

# 10 Years of Achievement at NU-Q

2008  
2009 2010  
2011 2012 2013  
2014 2015  
2016 2017  
2018



NORTHWESTERN  
UNIVERSITY  
IN QATAR



# Letter from the Dean



The agreement signed in November 2007 between Northwestern University and the Qatar Foundation contained large promise aimed at transforming ambitious words on paper into an operational and viable school of communication, journalism, and media studies with a bow to the liberal arts to assure a general education along with professional expertise.

In inviting Northwestern University to Qatar, the Qatar Foundation set a high bar with a demanding schedule. Starting without students, faculty, staff, or physical plant, a team of sturdy pioneers delivered on their promise, and NU-Q launched its then-fledgling program ten months later in August 2008. From those modest beginnings, NU-Q in 2018-2019, after ten academic years, has many milestones and achievements to both celebrate and critically assess.

NU-Q's story, of course, begins with the vision of Her Highness Sheikha Moza bint Nasser, whose leadership and robust support via the Qatar Foundation has been consistent and sustaining. A visit by Her Highness to NU-Q in the fall of 2011 was an electrifying occasion as she engaged students in a lively discourse, majlis style. Similarly, the visit of Qatar's Emir Sheikh Tamim bin Hamad Al Thani in 2017 also brought a reminder of the commitment of national leadership to higher education. Notably from the beginning, Her Excellency Sheikha Hind bint Hamad Al Thani, now chief executive officer of Qatar Foundation, has served as co-chair of our Joint Advisory Board along with two provosts of Northwestern—Dan Linzer and Jonathan Holloway. But whatever inspiration has come from the Qatar Foundation, it was leadership at the highest level at Northwestern University that made this enterprise possible, beginning with President Henry Bienen, and since 2010 with the consistent support of President Morton Schapiro.

When I arrived as dean in June 2011, the school was poised to admit its first complement of four full classes as it heralded seniors for the first time

and prepared for our inaugural graduation in May 2012 when 36 students stepped across the stage. The first graduation has been followed by six others. Clearly the school's greatest achievement is its graduates—nearly 300 of them who have compiled a record of remarkable distinction. They hold important positions in media, government, industry, education, and NGOs, and some 30 percent have gone on for advanced degrees at some of the world's greatest universities, thus vividly validating their Northwestern education. Along the way, they have produced thoughtful and award-winning journalism, documentary films, and research studies, among other "deliverables." They and the school have also promoted the value of freedom of expression in their work and personal interactions. NU-Q's graduates, student, faculty, staff, and leadership have and are playing a role in the development and transformation of Qatar.

Notably, some 70 percent of the graduates and current students are women, whose presence makes a statement about their present and future role in this dynamic society and in the broader Gulf and the Middle East. In my opinion, the education and empowerment of women are among NU-Q's major accomplishments.

Northwestern has also attracted a consistent cadre of Qataris, just over 50 percent of the student body, along with top students from some 40 countries, making us one of the most diverse student bodies anywhere. Notably, too, is the quiet acceptance of and status accorded to study and careers in communication, media, and journalism. If once Qatari men and women were reluctant to consider these fields, that is no longer the case as they (and often their parents) have come to appreciate and advocate for these disciplines—and for media freedom as an essential element in a modern society. This support and acceptance in the years I've observed NU-Q would prove prophetic during the siege of Qatar beginning in 2017, when the importance of public communication leading to global respect became a huge factor for Qatari society and its survival.

From its beginnings, the NU-Q community—the people who lead, operate, serve, and benefit from the school—have been more than mere students, staff, and faculty, but also institution-builders who recognized the special effort required to prove its worth to the local citizenry, to the Qatar Foundation, and to the home campus. Our people have responded to the call for unity, cooperation, and collaboration, and the result is not just a collection of individuals, but a true community that defines and sustains NU-Q. Although NU-Q lived with an initial 10-year contract, which was renewed in 2016 thus extending its life to 2028, there are no guarantees and there have been many challenges to the school's short-term success and long-term survival. NU-Q collectively has responded with engagement, resolve, and even passion. Through that period the student body has grown—exceeding expectations and drawing stronger and stronger matriculants. Also notable is the continued growth and development of an exceptional faculty that has scholars and professionals of world-class distinction in its ranks. Concurrently, a highly-educated and professionally talented staff is also an essential feature at NU-Q. Central to our mission is a commitment to Northwestern's tradition for linking knowledge with experience, clearly written into NU-Q's DNA, where an appreciation for theory and strategic thinking lives alongside the practicalities of professional practice.

While the communication and journalism foci of the school were a strong commitment from the get-go, liberal arts had no such franchise. That, however, has changed, and while once only a few humanities and social science disciplines were represented, there is now a broad array of engaged scholars and teachers across key fields who have brought distinction to the entire school.

NU-Q began with humble ambitions to offer mostly undergraduate instruction and teaching in journalism and communication with some liberal arts support. Over time two things happened: the arrival of new faculty brought more expertise

that allowed more expansive course offerings, but they also came with research ambitions. At the school's beginning, little was said about research. That was at odds with the commitments and traditions of the home campus in Evanston, which, as a research university, connects teaching with rigorous research and creative scholarship for the enrichment of all. Similarly, the Qatar Foundation championed research and research programs were well underway at NU-Q's sister institutions in Education City. Thus, a research program was initiated with institution-wide studies aimed at putting the school on the map, followed by encouragement of and support for individual faculty research across an array of topics. Concurrently, came a now robust program of student research. In all three arenas—institutional, faculty, and student research—NU-Q has excelled in publication, representation at major meetings, and award-winning studies and films. The school's longitudinal study of *Media Use in the Middle East*, now in its sixth year and widely cited by scholars and industry professionals, has also been the basis for thought leadership, with many in the faculty and staff engaging in public efforts to translate and communicate their work and that of the school to policy-makers, media professionals, institutional leaders, and the wider public. NU-Q's work in Middle East media, culture, and society is now known worldwide. One early effort at thought leadership, followed by many others, was our "Good Offices Conference" for Libya in 2012, which brought government and media leaders from that besieged country to Doha to engage them in a focused conversation on media freedom, governance, economics, and education, led by some of the world's leading experts. The result was a *Magna Carta* for Libya (or other post-Arab Spring societies) written by the conferees themselves and widely hailed as a blueprint for media freedom for post-Arab freedom societies. Some of the recommendations were implemented, though there is disappointment that change and a stable society has not been experienced in Libya and may be a long time in the making. Nevertheless, this exercise, which aimed to study

and assist a society where the institutions and infrastructure of the media system were broken, was deemed a worthy effort. And it helped establish NU-Q's reputation as a serious place for geopolitical engagement, the advancement of knowledge, and problem-solving. The conference, attended by the secretary general of the Arab League, caused one participant to say, "This is a school that sits down with a country." That was the harbinger for the development by NU-Q of the Qatar Media Industries Forum, which brings together media leaders across various platforms in Qatar, along with other efforts at outreach including those in the film industry, museums, sport, and health communication. NU-Q also has a number of active MOUs, which include Al Jazeera, Doha Film Institute, Qatar Computer Research Institute, Supreme Committee on Legacy and Delivery (World Cup), and Qatar Media Corporation. On the global scene, by dint of our research and faculty-student engagement, we are an active member of the World Internet Project and the International Press Institute, among other groups and associations.

Concurrent with our obvious and important preoccupation with the recruitment of students, faculty, and staff is the creation and development of undergraduate instruction and programs as well as research and thought leadership. While all are essential elements of the school, there are other aspects that also define us, including the wide array of student activities and enterprises, the school's planned museum, the Media Majlis at Northwestern University in Qatar, which will open in 2019, and our executive education and graduate programs, which are evolving and helping to solidify and expand our mandate.

As noted above, with a spirit of "first things first," came the recruitment of students, faculty, and staff along with the creation of curriculum and a workable organizational structure. From the beginning, there were ambitious plans for NU-Q's quarters, a projected world-class communication and media education center, but that would take

some time. Meanwhile, Texas A & M University at Qatar offered us shelter for the first two years of operation and subsequently, with equal generosity, Carnegie Mellon University in Qatar gave us space in their exquisite building where we were housed from 2010 to 2016. In 2017, NU-Q's long-awaited building, designed by the inventive architect Antoine Predock, was ready for occupancy. This building, now our permanent home, is a great asset for NU-Q, where we have spread our wings with a sense of adventure and creativity.

For me, reflecting on NU-Q's first decade is a continuous reminder of the people who have built this enterprise. All who have been a part of this have made unique and individual contributions. While early start-up efforts built the foundation, later ones have continued to advance our trajectory and presence as Northwestern's 12th school and only international campus, a one-of-a-kind enterprise with great ambition that aims to be first in class while serving all for whom it is intended. The inventory of markers and achievements represented in this report capture only a small part of the extensive and multi-faceted work that has created, developed, and sustained NU-Q. Together, they reflect the growing maturation of this still new institution as it celebrates its 10th anniversary year. For me, being the steward of this continuing effort is a rare privilege, but one I share with all who have helped along the way.



**Everette E. Dennis**  
Dean and CEO

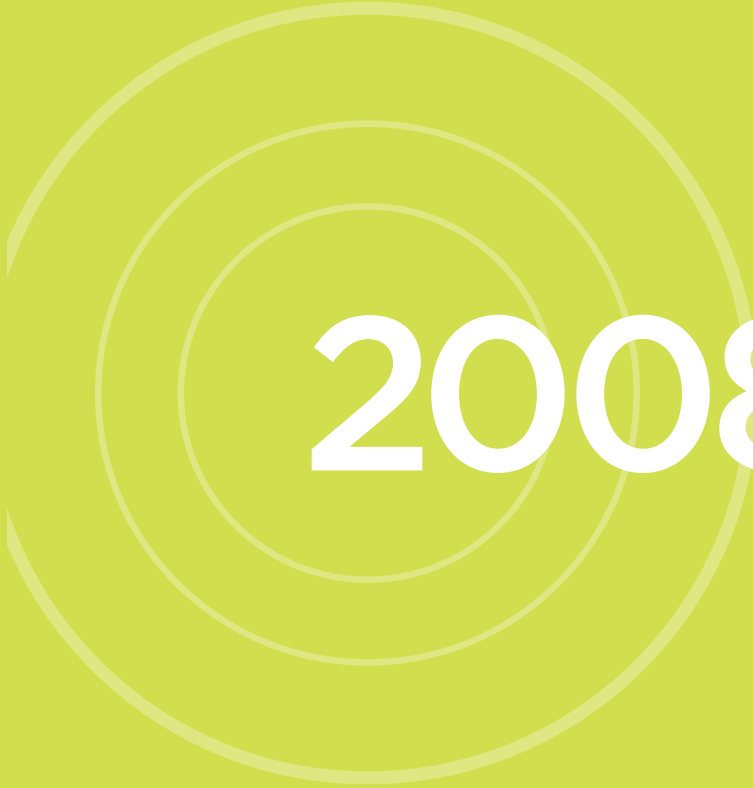
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# 10 Years of Achievement at NU-Q 2008–2018

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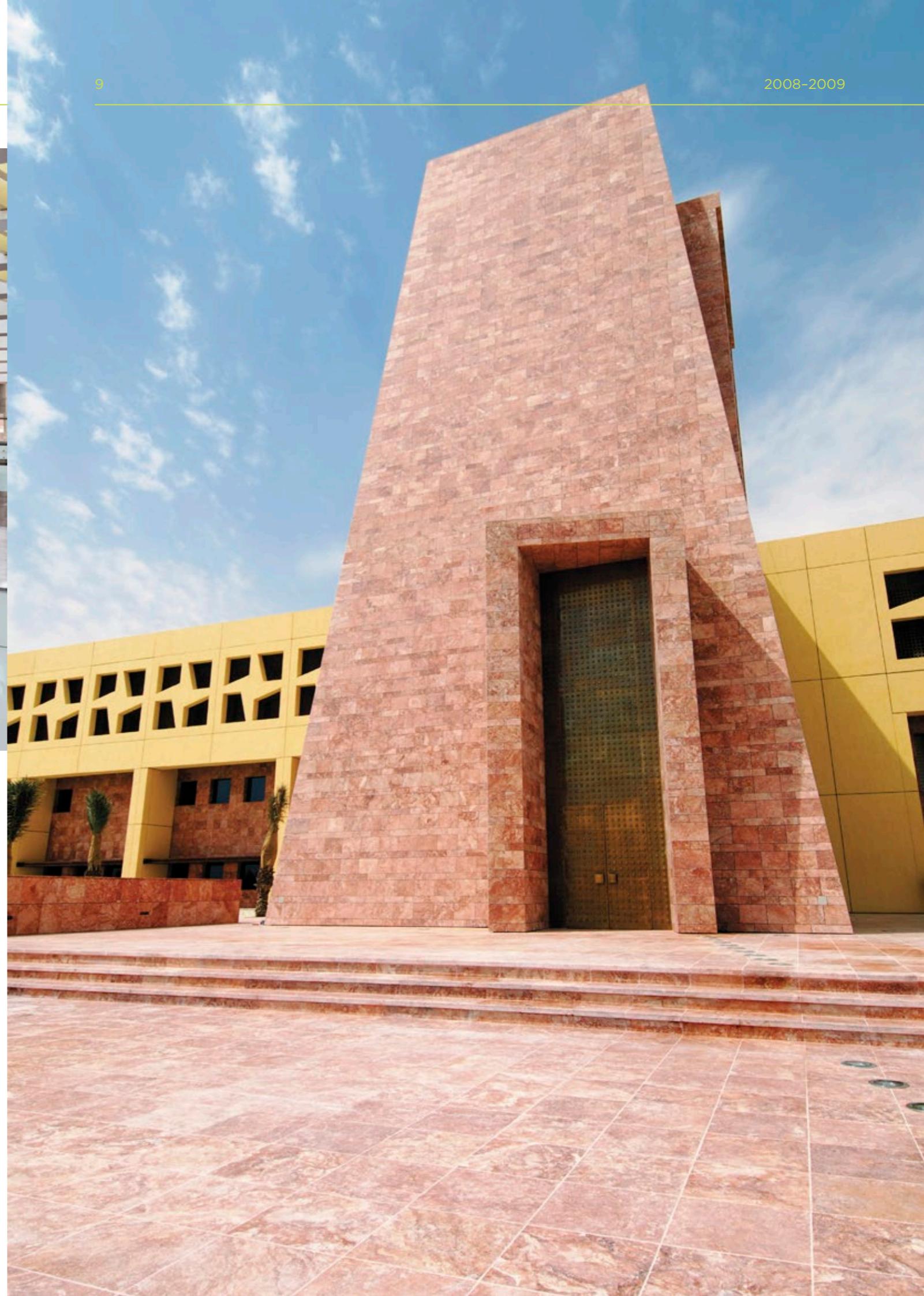
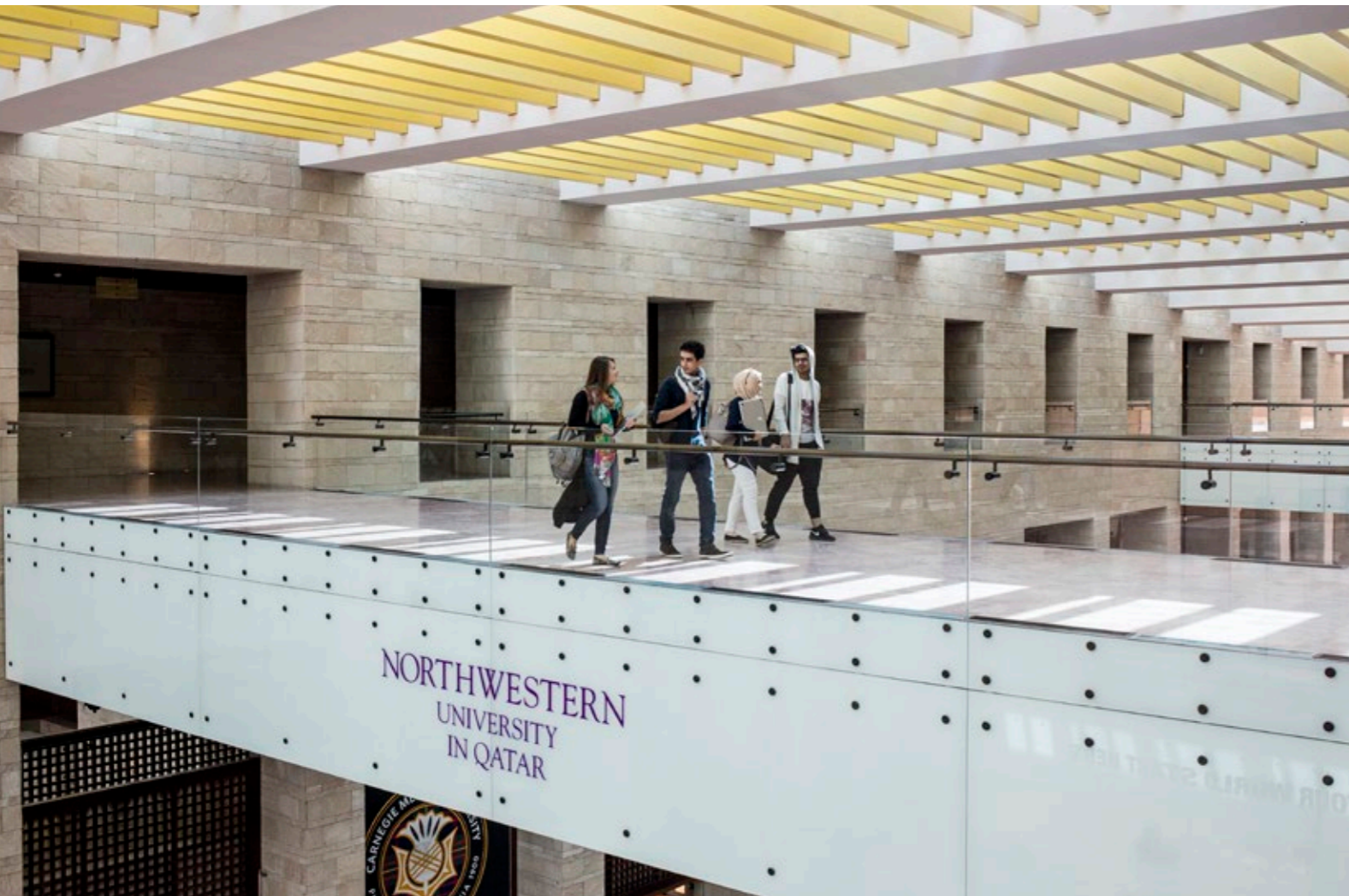
“Media and communications are more than industries—they are an integral part of the daily lives of millions of people with a significant role to play in shaping and changing societies.”

—Her Highness Sheikha Moza bint Nasser  
*Chairperson of Qatar Foundation*



2008-2009

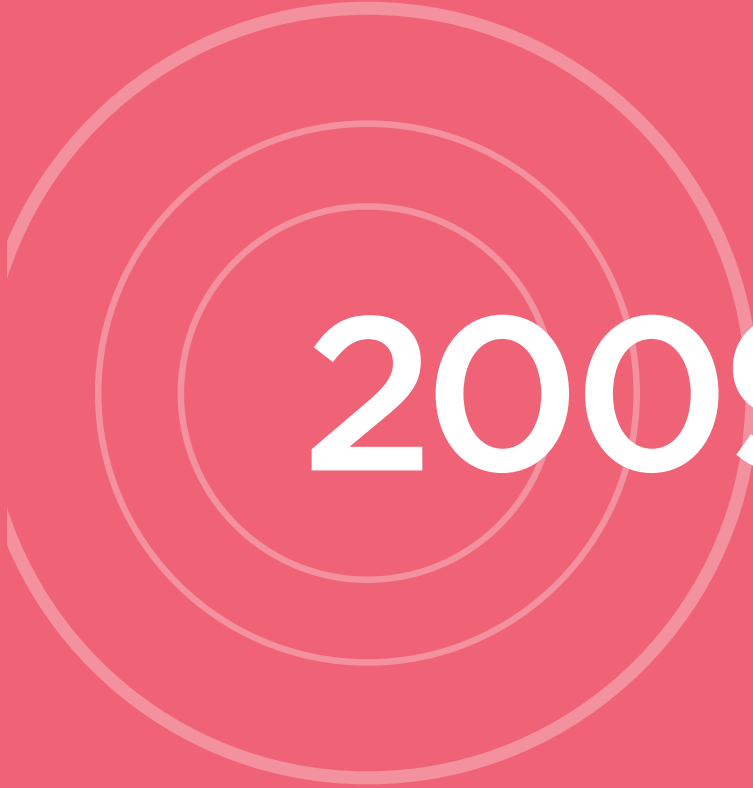




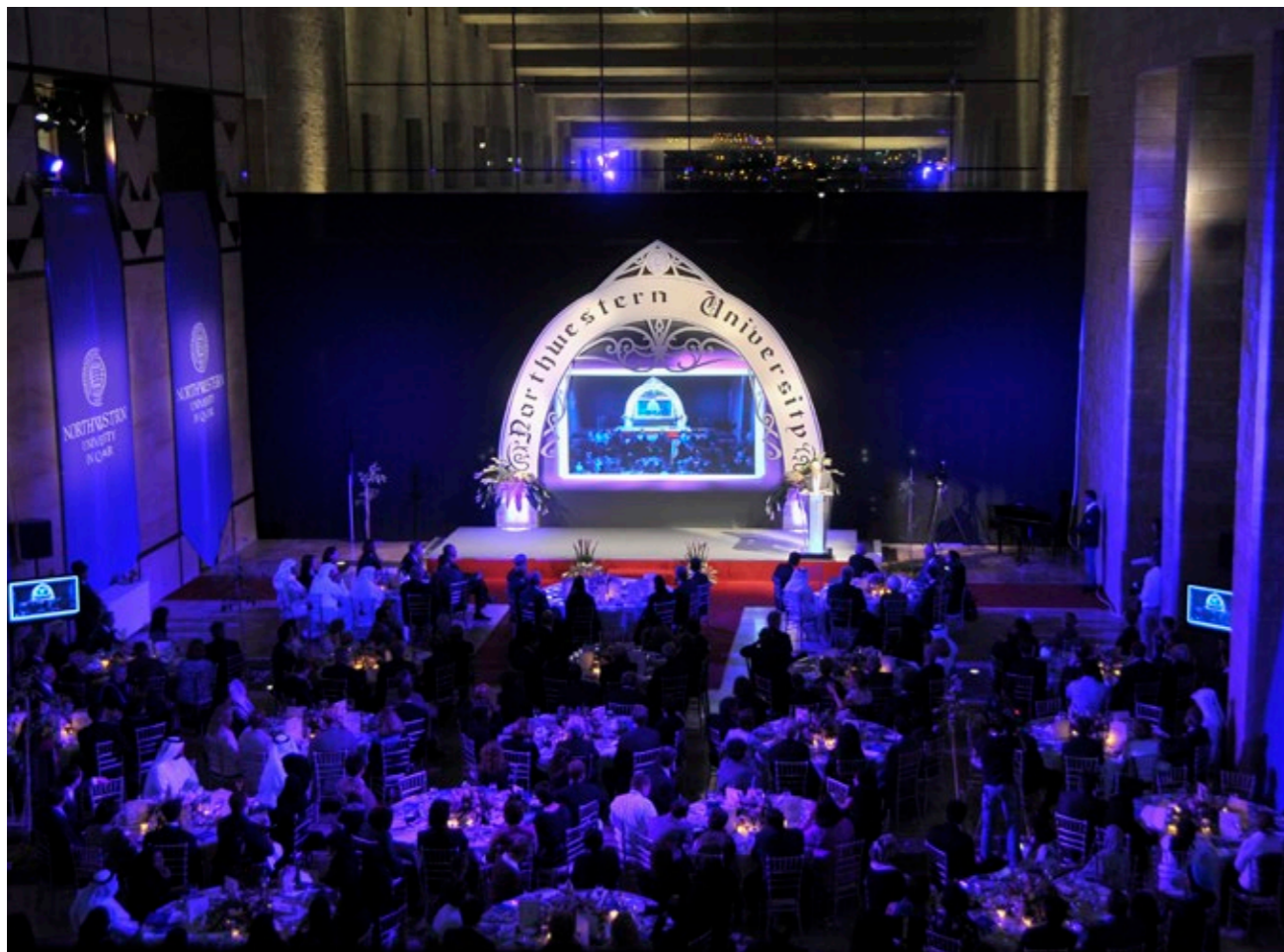
## 2008-2009 Highlights

- Northwestern University establishes its first international campus in Qatar with John D. Margolis as its founding dean.
- NU-Q is established with two programs from Northwestern University—one from the School of Communication and one from the Medill School of Journalism, Media, Integrated Marketing Communications—along with a foundational program in the liberal arts.
- The inaugural class of 39 students represents 14 nationalities and includes 14 Qataris and 30 women.
- Northwestern University in Qatar, Northwestern's 12th school, is initially housed in the Texas A&M University in Qatar's building in Education City.





**2009–2010**




## 2009-2010 Highlights

- NU-Q is officially inaugurated at a ceremony in Education City attended by Her Highness Sheikha Moza bint Nasser and a delegation from Northwestern's home campus led by then-President Henry Bienen.
- NU-Q expands its Liberal Arts Program to offer a variety of new courses that address analytical thinking, creative problem-solving, and leadership skills.
- This year, NU-Q relocates to Carnegie Mellon University as it awaits its new building. Meanwhile, design and construction begins on its studio facilities. The new space includes a high-tech control room, news desk, and professional grade edit suites.
- NU-Q's Joint Advisory Board, which advises on the school's annual progress and challenges, is convened for the first time. The board is chaired by Her Excellency Sheikha Hind bint Hamad Al Thani and includes the chair of the Northwestern University Board of Trustees, Northwestern's provost, the dean of NU-Q, and key industry leaders.
- Roxana Saberi, an Iranian-American journalist and graduate of Northwestern, speaks at NU-Q. Saberi was held prisoner in Iran for 101 days on charges of espionage and wrote a book about her experience.

*Above:*  
NU-Q founding dean, John Margolis, speaks at the NU-Q inauguration ceremony.

*Facing page, top:*  
Her Highness Sheikha Moza bint Nasser and Northwestern President Emeritus Henry Bienen at the NU-Q inauguration ceremony.





2010–2011





## 2010-2011 Highlights

- NU-Q begins a Journalism Residency program, designed in concert with the Medill School's long-time program.
- A student exchange program with the Evanston campus is established for communication students to spend a semester on Northwestern's home campus.
- The Society of Professional Journalists—dedicated to encouraging the free practice of journalism and ethical behavior—establishes its first international student chapter at NU-Q, its first outside the United States.
- The Journalism Program launches a student-run news site, *The Daily Q*. The launch coincides with the visit from then-publisher of *The New York Times*, Arthur Sulzberger.





**2011–2012**

## 2011–2012 Highlights

- Everette E. Dennis, an institution builder and media scholar, is appointed dean and CEO of NU-Q. Dennis joins NU-Q from Fordham University, where he was an endowed chair for the Center for Communication. Previously, he had served as founding director of the Gannett Center for Media Studies at Columbia University and founding president of the American Academy in Berlin.
- This year, NU-Q welcomes 39 new students as it enters its fourth year in Qatar, which is the first time that it has a complete student body with students in all four years—from freshmen to senior.
- Ground is broken for NU-Q's new building, designed by the architect Antoine Predock, in Education City. The facility will house a modern media and communication school, featuring the most advanced technologies and learning spaces.
- As part of the first cross-campus research project, Northwestern Evanston receives its first grant from the Qatar National Research Fund (QNRF) for a project in collaboration with Texas A&M University in Qatar.
- A unique “good offices” conference is organized by NU-Q, in collaboration with Libya's National Transitional Council, to explore the role, function, and operations of a new media system for Libya.
- NU-Q celebrates its first graduation alongside a delegation from Evanston, including Northwestern President Morton Schapiro, and Her Excellency Sheikha Hind bint Hamad Al Thani. A member of the school's advisory board and an internationally syndicated journalist, Rami Khouri delivers the commencement address.
- The first Content Advisory Board convenes to discuss the concept, purpose, and scope of a university museum at NU-Q.
- NU-Q researchers are awarded their first Undergraduate Research Experience Program (UREP) grant from QNRF to investigate women and girls' experience of physical activity and sport in Qatar.







**2012-2013**



## 2012-2013 Highlights

- As NU-Q continues to build a rigorous research program, it pilots the school's signature research project—an annual survey of media use in the Middle East region.
- The Qatar Media Industries Forum is established to bring together business leaders in publishing, electronic media, digital media, public relations, and advertising to discuss and assess the present and future of Qatar's media landscape.
- A certificate in Middle East Studies is created to offer students a critical understanding of the region's cultures, histories, societies, politics, intellectual contributions, and mediated representations.
- NU-Q graduates are now making their mark as media communication professionals at top media operations throughout the region as well as pursuing advanced degrees at universities around the world, including Cambridge, Oxford, Harvard, Cornell, and Northwestern.

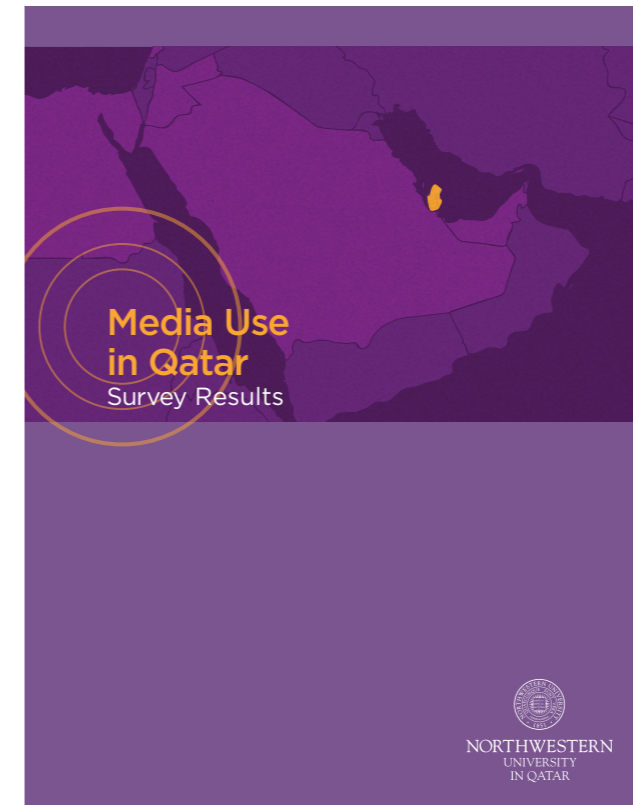




**2013–2014**

## 2013-2014 Highlights

- NU-Q publishes the results of its first *Media Use in the Middle East* survey in collaboration with the Doha Film Institute. The survey explores trends in personal, cultural, and political attitudes toward media consumption in six MENA countries—Egypt, Lebanon, Qatar, United Arab Emirates, Saudi Arabia, and Tunisia.
- Research continues on NU-Q's *Media Use in the Middle East* survey, expanding to assess entertainment media consumption and preferences with the first grant awarded from Qatar National Research Fund.
- NU-Q establishes a joint Media and Politics program with Georgetown University in Qatar to enable students to investigate the role and influence of politicians, governments, and citizens in the media.
- To introduce its students to media leaders in major capitals around the world, the Global Media Experience is established. Students travel to New York City and Dubai to meet with executives at major media outlets, including NBC, *The New York Times*, MBC, and in Media City.
- “Big Data, Smart Media,” a symposium to discuss the implications of mass information, is held with Kenneth Cukier, data editor at *The Economist*. The conference brings together experts in statistics, journalism, marketing, and computer science to discuss the impact of this new paradigm on the media and communication worlds.
- *On the Ground: New Direction in Middle East and North African Studies*, a monograph featuring articles that explore the region's political and cultural identity, widening inequalities, and increasing political and economic oppression, is published with articles by Northwestern faculty from the Evanston and Doha campuses.







2014-2015





## 2014-2015 Highlights

- Continuing to build on its collaboration with the home campus, NU-Q establishes a week-long program—NU-Q in Evanston—which showcases the work taking place in Doha by faculty and students.
- Students from Northwestern's Medill School, School of Communication, and Weinberg College of Arts & Sciences spend a semester on Northwestern's campus in Doha, becoming the first students to participate in the school's Semester in Qatar program.
- A new interdisciplinary program, Doha Seminar, brings together students, faculty, government, arts, and media industry experts to explore in a dynamic weekly forum issues that focus on Qatar and include the cultural interchange of modernity and tradition, economics and politics, and geography and trade.
- Media scholars and industry experts attend a symposium—"Fresh Global Media Players"—on new trends and changes in international news and entertainment over the past decade. The conference is supported by a grant from the Qatar National Research Fund's workshop and sponsorship program.
- In its third year of conducting the longitudinal media use research, NU-Q publishes, in collaboration with the Doha Film Institute, *Entertainment Media Use in the Middle East*. The survey provides insights into how people in the Middle East access, consume, and perceive film, television, video games, music, and social media.







**2015–2016**



## 2015-2016 Highlights

- Northwestern University renews its agreement with the Qatar Foundation and agrees to continue to offer Northwestern media programs for an additional 10 years—2019 to 2028.
- As the construction on its new building nears completion, NU-Q announces plans to develop graduate and executive education programs.
- With a growing network of graduates, NU-Q hosts an alumni summit in the Middle East in collaboration with Northwestern's Office of Alumni Relations and Development.
- Continuing to build on their annual research, NU-Q and the Doha Film Institute publish the first *Media Industries in the Middle East* report, which reveals important shifts in regional media offerings, media channel advancement, and content accessibility.
- Students from NU-Q are awarded the first academic Undergraduate Research Grant from Evanston's Office of Undergraduate Research.

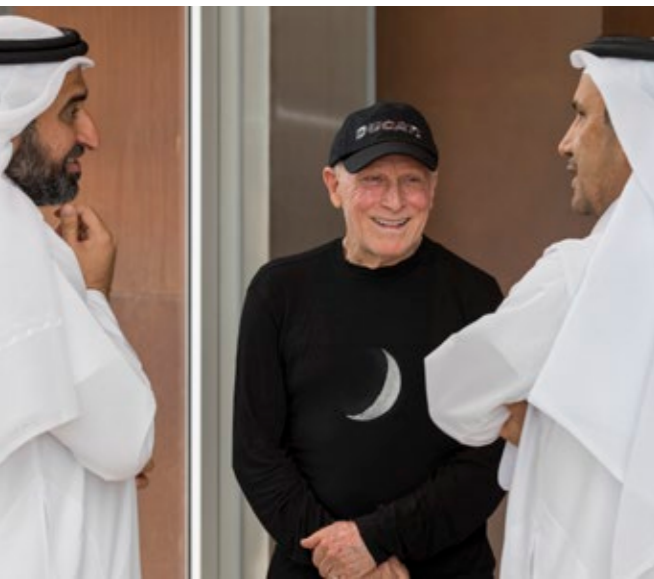






**2016–2017**





## 2016-2017 Highlights

- NU-Q moves to its new home, a 515,000-square-foot high-tech facility that is designed to embody architectural elements from Qatar's desert landscape and culture. The building features a number of unique learning spaces that include a newsroom and black box theater, as well as multiple control rooms, editing suites, and production studios.
- A dedication of the new building is held under the patronage of Her Highness Sheikha Moza bint Nasser and brings together a delegation from Evanston, local and regional dignitaries, and members of the NU-Q and Qatar Foundation community to commemorate the event.
- Concurrent with the building dedication, a symposium is held to explore what the building will offer students and faculty. It includes an interview with the architect of the building, Antoine Predock, along with panel discussions with faculty, alumni, students, and staff.
- At this year's graduation—the first in the new building—His Highness Sheikh Hamad bin Khalifa Al Thani, the Father Emir, attends the ceremony as his son and daughter are among the graduates.
- Dean Dennis is elected to the American Academy of Arts and Sciences, one of the United States' oldest learned societies and independent policy research centers.
- NU-Q introduces its first minor—Middle East Studies—which builds on its certificate program and offers students an opportunity to specialize in the study of the region's cultures, histories, societies, politics, and intellectual contributions.

*Facing page, middle row left:* Architect Antoine Predock, who designed the NU-Q building, at the building dedication.

*Facing page, middle row right:* Her Highness Sheikha Moza bint Nasser and Northwestern President Morton Schapiro at the NU-Q building dedication ceremony.

*Facing page, bottom:* Northwestern President Morton Schapiro stands with His Highness Sheikh Hamad bin Khalifa Al Thani, the Father Emir, and Dean Everett E. Dennis at the 2017 graduation ceremony.





**2017–2018**



## 2017-2018 Highlights

- NU-Q's Newsroom is inaugurated with a live news production led by broadcast students. Northwestern Provost Jonathan Holloway and Qatar Foundation CEO Her Excellency Sheikha Hind bint Hamad Al Thani are present at the dedication.
- His Highness Sheikh Tamim bin Hamad Al Thani, Emir of the State of Qatar, visits NU-Q for the filming of a segment on CBS's *60 Minutes*. During his visit, His Highness stops by the Newsroom and meets students and faculty.
- Five years since the release of its first *Media Use in the Middle East* survey, NU-Q publishes a retrospective report revealing long-term trends in news and entertainment consumption, social media preferences, and attitudes about the media across the Middle East.
- An executive education program is launched, offering a masterclass in Sport Communications. The program includes international experts in the industry and courses on sport business, law, marketing, and media, giving Qatar-based professionals timely insight as the country prepares for the upcoming 2022 FIFA World Cup.
- NU-Q faculty releases a study on health information and monitoring among adolescents in Qatar. The study, the first of its kind in Qatar, finds that efforts to educate Qatari adolescents about health conditions are less effective than previously thought.
- Among visiting speakers on campus are Fareed Zakaria, host of a program on CNN and a columnist for *The Washington Post*; and MIT Media Lab founder, Nicholas Negroponte.
- Delivering this year's commencement address is Sharmeen Obaid-Chinoy, a Pakistani journalist and the recipient of two Academy Awards and six Emmy Awards, who is known for her work in films that highlight the inequality of women.

*Facing page, top left:*  
His Highness Sheikh  
Tamim bin Hamad  
Al Thani, Emir of the  
State of Qatar, visits  
the NU-Q Newsroom.

*Facing page,*  
*middle row:*  
Rami Khouri, Dean  
Everette E. Dennis,  
Her Excellency  
Sheikha Hind bint  
Hamad Al Thani,  
NU-Q Assistant  
Professor Miriam  
Berg, Northwestern  
Provost Jonathan  
Holloway, and  
former Northwestern  
Executive Vice  
President Nim  
Chinniah stand with  
students at the  
NU-Q Newsroom  
Dedication.





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