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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

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.

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

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.

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.

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.”

BELOW: The east walkway at NU-Q

ABOVE: The NU-Q studio facilities
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


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
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

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

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

- 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
Each 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 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

JOURNALISM PROGRAM
Habibah Abas, Naja Rashid Al-Thani, Maha Reyad Al-Ansari, Tamador Mohammed AlSulaiti, Muhammad Shabekh Asrar, Jaen Chos, Chantelle Philemona D’Mello, Genia Bassam El Aker, Jaimee Lee Haddad, James Zachary Hollo, Maryam Zainab Jeffries, Qingjia Jiang, Nayab Malik, Ralph Jacob Martins, Malak Ahmad Monir, Amna Abdulwahab Nasralla, Angel Polacco, Neha Ara Rashid, Ardinny Razania, Marium Wael Saeed, Mahdiyeh Sedmahnoodezadeh, Nicholas Jun Wong, Reem Nasir Zoubaidi

JOURNAL PROGRAM
Habibah Abas, Naja Rashid Al-Thani, Maha Reyad Al-Ansari, Tamador Mohammed AlSulaiti, Muhammad Shabekh Asrar, Jaen Chos, Chantelle Philemona D’Mello, Genia Bassam El Aker, Jaimee Lee Haddad, James Zachary Hollo, Maryam Zainab Jeffries, Qingjia Jiang, Nayab Malik, Ralph Jacob Martins, Malak Ahmad Monir, Amna Abdulwahab Nasralla, Angel Polacco, Neha Ara Rashid, Ardinny Razania, Marium Wael Saeed, Mahdiyeh Sedmahnoodezadeh, Nicholas Jun Wong, Reem Nasir Zoubaidi

2015 Communications Awards

Best Picture
Good as New
Jaser Ibrahim Alagha, Menatalla Kamel

Best Screenplay
100 Steps - You Qadam
Shahnawaz Zali

Best Documentary
Home Away from Homeland
Aisha Al Mansoor, Naja AlThani, Noora Al-Thani, Haneen Hindi

Best Cinematography
Soldiers of Risk
Jemina Legaspi

Best Animation
Good as New
Aisha Al Mansoor, Naja Al-Thani, Noora Al-Thani, Haneen Hindi

Best Original Research Piece
“Dub, Dub-Key and Dabkeh: Palestinian Resistance through Reggae Music in Israel”
Yazan Abuhaida

Best Freelance Piece—Journalism
“Rising Heat Take Toll on Qatar’s Outdoor Workers”
Chantelle D’Mello

Best Feature 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-Musalmansi, Ethar Ahmed Hassaan

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, Nooara Al-Thani, Hamza Alony

Best Video Package
“Rapping Up Qatar”
Chantelle D’Mello

LIBERAL ARTS AWARDS

Best Poem
“What Was and Will Be Enlightened”
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 Abuhaida

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

Phone Booth
Leena Ali Al-Musalmansi, Ethar Ahmed Hassaan

NU-Q MEDIA AWARDS

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

COMUNICATION AWARDS

Best Picture
Good as New
Jaser Ibrahim Alagha, Menatalla Kamel

Best Screenplay
100 Steps - You Qadam
Shahnawaz Zali

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

Best Cinematography
Soldiers of Risk
Jemina Legaspi

Best Animation
Good as New
Aisha Al Mansoor, Naja Al-Thani, Noora Al-Thani, Haneen Hindi

Best Original Research Piece
“Dub, Dub-Key and Dabkeh: Palestinian Resistance through Reggae Music in Israel”
Yazan Abuhaida

COMMUNICATION PROGRAM

Spring Semester 2015

COMMUNICATION PROGRAM
**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 Down
- 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

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**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 Ghaida
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

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**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 Bunqa Avenger and U.A.E.’s Freej Series”
Syed Owais Ali
Presented at Northwestern University’s Undergraduate Research and Arts Exposition, Evanston, Illinois

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**JULY 2015**

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

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**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 Abu Ghaida

“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

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**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.

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**STUDIO 20Q, APRIL 2015**

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

100 Steps – Sou Qadam
Shahnawaz Zali, Yazan Abu Ghaida

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

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**BETWEEN**: The NU-Q student lounge
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 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

“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
Committed 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.

Academics
Charting the course for excellence
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, 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

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
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.

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.

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

23 PhD
1 JD/PhD
1 JD
9 Master’s

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.
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.

196 Students

BY GENDER
- Male: 47
- Female: 149

BY MAJOR
- Journalism: 89
- Communication: 107

BY NATIONALITY
- Qatari: 79
- Non-Qatari: 117

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

Student body profile
Admissions for September 2015

**APPLICANTS BY YEAR**

- Communication
- Journalism

**APPLICANTS 2015**

- Total applications: 323
  - Qatari: 133 (41%)
  - Non-Qatari: 190 (59%)

**Communication**

- Total applications: 220
  - Female: 166
    - Qatari: 84
    - Non-Qatari: 82
  - Male: 54
    - Qatari: 39
    - Non-Qatari: 15

**Journalism**

- Total applications: 103
  - Female: 88
    - Qatari: 33
    - Non-Qatari: 55
  - Male: 15
    - Qatari: 14
    - Non-Qatari: 1
**Total admitted**

- **118**
  - Qatari: 45 (38%)
  - Non Qatari: 73 (62%)

### Communication

- **Total admitted**: 72
  - Female: 50
    - Qatari: 27
    - Non Qatari: 23
  - Male: 22
    - Qatari: 16
    - Non Qatari: 6
  - Admit rate: 33%
  - Qatari: 30 (40%)
  - Non Qatari: 42 (62%)

### Journalism

- **Total admitted**: 46
  - Female: 37
    - Qatari: 14
    - Non Qatari: 23
  - Male: 9
    - Qatari: 7
    - Non Qatari: 2
  - Admit rate: 45%
  - Qatari: 16 (35%)
  - Non Qatari: 30 (65%)

*RIGHT: Behind the scenes at the television studio*
Research
Discovering new areas of inquiry

Research 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

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

FACTORs 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

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

<table>
<thead>
<tr>
<th>Students Involved in UREP Grants</th>
<th>Students on Research Trips</th>
<th>UREP Grants Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

RIGHT: Undergraduates have many opportunities to contribute to active research.
Research grants

**NATIONAL PRIORITIES RESEARCH PROGRAM (NPPR)**

**Media use in the Arab Gulf:** A longitudinal study  
PIs: Everette E. Dennis  
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**  
PIs: Justin Martin, Robb Wood  
Collaborating institutions: Al Jazeera Network, Doha Film Institute  
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 Tijaniyya**  
Soft 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: Ilhem 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

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

## August

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>3–14</td>
<td>Outreach: Summer Media Institute for high school students</td>
</tr>
<tr>
<td>13–14</td>
<td>NU-Q gallery exhibition planning meetings with Phillip Hughes and Sarah Stewart, Ralph Appelbaum Associates</td>
</tr>
<tr>
<td>15–21</td>
<td>New student orientation; faculty and staff planning and orientation</td>
</tr>
<tr>
<td>17–21</td>
<td>Special visitors: Gregory Light, director, and Susanna Calkins, associate director, Searle Institute</td>
</tr>
<tr>
<td>24</td>
<td>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</td>
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## September

<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>8–10</td>
<td>Media vision visitor: Michael Joseloff, vice president, consumer marketing, Lifetime/A&amp;E Networks</td>
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<tr>
<td>11</td>
<td>Community meeting: “Digital innovation and the entertainment revolution—media, marketing and strategic partnerships,” Michael Joseloff</td>
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<tr>
<td>13</td>
<td>Welcome back dinner for all faculty, staff and families</td>
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<tr>
<td>14–18</td>
<td>Administrative visitors: Grant Upson, director, and Erin Libby, program assistant, Qatar Support Office</td>
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<tr>
<td>16–18</td>
<td>Faculty visitor: William Spindle, Middle East bureau chief, Wall Street Journal and Dow Jones Newswires</td>
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<tr>
<td>17</td>
<td>Community meeting: “Covering crises in the Middle East,” William Spindle</td>
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<tr>
<td>21–23</td>
<td>Visitor: Jeffrey Cole, director, World Internet Project</td>
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## October

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>14</td>
<td>Al Jazeera Speaker Series: “Innovation and AJ+, Al Jazeera’s first digitally-native news network,” Moeeed Ahmad, manager, Incubation and Innovation Group, Al Jazeera Media Network</td>
</tr>
<tr>
<td>14</td>
<td>Visitors: US Generals/COMPASS program visitors, led by General Joseph Hoar, US Army (retired)</td>
</tr>
<tr>
<td>16–18</td>
<td>Outreach: Qatar Leadership Conference for high school students, hosted by NU-Q, Georgetown, THIMUN Qatar</td>
</tr>
<tr>
<td>21</td>
<td>Visitors: Jehane Noujaim, filmmaker and Academy Award nominee, and Karim Amer, film producer</td>
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## November

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>1, 8, 15</td>
<td>Outreach: Weekend workshop for high school students: On the digital revolution</td>
</tr>
<tr>
<td>2</td>
<td>Joint Advisory Board fall meeting</td>
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<tr>
<td>2–3</td>
<td>Administrative visitors: Northwestern Provost’s Delegation annual visit</td>
</tr>
<tr>
<td>11</td>
<td>Daniel Linzer, provost of Northwestern University Board of Trustees</td>
</tr>
<tr>
<td>14</td>
<td>William Osborn, chair, Northwestern University Board of Trustees</td>
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<tr>
<td>17</td>
<td>Nim Chinniah, executive vice president Jean Shedd, associate provost for budget, facilities and analysis</td>
</tr>
<tr>
<td>21–23</td>
<td>Visitor: Jeffrey Cole, director, World Internet Project</td>
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</tbody>
</table>

## December

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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>18</td>
<td>Qatar National Day</td>
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<tr>
<td>22–26</td>
<td>NU-Q winter holiday</td>
</tr>
</tbody>
</table>
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 visitor: 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


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,” Yaser 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, Abdullah 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, 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.

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:

Moed 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

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.
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.

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.

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.

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.

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.
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
- Carlye 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

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.
Student 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

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.

ABOVE: Students enjoying Go Wild Week

RIGHT: Evanston exchange students in Education City
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
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

INDIVIDUAL SERVICES

Counseling sessions are provided to students who need personal or academic guidance. During the 2014/15 school year, the counselor held about seven sessions per week. Students seek counseling for a variety of issues that include general anxieties, relationship concerns, mood issues, personal development and academic concerns. Counseling and Wellness also provides services to students with disabilities, including consultations, designing accommodations and writing letters for accommodations.

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.

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 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.

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

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.
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.
The 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

Recruitment

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 Qatars
• 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
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

Continuous improvement, efficiencies and planning

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 Ounanaini
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

Imad (Mc) 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

Wiedler 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

Nadem Lughmani
Senior Network Engineer

Abir Maarouf
Purchasing Coordinator

Jose 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 Telafici
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 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
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

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**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
- recontextualize 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 syllabus/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

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**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 is 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 the location with the group on an exchange trip. 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.

- **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 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 pay the student fee and the student 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.

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**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


BOOK CHAPER


BOOK REVIEW


PANEL


