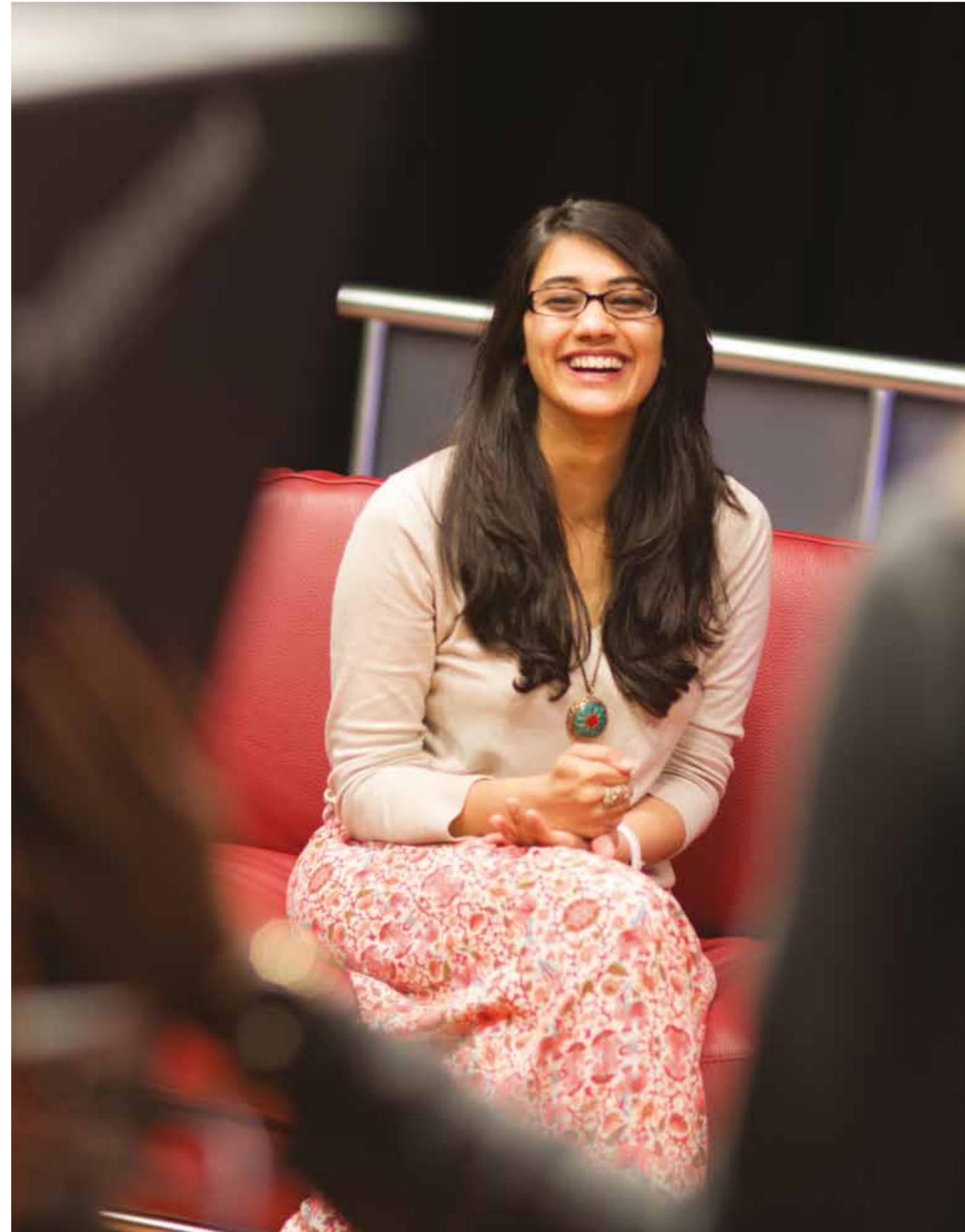
Communication



Journalism



RIGHT: Behind the scenes at the television studio





# Research

Discovering new areas of inquiry

---

**R**esearch at NU-Q expanded in both quantity and scope during the 2014/15 academic year. Building on a solid foundation of ongoing projects, new institutional endeavors were initiated that reflect the priorities of NU-Q. Individual faculty members likewise continued their projects and collaborations, while beginning several new avenues of inquiry.

---

# Institutional Research



ABOVE: Ibrahim Al Hashmi and Mohammed Buhmaid present at the International Conference on Health Issues in Arab Communities

Institutional research reflects the overarching priorities of NU-Q inquiry. Several faculty members engage with and contribute to institutional research. Its components are:

- comprehensive studies of media use and the media industries in MENA countries
- investigation into trends and topics in social media, including:
  - mobile media devices in the Gulf
  - determinants of blogging in the MENA region
  - measuring Internet literacy in Qatar
- health communication studies to discover the most persuasive strategies to engage people in adopting healthier lifestyles:
  - campaign for safer driving of young Qatari males
  - in planning: campaign against smoking among Qatari youth
- big-data analyses of social media in the MENA region led by the Qatar Computer Research Institute to adjust traditional theories of communication to the new information environment, for example the interplay between classic media and Twitter or Facebook

# Individual faculty projects

An important component of NU-Q's research mission is to support the wide range of scholarly studies conducted by individual faculty members and to help them build a record of research for their own careers. In this capacity, NU-Q's Research Office provides:

- support and advice on research methods, grant proposals and the academic publishing process
- monthly research colloquia in which faculty members learn about each other's research and the scholarly work of eminent guests
- research skills workshops covering topics such as computer-aided text analysis, the structure of scholarly papers and articles on how to publish a book

## FACULTY MEMBERS' ACTIVE RESEARCH

### *Media and communication in MENA countries*

- new global media players in the Middle East
- the influence of Turkish soap operas in the Gulf region
- advertising and marketing in the Middle East
- religious broadcasting
- coverage of migrant workers in the media
- measuring internet literacy in Qatar

### *Women, media and communication in MENA countries*

- women's meetings and the public sphere
- the "princess" culture—how Disney movies are used by a young girl audience
- women in press photographs
- royal women in the Twittersphere

### *Journalism and media*

- journalism ethics
- the media's role in election campaigns
- the internet and democracy
- remote journalistic reporting on crisis areas

### *Issues in Islam*

- 18th century reformism in the Muslim world
- West-African Islamic intellectuals
- the rhetoric of the Sufi-Salafi controversy

### *Other topics*

- African slaves in the Arabian Gulf
- the "Arab Spring" metaphor in Western media
- press freedom and governance
- organizational communication in companies
- the rhetoric of Gandhi
- history of scientific and medical filmmaking, theatrical and non-theatrical film and animation in films
- web analytics
- British imperial history

# Student research

Research skills are an important part of an academic education, and the research office takes a systematic approach to encourage student inquiry and investigation.

During the past year, the research office held a research lunch to discuss interests with students; mentored individual students' studies; and facilitated sending students to represent NU-Q at the Northwestern University Undergraduate Research and Arts Exposition in Evanston on June 1, 2015. The research office has also actively shared undergraduate research opportunities with students through the *Totally Thursdays* newsletter.

**Liz Lance** of the research office and **Christina Paschyn**, lecturer in residence in journalism, in coordination with Academic Affairs and the journalism and communication programs,

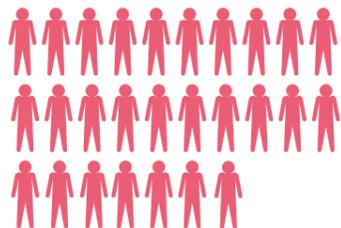
taught a summer course titled Undergraduate Research in the Media. Students examined representations of women in the media, visited gender and media scholars at Northwestern University in Evanston and the University of Southern California Annenberg and prepared a draft of a UREP proposal to be submitted to QNRF in October.

Two other summer courses in research were led by **Amy Sanders** and **Sean Burns**.

Again in coordination with Academic Affairs and the journalism and communication programs, the research office laid the groundwork for the first Undergraduate Research and Arts Symposium at NU-Q, to be held in academic year 2015/16. This will be an opportunity for our students to present the full range of their research activity and creative work.

## STUDENT RESEARCH IN 2014/15 BY THE NUMBERS

**27** students involved in UREP grants



**18** students on research trips



**2** UREP grants awarded



RIGHT: Undergraduates have many opportunities to contribute to active research



# Research grants

## NATIONAL PRIORITIES RESEARCH PROGRAM (NPRP)

Media use in the Arab Gulf:  
A longitudinal study  
LPI: **Everette E. Dennis**  
PIs: **Justin Martin, Robb Wood**  
Collaborating institutions: Al Jazeera Network, Doha Film Institute  
Status: Ongoing; year one data collected and analyzed; website launched; publications and presentations forthcoming.

Content innovation strategies for mobile media in Qatar  
LPI: **John Pavlik**  
PIs: **Everette E. Dennis, Rachel Mersey (Medill)**  
Collaborating institutions: Qatar University – SESRI, Rutgers University  
Status: Project will begin September 1, 2015.

National museums and the public imagination:  
A longitudinal study of the National Museum of Qatar  
PIs: **Pamela Erskine-Loftus, Jocelyn Mitchell**  
Submitting institution: University College London-Qatar  
Status: The project was awarded in May 2015, and will begin fall 2015.

## UNDERGRADUATE RESEARCH EXPERIENCE PROGRAM (UREP)

Arab children and youth television:  
A study of role models  
Primary faculty member: **Joe Khalil**  
Grant period: June 8, 2015 – June 8, 2016  
Status: IRB approval obtained May 2015, project has begun.

Global regulation of parody and satire as policy guidance on the implementation of Qatar's cyberlaw  
Primary faculty member: **Amy Sanders**  
Grant period: April 1, 2015 – March 31, 2016  
Status: Project will begin fall 2015.

Chicken is for the birds: Changing the deadly driving behaviors of young Qatari men  
Primary faculty members: **Susan Dun, Sue Pak**  
Grant period: October 1, 2014 – October 1, 2015  
Status: Initial focus-group interviews completed; research team now in production on the persuasive documentary.

Qatari women: Engagement and empowerment  
Primary faculty members: **Jocelyn Mitchell, Christina Paschyn, Kirsten Pike**  
Collaborating institutions: Qatar University, College of the North Atlantic – Qatar, Texas A&M-Qatar  
Grant period: March 31, 2014 – September 30, 2015  
Status: Two surveys and ethnography completed; Research group currently preparing documentary film for future release and museum exhibition for September 2015; seven conference papers presented, four additional conference papers upcoming.  
Honors: Received first place research excellence award in the Social Sciences, Arts and Humanities pillar at the Qatar Foundation Annual Research Conference, November 2014.

## INTERNAL RESEARCH GRANTS

Motion pictures and tissue culture at Strangeways Research Laboratory, 1927–1977  
Faculty member: **Scott Curtis**  
Department: Communication

Changing the deadly driving behaviors of young Qatari men  
Faculty member: **Susan Dun**  
Department: Communication

Defining pedagogy and training in professional communication  
Faculty Member: **Maria Lombard**  
Department: Liberal Arts

Refugee loyalism: A reinterpretation of occupied New York, 1776–1783  
Faculty member: **Christopher Sparshott**  
Department: Liberal Arts

Sources for the emergence of the Tijaniyy Sufi Order  
Faculty member: **Zachary Wright**  
Department: Liberal Arts

Remote-control reporting Syria: New strategies for digital news gathering and verifying news from conflict zones  
Faculty member: **Andrew Mills**  
Department: Journalism

When advertising goes Arab: An analysis of IMC successful campaigns in the Arab region  
Faculty member: **Ithem Allagui**  
Department: Journalism

## CONFERENCE AND WORKSHOP SPONSORSHIP PROGRAM (CWSP)

Fresh global media players:  
Redistributing media power  
Conference organizers: **Joe Khalil, John Downing**  
Conference date: February 2015  
Status: Symposium completed; conference report completed.

# Outreach

Connecting with local, regional and global communities



**N**U-Q is in a unique position to help shape the developing industries of media, communication and journalism in Qatar and the Middle East. Thought leadership is an essential part of the outreach program: NU-Q faculty and students come together with industry professionals to discuss solutions to real-world problems.

Outreach also includes strategic partnerships with industry, close working relationships that pursue research and education within a practical context.

For younger people who are choosing their career paths, NU-Q outreach includes programs for pre-college students to show them the many career paths in media industries.

# Calendar of events 2014/15

2014

## August

**3-14** Outreach: Summer Media Institute for high school students

**13-14** NU-Q gallery exhibition planning meetings with **Phillip Hughes** and **Sarah Stewart**, Ralph Appelbaum Associates

**15-21** New student orientation; faculty and staff planning and orientation

**17-21** Special visitors: **Gregory Light**, director, and **Susanna Calkins**, associate director, Searle Institute

**24** NU-Q Convocation special guest speaker: **Mehran Kamrava**, professor, director of the Center for International and Regional Studies, Georgetown University School of Foreign Service in Qatar

## September

**8-10** Media vision visitor: **Michael Joseloff**, vice president, consumer marketing, Lifetime/A&E Networks

**11** Community meeting: “Digital innovation and the entertainment revolution—media, marketing and strategic partnerships,” **Michael Joseloff**

**13** Welcome back dinner for all faculty, staff and families

**14-18** Administrative visitors: **Grant Upson**, director, and **Erin Libby**, program assistant, Qatar Support Office

**16-18** Faculty visitor: **William Spindle**, Middle East bureau chief, *Wall Street Journal* and Dow Jones Newswires

**17** Community meeting: “Covering crises in the Middle East,” **William Spindle**

**21-23** Visitor: **Jeffrey Cole**, director, World Internet Project

## October

**14** Al Jazeera Speaker Series: “Innovation and AJ+, Al Jazeera’s first digitally-native news network,” **Moeed Ahmad**, manager, Incubation and Innovation Group, Al Jazeera Media Network

**14** Visitors: US Generals/COMPASS program visitors, led by **General Joseph Hoar**, US Army (retired)

**16-18** Outreach: Qatar Leadership Conference for high school students, hosted by NU-Q, Georgetown, THIMUN Qatar

**21** Visitors: **Jehane Noujaim**, filmmaker and Academy Award nominee, and **Karim Amer**, film producer

## November

**1, 8, 15** Outreach: Weekend workshop for high school students: On the digital revolution

**2** Joint Advisory Board fall meeting

**2-3** Administrative visitors: Northwestern Provost’s Delegation annual visit **Daniel Linzer**, provost **William Osborn**, chair, Northwestern University Board of Trustees **Nim Chinniah**, executive vice president **Jean Shedd**, associate provost for budget, facilities and analysis **Mary Baglivo**, vice president for global marketing **Joseph Jay Walsh**, vice president for research **Barbara O’Keefe**, dean, School of Communication **Bruce Lambert**, professor and head of health communication master’s program, School of Communication

**4** Qatar Media Industries Forum: “Brand Qatar”

**15-17** Visitors: **Tom Hundley**, senior editor, Pulitzer Center on Crisis Reporting, and **Jenna Krajeski**, freelance journalist

**17** Al Jazeera Speaker Series: “Newsroom confidential: An unfiltered view on the daily life of a news producer,” **Rima Davoudi**, interview producer, Al Jazeera English

**27** Outreach: Admission Info Session for high school students

**30** Visitor: **Alan Abrahamson**, sports journalist

## December

**18** Qatar National Day

**22-26** NU-Q winter holiday

# 2022

## January

**15** Community meeting: “Understanding and connecting with the new cybercrime law,” **Susan Battress**, managing partner, Patton Boggs

**20–23** Evanston Experience Series: **Stephen Eisenman**, professor of art history and president of the Northwestern University Faculty Senate

**22** Community meeting: “Humanism vs. animalism—art and the cry of nature,” **Stephen Eisenman**

**24–29** Research visitor: **David Weaver**, leading media researcher, co-author of *The American Journalist* series

**26** Community meeting: “Is there a global journalist?,” **David Weaver**

## February

**1–2** Education City Career Fair

**2–5** Faculty visitors: **Nathalie Applewhite**, managing director, Pulitzer Center for Crisis Reporting, **Caryle Murphy**, award-winning journalist

**4** Community meeting: “My generation: youth and change in the Gulf,” **Caryle Murphy**

**15–21** Faculty visitor: **Bob Hercules**, filmmaker and co-founder, Media Process Group

**18** Community meeting: “The state of documentaries today,” **Bob Hercules**

**21–22** Fresh Global Media Players Conference, chaired by NU-Q’s **Joe Khalil**, associate professor in residence, and **John Downing**, professor in residence

**21, 28** Outreach: Weekend workshops for high school students: On investigative reporting

## March

**1–2, 9** Qatar Media Industries Forum at QUMRA film festival, “Meeting the demand for regional content”

**7** Outreach: Weekend workshops for high school students: On investigative reporting

**10** Research visitors: **Claes de Vreese** and **Peter Neijens**, professors, University of Amsterdam

**15–20** Faculty visitor: **Eric Patrick**, associate professor of radio, TV and film, School of Communication, Northwestern University

**16** Visitors: **Roger Cohen**, *New York Times* columnist, and **Gerry Marzorati**, former editor-in-chief, *New York Times Magazine*

**22–26** Faculty and administrative visitor: **Mary Patillo**, Harold Washington Professor of Sociology and African American Studies, faculty affiliate of Northwestern’s Institute for Policy Research

**23** Al Jazeera Speaker Series: “Producing long form documentaries for television and the Web,” **Yasir Khan**, senior producer of documentaries, Al Jazeera English

**24** Administrative visitors: **Nim Chinniah**, executive vice president, **John D’Angelo**, vice president, facilities management, and **Bruce Lewis**, associate vice president of public safety and chief of police, Northwestern University

**25** Community meeting: “Why are Americans so obsessed with race?,” **Mary Patillo**

**26** NU-Q Media Awards

**30** Community meeting: “Hazard vulnerability and regional security,” **Gary Caldwell**, senior consultant, Corporate Security Concepts

## April

**2–4** THIMUN Qatar Northwestern Film Festival

**12–16** Visitor: **Lauren Kessler**, professor and writing initiative coordinator, School of Journalism and Communication, University of Oregon

**15** Community meeting: *Media Use in the Middle East, 2015*, NU-Q’s **Justin Martin**, assistant professor in residence, and **Robb Wood**, director of strategic partnerships

**15** Visitors: **Sheikh Saif Al-Thani**, head of communications, **Abdulla El Aida** and **Jassim Mansour Jabr Al Thani**, Prime Minister’s Office

## May

**3** Joint Advisory Board spring meeting  
President’s Awards Lunch  
NU-Q Graduation

**12–13** “NU-Q at NU-E” student showcase

**25** Spring degrees conferred

# Thought leadership

Thought leadership connects the intellectual resources of the academy to the business, cultural, governmental and media sectors.

## MEDIA USE IN THE MIDDLE EAST, 2015

NU-Q's survey of media use, habits and opinions in six Middle East nations provides a window on the political and social climates of Egypt, Lebanon, Qatar, Saudi Arabia, Tunisia and UAE. The 2015 survey also explored how attitudes and behaviors have changed since NU-Q's first region-wide survey in 2013. The findings were published in print and on the website [mideastmedia.org](http://mideastmedia.org), with an interactive tool to make findings accessible and customizable.

## FRESH GLOBAL MEDIA PLAYERS SYMPOSIUM

To examine the creative, technological, economic and political metamorphosis of global media, NU-Q brought together media scholars and industry experts for the Fresh Global Media Players symposium in February 2015. Supported in part by the Qatar National Research Fund, expert panels addressed issues of technological change and the changing landscape of news and entertainment. A conference report summarized the findings of the symposium.

BELOW: Fresh Global Media Players symposium



ABOVE: "Brand Qatar: Impact on the Media" panel discussion

## QATAR MEDIA INDUSTRIES FORUM

The Qatar Media Industries Forum (QMIF) is a biannual forum for leaders in Doha's publishing, digital media, public relations and advertising industries to discuss and assess the present and future of Qatar's media landscape.

The fall 2014 event was titled "Brand Qatar: Impact on the Media," an open discussion about the impact of the media on Qatar's international image. The spring session focused on creating content for the Arab world, with the forum recommending five key tasks: create more content, collaborate to improve quality, polish storytelling, ensure local relevance and build alternative spaces for content appreciation.

## OCCASIONAL PAPER SERIES

The second volume of NU-Q's Occasional Paper Series was titled "Disruption: Digital Innovation and the Entertainment Revolution." The paper was adapted from Michael Joseloff's public lecture at NU-Q in September 2014. Joseloff, then vice president of consumer marketing for A&E Networks, presented a snapshot of the entertainment industry in the digital age.

# Strategic partnership

NU-Q's commitment to the development of the media and communication sectors in Qatar extends beyond the bounds of Education City. Through partnerships with key industry organizations in Doha, NU-Q students, faculty and staff are part of ongoing efforts to expand the country's media landscape.

## DOHA FILM INSTITUTE

NU-Q and the Doha Film Institute (DFI) have a long-standing partnership which continued and expanded during the past academic year. Collaborations include NU-Q faculty, staff and student participation in industry panels, professional workshops and community-focused media literacy activities.

### *Ajyal Film Festival*

DFI partnered with NU-Q for the Ajyal Film Festival in December 2014. Activities at the Qatar-based festival included the premiere of five student and alumni films, a TV studio open to community members who were invited to test their newsroom skills in front of the cameras, a cinematic analysis workshop and an interview with award-winning international film director, **Roger Allers**.

### *Expanded partnership*

In April 2015, NU-Q and DFI announced a new institutional partnership agreement that will begin with a collaborative study on the media industry in the Middle East. The new alliance will foster research projects, event collaboration, workshops, film screenings, master classes, internship opportunities, as well as panel and conference programs.

## AL JAZEERA SPEAKER SERIES

The Al Jazeera Speaker Series occurs twice per semester and is an opportunity for the NU-Q community to gain an intimate, insider's perspective on the media industry. Speakers range from high-level executives at Al Jazeera to producers who report the news as it breaks. Sessions usually include a panel of NU-Q faculty and the question and answer format provides ample time for audience engagement.

Speakers during the 2014/15 academic year:

**Moeed Ahmad**, manager, Incubation and Innovation Group

**Rima Davoudi**, interview producer

**Yaser Bishr**, global executive director, Corporate Development and Strategy

**Yasir Khan**, senior producer of documentaries



RIGHT: NU-Q digital newsroom at the Ajyal Film Festival

# Community relations

NU-Q connects with pre-college students to introduce them to the fields of journalism and communication, and to provide a more in-depth exploration for those who are considering careers in the fields.

BELOW: Summer Media Institute, July 2014



## THE NORTHWESTERN MEDIA INSTITUTE

The annual Summer Media Institute provides high school students with training and education on a variety of media topics. The 2014 summer program focused on journalism, advertising and public relations in the areas of culture, politics and sports.

## 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. More than 530 students, teachers and mentors from the region participated in the October 2014 conference. The program featured Model United Nations, debates and educational workshops that helped attendees build learning, teaching, organization and service skills.



ABOVE: THIMUN Film Festival winners, April 2015

## WEEKEND WORKSHOPS

NU-Q hosts high school students for introductory workshops in the areas of journalism and communication. Held over three consecutive Saturdays, this year's workshops covered documentary filmmaking (November 2014); investigative reporting (February and March 2015); and PR, advertising and communication (May and June 2015). Attendees receive a certificate upon completion of the three sessions.

## DISCOVER NU-Q

The Admissions Department hosts Discover NU-Q, a series of events that provides prospective students and their parents with a better understanding of NU-Q, Education City and career opportunities in the fields of communication and journalism.

## THIMUN FILM FESTIVAL

The THIMUN Film Festival for high school students is a collaboration between NU-Q and THIMUN Qatar. The event is designed to encourage students to develop their filmmaking skills and raise awareness about important global issues. The festival, held in April 2015, included workshops and a gala evening that saw high school students from around the world competing for nine filmmaking awards.

# The second curriculum



ABOVE: Michael Joseloff, vice president, consumer marketing, Lifetime/A&E Networks

The second curriculum is an array of outside speakers in the fields of journalism and communication, as well as other areas of study, industry and institutional professionals. This slate of presentations enriches the core curriculum and introduces students to new ideas and thought-provoking discussion.

## EVANSTON SPEAKER SERIES

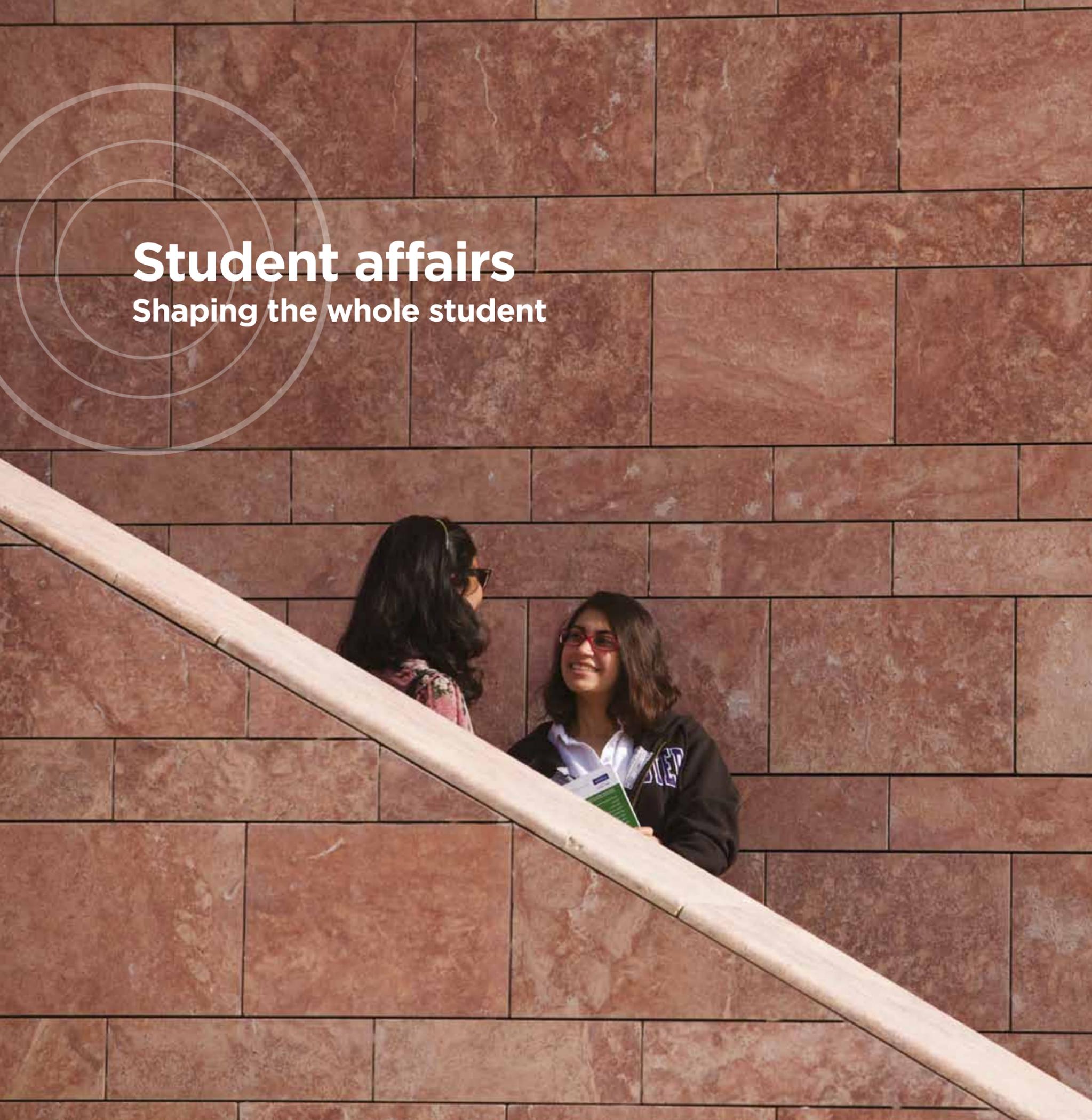
- **Stephen Eisenman**, professor of art history and president of the Northwestern University Faculty Senate, presented “Humanism vs. animalism—art and the cry of nature”
- **Mary Pattillo**, Harold Washington Professor of Sociology and African American Studies and faculty affiliate of Northwestern’s Institute for Policy Research, spoke about the reasons Americans are obsessed with race

## VISITING SPEAKERS

- **Michael Joseloff**, vice president, consumer marketing, Lifetime/A&E Networks, spoke about digital innovation and the entertainment revolution
- **William Spindle**, Middle East bureau chief, *Wall Street Journal* and Dow Jones Newswires, discussed covering crises in the Middle East
- **Susan Battress**, managing partner, Patton Boggs, presented information and analysis on Qatar’s new cybercrime law
- **David Weaver**, leading media researcher, co-author of *The American Journalist* series, used his research findings to explore the concept of a truly global journalist
- **Caryle Murphy**, award-winning journalist, presented findings from her book about youth in Saudi Arabia
- **Bob Hercules**, filmmaker, described the state of documentaries today
- **Gary Caldwell**, senior consultant, Corporate Security Concepts, discussed hazard vulnerability and regional security
- **Lauren Kessler**, professor and writing initiative coordinator, School of Journalism and Communication, University of Oregon, spoke about writing non-fiction

ABOVE: Bob Hercules, filmmaker



A photograph of two young women standing on a staircase. The woman on the right is wearing a dark hoodie with 'NU' on it and is smiling while holding a green book. The woman on the left is seen from the side, wearing a floral top and glasses. They are positioned in front of a wall made of reddish-brown rectangular tiles. A light-colored wooden handrail runs diagonally across the frame from the bottom left to the top right. In the upper left corner, there are three concentric white circles of varying sizes.

# Student affairs

## Shaping the whole student

---

**S**tudent Affairs provides services that complement students' educational experience, engaging the diverse NU-Q community, supporting students' growth and development and preparing them for their future roles in the global media environment.

During the 2014/15 academic year, Student Affairs adapted and expanded to meet the needs of the NU-Q community under the broad categories of new students, student life, counseling and wellness, career services, student travel and communication.

# First year experience and special programs



ABOVE: Students enjoying Go Wild Week

## NEW STUDENT PROGRAMS

New Student Programs (NSP) provides activities and resources to new students, including first years, transfer students and NU-E students studying in Qatar. The 2014 NSP Team, consisting of 14 students and one staff member, successfully oriented a total of 70 new students.

For fall 2014, NSP offered the first Summer Transition Series, including Google Hangout Live sessions with new students, videos about NU-Q and community building activities, as well as a dedicated international student orientation.

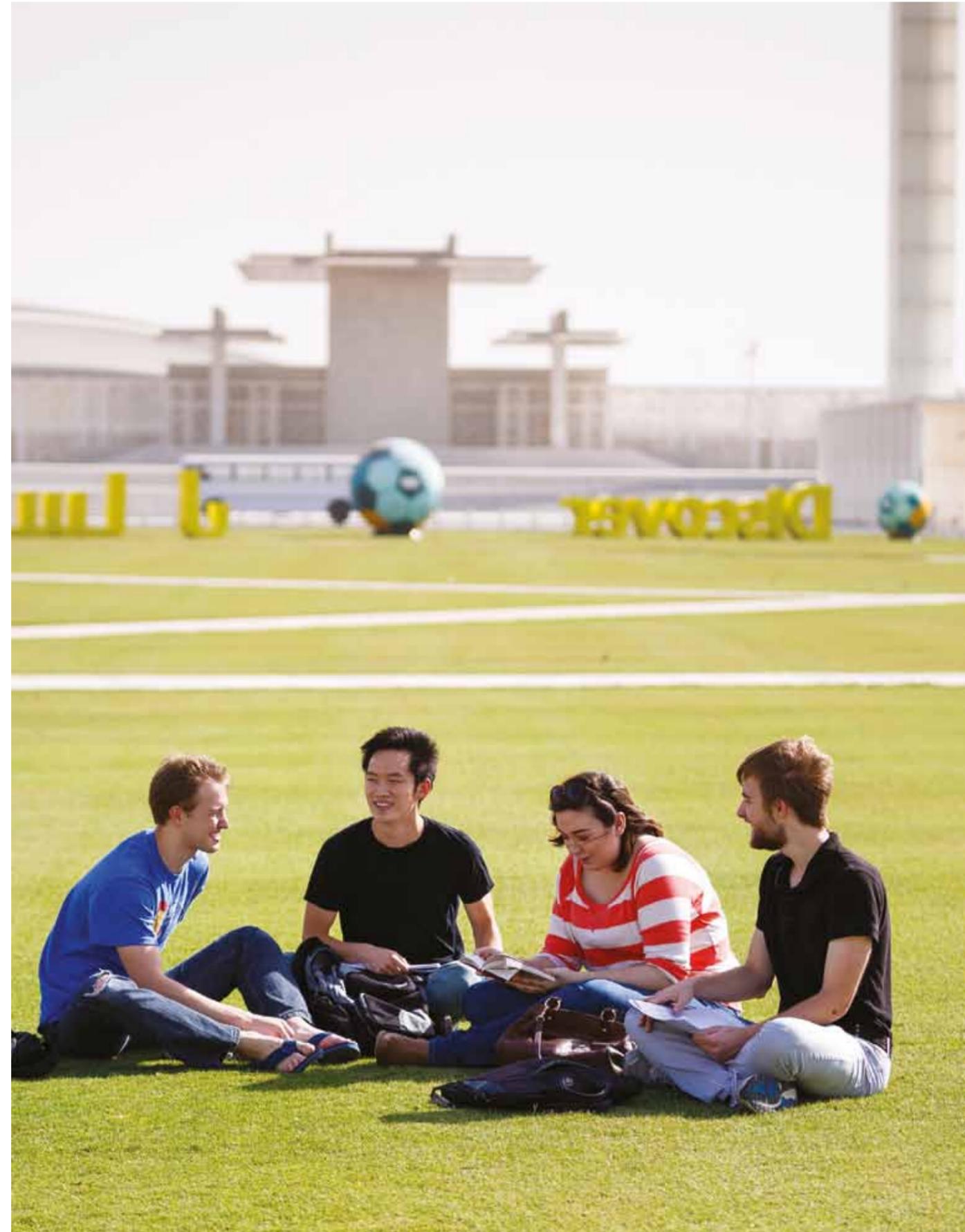
## STUDENT AMBASSADORS

The Student Ambassador Program provides a corps of NU-Q students to help execute special functions and represent the university at events on and off campus. Thirty-six students serve as ambassadors, made up of sophomores, juniors and seniors. Operating under the direction of Student Life, members are selected through a competitive application process.

## SEMESTER IN QATAR

NU-Q hosted the inaugural Semester in Qatar, wherein five students from the Evanston campus joined NU-Q for the fall semester. Student Affairs was part of a team that provided a holistic offering of programs, engagement and support.

RIGHT: Evanston exchange students in Education City





ABOVE: New student orientation



BELOW: NU-Q Women's Basketball

## Student life and activities

Clubs and organizations are an important part of student life, providing the opportunity to develop leadership skills, supplement the curriculum, expand personal interests and engage with the NU-Q community.

### CLUBS AND ORGANIZATIONS

- Women's Basketball
- Men's Basketball
- Women's Football
- Men's Football
- Best Buddies—outreach to those with intellectual disabilities
- Bibliophiles—literature and creative writing
- Culture Club—movies and art that explore different cultures
- *The Daily Q*—daily online news for NU-Q
- Film Society—film screenings and discussion
- International Student Association—events and activities with a global perspective
- Purple Project—outreach to the Qatar community
- Society of Professional Journalists—ethical practice and standards of journalism

BELOW: Clubs foster a supportive and tight-knit community



# Counseling and Wellness

Counseling and Wellness is a resource to help foster a healthy, caring community, as well as support and advise students on an individual basis

## COUNSELING AND WELLNESS INITIATIVES

- Pre-departure travel sessions
- Domestic Violence Awareness Month
- QPR training for suicide prevention
- Wellness Wednesday
- Walktober
- National Yoga Month
- Breakfast-on-the-Go during the week of fall finals
- Relaxation Station during the week of spring finals

BELOW: NU-Q offers a wide range of academic and personal support



# Career Services

Career Services provides multiple resources to help students plan their careers, conduct successful job searches and perform professionally in the workplace.

## EMPLOYER RELATIONS

Career Services networks and fosters relationships with professionals for projects, events, activities and student placement. Twenty-six new companies were added to the directory during the academic year, and site visits and meetings were held with existing employers to gauge how the students performed and how they could be better prepared.

## CAREER SEARCH

Career Services facilitates the employment process—including internships, externships, job shadowing and permanent employment—by helping students develop skills like resume writing, job search and interviewing. As well, Career Services provides extensive resources such as online forums that post available jobs.

## WORKSHOPS

Career Services provides information and training to students to prepare them for the work world.

- Myers-Briggs Type Indicator workshop
- Networking
- Public speaking and presentation
- Business and table etiquette
- Women in non-traditional jobs
- Graduate and professional school panel
- Preparing for the career fair
- Dress for Success fashion show
- How to search for a job or internship
- Speed interview interactive session
- Media opportunities in non-media organizations
- Transitioning from college to the workforce
- Negotiating a job offer in the Middle East

## CAREER FAIR

NU-Q had a strong showing in the Education City Career Fair, with media organizations among the best represented. Ninety-two Qatar-based companies took part in the event, of which 23 were from media, public relations and marketing fields. Firms were available to meet with students, offer guidance about careers in media and offer internships and employment opportunities. Approximately ninety five NU-Q students attended the career fair.

# Communication and social media



ABOVE: Student Affairs relies on social media to communicate with the NU-Q community

Student Affairs has an active communication program to keep students and alumni informed. During the academic year, several upgrades and changes were made to streamline the system and make efficient use of social media platforms where students are active. As well, Student Affairs increased collaboration with other departments to promote programs and keep students informed.

## NEWSLETTERS

Totally Thursday—released weekly with an average 80% open rate. This newsletter was revamped in September to improve efficiency and increase readership.

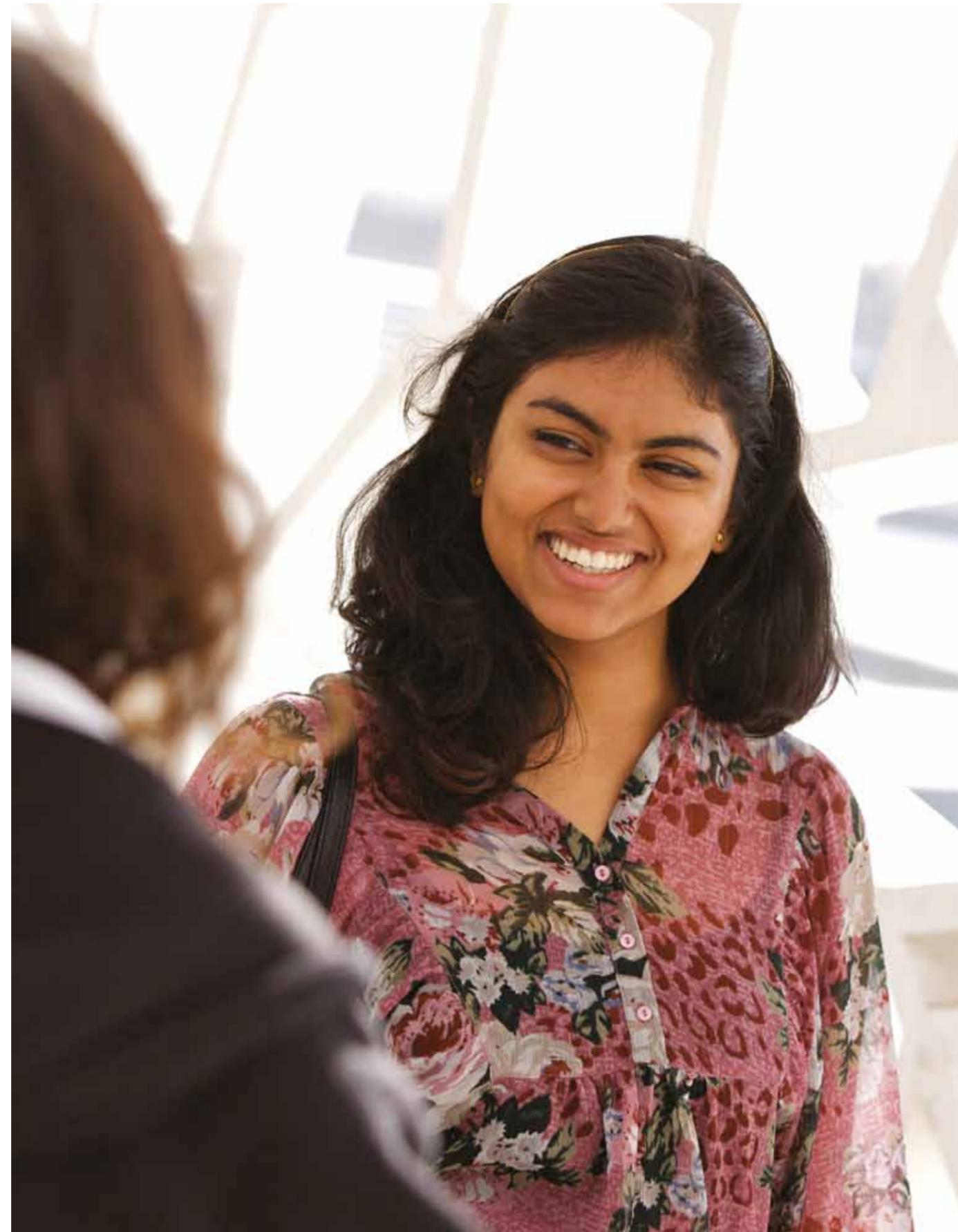
Career Services—bi-weekly email with an average 78% open rate.

## SOCIAL MEDIA

Before the school year began, Student Affairs launched a private Instagram account, @NUQWildcats, in response to the annual communication survey and industry trends. Also in response to the survey, a small team of students engaged in “takeovers” of the account, during which they chronicled their lives as students. These monthly events raised the number of Instagram followers and improved engagement.

The Instagram account joins the channels of Facebook and Twitter that promote events and facilitate communication among the students.

RIGHT: Students receive internship listings through the career services newsletter





# International experience

Student travel, in its many forms, helps NU-Q students develop a global awareness. This academic year, Student Affairs assisted with both curricular and extracurricular travel.

## SERVICE LEARNING TRIP

This year, Service Learning Trip students focused on the global water crisis. Those who were selected for the trip learned about the challenges of access to clean water, choosing to go to Zambia for a firsthand look. The students raised money for Charity: water prior to the trip, and while in Zambia saw the issues that face the country. The students also participated in service work at a local school and documented the experience for a presentation to the student body.

## GLOBAL MEDIA EXPERIENCE

The annual Global Media Experience took place in June 2015. A group of twelve students was selected to travel to Dubai and New York to visit major traditional and new media organizations, meet prominent figures and attend events to learn more about the fields of media and communication.

Students met with NBC Universal, ABC Eyewitness News, Fleishman Hillard PR, VICE Media, Made In NY Media Center, Women's E News and Time Life.



ABOVE: NU-Q students teach Zambian schoolchildren

BELOW: Service learning trip, 2014



LEFT: Service learning trip to Zambia



# Operations and facilities

## Preparing for the road ahead

---

**T**he departments that support the NU-Q academic mission accomplished much in 2014/15 to help the University mature, grow its student body and prepare to move into the new building. Looking forward, these areas are creating strategies to continue NU-Q's trajectory.

NU-Q's departments are operated by a group of dedicated people who contribute mightily to the overall mission of the school. The staff provides a coordinated effort to serve the students and allow this academic enterprise to flourish.

# Community outreach

## MAJOR ACCOMPLISHMENTS

- To support community outreach, as well as recruitment and retention, NU-Q contracted for a high school research project to serve and extend the existing school and student interaction
- NU-Q worked with Wolff Olins to create the gallery name, identity, mission, ethos and initial creative work to ensure community penetration and audience engagement
- Many departments worked together for the inaugural “NU-Q in Evanston,” a weeklong multi-program series covering undergraduate work, research and media gallery developments on the Qatar campus
- NU-Q published *Media Use in the Middle East, 2015*, the third annual study on media use, cultural and political attitudes in Arab countries. The survey’s website, MidEastMedia.org, won the Interactive Media Award for “Best in Class” in the arts/culture category, receiving a perfect score in “content” and “feature functionality”

## LOOKING FORWARD

- At the end of FY15, NU-Q reviewed and purchased a contact relationship management system, SUGAR. This software will be implemented in FY16 and allow better and more timely communication with NU-Q professional contacts
- The fourth iteration of the annual study *Media Use in the Middle East* will be conducted, allowing for comparison with the *Entertainment Media Use in the Middle East, 2014*
- A new collaborative institutional research project will be conducted in conjunction with Doha Film Institute on the media industry in the Middle East

BELOW: Summer Media Institute for high school students



# Recruitment



ABOVE: Preview NU-Q event

## MAJOR ACCOMPLISHMENTS

- NU-Q is a strong supporter of the dual enrollment program with Academic Bridge, with 13 students completing the foundation requirements to enroll in NU-Q for 2015/16
- NU-Q’s efforts with THIMUN Qatar in the annual Qatar Leadership Conference, as well as the reintroduced high school Weekend Workshops pre-college program, proved to be successful, and tracking participating students who later enroll in NU-Q will contribute to metrics to better target students

## LOOKING FORWARD

- NU-Q will develop an alumni engagement plan to assist with recruitment of Qataris
- To increase local participation at the film festival and weekend workshops, plans are to increase relationships with both the public (independent) high schools and key international schools



# Continuous improvement, efficiencies and planning

## MAJOR ACCOMPLISHMENTS

- With technological changes occurring daily, NU-Q worked toward redesigning key systems in the media package to help improve efficiency and save on the operational budget
- Travel policies and procedures for both academic and student affairs were reviewed, refined and documented to create a joint timeline for trip approval, advertisement, applications and student selection
- NU-Q worked with Qatar Airways to secure a rate agreement providing discounted fares on business class tickets originating in the US
- To familiarize new faculty in a more timely fashion, NU-Q provided an overview and orientation in Evanston of payroll, health and shipping benefits, with plans to continue this event in subsequent years
- With the safety and security of the community in mind, NU-Q has developed and is refining a crisis management framework, evacuation plan, emergency communication plan and emergency operations center, including automating the importing of our community and visitor emergency contact information into NU Evanston's emergency communication platform
- SLATE was implemented to facilitate reading and processing online admissions applications
- Phase I of the ARCHIBUS software was implemented to assist with infrastructure and facilities management
- CANVAS, a customizable and user-friendly learning management system for both faculty and students, was implemented in collaboration with home campus
- IMAGENOW, software to process and store electronic records, was implemented to allow new student documents received through the admissions process to be imported into student records

## LOOKING FORWARD

- New processes relative to student tuition and fees invoicing and student financial aid processing using NU-Q funds were assumed from Qatar Foundation and will be designed and documented
- TACIT, the customized emergency response tool to track the travel of those in the NU-Q community, will be enhanced and refined
- To continue improving the safety of the community, as well as business continuity, NU-Q will review and further develop the crisis management framework and communication plan, as well as work with the various units to further develop the business continuity plan
- With the move into the new building drawing near, facilities layouts will be reexamined and changed where appropriate and possible to ensure academic needs are met
- With the move into the new building, NU-Q will deploy the new telecommunications network, classroom and conference room audio visual and server systems infrastructure
- After almost a year of planning, NU-Q will implement Alma, a library management solution that incorporates the management of all electronic, digital and print resources, in collaboration with the home campus
- NU-Q will further utilize NU's Student Enterprise System (SES) to generate the academic transcripts used by advisors to counsel students, and by students to better plan for their ultimate graduation

LEFT: NU-Q Library



# Appendices

# Appendix 1:

## Leadership, faculty and staff 2014/15

### JOINT ADVISORY BOARD

**Her Excellency Sheikha Hind  
bint Hamad Al-Thani**

**Daniel Linzer**  
Provost, Northwestern University

**His Excellency Sheikh Ahmed  
bin Jassim bin Mohamed Al-Thani**  
Minister of Economy and Commerce  
State of Qatar

**Thomas Cline**  
Vice President and General Counsel  
Northwestern University

**Rami G. Khouri**  
Director, Issam Fares Institute for Public Policy  
and International Affairs  
American University of Beirut

**Abdul Rahman Azzam**  
Communications Advisor to  
Her Highness Sheikha Mozah Bint Nasser

**Lee Huebner**  
Airlie Professor of Media and Public Affairs  
George Washington University

**William Osborn**  
Chair,  
Northwestern University Board of Trustees

**Ahmad Hasnah**  
President,  
Hamad Bin Khalifa University  
(ex-officio member)

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

### DEAN'S COUNCIL

**Everette E. Dennis**  
Dean and Chief Executive Officer

**Kathryn Bright Symank**  
Chief Operations Officer

**Jeremy Cohen**  
Associate Dean for Academic Affairs

**Klaus Schoenbach**  
Associate Dean for Research

**Mary Dedinsky**  
Director, Journalism Program  
Associate Professor in Residence

**Scott Curtis**  
Director, Communication Program  
Associate Professor in Residence

**Sandra Richards**  
Director, Liberal Arts Program  
Professor in Residence

### ADMINISTRATION

**David Albanese**  
Director of Human Resources

**Safna Ansaruddin**  
Director of Student Records

**Greg Bergida**  
Director of Student Affairs

**Leon Braswell**  
Director of Admissions

**Geoffrey Cannaby**  
Director of Production and Digital  
Media Services

**Ray Corcoran**  
Director of Facilities

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

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

**Michael McDonough**  
Director of Health, Safety,  
Security and Environment

**Paul Reilly**  
Director of Media Strategy,  
Marketing and Communication

**Barry Sexton**  
Chief Finance Officer

**Robert Vance**  
Director of Information Technology

**Robb Wood**  
Director of Strategic Partnerships

### FACULTY

#### *Communication Program*

**John D.H. Downing**  
Professor in Residence

**Susan Dun**  
Assistant Professor in Residence

**Dana El Ahdab**  
Adjunct Lecturer

**Elizabeth Hoffman**  
Adjunct Lecturer

**Joe F. Khalil**  
Associate Professor in Residence

**Susan H. Pak**  
Assistant Professor in Residence

**Kirsten Pike**  
Assistant Professor in Residence

**Anne Sobel**  
Lecturer in Residence

**Allwyn Tellis**  
Lecturer in Residence

**Ann Woodworth**  
Associate Professor in Residence

#### *Journalism Program*

**Ibrahim N. Abusharif**  
Associate Professor in Residence

**Ilhem Allagui**  
Associate Professor in Residence

**Miriam Berg**  
Lecturer

**Janet Key**  
Assistant Professor in Residence

**Justin Martin**  
Assistant Professor in Residence

**Andrew Mills**  
Assistant Professor in Residence

**Christina M. Paschyn**  
Lecturer in Residence

**Amy Kristin Sanders**  
Associate Professor in Residence

#### *Liberal Arts Program*

**Khaled Al Hroub**  
Professor in Residence

**Giovanni Bandi**  
Adjunct Lecturer

**Sean Burns**  
Lecturer in Residence

**Sami Hermez**  
Assistant Professor in Residence

**Tanya Kane**  
Adjunct Lecturer

**Maria Lombard**  
Assistant Professor in Residence

**Jocelyn Sage Mitchell**  
Assistant Professor in Residence

**Mounir Ounanaimi**  
Adjunct Lecturer

**Mohana Rajakumar**  
Adjunct Lecturer

**Christopher Sparshott**  
Assistant Professor in Residence

**Tracy L. Vaughn**  
Associate Professor in Residence

**Zachary Wright**  
Associate Professor in Residence

#### *Library*

**Beth Clausen**  
Director of the Library

---

**STAFF****Chris Adamescu**

Production and Broadcast Technical Support Specialist

**Maha Al Ghanim**

Administrative Assistant, Business and Finance

**Chito Almacen**

Production Equipment Specialist

**Bianca Apps**

Administrative Assistant, Liberal Arts Program

**Ismael (Mel) Aquino**

Library Associate

**Resil Barcelo**

Human Resources Coordinator

**Lea Bowman**

Business and Risk Analyst

**Leona Bowman**

Gallery Registrar

**Frank Box**

Infrastructure Project Manager

**Judith Britten**

Administrative Assistant, Academic Affairs

**Donovan Burba**

Publications Manager

**Jocelyn Casambros**

Library Support

**Wielder Catapat**

Production and Broadcast Technical Support Specialist

**Patricia Collins**

Counselor/Coordinator of Health and Wellness

**Mano (Jebaranjani) De Rosairo**

Admissions Support

**Nadiyah El-Amin**

Academic Advisor

**Wafaa Elamin**

Associate Director of Admissions

**Lawrence Ferrer**

Purchasing Supervisor

**Angela Ford**

Writer/Editor

**Will Froning**

Network Engineer and Computing Security

**Heba Gomaa**

Academic Records Assistant

**R. Daniel Hague**

Senior Audiovisual Technologist

**Amira Hariri**

Assistant Director of Admissions

**Tiffany Ho**

Student Affairs Communication Manager

**Christopher Hurless**

Systems Engineer/Administrator

**Shakir Hussain**

User Support Specialist

**Katie Hyon**

Student Affairs Specialist

**Iman Khamis**

Technical Services Librarian

**Joseph Kurtin**

Manager of Infrastructure Operations

**Elizabeth Lance**

Research Administrator

**Jesusa (Josie) Llagas**

Library Support

**Nadeem Lughmani**

Senior Network Engineer

**Abir Maarouf**

Purchasing Coordinator

**Jesse Manley**

Administrative Assistant, Information Technology

**Arnold Marcelo**

NU-Q Office Assistant/Driver

**Christy Marianta**

Executive Assistant to the COO

**Saeed Mohamed**

Government Relations Manager

**Marie Newkirk**

Career Services Manager

**Victoria Ng'eno**

Administrative Assistant, Library

**Durriya Niaz**

Manager of Accounting and Financial Reporting

**Ryza Odencio-Tenorio**

Library Support

**Jan-Marie Petersen**

Web Content Manager

**Connie Ramadan**

Human Resources Administration Manager

**Bradford Rawson**

Marketing Manager

**Sian Sadler**

Executive Assistant to the Dean

**Kristal Sawatzke**

International Experience Coordinator

**Bianca Simon**

Administrative Assistant, Communication Program

**Rommel Solicar**

Facilities Coordinator

**Aaleeya Spence**

Student Affairs Coordinator

**Quinton Sprull**

Manager of Budget and Student Finance

**Michelle Telfici**

Academic Advisor

**Kim Theodore**

Human Resources Manager

**Lakisha Tillman**

Student and Residential Life Manager

**Patrick Tingson**

Production Coordinator

**Emily Wilson**

Manager Community Relations

**Paul Wood**

Senior User Support Specialist

**Ihsan Yahya**

Chief Broadcast Engineer

# Appendix 2:

## Task forces and committees

### TASK FORCE ON ADMISSIONS

*Chair:* Jeremy Cohen

Kathy Symank

Leon Braswell

Greg Bergida

Abe Abusharif

Ann Woodworth

Paul Reilly

Zachary Wright

*Student Member:* Nissryne Dib

The Task Force on Admissions comes at a fortuitous time after a year with an able new director in place and various changes in the admissions process and perhaps others going forward. Continuing to strengthen the admissions process and department will help us address the overall goal of recruiting the strongest possible students with attention to our special obligation to the State of Qatar.

The changes in the admissions process over the last year have included major alterations in the role of the faculty in the selection of the class, the end of the controlled writing exam and personal interviews as well as a transition this year from the existing application system to the Common App. We have just come off a successful admissions season, though we know less about the writing capacity of students than we have in the past. Pluses are a greater number and percentage of Qatari students and high test scores all round. Some recent and other longstanding problems include:

- a decline in overall applications, apparently consistent with others in Education City
- a decline in the number of expat applicants from Qatar, which has been the strongest cohort in the past
- a continued gap between female and male applicants
- an historic imbalance between communication and journalism applicants
- an exceptionally high rate of Qatari admission denials/declinations

What is clearly needed is a review of processes and procedures used in admissions with recommendation for any changes to improve the system or better understand it.

For this reason, I am appointing a **Task Force on Admissions** to provide guidance and support for the admissions process. The task force will meet regularly in the fall of 2014 with a report due by November 3, 2014, so that any suggested changes can be implemented in this academic year. As noted above, the report should inform a strategic plan now being developed by admissions.

Importantly, the recommendations should develop an approach that fully engages faculty in the selection of those admitted.

The committee needs to look at the entire admissions process, including changes such as the Common App. With regard to the Common App, validated essay questions or protocols, specifically calibrated for NU-Q (with consultation with the home campus schools, notably Medill and Communication) and any intelligence that can be gleaned from competitor schools in Qatar and the region, needs to be developed in time for use this year.

Our admissions process must reflect the school's commitment to:

- a unified program wherein the two majors and supporting liberal arts coursework are better promoted rather than the present bifurcated approach. This unification must begin with admissions and be directed to students, their parents and other stakeholders
- be on the cutting edge of understanding of the entire media ecosystem reflected in communication and journalism
- our school wide marketing and communications plan
- home campus values and attributes
- Education City access and involvement

The admissions department has already begun much of this process and needs our help to achieve greater recognition and involvement in the school, where, in effect, everyone can be helpful in the process of identifying, recruiting and retaining students. This needs to be

accompanied with good data and metrics, now being developed by Leon Braswell, so all of the above can be carefully considered on an annual basis. Whenever possible, we need to make bold steps—and that has been happening, but with clear consideration of consequences and risks.

Office of the Dean

August 21, 2014

### TASK FORCE ON MEDIA AND SOCIETY

*Chair:* Klaus Schoenbach

Kirsten Pike

Amy Sanders

Abe Abusharif

Joe Khalil

Justin Martin

*Student member:* Nissryne Dib

In line with recommendations made at our Curriculum Conference last academic year, I am appointing a **Task Force on Media and Society**. Jeremy Cohen and I will be ex-officio members attending when appropriate and useful. We will meet with the task force at its first meeting.

The goal of the task force is to design a course in the media and society area to be taken by all NU-Q students as part of their freshman experience. The course will be intended to help unify the school and assure a common base of knowledge that reflects the curricular needs of both of our degree programs. To the extent that a truly innovative and creative course can be developed, all the better, though there are many models extant in schools of journalism, communication and media in the United States and region. The role of the committee is to:

- conceptualize a course that recognizes a single media/communication ecosystem wherein theoretical learning is connected with the practicalities of the media industries and communication field attending to the major functions in news, information, entertainment, opinion, advertising and marketing
- distinguish identities of our two programs and how they see the field differently
- assure that the course considers global, Middle East and Qatari concerns

- propose both learning goals and outcomes
- suggest a set of topics and materials for use in the course
- consider possible assignments

The idea is to come up with a model draft course where the specific materials used and pedagogical approach is left to the professor, while there is agreement about the outcomes so that more than one person can teach the course, assuring the school provides consistency of learning.

Office of the Dean

August 27, 2014

### OUTREACH GROUP

*Chair:* Kathy Symank

Paul Reilly

Robb Wood

Emily Wilson

Marie Newkirk

Pamela Erskine-Loftus

Once again, we are continuing the **NU-Q Outreach Group** this year, a committee that is charged with coordination of our various outreach efforts with an eye toward communication and coordination. I've asked Kathryn Symank to chair this group again.

The committee will meet when a meeting is warranted. As our external relations in the Qatar community and beyond have expanded, monitoring and strengthening these connections is of great value.

Office of the Dean

August 27, 2014

---

## TASK FORCE ON STRATEGIC COMMUNICATION

Chair: Mary Dedinsky

Ilhem Allagui

Paul Reilly

Robb Wood

Maria Lombard

Susan Dun

Andrew Mills

Student member: Gena El Aker

I am appointing a **Task Force on Strategic Communication** that will play an important role in defining our commitment to public relations, strategic communication and integrated marketing communication (IMC). This is a good time to reconsider what we are doing in the public relations area and reshape in concert with the mandate of the Medill School while still having the capacity to form our own program.

Since NU-Q's beginning we have had several courses in public relations based in journalism and communication that greatly inform this area of study. We have, as you may know, a certificate in public relations (not formally acknowledged in Evanston) and an increasing cohort of students interested in the area. Our alumni are in influential spots doing PR and communication work in industry and government and we have been strongly encouraged to enhance and strengthen our offerings. Add to that NU-Q's commitment in *Strategic Outlook, 2015* to consider how we might connect with Qatar's grand strategy for communication.

To that end, the Task Force on Strategic Communication will:

- review our present offerings in public relations and related areas
- reconceptualize PR/IMC/SC, offering a name and framework that works best for NU-Q
- design a suite of courses for use here
- develop a set of syllabi/course guides with goals and anticipated outcomes for student learning and competence
- determine whether the certificate program should be continued and what it should involve
- consider a formal internship program or one calibrated with journalism residencies or other experiential considerations for both journalism and communication students
- indicate how the research of faculty and students might interface

In doing this, it is my hope to consider trends in the field, what other schools in the region and in the United States are doing in this field so that we might develop the strongest possible program. We should also consider the needs of Qatar and the region in the event that an expanded program is recommended.

In addition to the members of the task force, I suggest occasionally inviting community PR professionals or other informed people to sessions. Jeremy Cohen and I will meet with the task force at its first session. A report with recommendations should be prepared by December 1, 2014, so that we can implement any changes in time for fall 2015.

Office of the Dean  
August 27, 2014

---

## TASK FORCE ON STUDENT TRAVEL COORDINATING

Chair: Barry Sexton

Kathy Symank

Sue Pak

Andrew Mills

Katie Hyon

Laura Hokenstad

Kristal Sawatzke

Lea Bowman

Quinton Sprull

---

### Revised Student Travel Policy

In what is increasingly a global society, students at Northwestern University in Qatar have access to a student travel program which aims to reinforce educational experiences in their major and collateral coursework on the Education City campus. With the NU-Q program in Doha as a template, the goal is to encourage purposeful travel for exposure beyond Qatar into the region and to global destinations, including those in the United States where Northwestern University's home campus is located.

The purpose of the Student Travel Policy is to provide an organized travel for experiential learning that engages students with the world outside NU-Q, including different societies, geographic locations with distinctive learning environments and other diverse circumstances worthy of the time and funding such efforts require. It also serves to focus on learning, the

advancement of knowledge and professional experiences aimed at providing students with a distinctive and useful experience not available in the classroom or local environs.

---

### Travel Platforms

Several different types of student travel are offered to students to enhance their education, including:

**Experiential learning:** This is a group trip with a theme or stated purpose usually involving exposure to (a) a country, (b) region of the world, (c) event, (d) thematic development, (e) cultural asset or condition or (f) others to be determined. Students do not earn academic credit. This includes the Global Media Experience and Evanston ambassador trips.

**Service learning:** This is a group trip focused on exposure to diverse cultures, typically in a developing nation or region where students engage in a purposeful activity which involves hands-on experience in a development project. No academic credit is given.

**Journalism residencies:** Typically, this an internship lasting ten weeks in a professional media or other communication organization, with academic supervision, site visits and rigorous assessment to determine work performance and value of experience. Academic credit is available, and this is a requirement of the journalism program.

**Communication exchange:** This connects NU-Q students with their peers on the home campus as well as providing opportunities to take courses and engage in student life for a semester in the junior year. Communication students use this opportunity to take courses in Evanston and get exposure to faculty not available in Doha, especially the liberal arts and sciences and non-major fields.

**Course-related travel:** Some courses may have a module that involves international or regional travel which is built into the course and advertised in advance. This is typically for carrying out a professional journalistic or media assignment, conducting research or being exposed to an important thematic or time-sensitive situation.

**Independent Student Travel:** There are limited funds available on a competitive basis for students who wish to propose innovative or otherwise worthy travel for defined projects. These trips can be funded in full or in part, depending on circumstances and available funds. These can include internships, independent reporting trips, attendance at conferences, and more.

**Nonaffiliated Study Abroad:** Students may choose to study abroad at another institution. Plans are to set up a formal affiliated program, but students currently take leave from NU and receive transfer credit upon return from another institution.

---

### Travel Criteria and Authorization

The travel program is a privilege not an entitlement for students, though some is routinely offered as part of the scheduled academic program (journalism residencies, communication exchange, courses with travel), much of the travel is subject to available funds and selective approvals. Preference is given to travel that:

- has a clear educational or experiential purpose with likely received value for students
- clearly goes "beyond the classroom"
- involves students across both majors
- involves faculty from both majors and the liberal arts
- involves a deliverable—journalistic report, video project, academic paper or other outcome
- involves students who have had limited or no travel over those with multiple travel experiences

**Student Requirements:** Students traveling must follow the student code of conduct on trips and follow the instructions of the faculty or staff member leading the travel. Students are expected to travel to and from the location with the group on group travel. Exceptions to this must be requested over one month in advance and will not be allowed on many trips. When exceptions are made, a waiver must be signed by the student and any additional expense is the responsibility of the student.

Some student trips have components that are funded by NU-Q. When NU-Q decides to fund a trip, typically the airfare, accommodation, and group transportation and meals will be covered. Visa fees, individual meals and transportation, and incidental expenses are not covered. Students must also contribute 500 QAR towards the trip. Students on financial aid may request to have the fee waived, as well as a small stipend for the anticipated incidental expenses.

**School-wide planning:** Experiential and service learning proposals for the academic year are due in early fall so that selections from among alternatives can be made. These are recommended by the Dean's Council. Journalism residencies and communication exchange are planned in advance and scheduled in the fall

semester for spring semester travel. These are recommended by the academic directors and associate deans and approved by the dean. Course-related travel is proposed by the faculty and recommended by the academic directors and associate deans, subject to approval by the dean.

**Procedures:** In order to fully encourage and expedite student travel, appropriate planning and authorization is essential with deadlines observed and all travel is contingent on:

- timely travel planning
- availability of funds
- assurance of student safety (NU-Q does not approve travel that does not pass accepted safety protocols)
- visas and other necessary travel permissions

**Special circumstances:** While most travel requires considerable advanced planning, NU-Q is also cognizant of the need to be nimble in a limited number of unanticipated trips, involving changing circumstances, news developments or others. These can be authorized by application to the academic program directors and associate deans in consultation with the dean. These trips are contingent on reasonable time for internal financial, travel and other support. Safety issues and visa approvals are beyond the control of NU-Q personnel, so any such travel should always consider the possibility of outside blockages. Students and faculty should also be advised to mitigate possible disappointment. NU-Q will diligently try to accommodate a limited number of such trips—with specific funds set aside for them. This does not apply to travel that is not time-sensitive.

**Independent student travel:** NU-Q has designated a committee of representatives from the academic programs, Student Affairs, and business and finance to review student submissions requesting support for internships or other independent projects. Students can submit their detailed proposals to the committee by a published due date each semester. The committee will review all of the proposals submitted and evaluate them individually based on the merits.

The following criteria will be looked at during the committee review:

- does the project contribute in a unique way to the student's academic or cocurricular growth
- is the opportunity already available at NU-Q
- are funds for the project available from other NU-Q or external sources

- does the opportunity involve a professional or co-curricular experience with a recognized university or other institution
- will participation reflect positively on NU-Q
- if the student has had a similar experience already, will the new experience complement or increase the value of the original experience
- is there a faculty member working with the student or who recommends this as a valuable experience for the student

Students must remember that projects involving travel must be approved three to four months ahead of the date of travel and will follow the student travel protocol and procedures. Students must be in good academic standing with the University.

The committee will communicate to the students with submissions the approval, disapproval, or request for additional details or suggestions along with feedback as to why the decision was made within two weeks of the due date. Approved projects will be communicated to relevant faculty and staff who will be needed to facilitate the project. A final report may be required depending on the project.

April 2015

# Appendix 3:

## Citations

### BOOKS, OTHER MONOGRAPHS AND EDITED VOLUMES

Moser, D., & Dun, S. A. (Eds.). (2014). *Digital Janus: Looking forward, looking back*. Oxford, UK: Inter-Disciplinary Press.

Dennis, E. E., Martin, J. D., & Wood, R. (2015). *Media Use in the Middle East, 2015*. Retrieved from www.mideastmedia.org

Wright, Z. (2015) *Living knowledge in West African Islam: The Sufi community of Ibrāhīm Niasse*. Leiden, Netherlands: Brill.

Wright, Z. (2015) *Pearls from the flood: Select insight of Shaykh al-Islam Ibrāhīm Niasse* (translated). Atlanta: Faydah Books.

Wright, Z., Naseem, I, Abdullahi, M (2014). *Knowing Allah, living Islam, by Imam Cheikh Tidiane Ali Cisse* (translation). Singapore: Light of Eminence.

Wright, Z. (2014). *What the knowers of Allah have said about the knowledge of Allah, by Cheikh Tidiane Cisse* (translation). Atlanta: Faydah Books.

### JOURNAL ARTICLE

Abusharif, I. (2014). Framing journalism education. *Journal of General Education*, 63(2–3), 198–204.

Allagui, I., & Ibrahine, M. (2014). Downturn times in the Arab advertising industry: Strategies of survival. *Journal of Business and Policy Research*, 9(2), 54–64.

Clausen, B. (2015). Think globally, act locally: A library perspective. *Libraries and the Academy*, 15(3), 389–392.

Downing, J. (2014). Towards a political economy of social movement media. *Democratic Communiqué*, 26(1), 17–28.

Dun, S. A. (2014). No beer, no way! Football fan identity enactment won't mix with Muslim beliefs in the Qatar 2022 World Cup. *Journal for Policy Research in Tourism, Leisure and Events, Special Issue: Moral Panics or the Politics of Pleasure? Alcohol and Policy Directions. Tourism, Leisure and Events*, 6(2), 186–199.

Martin, J. D. (2015). Validity of global press ratings: Freedom House and Reporters Sans Frontieres's press ratings, 2002–2014. *Journalism Practice*, 10(1), 1–16.

Martin, J. D. (2014). Innovation and idea flow at U.S. international campuses. *Journal of General Education*, 63(2–3), 205–221.

Mills, A. (2014). Whose cultural competence? Do the definitions apply beyond Western borders? *Journal of General Education*, 63(2–3), 232–236.

Mitchell, J. (2014). Beyond bricks and mortar: Creating knowledge through student-faculty partnerships. *Journal of General Education*, 63(2–3), 73–93.

Paschyn, C. (2014). Check your Orientalism at the door: Edward Said, Sanjay Seth, and the adequacy of Western pedagogy. *Journal of General Education*, 63(2–3), 222–231.

Pike, K. (2015). Managing female adolescence in Disney's *Witch Mountain* movies during the women's liberation era. *Feminist Media Histories* 1(1), 112–152.

Vonbun, R., & Schoenbach, K. (2014). Wer ist politisch aktiv im Social Web? Eine Studie zur politischen Online-Kommunikation in Oesterreich [Who is politically active in the social web? A study of political online communication in Austria]. *Publizistik*, 59, 199–212.

Wurff, R. van der, & Schoenbach, K. (2014). Civic and citizen demands of news media and journalists: What does the audience expect from good journalism? *Journalism & Mass Communication Quarterly*, 91(3), 433–451.

Trilling, D., & Schoenbach, K. (2015a). Investigating people's news diets: How online news users use offline news. *Communications: The European Journal of Communication Research*, 40, 67–91.

Trilling, D., & Schoenbach, K. (2015b). Challenging selective exposure: Do online news users choose sites that match their interests and preferences? *Digital Journalism*, 3, 140–157.

Tellis, A. (2014). Some thoughts on education for leadership and innovation. *Journal of General Education*, 63(2–3), 152–160.

Woodworth, A. (2014). Exporting acting from the Midwest to the Mideast: Seriously? *Journal of General Education*, 63(2–3), 138–151.

Wright, Z. (2014). Bury my heart in Doha: Reflections on performing Western academia overseas. *Journal of General Education*, 63(2–3), 113–120.

### BOOK CHAPTER

Allagui, I., & Breslow, H. (2014). The apparatus of mobility and the restriction from cyberspace. In D. Moser & S. Dun (Eds.), *Cyberculture: A digital Janus. Looking forward. Looking back*. Oxford, UK: Inter-Disciplinary Press.

Allagui, I., Graham, M. & Hogan, B. (2015). Wikipedia Arabe et la Construction Collective du Savoir. In L. Barbe, L. Merzeau & V. Schafer (Eds.), *Wikipedia, objet scientifique non identifié*. Paris: Presses Universitaires de Paris Ouest.

Curtis, S. (2015). Objectivity in early scientific and medical film viewing. In A. Quintana & J. Pons (Eds.), *Objectivity and the effects of truth: Early cinema and the realist tradition* (33–40). Girona, Spain: Fundació Museu del Cinema/Ajuntament de Girona.

Downing, J. (2014). Social movement media in the process of constructive social change. In K. Wilkins, T. Tufte & R. Obregón (Eds.), *Handbook of development communication and social change* (pp. 331–350). Boston: Wiley-Blackwell.

Downing, J. (2015). Conceptualizing social movement media: A fresh metaphor? In C. Atton (Ed.), *Companion to alternative and community media* (pp. 100–110). New York: Routledge.

Downing, J. (2015). Foreword. In M. Zayani, *Networked publics and digital contention: Everyday life in Tunisia*. New York: Oxford University Press.

Downing, J. (2014). Media representations of terrorism. In M. Eid (Ed.), *Exchanging terrorism oxygen for media airwaves* (pp. 61–79). Hershey, Pa.: IGI Global.

Dun, S. A. & Mutassem, D. (2014). Digital literacy in Arabic speakers: The role of bilingualism in effective use of web resources. In D. Moser & S.A. Dun (Eds.), *Digital Janus: Looking forward, looking back* (1st ed., 243–251). Oxford, UK: Inter-Disciplinary Press.

Dun, S. A., & Al-Islam, M. R. (2014). Consuming media: Bangladeshi expat cyberculture in Qatar. In A. Maj (Ed.), *Post-Privacy Culture: Gaining Social Power in Cyber-Democracy*. Oxford, UK: Inter-Disciplinary Press.

Hermez, S. (2015). Ethnographies of political violence. In P. J. Stewart & A. J. Strathern (Eds.), *The Ashgate research companion to anthropology*. Surrey, England: Ashgate Press.

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

Hroub, K. (2014). Citizen (or activist) journalism and social media: Rising role, obstacles and future in the Arab world. *Annual Report*. Doha Centre for Media Freedoms, Doha, Qatar.

Khalil, J. (2015). Modalities of media governance in the Arab world. In N. Sakr, J. Skovgaard-Petersen & D. Della Ratta (Eds.), *Arab media Moguls*. London: IB Tauris.

Khalil, J. (2015). Arab broadcasting, past challenges in a digital future. In J. Pavlik (Ed.), *Digital technology and the future of broadcasting: A global perspective*. New York: Routledge.

Hudson, B. H., & Lance, E. A. (2015). Photography and illustration: The power and promise of the image. In D. Abrahamson & M. R. Prior-Miller (Eds.), *The Routledge handbook of magazine research: The future of the magazine form* (pp. 410–430). New York: Routledge.

Pike, K. (2015). Princess culture in Qatar: Exploring princess media narratives in the lives of Arab female youth. In M. Forman-Brunell & R. Hains (Eds.), *Princess cultures: Mediating girls' imaginations and identities* (pp. 139–160). New York: Peter Lang.

Sparshott, C. (2014). Multiple entries. *The American yawp: A free and online, collaboratively built American history textbook*. Retrieved from <http://www.americanyawp.com/>

---

### CONFERENCE PAPERS

Abusharif, I. (2014, August). *Differences and similarities in the interpretation of limits to freedom of expression*. Paper presented at Qatar University Gulf Studies Center, Doha, Qatar.

Abusharif, I. (2015, May). *Media, religion and culture in a networked world*. Paper presented at the International Society for Media, Religion and Culture, Canterbury, England.

Allagui, I. (2015, May). *Convenient or empowering: Trends of Internet usage among women in the UAE*. Paper presented at the annual meeting of the International Communication Association, San Juan, Puerto Rico.

Allagui, I. (2015, July). *Mobilizing youth: Linking audiences' practices with cultural narratives*. Paper presented at the annual meeting of the International Association of Media and Communication Research, Montreal, Canada.

Allagui, I. (2014, November). *Gaining hearts or respecting privacy? Women and advertising in the Arabian Gulf*. Paper presented at the Gulf Meeting of the International Public Relations Association, Doha, Qatar.

Allagui, I. (2014, October). *Multiple usages and Internet studies. Gaps in the Arabian region*. Paper presented at the Center for International and Regional Studies, Doha, Qatar.

Allagui, I. & Ayish, M. (2015, February). *Big data: Opportunities and challenges in the MENA region*. Paper presented at Technology, Knowledge, and Society Conference, Berkeley, CA.

Allagui, I. (2015, March). *Redefining survey research: Uncovering the truth*. Paper presented at the World Association for Public Opinion Research Regional Conference, Doha, Qatar.

Allagui, I. & Breslow, H. (2014, September). *Awarded PR campaigns for best use of social media: New lessons of effectiveness*. Paper presented at the Social Media and Society Conference, Toronto, Canada.

Berg, M. (2015, April). *The cultural and social factors contribution to the success of Turkish television dramas in Qatar*. Paper presented at the annual meeting of the Broadcast Education Association, Las Vegas.

Berg, M. (2015, April). *The cultural and social factors contribution to the success of Turkish television dramas in Qatar*. Paper presented at the conference “Relocating Middle East Studies: New Geographies of Discourse,” British Society for Middle Eastern Studies and the American University in Dubai, Dubai, UAE.

Curtis, S. (2015, March). *Houdini to Ford: The transformation of American silent animation*. Paper presented at the conference of the Society for Cinema and Media Studies, Montréal, Canada.

Dun, S. A. (2015, April). *Why don't they play? Barriers to Muslim women's physical activity participation*. Paper presented at the DC Health Communication Conference, Washington, D.C.

Dun, S. A. (2015, March). *Social media as the source of an alternative public sphere*. Paper presented at the World Association for Public Opinion Research Regional Conference, Doha, Qatar.

Dun, S. A., AlHashmi, I., Buhmaid, M., Al-Naimi, S. Al-Meghaiseeb, R. & Pak, S. (2015, March). *Changing the deadly driving behaviors of young Arab men*. Paper presented at the International Conference on Health Issues in Arab Communities, Muscat, Oman.

Dun, S. A., Pak, S., Al-Naimi, S. Al-Meghaiseeb, R., AlHashmi, I., & Buhmaid, M. (2014, November). *Chicken is for the birds: Changing the deadly driving behaviors of young Qatari men*. Paper presented at the Qatar Foundation Annual Research Forum, Doha, Qatar.

Dun, S. A., & Eskandar, H. (2014, August). *Digital advantage: Bilingual Arabic English web searchers outperform monolingual Arabic speakers*. Paper presented at the annual meeting of the Association for Education in Journalism and Mass Communication, Montreal, Canada.

Khalil, J. (2014, September). *The cultural politics of youth-generated media, Arab hip hop as neo-tajdeed movement*. Paper presented at the conference “Young Adults and Circulation of Cultural Products: Mediterranean Perspectives,” Paris, France.

Khalil, J. (2014, September). *Youth-generated media as citizenship enactment, theoretical explorations*. Paper presented at the conference “Media, Activism, and the New Political,” Social Science Research Council Transregional Virtual Research Institute, Political, Annenberg School for Communication, Philadelphia.

Khalil, J. (2015, March). *Al Jabiri's Arab cultural time: Reflections [in Arabic]*. Paper presented at Arab Council for Social Sciences Annual Conference, Beirut, Lebanon.

Khalil, J. (2015, February). *Local pull/global push: Audiences and business in Arab entertainment television*. Paper presented at the symposium “Fresh Global Media Players: Redistributing Communication Power,” Doha, Qatar.

Khalil, J. (2015, May). *Turning murders into public executions: 'Beheading videos' as alternative media*. Paper presented at the annual meeting of the International Communication Association, San Juan, Puerto Rico.

Khalil, J. (2015, May). *Youth media: A conceptual clarification for development and social change*. Paper presented at the annual meeting of the International Communication Association, San Juan, Puerto Rico.

Lance, E.A., & Vasic Chalmers, I. (2014, August). *Qatar on the world stage: A comparative analysis of labor rights coverage in The Guardian, Gulf Times, and The Kathmandu Post*. Paper presented at the annual meeting of the Association for Education in Journalism and Mass Communication, Montreal, Canada.

Lombard, M. (2014, July). *Student motivation and socially-situated writing*. Paper presented at the conference “Writing Development in Higher Education,” Coventry, UK.

Martin, J. D., & Schoenbach, K. (2015, May). *Who blogs in Arab countries? Predictors of blogging in six Arab countries*. Paper presented at the annual meeting of the International Communication Association, San Juan, Puerto Rico.

Martin, J. D., Martins, R. J. & Wood, R. (2015, March). *Desire for cultural preservation and attitudes toward entertainment censorship in the Arab Gulf: Qatar, Saudi Arabia and the UAE*. Paper presented at the World Association for Public Opinion Research Regional Conference, Doha, Qatar.

Mills, A. (2015, July). *Remote-control reporting the 'Islamic State': New strategies for gathering and verifying user-generated content from conflict zones*. Paper presented at the annual meeting of the International Association for Mass Communication Research, Montreal, Canada.

Mitchell, J. (2014, August). *We're all Qataris here: The nation-building narrative of the National Museum of Qatar*. Paper presented at the Gulf Research Meeting, University of Cambridge, England.

Mitchell, J. (2014, August). *Measurement comparability of individual responses: Evidence from Qatar*. Paper presented at the annual meeting of the American Political Science Association, Washington, D.C.

Mitchell, J. (2014, August). *What money can't buy: Wealth, status, and the rentier bargain in Qatar*. Paper presented at the annual meeting of the American Political Science Association, Washington, D.C.

Mitchell, J. (2014, November). *Majalis al-hareem in Qatar: Sites of social and political engagement*. Paper presented at the Qatar Foundation Annual Research Conference, Doha, Qatar.

**Mitchell, J.** (2014, November). *Re-imagining Al Zubarah: Nation building in Qatar*. Paper presented at the annual meeting of the Middle East Studies Association, Washington, D.C.

**Mitchell, J.** (2015, March). *Understanding within-group DIF in survey response: Evidence from three surveys in Qatar*. Paper presented at the World Association for Public Opinion Research Regional Conference, Doha, Qatar.

**Mitchell, J.** (2015, May). *Majalis al-hareem in Qatar: Participation, engagement, and empowerment*. Paper presented at the Doha International Family Institute Annual Conference on Family Research and Policy, Doha, Qatar.

**Paschyn, C.** (2014, July). *Human mobility, social ties, and role prediction: Role of gender and religion on the social network in Muslim countries*. Paper presented at International Association for Media and Communication Research, Hyderabad, India.

**Paschyn, C., Mir, S., Mitchell, J., & Pike, K.** (2015, March). *Qatari women and the knowledge economy: Complex professional and personal choices*. Paper presented at the Gulf Studies Symposium, Kuwait City, Kuwait.

**Paschyn, C. & Pike, K.** (2015, March). *Qatari women: Political and social engagement via majalis al-hareem*. Paper presented at the World Association for Public Opinion Research Regional Conference, Doha, Qatar.

**Paschyn, C.** (2015, February). *Qatari women and majalis al-hareem: Heritage in a globalized world*. Paper presented at Texas A&M University in Qatar International Liberal Arts Conference, Doha, Qatar.

**Pike, K.** (2015, June). *Lebanon longs for Hannah Montana: Gender and national identity in Arab children's television*. Paper presented at "Console-ing Passions: An International Conference on Television, Video, Audio, New Media, and Feminism," Dublin, Ireland.

**Pike, K.** (2015, June). *Arab girls make princess media: The gendered politics of girls' media production and princess culture in Qatar*. Paper presented at "Console-ing Passions" pre-conference "The Gendered Politics of Production: Girls and Women as Media Producers," London, UK.

**Pike, K.** (2015, March). *Disney dubbed and remixed: Arab girls respond to Disney media in the Middle East*. Paper presented at the conference of the Society for Cinema and Media Studies, Montreal, Canada.

**Pike, K.** (2015, March). *Ethnographic and collaborative research with female youth*. Paper presented at the conference of the Society for Cinema and Media Studies, Montreal, Canada.

**Richards, S.** (2015, April). *Embodying theory: Sylvia Wynter's Maskerade: a Jonkonnu musical play*. Paper presented at the annual meeting of the American Educational Research Association, Chicago.

**Richards, S.** (2015, July). *African diaspora drama: A view from the Middle East*. Paper presented at the African Theatre Association Conference, Los Angeles.

**Sanders, A.** (2015, July). *When the law doesn't mean what it says: Freedom of speech in the Middle East and North Africa – a double standard?* Paper presented at the annual convention of the International Association of Mass Communication Research, Montreal, Canada.

**Sanders, A.** (2015, July). *Ag-gag laws: Legislating an ethical solution to journalistic practice?* Paper presented at the annual convention of International Association of Mass Communication Research, Montreal, Canada.

**Sanders, A.** (2015, May). *Parody in peril: Has social media's sense of humor run amok?* Paper presented at the annual convention of the Law & Society Association, Seattle.

**Sparshott, C.** (2015, April). *A very British execution? The controversial court martial of Captain Lippincott, 1782*. Paper presented at the annual conference of the British Scholar Society, Austin, Texas.

**Sparshott, C.** (2015, April). *The revolution's biggest refugee camp: A reinterpretation of wartime of New York City*. Paper circulated at the meeting of the Massachusetts Historical Society, Boston.

**Wright, Z.** (2014, July). *The greater jihad: Fighting the terror of the self*. Paper presented at the Medina Baye Peace Initiative Conference on the Contribution of Islam to the Future of World Peace, Dakar, Senegal.

**Wright, Z.** (2014, October). *Religious realization and intellectual history in West African Islam*. Paper presented at the Harvard Divinity School Ways of Knowing Conference on Religion, Cambridge, MA.

**Wright, Z.** (2014, June). *Inscribing Islamic disposition in West African historical contexts*. Paper presented at the German African Studies Association: Future Africa, Bayreuth, Germany.

---

#### INVITED LECTURE

**Dun, S. A. & Ali, S. O.** (2014, October). *Digital advantage? Bilingual web searchers outperform monolinguals*. Invited lecture at the Qatar Foundation Faculty Forum, Doha, Qatar.

**Hroub, K.** (2015, May). *Youth, new media and social networks*. Invited lecture at the Moulay Hicham Foundation, Tunis, Tunisia.

**Hroub, K.** (2014, November). *Transformations of Islamism in Gaza Strip: Internal tensions and external pressures*. Invited lecture at Birzeit University, Ramallah, Palestine.

**Hroub, K.** (2014, December). *Resistance and the formation of Palestinian identity*. Invited lecture at Caremi: Arab Centre for Applied Social Research, Ramallah, Palestine.

**Hroub, K.** (2014, September). *Sectarian conflict and the role of the media in the Middle East*. Invited lecture at Arab Centre for Strategic Studies, Doha, Qatar.

**Hroub, K.** (2014, October). *The regional war on the Muslim Brotherhood and its implications*. Invited lecture at the International Peace Institute, Vienna, Austria.

**Hroub, K.** (2014, December). *Political Islam in the region: An overview*. Invited lecture at Qatar University, Doha, Qatar.

**Khalil, J.** (2014, October). *From Europe to the Arab world: Arab media cities and the production of culture*. Invited lecture at Center for Islamic and Middle Eastern Studies, California State University, San Bernardino, Calif.

**Khalil, J.** (2015, April). *Arab production studies, solitary roots and multi-disciplinary interests history in the making: Arab media and processes of remembering*. Invited lecture at Arab Media Centre, University of Westminster, London, UK.

**Dennis, E.E., Martin, J. D., & Wood, R.** (2015, May). *Media Use in the Middle East, 2013–2015: A presentation of survey findings*. Invited lecture at the Medill School of Journalism, Northwestern University, Evanston, Ill.

**Martin, J. D. & Schoenbach, K.** (2015, February). *Who blogs in Arab countries? Predictors of blogging in six Arab countries*. Invited lecture at the Qatar Faculty Forum, Doha, Qatar.

**Mitchell, J., Paschyn, C., & Pike, K.** (2015, April). *Majlis al-hareem in Qatar*. Invited lecture at Qatar Faculty Forum, Doha, Qatar.

**Schoenbach, K.** (2014, October). *Published opinion and public opinion*. Invited lecture, "Science Monday" research colloquium, Qatar Computer Research Institute, Doha, Qatar.

**Schoenbach, K.** (2014, November). *Is the Internet dangerous for democracy?* Invited lecture at Qatar Faculty Forum, Doha, Qatar.

**Sparshott, C.** (2014, October). *Taming the tiger: A historical analysis of Tipu Sultan*. Public lecture at the Museum of Islamic Art, Doha, Qatar.

**Woodworth, A.** (2014, June). *The classroom as stage*. Invited lecture at What the Best College Teachers Do Institute, Montclair, NJ.

**Woodworth, A.** (2014, December). *Developing and presenting an engaging performance*. Invited lecture at HEC Paris, Doha, Qatar.

**Wright, Z.** (2015, February). *The potentiality of human existence: The Tariqa Muhammadiyya and 18th century Islamic revival*. Invited lecture at New York University, Abu Dhabi, UAE.

---

## BOOK REVIEW

**Abusharif, I.** (2015). Review of *News media in the Arab world: A study of 10 Arab and Muslim countries*. *Journal of Media and Religion*, 14(1), 49–50.

**Hermez, S.** (2014). Review of *Discourses of war and peace*. *Journal of Linguistic Anthropology*, 24(3), 368–370.

**Mitchell, J.** (2014). Review of *Qatar: Small state, big politics*. *Democratization*, 21(4), 771–73.

---

## PANEL

**Erskine-Loftus, P.** (2014, August). *Representing the nation: The use of heritage and museums to create national narratives and identity in the GCC*. Panel member, Gulf Research Meeting, University of Cambridge, UK.

**Khalil, J.** (2015, February). *Researching children's rights globally in the digital age*. Panel member, London School of Economics/UNICEF Symposium, London, UK.

**Dennis, E., Martin, J. D., & Wood, R.** (2014, August). *Entertainment media use in the Arab world*. Panel member, annual convention of the Association for Education in Journalism and Mass Communication, Montreal, Canada.

**Sanders, A.** (2015, May). *Media law in the wake of Ferguson*. Panel member, annual convention of the Law & Society Association, Seattle.

**Sanders, A.** (2014, August). *National security and privacy*. Panel member, annual meeting of the Association for Education in Journalism and Mass Communication, Montreal, Canada.

**Sanders, A.** (2014, August). *Issues in social media and academic freedom*. Panel member, annual meeting of the Association for Education in Journalism and Mass Communication, Montreal, Canada.

**Schoenbach, K.** (2015, February). *Investigating communication and (semi-)public opinion(s) in the Arab Gulf: Theoretical and methodological issues*. Panel chair, World Association for Public Opinion Research Regional Conference, Doha, Qatar.

---

Northwestern University in Qatar  
P.O. Box 34102  
Education City  
Doha, Qatar  
[www.qatar.northwestern.edu](http://www.qatar.northwestern.edu)

142015