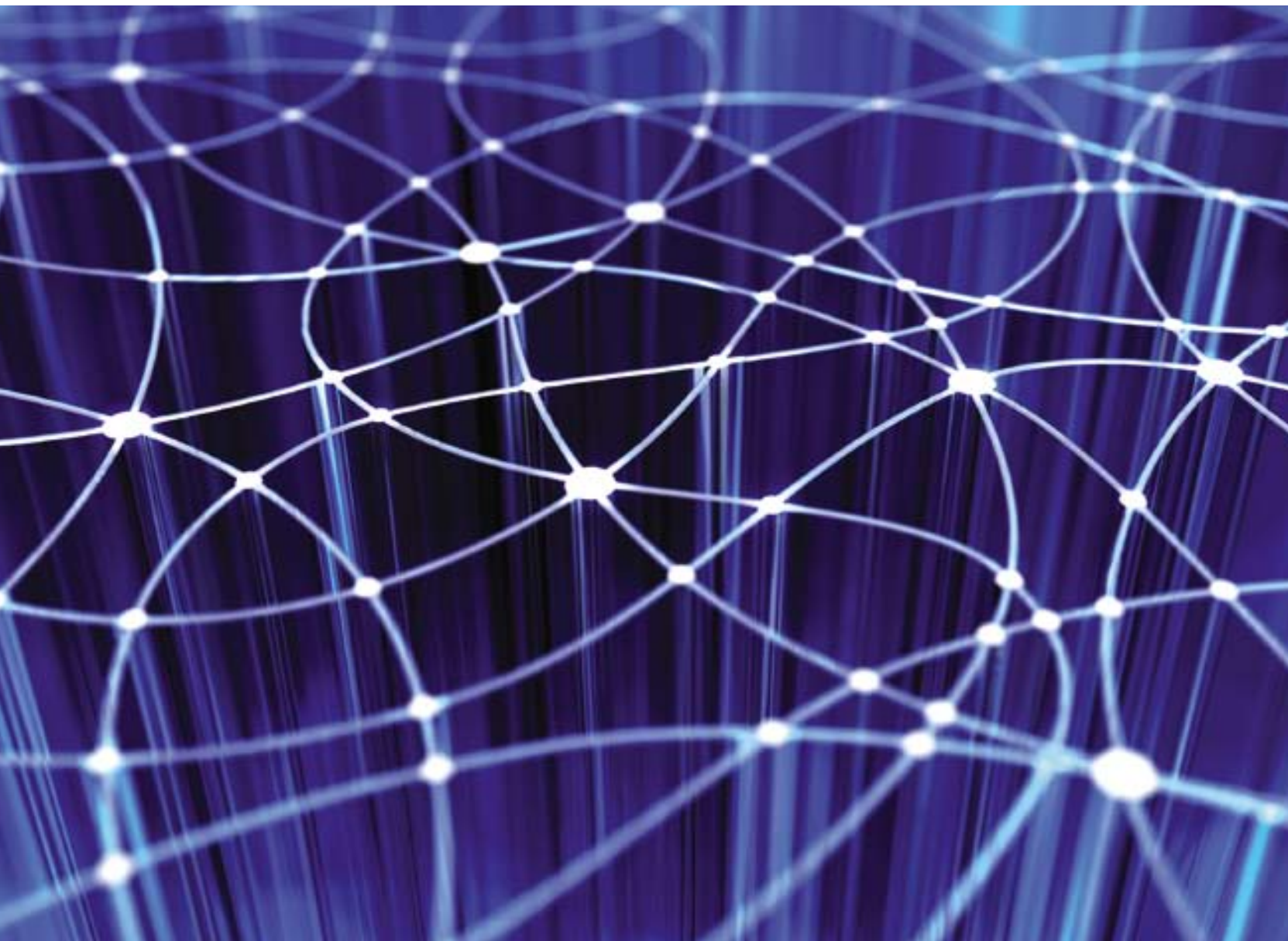


ANNUAL REPORT 2010 | 2011

COLUMBIA GLOBAL CENTERS | MIDDLE EAST
AMMAN



“The network is not viewed as ‘Columbia abroad,’ but, rather, as Columbia embedded in what is emerging as a global community of scholarship.”

Ken Prewitt, Vice President for Global Centers



A MESSAGE FROM HER MAJESTY QUEEN RANIA AL ABDULLAH

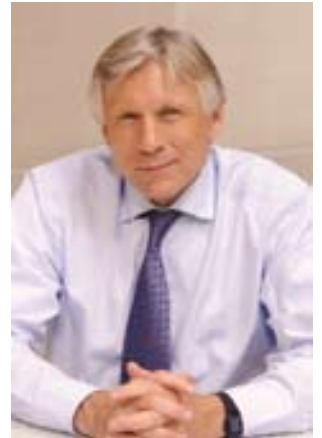
The poet William Butler Yeats once wrote that “Education is not the filling of a pail, but the lighting of a fire.” Since 2009, the Columbia University Middle East Research Center (CUMERC) has lit countless fires across Jordan with studies and policy proposals, workshops and internships, seminars, roundtables, and partnerships.

In its first months, CUMERC’s purview has been as wide as it has been deep. It has energized the arts, with film and music projects that teach and inspire, as much as entertain. It has helped expand and enrich the work of our Teachers’ Academy, providing training programs and partnerships that have made it a leader in the Arab World.

Our young people have had access to internships. Our students and scholars have crossed cultural barriers, as well as disciplinary boundaries, opening themselves to new thinking and horizons. Workshops on conflict resolution in school classrooms, courses on financial securities, partnerships with ecology experts... the list carries on into the fields of social work, family health, child protection, and Arabic language study. From such a small beginning, CUMERC has made an incredible impact to the benefit of Jordan and the region.

It is in this spirit of educational exploration that I support CUMERC’s adventure into new fields of research in Jordan. As the future unfolds, I am excited that, together, we will be sparking more fires in the years to come.





A MESSAGE FROM LEE C. BOLLINGER

Columbia Global Centers are quickly becoming a way in which all members of our community, both locally and abroad, can engage the world. Over the last three years we have expanded our network to include Amman, Beijing, Mumbai, Paris, Istanbul, Nairobi, and Santiago. We have connected faculty and students to these regions in new ways, and perhaps most importantly, we have created a way for the various regions of the world to connect to one another through our students and faculty scholarship.

The full potential of these centers is only now becoming visible. The rate with which this network is growing in scale and contribution can be attributed to the early success of our first centers—most notably in Amman, made possible with the support of Her Majesty Queen Rania Al Abdullah. From the beginning, under the leadership of Safwan Masri, the Columbia Global Centers | Middle East has been a model center. Safwan has fostered key partnerships throughout the University, throughout the Middle East, and throughout the world in pursuit of global scholarly engagement. In the coming year, Safwan will leverage these partnerships to cultivate programming in all of our centers and will substantiate student involvement.

All of our Global Centers rely on the involvement and support of the surrounding region. Her Majesty's involvement with the center in Amman since the beginning has been a critical link to central connections in Jordan and throughout the Middle East. Columbia owes all of our supporters a debt of gratitude for helping the University fulfill the mission of the Columbia Global Centers.





LETTER FROM THE DIRECTOR

Dear friends,

This year has been a particularly exciting one for the Columbia Global Centers | Middle East. We have expanded the variety and deepened the scope of our programming in significant ways. From the beginning, the incredible confidence and drive of Her Majesty Queen Rania Al Abdullah and her support of Columbia's strong commitment and global perspective under the visionary leadership of President Lee Bollinger have continued to enrich our activities, programs, and plans. This year has also marked our close engagement in the development of the network of Columbia Global Centers, whose potential is just beginning to crystallize.

We have worked to join the resources, skills, and opportunities of the Columbia community with those of local and regional partners in mutually beneficial ways, and have sought to create a higher order of possibility in these new partnerships that cross both disciplines and regional boundaries.

Looking ahead, our priorities are to intensify our undergraduate programming, expand our regional scope, and generate cross-cutting and innovative projects with our sister centers in Paris, Mumbai, Beijing, Istanbul, Nairobi and Santiago. The Center is also well positioned for engagement in the study and analysis of events that have swept the region, and has embarked on a process of capacity building and leveraging opportunities for partnership geared toward the advancement of scholarship on new developments in the Middle East.

We are deeply indebted to our hosts, donors, and partners, and look forward to the network and Center's further development and impact with your continued support.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Safwan Masri', written in a cursive style.

Professor Safwan M. Masri
Director, Columbia Global Centers | Middle East
Chair, Columbia Global Centers Director Group



THE GLOBAL UNIVERSITY

Columbia University, founded in 1754, has been an international institution for nearly all of its history, and has had, since its inception, a broad view of its place in the world. In recent decades, the University has greatly expanded its international presence and extended the scope of its efforts to issues that affect the global community—largely driven by icons like Nicholas Murray Butler, as well as by the research of individual schools and faculty members. For more than 60 years, Columbia has operated the School of International and Public Affairs and research institutes focusing on Eurasia and on Southeast Asia. It formalized Middle Eastern Studies in the 1950s and became a world leader in the field in the 1970s, with the scholarship of Edward Said and others. These activities have provided Columbia with a footprint on every continent, allowing for research and academic partnerships that have resulted in significant advances in fields ranging from the humanities to public health.

Today, Columbia has among the largest numbers of international students of any major American university, whereby international students comprise a record 22.6% of total University enrollment, and Columbia’s international population—including students, interns, scholars, and accompanying family members—consists of more than 10,000 individuals from over 153 countries.¹

But despite its international reach, leaders at Columbia began asking what the university should look like in 2050, in 2070, and this line of questioning inspired the realization that new structures needed to be put in place to leverage the opportunities and tackle the challenges that will face future generations. As President Lee C. Bollinger has repeatedly emphasized, “The changing global landscape presents new challenges and opportunities that call for new forms of thought and action of the sort that universities can provide.”

To maintain its status as one of the world’s leading institutions of higher education in the years ahead, the University embarked on establishing a deliberate approach regarding international engagement. This approach deviates from the popular model of internationalization that a number of other universities have adopted, which involves the establishment of an outpost of the home university in a foreign country, the recreation of the school’s academic infrastructure, and the solicitation of student enrollment. Rather than follow in this trajectory, Columbia University chose to create an entirely new model: **the Global Centers**.

“[Columbia] is a place that respects ideas, values diversity of thought and experience and, perhaps most importantly, recognizes that what defines great scholarship is not the easy acceptance of what we already know, but the relentless determination to discover what we still have to learn.”

Lee C. Bollinger, President of Columbia University

¹“International Student and Scholar Population: Fall 2010,” produced by the International Students and Scholars Office, Columbia University Office of the Provost. (Most recent available)

The Centers are nimble hubs that provide a foundation for students, faculty, affiliates, and alumni to explore academic opportunities. Because the Centers do not have the structural rigidity of the branch campus, they allow the University to increase its global scope and enrich diversity of academic experience, while maintaining strong connections with the home campus. Perhaps more importantly, the Centers also represent multi-directional learning: Columbia is not thrusting education onto a new environment; instead, through the Global Centers, it becomes a partner in its international contexts. The experience of opening and operating the Centers allows members of the Columbia community the opportunity not only to impart knowledge and expertise, but to learn.

President Bollinger, in particular, had the vision and remarkable foresight to realize a new model of global education was needed, leading him to spearhead this innovative model that no university has tried before. He entrusted Professor Kenneth Prewitt with the leadership of this initiative as Vice President of Columbia's Global Centers, and drew on the experience and expertise of Professor Safwan Masri to help realize this vision.

When Lee C. Bollinger became the nineteenth President of Columbia University in 2002, he immediately began instituting programs, drawing up plans and hiring faculty and deans that are making the University thrive. Under President Bollinger's leadership, Columbia launched the largest capital campaign in its history, proposed its most ambitious campus expansion in more than a century and received a record number of applications for its incoming undergraduate class. Committed to ensuring that, from its location in the United States' most global city, Columbia excels as a truly global university, he launched a number of new initiatives such as the World Leaders Forum, which invites prominent international figures to the campus to engage in the major issues of our time; the Faculty Committee on Global Thought, to pursue scholarship and generate new curriculum models that help students become better citizens of the world; as well as new academic partnerships with institutions around the globe.

In proposing that the University invest in long-term growth in upper Manhattan, he has committed to expanding Columbia's already extensive civic partnerships that work to improve education, healthcare and economic opportunity in West Harlem, Washington Heights and other local New York neighborhoods. But expansion in New York City was not enough: President Bollinger advocated for a larger institutional commitment to broadening the University's global perspective, and was determined to find a way to give students and faculty a way not just to learn, but to get out in the world, and *engage*.

The inauguration of the Global Centers, combined with a wide range of initiatives from a broad array of Columbia schools and programs, represents the next stage in Columbia's evolution. By moving beyond the current concepts of branch campuses or locally focused international outposts to a networked structure that allows faculty and students to leverage research disciplines across the world and across the academic spectrum, Columbia is on its way to becoming the world's first global university.

COLUMBIA GLOBAL CENTERS NETWORK

There are currently four Columbia Global Centers operating in Amman, Beijing, Mumbai, and Paris, which cover the regions of the Middle East, East Asia, South Asia, and Europe respectively. Over the next few months, additional Centers will be inaugurated in Istanbul, Nairobi and Santiago, with plans to also establish a Global Center in Rio de Janeiro within the coming year. Each Center is directed by resident academic leaders, and is governed by a board of directors of Columbia University senior administrators. The Centers are also guided by advisory boards composed of prominent academics, public figures, and business leaders, as well as university-wide faculty steering committees.

The European Center, opened in March 2010, is located at Columbia's historic Reid Hall in Paris, which has welcomed students, scholars, and faculty since it was bequeathed to the university in 1964. Victoria de Grazia, Professor of History, James R. Barker Professor of Contemporary Civilization, and Director of the European Institute, serves as Acting Director of the Columbia Global Centers | Europe. The Center for South Asia, also launched in March 2010, serves as a hub for the region and is directed by Nirupam Bajpai, Senior Development Advisor at Columbia's Earth Institute. The Middle East Center is directed by Safwan Masri, Professor at the Columbia Business School and Chair of the Columbia Global Centers Director Group. The Center for East Asia was launched concurrently with the Global Center in Amman in the spring of 2009, and is currently overseen by Professor Safwan Masri, while the search for a permanent director is underway.

Ipek Cem Taha, a Turkish businesswoman, journalist and leading member of several community-based and international organizations serves as the Interim Director of the Global Center in Istanbul, Turkey. Taha, a graduate of the School of International and Public Affairs (SIPA) as well as Columbia's Graduate School of Business, is also a Co-Founder and Director of Melak Investments. The Center for Latin America in Santiago, which will open in 2012, will be directed by Karen Poniachik, a SIPA graduate and former Minister of Mining and Minister of Energy in Chile. The Africa Center, which will also be launched in 2012, will be directed by Belay Begashaw, a former Minister of Agriculture in Ethiopia and Director of the Millennium Development Goals (MDG) Center for East and Southern Africa.

The Centers encourage new relationships across schools, institutes, and academic departments at Columbia. Attuned to the priorities and unique circumstances of its host region, each Center leverages the University's diverse intellectual capacities from across the undergraduate, graduate and professional schools, and pursues a set of University-wide core activities that evolves over time based on the active engagement of faculty and students. The Centers help increase international content in the classroom; supplement the curriculum with international study abroad, internship opportunities, and course offerings; provide resources needed to attract students from abroad; facilitate research opportunities for Columbia students and faculty on globally relevant, interdisciplinary topics; and provide a point of ongoing engagement for international alumni.

Functioning as a network, the Global Centers encourage teaching and research that require working across disciplinary boundaries, having a presence in multiple regions, and engaging non-Columbia experts and scholars from those regions. Some of the Centers' programs and research initiatives are country-specific, some regional, and an increasing number are multi-regional, even global. The network is in its infancy, and each Center has started by building strong links with universities and institutions in its respective region. The long-term ambition is that many programs will have a global reach and involve multiple Centers engaged in truly global conversations.

**A global network of centers:
creating opportunities in research,
scholarship, teaching and service,
engaging across borders and across
disciplines, and expanding Columbia's
mission as a global university.**

A sampling of programs and projects from the various Global Centers is featured below:

COLUMBIA GLOBAL CENTERS | EAST ASIA

- The Columbia Global Centers | East Asia recently co-organized the third annual Summer Palace Dialogue (SPD), in conjunction with Chinese Economists 50 Forum, a highly regarded Chinese organization, considered by many as China's economic "dream team." SPD brings together a group of leading American and Chinese economists to foster a new type of discussion regarding economic cooperation between the two largest economies in the world.
- The Urban China Initiative (UCI) is a think-tank that aims to find and implement effective solutions to China's urbanization challenge. It is a joint initiative whose research will be led by three major founding institutions: Columbia University, Tsinghua University's School of Public Policy and Management, and McKinsey & Company. The Columbia Global Centers | East Asia provides additional support to the Initiative's operations. UCI also pursues knowledge initiatives with the goal of developing solutions that can be applied across hundreds of cities in China. The Urban Sustainability Index (USI), the first-ever index for measuring and comparing urban sustainability across China, is an example of the type of research that the Initiative will undertake.
- In partnership with the Weatherhead East Asian Institute at Columbia University and School of International Studies at Renmin University of China, the Beijing Center co-organized a three-part lecture series in October entitled, "*China and Its Neighbors: From Pyongyang to Kabul*". The purpose of the lecture series is to share perspectives on the international relations between China and its neighbors including North Korea, Mongolia and Afghanistan.

COLUMBIA GLOBAL CENTERS | EUROPE

- Working closely with the School of the Arts, the Columbia Global Centers | Europe offers coursework on French theater in Paris. Classes feature behind-the-scenes access to the local theater scene.
- In conjunction with the Paris Center, Columbia's Mailman School of Public Health has established a formal relationship with the Association of the Schools of Public Health in the European Region that facilitates an exchange between faculties and students, and promotes partnerships in public health education, research, and practice.
- The Columbia-Paris Alliance Program, founded in 2002, is a unique joint venture with Ecole Polytechnique, Sciences Po, and the Université Paris I Panthéon-Sorbonne, and is supported by the French Ministry of Foreign Affairs for its exemplary transatlantic collaboration. Some 200 students have benefited from dual- and joint-degree programs offered by the Alliance in diverse fields including international relations, journalism, art history, law, African studies, and sustainable development. Each year, the Alliance organizes as many as 50 conferences in New York and Paris on a wide range of academic subjects and public issues.

COLUMBIA GLOBAL CENTERS | SOUTH ASIA

- *Access to Achievement* is a collaborative five-year project that the Columbia Global Centers | South Asia established in partnership with the Government of India, key stakeholders in primary education in India, and a variety of Columbia schools including Teachers College, School of Social Work, College of Physicians and Surgeons, College of Dental Medicine, and the Earth Institute. The project draws on the experience of the Center's Model Districts Health Project and on current scientific evidence and best practice recommendations to develop, implement and evaluate a high quality, cost-effective, scalable program of primary education in five rural districts, with the objective of improving the overall quality of student learning and lowering grade repetition and dropout rates.
- The Center for Sustainable Development in India (CSDI) is housed at the Mumbai Center and features cooperation with the Earth Institute and corporations such as the Aditya Birla Group. CSDI focuses on key sustainable development issues and aims to share—with India and the world—best practices of rural development, while also working to provide new, innovative, science-based policy making solutions to pressing environmental issues.

For more information on the Global Centers, please visit: <http://globalcenters.columbia.edu/>.



Columbia Global Centers Network

Highlights of Cross-Center Projects include:

EGYPT AND TURKEY: COMPARATIVE PERSPECTIVES ON DEMOCRATIC TRANSITIONS

The Columbia Global Centers in Amman and Istanbul are working together to further the conversation on the current democratic transition in Egypt, with a comparative focus on the experience of gradual democratization in Turkey. To instigate the discussion, the Centers co-organized a one-day working session in Istanbul on November 3 that focused on themes including the Military, Islam and Democracy, Constitutional Reform, and Youth and the Economy.

The session meant to highlight the differences in the trajectories of democratic transitions and the differences in the initial democratization process, while also exploring the similarities that various national institutions play in forging democracy. The comparison is not meant to encourage Egypt to adopt a blind mimicry of the Turkish model, but rather to consider the two countries' history of democratization, their institutional make-up and the contingencies that the Egyptian case may face. This is envisioned as the first in a series of discussions on Egypt's future, whereby Columbia University, the network of Global Centers and their respective communities could learn and contribute positively to developments in Egypt and beyond. From this initial meeting, an agenda defining areas of focus and charting a path forward will be developed, in addition to identifying a core group of individuals who wish to engage further.

Participants in the working session included: John Coatsworth, Dean of the School of International and Public Affairs, Interim Provost, and Professor of International and Public Affairs and of History at Columbia University; Nuray Mert, Associate Professor of Political Science at Istanbul University and Columnist at Turkish dailies *Radical* and *Hürriyet*; Amira Howeid, Assistant Editor-in-Chief of *Al-Ahram Weekly*, among numerous others. The session was co-convened by Professor Safwan Masri, Director of the Columbia Global Centers | Middle East and Chair of the Columbia Global Centers Director Group, and Karen Barkey, Professor of Sociology and History at Columbia University and Chair of the Faculty Steering Committee of the Columbia Global Centers | Turkey.

GLOBAL SCHOLARS PROGRAM

The Columbia Global Scholars Program (GSP) offers highly motivated students—from all disciplines and undergraduate schools—a new opportunity to investigate global issues and delve into other societies and cultures as they pursue their own projects. GSP, the first of its kind at Columbia, will be piloted at the Columbia Global Centers | Europe starting the second semester of the 2011–2012 academic year. Ten to fifteen students will spend the spring semester of their junior year as well as the following summer based at Reid Hall in Paris.

In addition to participating in the Master Class, co-taught by a resident Columbia faculty member in cooperation with leading foreign scholars, and attending classes in the French University system with tutor support, students will conduct their own research projects under the immediate supervision of the instructor of the Master Class, and co-directed by their Columbia advisor and a local specialist. The Master Class is organized around themes related to the Core Research Project, which is *"Inequality/ies"* for 2011–2013. In the early fall, students are expected to present their research to faculty and students back on campus in the framework of the Columbia Global Centers. In many cases, the Global Scholars project will evolve into a senior thesis. GSP will also help interested students obtain internships abroad for the year after graduation, on issues related to their research and professional interests—forming a type of 5th year of study.

This innovative intellectual endeavor will challenge students to test their own goals against other peoples' educational and intellectual systems, and encourage them to develop their own disciplinary interests and build a range of language, research, archival, new media, expository, and networking skills. It is envisioned that GSP would be offered through various other Global Centers in the coming years.

OFFICE OF GLOBAL CENTERS



Ken Prewitt,
Vice President for Global Centers

LEADERSHIP

Kenneth Prewitt is the Vice President for Global Centers and the Carnegie Professor of Public Affairs at Columbia University. In addition to teaching for many years at the University of Chicago, he has served as the Director of the United States Census Bureau, Director of the National Opinion Research Center, President of the Social Science Research Council, and Senior Vice President of the Rockefeller Foundation.

As second-in-command, Professor Safwan Masri, Chair of the Columbia Global Centers Director Group, provides oversight, direction and guidance to the group of Global Center Directors, in addition to serving as Director of the Columbia Global Centers | Middle East and Acting Director of the Columbia Global Centers | East Asia.

TEAM

The Office of Global Centers' team includes: Xin Peng, Executive Director of Finance and Administration; Monique Smith, Special Assistant to the Vice President for Global Centers; and Yewande Jegede, Financial Coordinator. Edward Silver, the Associate General Counsel at Columbia University serves as the advisor to the Global Centers on all legal matters.

The Global Centers coordinate closely with the Office of Global Centers in New York on issues ranging from administrative, to financial, to standardization of policies, as well as ensuring compliance with Columbia and U.S. regulations. The Columbia Global Centers | Middle East is working with the Office of Global Centers to help develop a standard operating policies and procedures manual that can be utilized across the network.



The Columbia Global Centers | Middle East was established in March 2009 as one of the first in the network of Columbia Global Centers. The Center was launched under the patronage of Her Majesty Queen Rania Al Abdullah and was created because of the realization of President Lee Bollinger and a number of other University leaders that Columbia needed to learn more about the world around it and engage more fully with global partners. With its headquarters in Amman, Jordan, the Columbia University Middle East Research Center (CUMERC) serves as a hub for programs and educational initiatives throughout the Middle East. These activities serve mutually beneficial ends: the Center offers Columbia students and faculty opportunities to expand scholarship, and its work contributes to knowledge exchange and skill development with academics, experts and practitioners throughout the region.

LOCATION: MIDDLE EAST

From the outset, there was little question that the Middle East was ripe with opportunities—and needs—for implementing Columbia's global strategy. From renewable energy to nuclear proliferation, some of the most important global issues are rooted in the region. Establishing a foundation in the region is essential in terms of understanding recent geopolitical trends, improving East-West understandings, and promoting religious and cultural tolerance. Likewise, investment and innovation in education are critical to the future development of the Middle East. By the year 2050, 44 million people in the region will need jobs. Some estimates have indicated that providing economic opportunities to satisfy the youth population in the Middle East and North Africa (MENA) region will require creating 100 million new jobs in the coming years. One of the greatest challenges facing the Middle East involves creating social and educational infrastructures that can handle its young population. In Jordan, 37% of the population is under the age of 15; in Iraq, that number is 43%, and in Yemen, it is 45% as compared to 13% in the United States.² And though the region once boasted the world's first libraries and impressive educational traditions in engineering, medicine, and literature, the legacy of scholarship in the Middle East has suffered from neglect and insufficient funding for centuries.

A number of choices exist in terms of locating a Global Center in the MENA region—from Marrakech to Muscat. There are many reasons for the selection of Amman, Jordan as the location of the Columbia Global Centers | Middle East: Jordan is an incredible model of development and reform, the nation welcomed Columbia so graciously, the opportunities for research and engagement are vast, and the country provides easy and welcome access to the rest of the Middle East. But the truest rationale is Her Majesty Queen Rania Al Abdullah. Her Majesty has been a tireless champion of education and progressive reform for the nation, and for the region as a whole. Under the leadership of His Majesty King Abdullah II and Her Majesty Queen Rania, Jordan has become a model for reform in areas such as ensuring the welfare of families, women, and children; advancing education; and initiating processes of rigorous, systemic reform.

In the assessment of Columbia's leadership, the positioning in Amman offered both the flexibility and proximity to develop relationships across the region, from the Levant to North Africa to the Gulf. Its headquarters in Jordan affords the Center a wide network of contacts and opportunities for expanding operations and forging new partnerships, and the regional experience and connections of the Center's Director, Professor Safwan Masri, offer an additional base of strength and support.

² <http://www.globalhealthfacts.org/data/topic/map.aspx?ind=82>



His Majesty King Abdullah II and President Lee Bollinger
with Jordanian students at Columbia University

AN ADDRESS BY HIS MAJESTY KING ABDULLAH II AT COLUMBIA'S 2011 WORLD LEADERS FORUM

On September 23, His Majesty King Abdullah II ibn Al Hussein spoke to a full audience in the Rotunda of Columbia's Low Memorial Library as part of the 2011 World Leaders Forum. His Majesty's address, *"The Arab Spring – Time to Listen and Act,"* reflected on the current situation in the region: recognizing the frustration of its people, including the youth and unemployed, women and girls, and the socially marginalized; and highlighting the opportunities presented by the Arab Spring for instituting processes of real reform. Following the speech, His Majesty engaged with the audience in a questions and answer session, and also met with a group of Jordanian undergraduate and graduate students currently enrolled at Columbia University. The event was co-sponsored by the Columbia Global Centers | Middle East.

The World Leaders Forum was established in 2003 by Lee C. Bollinger, as a year-round event series held at Columbia University that aims to advance lively, uninhibited dialogue on the large economic, political, and social questions of our time. The Forum's roster of past participants features many heads of state, in addition to other global thought leaders from a broad spectrum of fields and all regions of the world. Previous participants have included: Presidents Bill Clinton, Nicolas Sarkozy of France, Vladimir Putin of Russia, Michelle Bachelet of Chile, Václav Klaus of the Czech Republic, and the Dalai Lama.

"Democratic processes will only half-serve our people if they are viewed in isolation from constitutional liberties that guarantee freedom of speech and religion, the rule of law, justice, and the protection of minorities."

His Majesty King Abdullah II ibn Al Hussein

LEADERSHIP

Professor Safwan M. Masri is the Director of the Columbia Global Centers | Middle East and Chair of the Columbia Global Centers Director Group. In his role as Chair, Professor Masri helps to sustain and coordinate field-based issues, and provide direction and guidance to the group of Global Center Directors. He also works closely with the teams of each Global Center on matters of programming and content, and leads the effort to collaborate across Centers and help identify and implement network-wide initiatives. Professor Masri joined the Columbia faculty in 1988, and is a Professor at the Columbia Business School, where he served as Vice Dean from 1993 to 2005. His academic expertise has focused on operations management, and much of his recent work has focused on education and business development in the Middle East. Professor Masri earned both his Bachelor and his Master of Science in Industrial Engineering from Purdue University, and his Ph.D. from Stanford University in Industrial Engineering and Engineering Management. He is also Chairman of Queen Rania Teacher Academy (QRTA), Founding Chairman Emeritus of King's Academy, Trustee of International College, and Trustee of the National Children's Museum in Jordan, as well as serving on the boards of a number of NGOs.

TEAM

The Center currently employs 18 full-time professional staff to manage programs, enrich academic content, and handle operational tasks. The staff is organized into several teams: the research team, which pursues academic partnerships and research activities and administers the development of the Center's various institutes; the programs and administration team, which develops academic programs in partnership with Columbia University schools in addition to managing internal operations, finances and human resources; the communications team, which leads communications, media and outreach efforts and develops alumni relations; in addition to the operations team, which handles logistics and event management. The Center also has an information technology office, as well as additional support staff for administrative, logistical, and maintenance-related tasks.



Columbia Global Centers | Middle East Office Team (from left to right)
Mona Taji, Farrah Bdour, Safwan Masri, Juman Dairanieh, Muna Issa (1st row)
Zakhariya Awwad, Lina Sharaan, Ruba Kalouti, Omar Al-Hmoud (2nd row)
Salma Jaouni, Rita Salameh, Diala Dabbas, Aya Khairy (3rd row)
Rawan Ibrahim, Hanya Salah, Nadine Kharoba, Hisham Rabadi, Samer Suboh (4th row)

FACULTY STEERING COMMITTEE

The Center is governed by a board of directors of Columbia University senior administrators and receives guidance from the Columbia University Faculty Steering Committee and the Office of Columbia Global Centers.

The following individuals comprise the Faculty Steering Committee of the Columbia Global Centers | Middle East:

- Bashir Abu-Manneh, Assistant Professor of English, Barnard College
- Peter Awn, Dean of the School of General Studies and Director of the Middle East Institute, Columbia University
- Zainab Bahrani, Edith Porada Professor of Ancient Near Eastern Art History and Archaeology, Columbia University
- Carol Becker, Dean of the School of the Arts, Columbia University
- Richard Bulliet, Professor of History, Columbia University
- Thomas Corcoran, Co-Director, Consortium for Policy Research in Education, Teachers College
- Nicholas B. Dirks, Executive Vice President and Dean of the Faculty of Arts and Sciences, Columbia University
- Wafaa El-Sadr, Director of the International Center for AIDS Care and Treatment Programs (ICAP), Columbia University
- Brian Gibson, Assistant Dean of International and Comparative Law, Columbia Law School
- Rashid Khalidi, Edward Said Professor of Modern Arab Studies and Literature, Columbia University
- David Klatell, Professor, School of Journalism, Columbia University
- Upmanu Lall, Director of Columbia Water Center and Alan & Carol Silberstein Professor of Engineering, Columbia University
- Safwan Masri, Professor, Graduate School of Business, Director, Columbia Global Centers | Middle East and Chair, Columbia Global Centers Director Group
- Timothy Mitchell, Professor of Middle East and Asian Languages and Cultures, Columbia University
- Ibrahim Odeh, Associate Research Scientist, Department of Civil Engineering and Engineering Mechanics and Special Advisor to Columbia's Dean of Engineering and Applied Science
- Kenneth Prewitt, Carnegie Professor of Public Affairs and Vice President for Global Centers, Columbia University
- Jeanette Takamura, Dean of the School of Social Work, Columbia University
- Gordana Vunjak-Novakovic, Professor of Biomedical Engineering, Columbia University
- Mark Wigley, Dean of the Graduate School of Architecture, Planning and Preservation, Columbia University
- Portia Williams, Director of International Affairs, Teachers College
- Kathryn Yatrakis, Dean of Academic Affairs and Senior Associate Vice President for Arts and Sciences, Columbia College

ADVISORY BOARD

The Center's Advisory Board also provides oversight and is composed of prominent academics, public figures, and business leaders. The Board meets annually and provides ongoing leadership and counsel regarding the Center's activities.

The following individuals comprise the Advisory Board of the Columbia Global Centers | Middle East:

- Her Majesty Queen Rania Al Abdullah has been a tireless advocate of educational advancement in Jordan and helped create the vision for establishing the Center.
- His Excellency Kofi Annan, Nobel laureate and former Secretary-General of the United Nations, was named one of Columbia University's three inaugural Global Fellows in 2009.
- Dr. Lee Bollinger is the nineteenth President of Columbia University and set out the vision for an international network of Columbia Global Centers as part of his strategy to increase the University's presence around the world.
- Jean Magnano Bollinger is a practicing artist with an academic background in education; she received her master's degree in education from Columbia University's Teacher College.
- His Excellency Amr Dabbagh serves as Governor and Chairman of the Board of Directors of the Saudi Arabian General Investment Authority.
- Hanzade Doğan founded one of Turkey's leading Internet investment companies and also serves as Deputy Chairman of Doğan Gazetecilik, a leading Turkish media company.
- Professor Meyer Feldberg is a Senior Advisor at Morgan Stanley and Professor and Dean Emeritus of Columbia Business School.
- Her Excellency Dr. Rima Khalaf Hunaidi is the Under-Secretary-General and Executive Secretary of the United Nations Economic and Social Commission for Western Asia (ESCWA).
- Arif Naqvi is the Founder and Group Chief Executive Officer of Dubai-based Abraaj Capital, which ranks among the world's 50-biggest private equity groups.
- Safwan Masri is a Professor at the Graduate School of Business at Columbia University, Director of the Columbia Global Centers | Middle East, and Chair of the Columbia Global Centers Director Group.
- The Honorable Kenneth Prewitt is the Carnegie Professor of Public Affairs at Columbia University's School of International and Public Affairs and Vice President for Global Centers.
- His Excellency Zaid Al-Rifai is a former Prime Minister of Jordan and former President of the Senate of Jordan.
- Her Excellency Mary Robinson served as the first woman President of Ireland and was the former United Nations High Commissioner for Human Rights.
- Isam Salfiti is Chairman of Union Bank for Savings and Investment, as well as Chairman of the Board of Union Land Development Company and Jordan Hotels and Tourism Company.
- Savio Tung is Managing Director at Investcorp International Inc., where he oversees the firm's global technology and telecommunication investment activities.
- Elaine Wolfensohn is an expert in international education and has worked closely with the World Bank on education and gender issues. She also works with the Wolfensohn Development Center at the Brookings Institution.
- Majdi Yasin received his master's degree from Columbia University's School of International and Public Affairs in 1997 and runs the Jordan-based investment company Yasin Investment Group.



Enriching the tradition of scholarship is one of the greatest educational needs in the region, and the Center is committed to catalyzing this development. By promoting research, the Center not only builds capacity locally, but also broadens opportunities for Columbia students, faculty, and partners. Since its establishment, the Center has made progress not only in launching major research initiatives, such as the Institute for Sustainable Development Practice, but also in promoting cooperation among research institutes in the region. In the years ahead, the Center will continue to deepen its research base by increasing opportunities for research by Columbia faculty and students, and strengthening ties among research centers in the region.

VISITING SCHOLARS AND FELLOWS PROGRAM

The Visiting Scholars and Fellows Program is a unique element of the Center that hosts visiting scholars and fellows in Amman to pursue their own projects, and contribute to the intellectual vitality of the Center by hosting conferences, discussions, and seminars. The Program welcomes all research areas, but is particularly interested in research that focuses on issues of priority for Jordan and the region. Two tiers of research positions are available: the Visiting Scholar designation is available to authors or faculty on sabbatical or leave to pursue research projects, and the Visiting Fellow position is tailored to post-doctoral candidates. To be eligible, candidates must be faculty or doctoral students of Columbia University or its affiliates, or academics who self-identify as Middle Eastern or live in the MENA region.

The Program is overseen by Resident Fellow Dr. Mona Taji, who focuses on research, partnership development, and coordination of the Center's higher education reform initiative. Dr. Taji also helps connect affiliates of the Visiting Scholars and Fellows Program to resources, universities, and research centers in the region. The research undertaken by Visiting Scholars and Fellows this year ranged from a history of a 100-year-old Palestinian newspaper to a study of women's participation in the labor force in Jordan.

This academic year's Visiting Scholars and Fellows were drawn from a distinguished set of applicants, and selection was made on the basis of academic credentials, quality of the research proposal, and overall diversity of scholarship at the Center.

NAME	AFFILIATION	DISCIPLINE	PROJECT FOCUS
FIDA ADELY	GEORGETOWN UNIVERSITY	GENDER STUDIES	WOMEN'S LABOR IN JORDAN
JESSE CUNHA	NAVAL POSTGRADUATE SCHOOL	PUBLIC POLICY	QUANTITATIVE POLICY EVALUATION
SCHEHERAZADE HASSAN	_____	ETHNO-MUSICOLOGY	ART MUSICAL TRADITION OF IRAQ
LUNA KHIRFAN	UNIVERSITY OF WATERLOO	URBAN PLANNING	GLOBAL TRANSFER OF URBAN PLANNING IDEAS
NOHA TADROS	_____	ARAB HISTORY & JOURNALISM	20 th CENTURY PALESTINIAN NEWSPAPER (FALASTIN)

An additional fellow, Dr. Natic Kubaisy, has recently renewed his term at the Center for another year. Dr. Kubaisy is a Visiting Fellow who had been referred to the Center by the Institute of International Education's Scholar Rescue Fund (SRF), which coordinates placements for Iraqi academics to pursue their research and study. His research focuses on post-traumatic experiences of the Iraqi population.

Throughout the year, new activity was generated by these academics' work, and the Center continues to strive to utilize their input and expertise to widen its set of offerings. For example, Scheherazade Hassan organized a concert by the infamous Hamid Al Saadi and al Chalghi al Baghdadi on November 27, 2010 who performed *Iraqi Maqam*: the oldest living vocal art that represents the classical music of Iraq, and which was—until 2003—one of the cultural pillars of secular and religious life in urban centers of Iraq. Since then, the performance of this art has been silenced in the traditional space of Baghdad, and many of its performers have been scattered around the world.

Fida Adely, Visiting Fellow and Assistant Professor and holder of the Clovis and Hala Salaam Maksoud Chair in Arab Studies at Georgetown University, delivered a seminar on *"Academic Publishing in the Social Sciences"* on May 11, which addressed questions related to publishing in international peer-reviewed journals in gender, education, anthropology, development and sociology. Despite his short term at the Center, Jessie Cunha also delivered a seminar titled, *"Empirical Public Policy Evaluation: Limitation and Possibilities in Jordan and the Middle East"* on July 28, which addressed strategies for quantitative, causal evaluation of public policy that can be tailored to specific policies of interest, offered examples from current research in the field, and discussed potential barriers to this type of research in Jordan and the region more generally.

Luna Khirfan and Noha Tadros have also both tremendously enriched the Center's intellectual life through their various activities. In addition to delivering an engaging lecture on the heritage of the Syrian city, Aleppo, as part of the Center's Speaker Series, and overseeing an urban planning film series, Dr. Khirfan is spearheading a regional urban planning workshop that is scheduled to take place in the spring of 2012 (refer to the Major Upcoming Events section for more details). Likewise, Dr. Noha Tadros helmed a conference on the content and history of the Palestinian newspaper, Falastin, which drew over 120 participants (more information is available in the section on Conferences and Seminars).

INSTITUTE FOR SUSTAINABLE DEVELOPMENT PRACTICE

Under the patronage of Her Majesty Queen Rania Al Abdullah, the Columbia Global Centers | Middle East in conjunction with the Earth Institute at Columbia University and the Jordanian Ministry of Planning and International Cooperation, held a signing ceremony for the Institute for Sustainable Development Practice (ISDP) on December 6, 2010. As the first of its kind in the region, the Institute aims to tackle the challenges of sustainable development in Jordan, from poverty, to climate change, to unemployment through capacity building, strategic research and policy support. Housed at the Center, the Institute focuses on sustainable development efforts in Jordan and the region, and is envisioned to serve as an innovative mechanism for mobilizing international expertise and experience, while building national capacity.

As the first in a series of ISDP capacity building initiatives, the Center held an intensive executive education course on *"Integrated Approaches to Sustainable Development Practice"* for over 40 development practitioners from governmental and non-governmental organizations. The training served as an introduction to the theories and applications of sustainable development, and ran from June 11 until June 28. During the training, the Center held a one-day business forum on June 21 on social innovation and entrepreneurship and the role of the private sector in Jordan

in sustainable development. The forum brought together a group of leading figures in social entrepreneurship and business in Jordan to discuss the challenges and opportunities faced by the private sector as an agent of sustainable development. Speakers included Ghassan Nuqul, Vice Chairman of Nuqul Group, Raji Hattar, Chief Sustainability and Compliance Officer at Aramex, Maher Kaddourah, an entrepreneur and advisor to the CEO of Huron Consulting Group, and Muna Sukhtian, Board Member and Managing Director of Microfund for Women.



Professor Glenn Denning teaches ISDP course



Her Majesty Queen Rania Al Abdullah joins ISDP course participants

In September, ISDP held for a second time, the 10-day foundation course on *“Integrated Approaches to Sustainable Development Practice.”* Participating in the course, which ran from September 18 to September 29, were development practitioners representing over 15 organizations. Concurrently, the Center delivered a five-day specialized course on *“Entrepreneurship for Sustainable Development,”* which was aimed at development practitioners and business developers. Finally, a third specialized five-day ISDP course on *“Participatory Monitoring and Evaluation: Engaging Key Stakeholders in Setting Targets and Assessing Success”* was attended by 25 participants and held from October 2 to October 9.

Instructing and helping develop the various ISDP courses were faculty and staff from Columbia University and its affiliates including:

- Glenn Denning, Professor of Professional Practice in the Faculty of International and Public Affairs and Associate Director of the Center for Globalization and Sustainable Development at the Earth Institute
- Prabhjot Singh, Assistant Professor of International and Public Affairs
- Patricia Mechael, Adjunct Assistant Professor of International and Public Affairs and Director of Strategic Application of Mobile Technology for Public Health and Development at the Center for Global Health and Economic Development at the Earth Institute
- André Corrêa d’Almeida, Program Manager for the MPA in Development Practice at the Earth Institute
- C.J. Jones, Kenya Country Manager of Global Alliance for Improved Nutrition
- Gordon McCord, Director of Economic Policy at the Center on Globalization and Sustainable Development at the Earth Institute
- Megan Cassidy, Program Associate at the Center on Globalization and Sustainable Development at the Earth Institute
- Chandrika Bahadur, Policy Advisor at the Earth Institute

Currently, ISDP is planning for several upcoming courses including a third 10-day foundation course and three five-day specialized courses on “*Communications for Development*,” “*Participatory Approaches and Governance*,” and finally, “*Poverty Measurement Methodologies*.” All the courses will be delivered before the end of 2011.

In addition to administering multiple short courses, the Center’s Institute is committed to endorsing national poverty reduction interventions and economic reform initiatives, and supporting the Jordanian Ministry of Planning and International Cooperation and the Government of Jordan in the preparation of a National Poverty Reduction Strategy. The revised strategy aims to identify practical programs to eliminate poverty in Jordan. This effort is a result of multiple visits by a team of academics and experts from Columbia’s Earth Institute in June 2010, and again in May and June 2011, including Professor Jeffrey Sachs, Director of the Earth Institute. The primary goal of these visits has been to first assess the nation’s poverty alleviation programs, as well as to hold high-level discussions and policy consultations with senior governmental officials, economic development experts and national stakeholders. The meetings have so far focused on poverty reduction, economic reform, and energy challenges including possible means of addressing them through an integrated approach to sustainable development. The series of meetings will continue throughout next year, with each focusing on a specific theme and area of priority for Jordan.

The Center on Globalization and Sustainable Development at the Earth Institute is working with ISDP, under the overall direction of Professor Jeffrey Sachs, to analyze the existing poverty situation and trends based on the latest Household Income and Expenditure Survey, identify critical risk factors associated with poverty, delineate important productivity factors linked to higher income earning potential, and finally, offer a data-driven, evidence-based policy framework for addressing the poverty challenge in Jordan.

The Center’s Institute for Sustainable Development Practice also launched a Sustainable Development Masters Fellowship Program in partnership with The King Abdullah II Fund for Development, the Jordanian Ministry of Planning and International Cooperation, and the Earth Institute at Columbia University. One fellowship was granted in 2011. The one-year program is a joint venture between the Earth Institute at Columbia University and the School of Continuing Education, and will provide training in sustainability management at Columbia University in New York City. The program is designed to strengthen the ability of fellows to implement reform, create policy, and advance goals of sustainability. Upon conclusion of the program, fellows will return to Jordan to apply the knowledge gained in practical development settings.

ECONOMIC REFORM AND POLICY UNIT

The Columbia Global Centers | Middle East is planning to establish an economic and policy research unit, to be housed within its Amman premises, for primarily supporting decision-making and providing scientific input to the reforms being dictated by the political and economic challenges and changes facing Jordan and the region. The Unit will convene experts from the local and international arena to identify and address the challenges and opportunities presented by such reforms. Ultimately, it is envisioned that this Economic Reform and Policy Unit will increase its scope to become an active and trusted think tank in the region.

Among the Unit’s first activities will possibly be an economic reform conference to be held in 2012. The conference would aim to address Jordan’s most pressing economic challenges and integration with the region, and set the stage for the initiation of the Unit’s work.

PUBLIC HEALTH

In coordination with the Mailman School of Public Health (MSPH) at Columbia University, the Center is formalizing the establishment of a program in Public Health, which will provide technical support to stakeholders in the health sector and develop training and capacity building programs for public health professionals in Jordan and throughout the Middle East. The training programs will address gaps identified by, and in partnership with local and regional institutions.

The foundation for the program was largely laid by a visit to Jordan in February 2010 by Neil Boothby, Mailman's Director of the Program on Forced Migration and Health. During this visit, Professor Boothby initiated a needs assessment study and began establishing a foundation of partnerships for future programming, and his work was extended by Dr. Jamie Eliades, a consultant with MSPH and senior public health professional.

Some areas of focus are:

- **Non-Communicable Diseases (NCDs)** – The Center and the Global Health Initiative (GHI) at MSPH jointly organized a reception and panel discussion, titled, *“NCDs and the Middle East: Principles, Priorities and Partnerships”* on September 19 in New York City, in conjunction with the UN Summit on Non-Communicable Diseases. The discussion brought together a group of high-level officials and public health professionals from across the Middle East, including: Jordan, Saudi Arabia, Egypt, the United Arab Emirates, and Oman. A representative from the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) also joined the meeting.

The event was initiated by introductory remarks by Linda Fried, Dean of the Mailman School of Public Health, as well as brief comments on regional challenges and opportunities from Wafaa El-Sadr, Professor of Epidemiology and Medicine and Director of both GHI and the International Center for AIDS Care and Treatment Programs (ICAP). The meeting also featured reflections from representative delegations of the various countries. The discussion—influenced by the UN Summit's goal of determining a global strategy to address NCDs—highlighted critical dimensions of the challenge NCDs pose in the Middle East and the Gulf region and the progress that has been made to date in addressing these challenges, in addition to identifying areas of potential collaboration between Columbia University, the Columbia Global Centers | Middle East and individual countries.

- **Family Healthcare** – In keeping with global and regional trends, UNRWA aims to introduce a Family Health Team (FHT) approach to ensure comprehensive, patient-centered care. The particular focus is on proper management of NCDs, which are by far the leading cause of death—almost 80%—among refugees. One key element of the FHT approach is teamwork development, which involves the re-orientation of service structures and roles of staff, including doctors, nurses, and paramedics, so that multifunctional teams can provide comprehensive primary healthcare.

The Center and MSPH are teaming up with UNRWA to pilot the FHT approach in two health centers in the West Bank. Technical assistance will also be provided by MSPH experienced family health specialists, in particular on proper monitoring and evaluation of family health team pilot activities, in addition to input on the development of FHT clinical and managerial guidelines. The Center, MSPH and UNRWA are also holding discussions with the Jordanian Ministry of Health on the possibility of piloting this initiative in

Jordan. This effort was largely catalyzed by Alastair Ager, Executive Director of the Global Health Initiative at MSPH during a recent visit to Jordan in June.

- **Eco-Nutrition** – In conjunction with the World Health Organization (WHO), the Institute of Human Nutrition (IHN), and the Mailman School of Public Health, the Center is proposing an integrated eco-nutrition school-feeding program to be implemented, as a pilot, at a number of Jordanian public schools located in underprivileged areas. Underpinning the proposed eco-nutrition program is the utilization of food-based, eco-nutrition approaches, to achieve the program's goals through tailoring diets to ensure sufficiency in several micronutrients and macronutrients, while integrating local products into the meals. The proposed program will also include awareness-raising schemes and educational services that focus on nutrition, women's empowerment, improvement of literacy, and new agricultural techniques.
- **Child Protection** – In partnership with Mailman's Program on Forced Migration and Health and the United Nations Children's Fund (UNICEF), a Child Protection Measurement Specialist has been hired and is currently housed at the Columbia Global Centers | Middle East. The specialist, Alison Bodenheimer, is focusing on improving regional monitoring, analysis, and reporting of child rights violations in situations of armed conflict and in other situations of concern, and is working to develop an evidence base for effective child protection programming and advocacy.

The initiative seeks to also forge ties with other child protection efforts that are currently conducted by UNICEF, Columbia University, and key networks concerned with the welfare of children. For example, Bodenheimer will share key findings and lessons learned from her research with Columbia University's Care and Protection of Children in Crisis-Affected Countries Learning Network (CPC Network), in addition to engaging regional colleagues as instructors and students in child protection short courses and distance learning programs being developed by partners around the world.

- **Monitoring and Evaluation** – Meetings and discussions with local and regional public health stakeholders have revealed a number of priority areas specifically at the capacity level, with Monitoring and Evaluation identified as the most pressing need. MSPH and CUMERC are currently working to develop tailored courses for Jordan and the region that will help build the skills of those in public health leadership and middle management positions in several areas of expertise including: monitoring and evaluation, design of interventions, strategic planning, and data collection and handling.

CASE STUDIES ON INNOVATION AND ENTREPRENEURSHIP

In partnership with the World Bank, Korea Development Institute, Higher Council for Science and Technology, and the Royal Scientific Society, the Center will lead the development of case studies on innovation in Jordan, as part of the Jordan-Rapid Innovation Action Learning (RIAL) Program. The purpose of the case studies is to provide timely and useful input that would feed into the government's policy-making on innovation, in the quasi-absence of any hard data on entrepreneurship in Jordan—particularly innovation-minded entrepreneurship. The studies, which are expected to be published in spring 2012, will also provide valuable case material for needed courses on entrepreneurship that are beginning to emerge at some of Jordan's higher education institutions. A publication on *"How to Harness the Potential of Innovation"* is another expected outcome of the project.

RESEARCH TRAINING

The Center also helps promote skill-development of regional researchers by offering training workshops and short courses, developed in coordination with the Institute for Social and Economic Research and Policy (ISERP) at Columbia University. In December 2010, the Center held a 10-day training course on “*Quantitative and Qualitative Research Methodology for the Social Sciences*,” in which 25 researchers from governmental and non-governmental agencies participated. The course provided trainees with an in-depth introduction to the major current research designs and techniques in social sciences that would allow them to intelligently evaluate research quality, analyze a variety of data, and produce high quality, research-oriented briefs and papers. The Center and ISERP are exploring the possibility of offering a number of specialized research training courses within the coming year that would build on the pilot course.

ROUNDTABLES

The Center organizes a series of roundtable meetings that are defined around specific disciplines or target areas, such as education, research, architecture and urban design, the arts, and public policy and government affairs. These forums provide opportunities for community leaders and academics to discuss common problems, identify educational needs, and provide feedback on the Center’s activities. The roundtables also provide a source of ongoing expertise and guidance to increase awareness about the Center’s programming and to plan new activities. For example, the first meeting of the research roundtable was held in December 2009 for leaders of research centers in Jordan, and this group has become a vibrant source for soliciting feedback and identifying education needs. Likewise, the Center’s architecture roundtable has met on multiple occasions and has provided valuable feedback on the Center’s plans and programs in conjunction with the Graduate School of Architecture, Planning and Preservation.

The Center’s research roundtable discussion series aims to further the promotion of research in the region by strengthening communities of scholars. The meetings provide a forum for participants to discuss the priorities and needs of their institutes, as well as possible ways to share resources and partner in skill-development workshops. Additional goals of the research roundtable include identifying areas for collaboration with Columbia University and proposing appropriate research partners. The research roundtable series also helps to identify gaps in skills, on the basis of which research trainings are designed and developed. The research roundtable was last convened on July 5, and among the topics discussed were possible upcoming research trainings and collaborative projects.



Professor Safwan Masri and Dr. Nasri Rabadi, Director of the Jordan Scientific Research Support Fund, participate in Research Roundtable



Several of the Center's most vibrant programs offer training and executive education that draw on the expertise of Columbia University faculty to develop skills, exchange knowledge, and promote learning in and about the region. The Center also supports a significant expansion of opportunities for Columbia students to broaden their educational experience through regional study in the Middle East in a variety of fields. As its educational offerings continue to expand and deepen, the Center is formalizing the establishment of the Institute for Education to coordinate a broad range of education-related activities and engage in policy research. In addition, one of the main near-term priorities for the Center's work is to develop advanced degree offerings in conjunction with Columbia schools.

Existing and planned education initiatives include:

QUEEN RANIA TEACHER ACADEMY

The Columbia University Middle East Research Center continues to be deeply involved in the work of the Queen Rania Teacher Academy (QRTA), which the Center helped establish even pre-dating its own official launch in March 2009. QRTA is an independent Jordanian institute committed to advancing teacher education and policy deliberation throughout the region, and was established under the patronage of Her Majesty Queen Rania Al Abdullah and in partnership with Teachers College (TC), through its relationship with the Center. QRTA and TC have developed unique expertise in customizing teacher training programs for the Arab World in ways that are responsive to local education system constraints. This model leverages the knowledge of each partner—QRTA in regional contexts and Arabic language, TC in providing world-class research and pedagogical insights related to education, and the Center in its base of relationships throughout the region.

Throughout 2010-2011, QRTA continued to expand its set of scaffolded professional development programs through its unique **school networks**, which distinguish the Academy from other teacher training programs. These networks—in English Writing, Science, Math, and Leadership—are formalized and managed by QRTA, and create communities that reinforce and continue developing the lessons of in-service workshops throughout the school year. Through its multiple programs and networks, QRTA has reached more than 2,500 school teachers and educators, and is helping change the landscape of teaching and public education in Jordan. The Academy's network activities, in particular, witnessed an expansion this year to the Kingdom's southern region including the governorates of Karak, Tafilah, and Aqaba. Plans are also in place to expand the network's scope to areas in Jordan's northern region, such as Irbid, Mafraq, and Ajloun.



Her Majesty Queen Rania Al Abdullah drops in on QRTA workshop

QRTA has made significant headway in terms of regional expansion. In conjunction with Madrasati Palestine, QRTA inaugurated the initiation of its work in Jerusalem starting in April, incorporating it into the Academy's networks program. QRTA is in the process of signing a Memorandum of Understanding with the Kharafi Group and the Kuwaiti Ministry of Education, and began discussions with the Iraqi Ministry of Education on potential areas for collaboration, including the possibility of conducting teacher training activities for Iraqi teachers. Moreover, the Academy has been nominated as a regional center of excellence by the Arab League Educational, Cultural and Scientific Organization (ALECSO), the World Bank and the Qatar Foundation, and has been approached by these partners to host part of the proposed programs of the Arab Regional Agenda on Improving Education Quality (ARAIEQ) initiative. QRTA has also submitted a proposal to the Public Action for Water, Energy and the Environment Project (PAP), in order to incorporate an environmental education network program into the Academy's repertoire. The Academy is currently in the process of selecting schools to participate in the upcoming PAP project.

In addition to the *"Regional Conference on Strengthening Teacher Policies for Education Results"* (refer to the Conferences and Seminars section for details), the Academy also held a joint TC-QRTA education conference on May 14, titled, *"Towards a More Engaged Learner."* The Conference, which gathered an audience of over 600, introduced to participants the model of engaged learning including its current strategies and methods, and focused on the importance of encouraging students to be producers of knowledge and actively engaged in their learning. The Academy has also continued to offer an ongoing series of International Baccalaureate workshops, short courses and a myriad of other lectures and workshops.

In close cooperation with the Consortium for Policy Research in Education (CPRE) at Columbia University, QRTA is working to maintain documentation and run a comprehensive longitudinal study to assess the impact of its programs and interventions on the practice, policy and performance of the school networks. QRTA continues to monitor the effectiveness and relevance of its trainings by conducting evaluations and soliciting participant feedback upon the conclusion of each of its programs. This monitoring and evaluation coupled with the results of the joint QRTA-CPRE impact report will inform and guide future program development.



QRTA International Baccalaureate workshop

HIGHER EDUCATION

The Center is also active in promoting higher education development efforts and reform-related research in Jordan and throughout the Middle East. Building on the success of its *“National Conference for the Development of Study Plans, Teaching and Learning and Scientific Research,”* which was held in partnership with Jordan’s Ministry of Higher Education in June 2010 and brought together over 600 participants, the Center held a number of higher education events during the academic year, which include:

- **Launch of Joint Project to Review the Quality of Educational Programs at Jordanian Universities** – On February 10, the Center launched a joint project with Al Hussein Fund for Excellence (HFE) that entails a review of the quality of educational study programs at Jordanian universities. The project involves the review of three university programs: classroom teacher, pre-school teacher, and special education, and aims to build capacity in these areas, and support current initiatives working towards building a culture of quality assurance in higher education.
- **Discussion on Research and Higher Education** – In cooperation with the Jordan Society for Scientific Research and the America-Mideast Educational and Training Services (AMIDEAST), the Center organized a discussion on Research and Higher Education on April 5. The discussion covered the status of research and higher education in Jordan, and focused on approaches, resources, and challenges. It provided an opportunity for engagement between universities in Jordan and the United States, and allowed for an exchange of perspectives on the issues at hand. The organization of this discussion was spearheaded by the Center’s Resident Fellow, Dr. Mona Taji, and was moderated by H.E. Professor Anwar Battikhi, President of the Jordan Society for Scientific Research and faculty member at the University of Jordan.

Participants included a group of senior academics and higher education policymakers involved in research and higher education in Jordan, such as H.E. Professor Adnan Badran, who spoke on quality issues in research, H.E. Professor Fayez Khasawneh who discussed oriented and non-oriented research, and H.E. Professor Kamel Ajlouni who discussed research in the medical sciences. Other participating academics discussed research themes in Jordan including research in educational programs in universities; basic versus applied research; research funding; research and the environment; research on water and irrigation; and research on renewable energy.



Professor Safwan Masri gives introductory remarks at the *“Discussion on Research and Higher Education”*

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- **Workshop on Competing Globally in Higher Education** – In partnership with the Higher Education Accreditation Commission (HEAC), the Center held a workshop, *“Competing Globally in Higher Education: Developing Measurable Student Learning Outcomes”* on June 19-20. Over the past two years, HEAC has worked on developing accreditation domains and quality assurance criteria for both public and private higher education institutions and programs, followed with trainings on these guidelines. The two-day workshop aimed to support HEAC’s efforts in familiarizing faculty with the key criteria of Student Learning Outcomes (SLO) and evaluation on both the program and the course levels. The workshop was led by Dr. Tala Khudairi, a Fulbright Scholar and Visiting Professor at the Faculty of Pharmacy at the University of Jordan, and facilitated by a team of quality assurance experts including: Dr. Ali Yaghi, General Director of Al-Hussein Fund for Excellence, Dr. Wafa Al-Khadra, Faculty Member and Former Dean of the Faculty of Arts at Al-Ahliyya Amman University, and Dr. Amjad Abujedi, Associate Professor of Counseling and Psychological Assessment and Director of the Measurement and Evaluation Center at Al-Ahliyya Amman University.

In April, the Center’s Director, Professor Safwan Masri, co-convened a session on *“Higher Education Reform in the Arab World”* at the 2011 U.S.-Islamic World Forum in Washington D.C. (refer to the Outreach section for more details). The Center is currently exploring with the session’s organizers and local partners possible project collaborations that would take forward the recommendations of the working group.

ONSITE LEARNING PROGRAMS FOR FULL-TIME STUDENTS

Onsite learning is strongly advocated in the mission of the Columbia Global Centers | Middle East and the facilities available allow the Center to hold numerous onsite training programs, particularly over the summer. The Center held the following learning programs in 2011:

- **Summer Ecosystem Experiences for Undergraduates Program** – In conjunction with Columbia College and the Center for Environmental Research and Conservation (CERC) at Columbia University’s Earth Institute, the Center offered the Summer Ecosystem Experience for Undergraduates Program (SEE U) in Jordan for the first time. The five-week program ran from May 21 until June 23 and provided approximately 20 Columbia undergraduates with a global understanding of ecology, biodiversity and environmental sustainability. The program also offered students the opportunity to conduct fieldwork in unique natural settings, in combination with classroom lectures and lab work.

Jordan is a unique site that offers students the opportunity to study the desert ecosystem, among other habitats in locations such as the Jordan Valley, Ajloun, Dana and Aqaba, as well as issues of water, energy and climate change as they relate to sustainable development. At each site, students were required to undertake their own research project, though they worked extensively in teams when collecting data in the field. Each student was then required to contextualize their research project within a core issue of environmental sustainability, thus allowing students to experience the interconnectedness of science and sustainability and enhance their understanding through “real-world” application. Local partners included the Royal Society for the Conservation of Nature, the University of Jordan, and the Marine Science Station in Aqaba. Discussions are currently underway with partners at Columbia University about reoffering the SEE U Program in Jordan next summer.

- **Summer Arabic Language Program** – In conjunction with Columbia’s Office of Global Programs, the Center offered the Annual Arabic Language Program for the second time. The eight-week program, which

ran from May 29 until July 30 allowed 16 undergraduate students, from Columbia University and other U.S. universities, to strengthen their skills in Modern Standard Arabic and Colloquial Levantine Arabic. Students studied at CUMERC, and also had opportunities to improve language skills and learn about Jordanian society through cultural activities, volunteering and travel, coordinated by the Center. The program will likely be expanded next year to include a larger pool of students, and will also offer them the choice of staying with a host family. On the longer-term, the Center is looking into expanding the program into a semester or a year abroad program.



Students during the Summer Design Workshop



Columbia undergraduates in Amman during Summer Arabic Language Program

- **Summer Design Workshop** – The Amman Lab Summer Design Workshop 2011 was held from July 10 until July 24 in collaboration with the Graduate School of Architecture, Planning, and Preservation (GSAPP), and paired students and faculty from GSAPP with academic partners in Jordan (German Jordanian University and The University of Jordan), Lebanon (American University of Beirut), and Turkey (Bilgi University). The three-week workshop enabled students from these different academic and cultural contexts to visit Amman and engage in collaborative studio and fieldwork, while expanding their understanding of design issues through research, experimentation, discussion and feedback. Students’ proposals investigated issues of response in public space, and were unveiled to leading architects and urban planners on July 22 upon completion of the program. To initiate the workshop, the Center held a conference on July 10 that brought together a wide range of leading architects, officials and scholars to address the impact of public space.

EXECUTIVE EDUCATION AND CAPACITY BUILDING PROGRAMS

The Center has invested in planning and conducting executive education and capacity building programs, which are offered in concert with Columbia University, and are largely developed and designed by the faculty at Columbia’s various schools. Existing and planned offerings includes:

- **Conflict Resolution** – In January, two workshops on “*Tools for Managing Conflict in Schools*” were offered by the School of Continuing Education (SCE) through CUMERC to public and private school teachers under the umbrella of the Queen Rania Teacher Academy (QRTA). The workshops, led by Professor Beth Fisher-Yoshida, Director of the Master of Science in Negotiation and Conflict Resolution Program at Columbia’s School of Continuing Education, focused on providing teachers with conflict resolution techniques and encouraged the creation of an environment that fosters better management of conflicts by students and teachers within the school community.

The Center is currently looking into further collaborative educational offerings with the School of Continuing Education, including conflict resolution courses and certificates that will be held in partnership with QRTA, in addition to similar dispute resolution training workshops for junior diplomats at Jordan's Institute of Diplomacy. Furthermore, the Center is holding discussions to explore opportunities for Columbia faculty to participate in onsite research on peace and conflict in the Middle East.

- **Financial Studies** – The Jordan Securities Commission approached the Center to design and deliver a program for the Commission's staff. In partnership with SCE, the Center is currently designing the program, which will cover topics including capital market regulations and reforms, risk management techniques, equity capital markets, as well as advances in behavioral finance, and will be delivered by Suresh Sundaresan, the Chase Manhattan Bank Professor of Economics and Finance at Columbia University. The program will comprise a series of courses and workshops delivered over the span of six to nine months, with certification granted to all trainees who successfully complete it.
- **Strategic Communications** – The Center is currently exploring the possibility of offering a certificate in strategic communications that builds off an existing Masters in Strategic Communications at SCE. The certificate program will be available for communications professionals from Jordan and across the region working in the private, governmental, and non-governmental sectors. It will offer these professionals the opportunity to learn how to manage communications strategically to achieve an organization's mission and to gain comprehensive knowledge of today's communication tools.

The Center is also looking into further opportunities with the School of Continuing Education including offering executive education trainings that are based on existing masters programs at Columbia University in areas including business and sports management. In 2012, the Center plans to offer a number of ongoing courses and certificates—in coordination with several Columbia schools—on a range of topics.

- **In-V-Ent-Ed** – The Center is working with The Fu Foundation School of Engineering and Applied Science (SEAS) at Columbia University to provide a series of newly developed training workshops on entrepreneurship and innovation. The “Innovating International Entrepreneurship Education & Inspiring Global Venture Creation” (In-V-Ent-Ed) Program involves a synergistic, innovative, and interactive learning system and is designed to meet the needs of the international community of entrepreneurs, and to correct for the failings of conventional entrepreneurship programs. The first of these workshops targeting entrepreneurs in Jordan and the region will be delivered in the spring of 2012 by Jack McGourty, Vice Dean for Corporate, Government and Global Engagement at SEAS.

Additionally, the Center is planning to deliver a similar workshop that is tailored for high school students, with the objective of facilitating entrepreneurial creation, and ensuring the success of participating fledgling entrepreneurs. This workshop will be offered in partnership with SEAS in early 2012.

- **Urban Development** – The Center anticipates launching an Urban Development Learning Program in partnership with SEAS; the Urban Design Lab at Columbia University (a joint laboratory of the Earth Institute and the Graduate School of Architecture, Planning and Preservation); Emaar, The Economic City; and the King Abdullah Economic City (KAEC). The career development program will target urban design and development professionals throughout the region and will cover a number of topics ranging from urban planning and management, to real estate finance, to sustainable development. As the initiative advances, the

Center hopes to explore with partners the development of the certificate-program into a graduate and/or post-graduate degree program.

- **Technology** – The Advanced Technology Investment Company (ATIC), established to support the growth of the high technology sector in Abu Dhabi, approached the Center and SEAS to provide a college preparatory program and possibly an eight-month bridge program for students from Abu Dhabi. In addition to training on soft skills, the program will focus on critical competencies needed for studying engineering at the university level, including an emphasis on the topic of semiconductors. Discussions are currently underway to design the program in partnership with SEAS and SCE.

As a result of a number of visits to the region by faculty at the Columbia School of Engineering and Applied Science, including Dean Feniosky Peña-Mora, the Center and SEAS are working with the King Abdullah University of Science and Technology (KAUST) towards a potential dual degree graduate Ph.D. program in cloud computing and computational biology. This partnership would likely also include the exchange of doctoral students, and the establishment of a “twin center” to facilitate research by faculty, and allow for parallel and complementary cutting-edge research in areas of common interest to both institutions.

In addition to investing in executive education and capacity building programs, the Center is focused on establishing disciplinary foundations for degree-granting programs to be offered within the next few years. To support this disciplinary focus, the Center recognized the need to establish several formalized institutes in fields such as education and sustainable development practice. These institutes support advanced degree programs, as well as extend the expertise the Center can offer to its partners in government, academia, and the private sector. In part, these offerings have been requested from the regional community: students, NGO workers, government employees, and scholars have called for a greater range of offerings for graduate degree opportunities in the Middle East, and the Center is well-positioned to respond to this opportunity.



The Columbia Global Centers | Middle East is committed to creating opportunities for scholarship and study beyond libraries and classrooms. Many of the Center's programs pair Columbia students and faculty with practitioners throughout the Middle East, working in a variety of sectors, to develop hands-on projects that promote study and expand the range of academic experiences. These programs highlight the range of opportunities that the Global Centers can offer to members of the Columbia community—from excavating a historic property in downtown Amman to engaging with children in orphanages and care homes. Such activities also strengthen the Center's impact on its community, by allowing scholars to work in applied settings with local experts. In the coming months and years, the Center anticipates broadening its program opportunities to a more extensive set of schools at Columbia.

The Center's programs include:

SOCIAL WORK

Social work as a profession has evolved over more than a century, and as the first school of social work in the United States, the Columbia University School of Social Work (CUSSW) has been a participant in the field's evolution. At Columbia, faculty and students focus on research across a wide range of social issues and concerns, including child maltreatment, domestic violence to at-risk youth, mental health problems, enterprise development and microfinance. In partnership with CUSSW, the Center is conducting the following social work initiatives:

- **Jordan Social Work Education for Excellence Program** – The Jordan Social Work Education for Excellence Program (JSWEEP) is a partnership among CUMERC, CUSSW, Jordan's Ministry of Social Development (MoSD), and other entities. As one of CUMERC's first flagship programs, the Center remains dedicated to building a strong, science-based foundation for the emergence of an exemplary social work profession in Jordan. The long-term vision for the partnership is to create a critical mass of social work researchers and professionals that join together to ensure that services and programs offered to the people of Jordan are effective, appropriate, and far-reaching.

JSWEEP offers a range of programs to professionalize the practice of social work in Jordan, and one of its primary elements is a set of skill-building workshops. CUSSW faculty first developed and offered a course focusing on basic practice, the *"Foundations for Social Work Practice,"* in early 2009 that has been offered three times since then, with the participation of approximately 300 frontline workers and supervisors. Over the past two years, the initiative has been expanded to include specialized courses focusing on adolescent care, family violence, and management training. The Center has continued to offer training and capacity building that draw on the expertise of Columbia University faculty to develop skills, exchange knowledge, and promote learning in the field of social work. Starting in November 2011, JSWEEP will resume offering several specialized courses, ranging from three to five days each, including *"Skill Building for Foundations for Social Work Practice,"* in addition to courses focusing on family violence, mental health and juvenile justice.

The Center held its Second Annual Social Work Convening Ceremony under the title, *"Looking Forward to 2011 and Beyond"* on December 1, 2010, with participation of the Minister of Social Development and Women's Affairs, Her Excellency Hala Lattouf and the Dean of the School of Social Work at Columbia University, Jeanette Takamura, among other partners. The convening ceremony included presentations by JSWEEP

partners. Later that day, the Center and the Ministry of Social Development launched Jordan's first-ever code of ethics for the profession of social work under the patronage of Her Majesty Queen Rania Al Abdullah.

- **Social Work Masters Fellowship Program** – In conjunction with The Open Society Foundations (OSF) and CUSSW, CUMERC is administering a Social Work Masters Fellowship Program. The program is designed to provide social work education to fellows to prepare them to implement reforms, create policies and foster the development of social work in Jordan. Five awards have been granted this year, and fellows started a two-year graduate program in September at CUSSW in New York City. Upon the conclusion of the program, fellows will return home to apply their new knowledge in practice.

Currently, the Center is working with CUSSW to explore new partnerships and opportunities for regional expansion, develop plans for 2012, in addition to actively seeking funding for JSWEEP's activities and other proposed social work education initiatives. Among the proposed initiatives is a social work film series that could serve as a way for the welfare provider community in Jordan to come together on a regular basis and watch thought-provoking films about relevant vulnerable populations. The screenings, which would be held three to four times a year, would be followed by open dialogue and discussion between the attendees.

COMMUNITY-FAMILY INTEGRATION TEAMS

In conjunction with MoSD, CUSSW, and the United Nations Children's Fund (UNICEF), the Center held a launching ceremony on February 9 for the "Diversion of Children from Institutions Project," which was recently renamed "Community-Family Integration Teams" (C-FIT). The program began operations in October 2010, and aims to develop diversion alternatives for children legally considered to be in need of care and protection (for example, orphanages and care homes), in addition to those in conflict with the law (for example, those at juvenile detention centers).

The project is directed by Dr. Rawan Ibrahim, and the primary investigators are Professors Robin Gearing, Michael MacKenzie, and Craig Schwalbe, from CUSSW. The project comprises two main phases: phase I involves the assessment of the psycho-social developmental and behavioral needs of children in residential care and juvenile detention centers, while phase II involves using the findings from the assessment study in phase I and utilizing existing resources to develop alternative community-based interventions to divert children from institutional placements.

To ensure the localization of efforts and outcomes, the project is implemented by a steering group that includes representatives of various key stakeholders and main partners, such as the Jordanian Ministry of Justice, the Ministry of Planning and International Cooperation, the Ministry of Education, and a number of non-governmental organizations representing civil society such as the Jordan River Foundation and the National Council for Family Affairs.

ARCHITECTURE

In addition to design workshops and studio courses developed in concert with the Graduate School of Architecture, Planning and Preservation (GSAPP), the Center has held a number of architecture-related events and embarked on several projects including:

- **Ibrahim Hashem House Preservation Project** – One of the Center’s joint architecture initiatives with GSAPP is the preservation and restoration of the historic, 1930s home of the Hashemite Kingdom’s first Prime Minister, Ibrahim Hashem. The Center is transforming this historic property into a “Columbia House” that would serve as a cultural center for use by the local community, and as part of the broader Columbia Global Centers initiative. Anchored in the heart of the city—in Jabal Amman just off Rainbow Street—the house will be used for hosting guests, displaying exhibitions, conducting roundtables or salon-style discussions, and holding cultural events. It is envisioned that, once completed, the facility will also house a Studio-X, an incubator of energetic thinking devoted to studying the future of the built environment, which would be connected to other advanced research laboratories in GSAPP’s global network around the world.

GSAPP students and faculty have participated in various stages of this project, including site assessment, planning and documentation, and have worked closely on the project’s development with the primary Jordanian architect, Ammar Khammash. The project has also involved several weeks of fieldwork and coursework, and serves as a model for the combined opportunities of academic study, international enrichment, and community impact that the Global Centers can harness. Currently, the house is undergoing the first phase of restoration and is expected to become fully functional as a resource for Columbia University and the community within two years.



An east view of the Ibrahim Hashem House



Proposed restoration for the Ibrahim Hashem House

- **Muslim World Music Day** – In conjunction with GSAPP’s Studio-X global network, the Center joined the world’s largest collection of popular music in the world, ARChive for Contemporary Music, to celebrate Muslim World Music Day. The initiative is a collaborative online worldwide effort to identify and catalogue tens of thousands of recordings of diverse musical forms inspired by Middle Eastern and Pan Arab history. As part of this global grassroots effort to embrace and share a broad understanding of muslim music, the ARChive, Studio-X and the Center developed Global Meme; a collaborative music project involving musicians in Amman, Mumbai and New York. The project began in Amman on April 12 with Jordanian musicians Humam Eid and Abdulhaleem Khatib performing live both traditional and modern Arabic music pieces on the Oud and Qanun respectively. The song recordings were in turn reinterpreted by musicians in Mumbai. The

musical telephone project was concluded in New York with a reinterpretation of Mumbai's musical piece by Christopher Washburne, Associate Professor of Music and Director of the Louis Armstrong Jazz Performance Program at Columbia University.



Jordanian musicians Humam Eid and Abdulhaleem Khatib perform at Muslim World Music Day

- **Film Series: A Tale of Three Cities** – In collaboration with the Amman Institute for Urban Development, the Center organized a film series in July titled, “*A Tale of Three Cities: Debating our Urban Future.*” The series featured the screening of three documentaries including, *Confronting Decline in an American City* (2006), *City of the Big Shoulders* (2006), and *Quest for the Livable City* (2009). The documentaries address the planning of three major American cities: Cleveland, Chicago, and Portland respectively, including the ways in which stakeholders dealt with issues such as land use, growth limitations, controlling sprawl, transportation planning, land preservation, and community involvement. Each screening was followed by a panel discussion on how the planning of these cities—whether a success or failure—could provide learning experiences for Jordanian cities, as they move forward in urban development. The discussions featured participation by local experts, and two GSAPP faculty members: Kamal Farah and Jenny Broutin.
- **The Deir Ghassaneh Project** – In coordination with GSAPP and the Riwaq Center for Architectural Conservation; a non-governmental, non-profit organization based in Ramallah, the Center helped organize a workshop in August, which gathered a group of nine GSAPP students together with two faculty members, led by Craig Konyk, GSAPP Adjunct Assistant Professor. Students worked on the documentation, rehabilitation, and development of the architectural heritage of the “Throne Village” of Deir Ghassaneh (Bani Zeid) in the West Bank. The workshop allowed students to learn from the successes and experiences of Riwaq and to make an actual assessment and proposal for Deir Ghassaneh. The research and onsite fieldwork will form the basis for a studio course to be offered at Columbia University.

ARTS

In partnership with Columbia's School of the Arts (SoA), the Center is continuing to develop a series of programs in the arts, spanning from film screenings to creative writing. Activities of the Arts Program include:

- **Film Screening** – In collaboration with SoA, the Center presented a special screening of the Academy Award Winning documentary *Man on Wire* on December 15, 2010. An introduction and post-film discussion was held with the film's co-producer Maureen Ryan, Assistant Professor of Professional Practice and Director of Production at Columbia University's School of the Arts.

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- **Hayâtuna Project** – In July, the Center co-launched Hayâtuna: a joint Jordanian-Swedish project that aims, through music, to inspire local social entrepreneurs and create a platform for competence development, capacity building and social development in Jordan. A six-day workshop involving vocal music, choral singing and dance, was held at the Center from July 4 to July 9 for 20 underprivileged children. The workshop was facilitated by musicians, choral conductors, music pedagogues, child life specialists, and volunteers, and directed by three workshop leaders from both Jordan and Sweden. A final concert held at the International Academy – Amman on July 9 drew an audience of over 100 and showcased the children’s performances of traditional Arabic and Western songs, as well as newly written music.

The project is facilitated by Spiritus Mundi, a Sweden-based non-profit organization, on commission by the Eric Ericson International Choral Center, and in cooperation with the Carpe Vitam Foundation. The operative work in Amman was carried out by Spiritus Mundi and the Columbia Global Centers | Middle East, in collaboration with the National Music Conservatory of Jordan, the Jordanian Ministry of Social Development, Freeway Dance Studio and the Al Hussein Social Center.



Activities during the Hayâtuna Project

- **Literary Translation Project** – The Center will take part in a project initiated by the Creative Writing Program at Columbia’s School of the Arts, which involves an international exchange between student writers from SoA and various universities around the world. The purpose of the project is to offer students a unique opportunity to explore the art of literary translation, create a model for similar exchanges in the future with various other countries in different languages, and ultimately, broaden their worldview. All translation is in essence a collaborative artistic experiment between two writers inhabiting separate languages. When writers and their translators work in consort, the writers consider their own words from new perspectives. To translate and to be translated is to be part of the international literary community. The possible theme for Jordan’s project is: *“New Generations: Moving Forward,”* and will involve a student from Columbia, Hannah Assadi, who will be coupled with a local Jordanian writer. Each will translate the other’s writing—from English to Arabic and vice versa.
- **Film Studies Intensive Workshops** – The Center is working with Richard Peña, Professor of Professional Practice at the Columbia School of the Arts - Film Division, to explore the possibility of offering in-depth workshops in film studies during the spring of 2012. The format and duration of the workshops are under discussion, and the Center is currently exploring potential local partners.

INTERNSHIPS

The Center hosts a regular set of interns, primarily in the summer with additional interns assisting activities and coordinating programs throughout the academic year. Interns tend to be undergraduates engaged in study overseas or in the region who have interest in or linkages to Jordan. Interested students inquire about internship positions through CUMERC's website, but the Center also often receives interns through referrals or through its wide base of contacts. Internships at the Center are unpaid, six weeks long at minimum, and are available in a range of fields, including: the arts, architecture, social work, communications and alumni outreach, sustainability, and research support. This year, seven interns were engaged in the different departments and activities at CUMERC.

NAME	UNIVERSITY	FIELD OF STUDY	AREA OF SUPPORT AT CUMERC	INTERNSHIP DURATION
DINA ABBADI	CARLETON UNIVERSITY	COMMUNICATION STUDIES & FRENCH	COMMUNICATIONS & OUTREACH	SEPTEMBER – OCTOBER
TARAF ABU HAMDAN	UNIVERSITY OF ARKANSAS	ENVIRONMENTAL, SOIL & WATER SCIENCES	RESEARCH	JULY 2010 – MAY
RU'A AL ABWEH	GERMAN JORDANIAN UNIVERSITY	ARCHITECTURE	GSAPP	JUNE – JULY
GHADA AL NABULSI	SCHOOL OF ORIENTAL AND AFRICAN STUDIES (SOAS)	DEVELOPMENT ECONOMICS	RESEARCH	JULY – SEPTEMBER
DINA BATAINEH	UNIVERSITY OF JORDAN	ARCHITECTURE	GSAPP	JUNE – JULY
FARAH EL YACOUBI	SCHOOL OF ORIENTAL AND AFRICAN STUDIES (SOAS)	LAW	COMMUNICATIONS & OUTREACH	JUNE – JULY
ZANE PRESTON	COLORADO STATE UNIVERSITY	POLITICAL SCIENCE	RESEARCH	FEBRUARY – OCTOBER

“My experiences at the Center widened my perspective on environmental issues in Jordan, the region and globally, and allowed me to further explore important areas of sustainability and development. The internship provided a great transition from my undergraduate to graduate studies.”

Taraf Abu Hamdan, SIPA '12

In addition to its regular internship program, the Center held the Columbia Experience Overseas Program (CEO), in partnership with the Center for Career Education (CCE) at Columbia University. CEO is a unique eight-week internship program that offers Columbia undergraduates high-quality internships developed by CCE through alumni and employer partnerships. The program was offered for the first time in Amman through CUMERC to six students in the summer of 2011 (June 13 – August 5). Internship opportunities included an array of fields, such as publishing, hospitality, economic policy, consulting, and finance. Throughout the internship, students explore a career field and develop professional skills, while gaining international experience in a vibrant cosmopolitan city. Students also had the opportunity to connect with professionals in Amman who chose to support the program either as an employer or mentor.

COLUMBIA STUDENT	INTERNSHIP ORGANIZATION	ALUMNI MENTOR
ALEXANDER SIMMONDS (CC '13)	UNION BANK FOR SAVINGS AND INVESTMENT	WASIM SALFITI (CC '03)
AMIRAH SEQUEIRA (CC '12)	SUSTAINABILITY EXCELLENCE	RAMZI MUNA (EN '81)
ANDREA GARCIA-VARGAS (CC '13)	LIVING WELL (FRONT ROW PUBLISHING & MEDIA SERVICES)	LINA EJEILAT (JN '09)
JOHN O'SHEA (CC '13)	UNION BANK FOR SAVINGS AND INVESTMENT	H.E. DR. Umayya TUKAN (BU '86 BU '87)
MARK HOLLY (CC '12)	ROYAL JORDANIAN AIRLINES	KHALIL AL SALEM (CC '04)
PHILLIP FLETCHER (CC '13)	JORDAN INVESTMENT BOARD	MUGHITH SUKHTIAN (BU '01)



The Center continues to cooperate with numerous partners to hold conferences and seminars featuring international experts and regional scholars that focus on issues ranging from press freedom to education reform to civic engagement. Partners have included the Gerhart Center at the American University of Cairo, the World Bank, and various research centers from the region. National partners have ranged from government ministries to business organizations to universities. These events promote academic discourse on a number of issues and help solidify the Center's prominence in the region as a focal point of intellectual engagement.

Highlights of major events from 2010-2011 include:

A FREE PRESS FOR A GLOBAL SOCIETY: A COLUMBIA UNIVERSITY FORUM SERIES

As a global center of learning with a core commitment to interdisciplinary scholarship, Columbia University is particularly well-suited for a dialogue on the future of a global free press. *A Free Press for a Global Society* is a forum series that seeks to harness the dialogue among influential thinkers and policymakers for the purpose of refining a research agenda and generating recommendations for promoting and protecting a culture of free speech and free press around the world. The series was launched by President Lee C. Bollinger in conjunction with the Schools of Journalism, Law, and International and Public Affairs, and was inaugurated on November 3 and 4, 2010, at Columbia University in New York City. Participants included high-ranking government officials, representatives from NGOs and regional treaty groups, First Amendment scholars, journalists, business leaders, and Columbia students and alumni.

The Columbia Global Centers | Middle East participated in part of this two-day forum by broadcasting live from Columbia's New York City campus the introductory remarks by President Bollinger on November 3. This was followed by a panel addressing the role for media in the 21st century. The Center then held its own panel discussion with local experts entitled, "*Jordan: Media in Times of Change*," followed by an interactive questions and answer session. The panel was composed of a number of local journalists, and moderated by George Hawatmeh, former Chief Editor of Al Ghad, Al Rai and The Jordan Times.

The Columbia Global Centers in Beijing, Paris, and Mumbai also participated via videoconference. The forum is envisioned as an ongoing discussion, with a subsequent event held in Istanbul in March 2011 and an upcoming event to take place in Mumbai in early November.

COLUMBIA UNIVERSITY PRE-LAUNCH EVENTS IN ISTANBUL

The Center participated in several events held by Columbia University in Istanbul on March 21-23, 2011, as the precursor to the launch of the Columbia Global Centers | Turkey. The events included an address by Columbia President Lee Bollinger on the issue of global press freedom on March 21 at Istanbul Technical University, which was moderated by Nicholas Lemann, Dean of the Columbia Journalism School.

The Directors and several team members of five of the Global Centers including Amman, Paris, Mumbai, Beijing and Nairobi in addition to the Office of Global Centers, met for a full-day on March 22 to discuss challenges, building partnerships, fundraising, and community visibility. Professor Safwan Masri shared best practices, advice

on creating partnerships and fundraising relationships, and the experience of the Amman Center.

On March 23, a discussion on the Global Centers was held at Boğaziçi University, with welcoming remarks by its President, Kadri Ozcaldiran. Following opening remarks by President Lee Bollinger, a panel discussion, *“How Do We Teach Our History? Comparative Issues and Perspectives”* ensued. Panelists included: Fikret Adanır, Professor at Sabancı University, Elazar Barkan, Professor of International and Public Affairs and Director of the Institute for the Study of Human Rights and SIPA Human Rights Concentration at Columbia University, and Edhem Eldem, Professor and Chair of the Department of History at Boğaziçi University. The discussion was moderated by Karen Barkey, Professor of Sociology and History and Chair of the Faculty Steering Committee for the Columbia Global Centers | Turkey.

A second panel discussion entitled, *“The Role of Policy Centers (Think Tanks) on Policy Making”*, was moderated by Kenneth Prewitt, Vice President for Global Centers and Carnegie Professor of Public Affairs at Columbia University. Panelists included: Hakan Altınay, Senior Fellow at the Brookings Institution, Lee Goldman, Executive Vice President for Health and Biomedical Sciences and Dean of the Faculties of Health Sciences and Medicine at Columbia University, and Kemal Kirişçi, Professor of Political Science at Boğaziçi University.

WORKSHOP ON RELIGIOUS LAW, LOCAL PRACTICE, AND GLOBAL DEBATES ABOUT MUSLIM WOMEN’S RIGHTS

“Who’s Afraid of Shari’a Law?” is a project spearheaded by Lila Abu-Lughod, the Joseph L. Battenwieser Professor of Social Science at Columbia University and Co-Director of the Center for the Critical Analysis of Social Difference (CCASD), which seeks ways to move beyond the polarized debates about women’s rights in Muslim societies. In the past two decades, the application of Islamic law to the regulation of women’s everyday lives has generated great controversy, but has also inspired innovative thinking by feminists.

As part of this project, and in collaboration with Professor Abu-Lughod and CCASD, the Columbia University Middle East Research Center hosted a workshop on April 8-10 that focused on women’s rights, family law, and the topic of “consent”—its meanings, its potential, and its politics. The workshop brought together a group of international scholars and practitioners who work in the fields of law and legal reform across the Muslim world, including Iran, Egypt, Palestine, India, Nigeria, Indonesia, Senegal, and Morocco. The workshop helped enable the development of a more nuanced assessment of the place of Islamic law in today’s world, and is the first in a series of intensive workshops that will be held on this topic.



Professor Lila Abu-Lughod convenes a workshop on religious law

TAKAFUL: THE FIRST ANNUAL CONFERENCE ON ARAB PHILANTHROPY AND CIVIC ENGAGEMENT

Under the patronage of Her Majesty Queen Rania Al Abdullah, the Columbia University Middle East Research Center and the Gerhart Center for Philanthropy and Civic Engagement at the American University of Cairo jointly organized “*Takaful: The First Annual Conference on Arab Philanthropy and Civic Engagement*,” which was held at CUMERC on April 16-17. The conference aimed to foster strategic global philanthropy and stimulate more research, scholarly exchange, and documentation of the rapidly developing fields of philanthropy and civic engagement in the Arab World.

The conference brought together over 100 scholars, government officials, philanthropists, and representatives of socially responsible private sector companies and non-profit organizations from across the region. Speakers included 36 regional and international researchers and academics, who presented on topics ranging from faith-based philanthropy, to policy and accountability, to the role of universities in civic engagement. The conference encouraged scholars, policy professionals and practitioners to engage in an intellectual exchange that promotes best practice and data-based policymaking.



Panel on “Faith-Based Philanthropy” at Takaful Conference

A HUNDRED YEARS OF JOURNALISM: AN INTERNATIONAL CONFERENCE IN COMMEMORATION OF THE CENTENARY OF FALASTIN NEWSPAPER

On June 7-8, the Columbia Global Centers | Middle East held an international conference, with over 120 participants, on the content and history of the Palestinian newspaper Falastin. The conference was spearheaded by Dr. Noha Tadros, a Visiting Fellow at the Center’s Visiting Scholars and Fellows Program.

Falastin, a newspaper founded by ‘Issa al ‘Issa in Jaffa in 1911, constitutes an invaluable archival source for the reconstruction of Palestinian history and has played an essential role in the forging of Palestinian identity and modern national consciousness. Building on the newspaper’s centenary, the conference aimed to reconstruct the dynamic intellectual and social history of Palestine, in addition to reflecting and undertaking a multidisciplinary assessment of the contribution of Falastin to the study of 20th century political, cultural and social trends in the Middle East. The conference was equally a tribute to the essential role of the press as a tool for transmitting information, permitting freedom of expression, and influencing public opinion.

Speakers included 24 academics, scholars and researchers from the United States, United Kingdom, Germany, France, Syria, Jordan and Palestine, including Rashid Khalidi, the Edward Said Professor of Arab Studies at Columbia University, and Ilan Pappé, Fellow and Director of the European Center for Palestine Studies at Exeter University.



Introductory remarks at Falastin Newspaper Conference by Dr. Noha Tadros, Visiting Fellow at the Center



Professor Rashid Khalidi joins session titled “*A Hundred Years of Journalism – the Forging of a Nation?*” at Falastin Conference

A REGIONAL CONFERENCE ON STRENGTHENING TEACHER POLICIES FOR EDUCATION RESULTS

In conjunction with Teachers College and CUMERC, the Queen Rania Teacher Academy (QRTA) held its second annual conference on teacher education, entitled, “*Strengthening Teacher Policies for Education Results*” on July 6-7. The conference, which was co-sponsored by the World Bank, built on the success of QRTA’s inaugural summit in June 2009 on “*Teacher Preparation: What Does the Evidence Suggest?*,” which marked the first time that such focus had been placed on the issue of teacher education in Jordan.

In recent years, education policymakers throughout the world have become increasingly concerned with how to improve teacher quality. This interest has been sparked in part by research showing that teacher effectiveness is the most important school-based predictor of student learning and that several consecutive years of outstanding teaching can offset the learning deficits of disadvantaged students. To this end, the 2011 conference focused on holistically exploring teacher policies in view of improving the overall quality of teaching and learning.

The conference assembled approximately 100 policymakers, academics, Ministry of Education representatives and other education stakeholders from 12 countries in the Arab World. The Ministers of Education of both Jordan and Palestine were also present. The conference aimed to facilitate an informed discussion between the various stakeholders on how to apply the lessons from high-performing education systems to strengthen various areas of local education systems. Another objective was to reflect on the current regional situation, and devise ways for different countries to adapt to new changes and challenges, and transform them into opportunities.

This series of teacher education conferences is envisioned as an interactive set of meetings where researchers, developers, and teachers share perspectives and discuss solutions to common classroom problems. It has the potential not only to provide a baseline of study and research in teacher education, but to also create opportunities for practitioners to extend their knowledge and share strategies about effective classroom practices supporting the goals of Jordan's Education Reform for Knowledge Economy (ERfKE) initiative. By creating this annual tradition, QRTA strives to become an international center of excellence in teacher training and a forum for exchanging best practices from around the world.



Breakout session during “*Strengthening Teacher Policies for Education Results*” Conference



INTERNATIONAL EDUCATION EVENTS AND SPEAKING ENGAGEMENTS

The Center seeks to raise awareness about the Global Centers model and about projects underway in Amman by participating in development and education-related events in the region and internationally. Professor Safwan Masri has been invited to speak and participate in numerous conferences and forums during the academic year.

Highlights include:

- Middle East Leadership Academy Workshop (Dead Sea – March 16, 2011)
- 2011 U.S.-Islamic World Forum, session on “*Higher Education Reform in the Arab World*” (Washington D.C. – April 12-14, 2011)
- Abraaj Capital Forum, panel session on “*What needs to change in the Arab World? How do we do it?*” (Istanbul – September 15-16, 2011)
- World Economic Forum Special Meeting on Economic Growth and Job Creation in the Arab World, panel session on “*Tackling the Risk of Water Scarcity*” (Dead Sea – October 22, 2011)

DIRECTOR CO-CONVENES SESSION ON HIGHER EDUCATION REFORM IN THE ARAB WORLD AT 2011 U.S.-ISLAMIC WORLD FORUM

The Center’s Director, Professor Safwan Masri, was invited to participate in and co-convene a session on “*Higher Education Reform in the Arab World*” at the 2011 U.S.-Islamic World Forum held in Washington D.C. on April 12-14, 2011. The working group brought together educators, specialists and public sector officials from the U.S. and the Middle East to review the current state of higher education in the Arab World, consider best practices, and discuss specific measures and areas of collaboration that will advance the ability of educational institutions to meet the many challenges before them.

The working group focused on addressing questions such as: How are different actors in the diverse landscape of Arab higher education today advancing or impeding the goals of reform? To what degree do regional partnerships and cooperation offer opportunities to overcome local obstacles in specific areas? And, where has important progress been made and what policy responses and initiatives should be encouraged to improve the ability of Arab educational institutions to meet the challenges of this transformational period?

The main topics for discussion focused on three components. First, governance and accountability, which considered experiences to date and the obstacles to further progress in expanding governance and accountability objectives for higher education in the Arab region. Second, quality of teaching and learning including the experience to date with public, private, for profit, branch institutions, and foreign partnerships in the region, their impact on equity and the ability to achieve high standards of teaching and learning. Finally, linkages between educational outcomes and labor markets, which tackled what steps can be taken in the short and medium term to better align policy development in the area of higher education with investment in programs that promote better labor market and societal outcomes.



Professor Jeffrey Sachs



Christopher Dickey



Suad Amiry

SPEAKER SERIES

In association with visits by prominent Columbia University faculty members and international academics, the Center hosts regular public lectures for members of the community to engage with scholars and provide them with the opportunity to learn about a wide range of topics, from economics, to public policy, to the arts.

In addition to its regular schedule of lectures, readings, and cultural events, the Center coordinates a themed lecture series that helps further cement its reputation in Jordan and the region as a leader in promoting academic discourse on a range of issues. The CUMERC-YPO Speaker Series was launched in May 2009 and is offered in conjunction with the Young Presidents' Organization (YPO). The series seeks to spark dialogue on issues such as public policy, business, and economics, and has drawn numerous renowned figures to the Center since its creation including Lakhdar Brahimi, James Zogby, Ambassador Zalmay Khalilzad, and Rashid Khalidi, to name a few.

The following are a sampling of public lectures, readings and cultural events the Center has hosted since October 2010:

- *Smart City Technology Innovation* by **Feniosky Peña-Mora**, Dean of The Fu Foundation School of Engineering & Applied Science at Columbia University on October 3, 2010
- *America Turns Inward: Implications for the Middle East* by **Christopher Dickey**, Paris Bureau Chief and Middle East Regional Editor for Newsweek Magazine on October 27, 2010. Held in collaboration with the Young Presidents' Organization.
- *The State of the Regional Economy since the World Financial Crisis* by **Frederic Mishkin**, Alfred Lerner Professor of Banking and Financial Institutions at Columbia Business School on November 3, 2010. Held in collaboration with the Association of Banks in Jordan.
- *An Iraqi Maqam Concert* by **Hamid Al Saadi and al Chalghi al Baghdadi** on November 27, 2010
- *Sustainable Development in the Middle East, Mediterranean, and Horn of Africa* by **Jeffrey Sachs**, Quetelet Professor of Sustainable Development and Director of the Earth Institute at Columbia University on December 5, 2010
- Presentation and book signing for "*Nothing to Lose But Your Life: An 18-hour Journey with Murad*" by author and architect **Suad Amiry** on December 12, 2010
- *Religious Fundamentalism or Political Fundamentalism? Reflections from South Asia* by **Janaki Bakhle**, Associate Professor of History and Director of the South Asia Institute at Columbia University on December 19, 2010
- *The Costs of the Double Burden: Under- and Over-nutrition* by **Richard Deckelbaum**, Robert R. Williams Professor of Nutrition and Director of the Institute of Human Nutrition at Columbia University on January 18, 2011
- *From Documentation to Policy-Making: Managing Old Aleppo's Built Heritage* by **Luna Khirfan**, Visiting

Fellow at the Center's Visiting Scholars and Fellows Program and Assistant Professor at the University of Waterloo's School of Planning on February 16, 2011

- *Latest Medical Advancements in the Prevention and Treatment of Coronary Diseases* by **Lee Goldman**, Executive Vice President for Health and Biomedical Sciences and Dean of the Faculties of Health Sciences and Medicine at Columbia University. Held in collaboration with the University of Jordan on March 20, 2011.
- *The Changing Landscape of Global Public Health* by **Alastair Ager**, Executive Director of the Global Health Initiative at Columbia University's Mailman School of Public Health on June 20, 2011
- *Bus Rapid Transit (BRT) Shaped Curitiba as a Green City Can Amman do it? A screening of the documentary Sustainable Urban Living: A South American Case Study* on June 26, 2011. Held in collaboration with the Greater Amman Municipality.

ALUMNI OUTREACH

In collaboration with the Columbia Alumni Association (CAA), the Center held alumni receptions and gatherings across the region. These events helped strengthen Columbia University's connections to alumni living or working in the Middle East, increased awareness about the network of Columbia Global Centers among alumni, parents, and friends of the University, and provided a foundation for ongoing alumni engagement at the Center. This network has become a base of support for the Center's activities and has helped broaden connections to potential partners in the Gulf and throughout the Levant.



Columbia University alumni receptions and gatherings in the region

The following alumni events were held throughout the academic year:

DUBAI – An evening reception at The Capital Club in Dubai on January 31 brought together over 60 alumni, parents, and friends from the region. The reception provided guests with the opportunity to connect with fellow alumni and hear Columbia University's President, Lee Bollinger, speak about the state of the University and his new book on the global free press: "*Uninhibited, Robust, and Wide-Open: A Free Press for a New Century*." Professor Safwan Masri also attended the reception and provided an update on the work and activities of the Columbia Global Centers | Middle East.

JEDDAH – More than 20 alumni from various Saudi Arabian cities gathered in Jeddah on February 4 at a reception hosted by Loulwa Bakr (BU '04) and her husband, Hussein Akeil. Both President Lee Bollinger and Professor Safwan Masri attended the event, which included a lively discussion on global free press, led by Mr. Hussein Shobokshi, a Saudi businessman and prominent columnist.

ISTANBUL – On March 22, a number of Turkish alumni attended a dinner hosted by Vuslat Doğan (IA '96) and her husband Ali Sabanci (BU '95) at their home in Istanbul. President Lee Bollinger and his wife, Jean Bollinger, in addition to a delegation from Columbia University were also present. The occasion marked the announcement of the November launch of the Columbia Global Centers | Turkey.

BEIRUT – In partnership with GSAPP, the Center held an alumni dinner in Beirut on May 2 with Dean Mark Wigley and Professor Safwan Masri. Approximately 15 alumni—mainly GSAPP graduates—attended the dinner, which was hosted by Sari El Khazen (AC '03). In addition to a quick update on the Columbia Global Centers | Middle East, the dinner also included a conversation about Columbia University's global experiments, including GSAPP's Studio-X network in various regions of the world. The next day, Dean Wigley gave a lecture to an audience of over 80 students, faculty members, architects, and alumni, entitled, "*Utzon's Wings: The Mythology of the Global Architect*," which was held at the Department of Architecture and Design at the American University of Beirut.

TEL AVIV – CAA organized a gathering and cocktail reception for over 60 alumni at Hotel Dan in Tel Aviv on May 24, which featured a conversation about Columbia University today and tomorrow with Fred Van Sickle, the Executive Vice President for University Development and Alumni Relations at Columbia University.

AMMAN – On May 25, Jordanian alumni reunited for an Independence Day luncheon with Fred Van Sickle and Professor Safwan Masri. During the luncheon, several alumni expressed their interest in working towards establishing an Alumni Club of Jordan. The Columbia University Club of Jordan, which is the University's 82nd alumni club, was launched at the Columbia University Middle East Research Center on October 4. During the Club Launch, Professor Masri shared an update on CUMERC and the University's growing network of Global Centers. The event also featured remarks by the Club's President, Ramzi Muna (EN '81). Vice President Osama Jumeana (GSAPP '89) was also present.

CAIRO – An alumni dinner was held in Cairo, Egypt on July 27 with Professor Safwan Masri and Joseph Stiglitz, Professor of Finance and Business at Columbia University, Chair of the University's Committee on Global Thought, and Co-Founder and Executive Director of the Initiative for Policy Dialogue.

CONNECT WITH FELLOW COLUMBIANS

The Columbia Alumni Association is a global network connecting Columbians of all schools to one another and to the University. It links almost 300,000 alumni through more than 80 regional clubs and affinity groups, online resources, and over 200 programs around the world each year. There are currently seven alumni clubs in the Middle East that work within their country to organize a series of events throughout the year that help strengthen the connection between alumni and their alma mater. These clubs include:

COUNTRY	CLUB LEADER (S)
EGYPT	SAYED EID (GSAS '87, EN '90) YASSER SOBHI (JRN '02)
ISRAEL	OFER WAINBERG (SEAS '94)
JORDAN	RAMZI MUNA (EN '81) OSAMA JUMEAN (GSAPP '89)
KUWAIT	UNDER FORMATION
SAUDI ARABIA	AYMAN MANSI (BU '08)
TURKEY	ILKNUR ASLAN (SIPA '98) ZEYNEP BASAK (SIPA '05)
UNITED ARAB EMIRATES (DUBAI)	SUE YANG (CC '10)

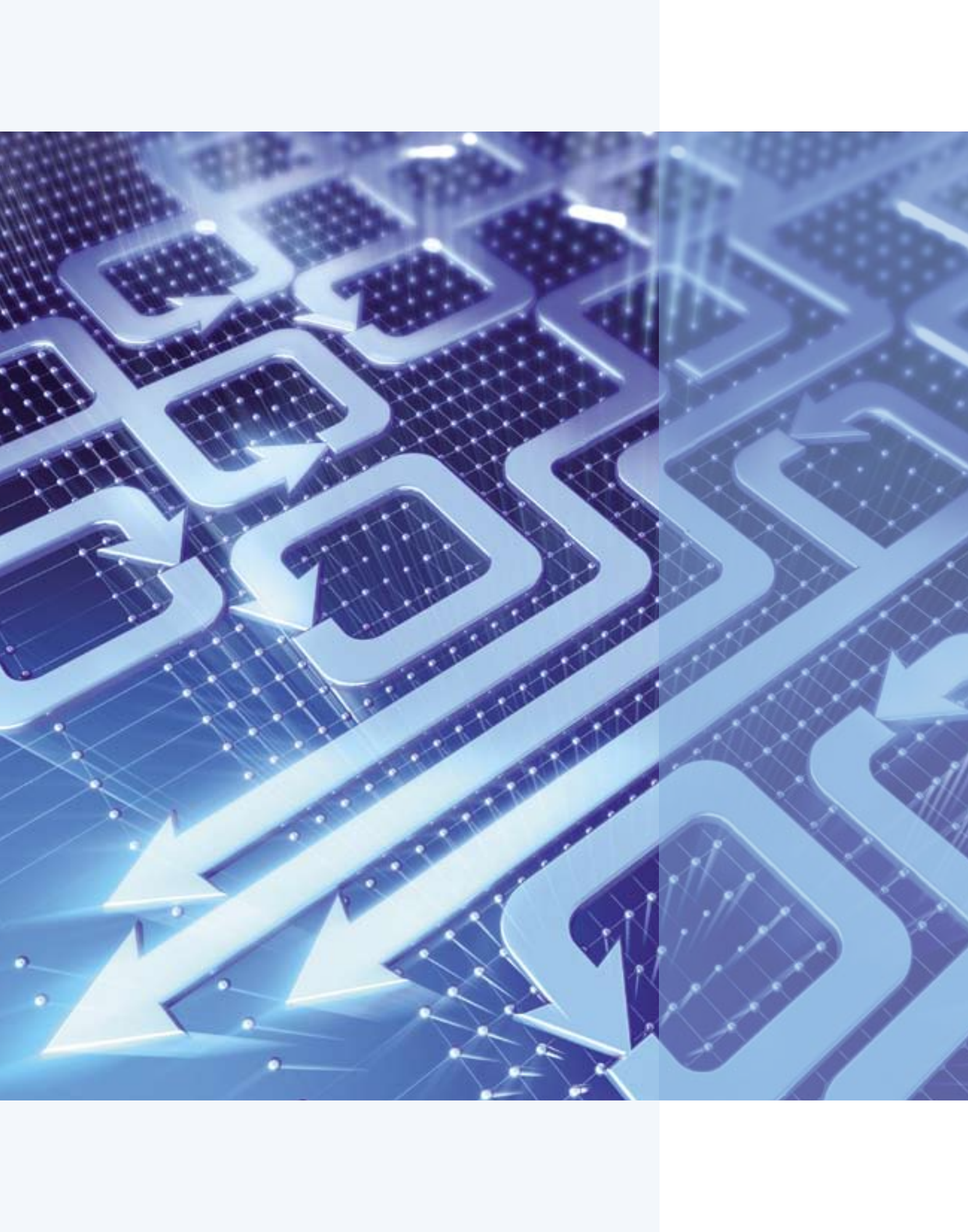
For more information on how you can stay connected or get involved, please visit:
<http://alumni.columbia.edu/alumni-community>



- **Urban Planning Workshop** – The Center is organizing an urban planning workshop to be held in March 2012, titled, *“The Middle East’s New Urban Landscape: Inclusive Urban Planning or Democratic Deficit?”* The proposed workshop, spearheaded by Dr. Luna Khirfan, Visiting Fellow at CUMERC, will bring together an interdisciplinary panel of scholars to present their findings on public participation in Middle East urban planning. The workshop will focus on building and contributing to theoretical concepts in urban planning and political science on the issues of democratic and inclusive urban planning in the Middle East; proposing new methodological approaches to the study of Middle Eastern cities drawn from urban planning, urban geography, political science and Middle Eastern studies; and providing innovative empirical studies of Beirut, Cairo, and Amman.

Participants will also each author a book chapter that will culminate in a publication, the value of which is multifold—particularly given the absence of research that connects notions of best practices in participatory planning and their application in Middle Eastern contexts. The proposed book is also meant to offer an original in-depth comparative analysis of a number of urban development cities in the Middle East.

- **Economic Development Conference** – The Center plans on holding a conference in 2012 on economic development and reform priorities for Jordan and the Middle East, which will address the country’s most pressing economic challenges, as well as integration with the region. The conference will be designed scientifically to connect international experts with local and regional specialists and practitioners to discuss economic reforms and develop tangible, action-oriented and time-specific recommendations that stem from cooperation between the governmental, non-governmental, academic, and private sectors. The recommendations will focus on political development, youth engagement, and economic, health, and social policy reforms.
- **World Science Festival** – The Center is planning to host events in association with the World Science Festival in 2012, which will highlight the connections between modern science and historic advancements in Islamic science, and is expected to attract participants from across the Middle East. It is envisioned that a series of events—including experiments, workshops, and a street festival—will complement the program, and that students will play a leading role in highlighting Islamic achievements throughout history and in modern science.
- **Alumni Symposium** – The Center will host a second Middle East Alumni Symposium in the fall of 2012 in collaboration with the Columbia Alumni Association. The two-day event will include panel discussions, networking events, dinners hosted by alumni, and various trips and excursions in Jordan. The symposium is still in its early planning phases, but will feature renowned speakers from Columbia University and the region. It is envisioned that the panel discussions will focus on themes such as the economy, water and energy, public policy, and arts and architecture. The event will help further strengthen the University’s connections to alumni throughout the region.



The Columbia Global Centers | Middle East has sought to create opportunities for Columbia schools, faculty and students to explore their academic pursuits in different settings and reach for new and unimaginable knowledge by interacting with—and being transformed by—the multiplicity of human perspectives.

Likewise, the Center has focused on extending its strong foundation of programs and activities, and has further developed core competencies in the fields of architecture, education, social work, and the arts. Its offerings in these core areas—from training workshops to short courses—have helped cement the Center’s reputation for academic innovation and its commitment to delivering programs that are customized and responsive to local needs and opportunities. These offerings have made a marked impact on local and regional communities, from training more than 2,500 school teachers and administrators to reaching out to hundreds of children at care homes and juvenile detention centers.

In the years ahead, the Center will further explore additional areas of interest that would expand its pool of undergraduate offerings, as well as intensify its research initiatives and programs in public health and economic development. The Center will also continue its regional expansion efforts, particularly in other areas of the Levant, and in the Gulf.

The Global Centers will help transform Columbia into a global borderless university for the 21st century, a university in which faculty will base their research and students their learning wherever their intellectual interests take them, finding fellow scholars and students across the growing world of tertiary education. In the next phase, the Center will look closely into possible pilot initiatives and programs that could be offered jointly with other Global Centers in Paris, Mumbai, Beijing, Istanbul, Nairobi and Santiago, which could help build on the vision for what the Global Centers can accomplish by working collaboratively. The Center will also help to advance large-scale cross-cutting mega research projects, such as global press freedom and a study of global financial systems.

The series of events that have swept through the Middle East since the beginning of 2011 have presented a range of challenges and opportunities. The Center will strive to find ways to leverage the potential of scholarly engagement and instigate meaningful conversations that would yield positive contributions to these transitions and developments. Many of the Center’s programs are distinctively interdisciplinary and bring together partners from academia and practice in new combinations. The exact shape these combinations will take—and the types of output they will produce—remain to be seen, but in pioneering a new model of international education, the Global Centers represent a promising innovation.

5 Moh'd Al Sa'd Al-Batayneh Street – King Hussein Park
P.O. Box 144706 Amman 11814 Jordan
Tel: +962 6 5777 955
Email: cumerc@columbia.edu
<http://cumerc.columbia.edu>

