

ANNUAL REPORT 2012 | 2013

COLUMBIA GLOBAL CENTERS | MIDDLE EAST
AMMAN





“SINCE 2009, THE COLUMBIA GLOBAL CENTERS | MIDDLE EAST HAS BEEN EXPANDING NEW HORIZONS IN A WIDE RANGE OF DISCIPLINES, FROM EDUCATION TO ARCHITECTURE TO ENVIRONMENTAL SUSTAINABILITY AND MORE. THROUGH RESEARCH, DIALOGUE, INTERNSHIPS, AND PARTNERSHIPS, THE CENTER’S IMPACT CONTINUES TO GROW IN JORDAN AND ACROSS THE REGION. I AM PROUD TO SEE THE AMMAN CENTER SERVING AS A MODEL FOR THE BROADER COLUMBIA GLOBAL CENTERS NETWORK AND I LOOK FORWARD TO WITNESSING MORE MILESTONES OF WHICH I HAVE NO DOUBT THERE WILL BE MANY.”

Her Majesty Queen Rania Al Abdullah

A MESSAGE FROM LEE C. BOLLINGER



With the opening in 2012 of Columbia Global Centers in Nairobi and Rio de Janeiro—joining existing centers in Amman, Beijing, Istanbul, Mumbai, Paris and Santiago—Columbia has established a full complement of eight global centers on four continents and fulfilled the initial plan for the University’s new global infrastructure.

This stage in the evolution of the Columbia Global Centers is a milestone that has long been understood to be critical to their success. The animating principle of the centers is to generate a multitude of academic partnerships across a global network anchored by our home campuses in New York City. The synergies in teaching and research that are made possible by the network’s diverse locations around the globe will, to a large degree, come to define Columbia’s newest frontiers of knowledge; and the discoveries that will result are extraordinarily exciting to contemplate.

The Columbia Global Centers | Middle East in Amman holds a place of special prominence in the global centers network. The opening of the Amman Center in 2009 along with the East Asia Center in Beijing, announced the launch of this vital University initiative. The rich variety of programming in Amman—addressing sustainability, public health, social work, urbanization, arts and culture, and education—is exceptional, serving as a model for other centers. And the leadership supplied by Professor Safwan Masri, in his dual roles as Director of the Amman Center and Columbia’s Vice President for Global Centers, has succeeded in solidifying the many initiatives of this Center throughout the Middle East.

The unwavering support of Her Majesty Queen Rania Al Abdullah has strengthened the Center’s programs and expanded its reach in countless ways. Her Majesty’s involvement with the Amman Global Center, through the Queen Rania Teacher Academy and other activities, is a unique asset and one for which we are very grateful.

Columbia owes all our supporters a debt of gratitude for helping the University arrive at this auspicious moment in the growth of our Columbia Global Centers network. I look forward to our continued partnership in the year ahead and to many inspiring new developments in Amman and around the world.

A MESSAGE FROM THE VICE PRESIDENT FOR GLOBAL CENTERS



Since taking on the position of Vice President for Global Centers last July, I have been honored with leading a distinguished and dedicated group of directors as they each oversee one in a network of eight global centers, located in some of the most intriguing and global cities in the world.

With the inspiring vision and spirited leadership of President Lee C. Bollinger, the past year has been marked by a number of important milestones. This has included the launch of new centers in Nairobi and Rio de Janeiro in early 2013, the attainment of permanent leadership at all of the global centers, and the deepening of collaborative connections with a wide spectrum of schools, departments, and faculty and student groups on campus, as well as with local universities and communities in each of the regions we're located in. As the core element of Columbia's global strategy, the network of centers has a unique opportunity to support multiple global and interdisciplinary themes emanating from campus, and to advance knowledge, research, and education on significant challenges facing our increasingly globalized world.

The Columbia Global Centers | Middle East, with the continued support, commitment, and active engagement of Her Majesty Queen Rania Al Abdullah, has worked to further enrich the variety and scope of its programming and research efforts across a vast range of fields, from sustainable development, to education, to the arts. The Center has also focused on cultivating programs and offerings in architecture, social work, and public health, and to expanding their reach regionally. The Center's location at the epicenter of one of the most geopolitically dynamic places in the world provides perhaps some of the greatest opportunities for study, involvement, and impact. The Amman Center has facilitated a number of important discussions, gatherings and conferences concerning regional developments. It is well poised to be part of the global conversation on this issue, and will build on its extensive network of contacts and partners, depth of staff, and gained knowledge and experience, to provide current and scholarly perspectives that would help inform a more nuanced understanding of current events.

As we look to the future, our ambition is that the global centers will have become a permanent and indispensable feature of a Columbia education and research mission, and that the network will have made a marked impact on the global experience, expertise, knowledge, and understanding of our constituents on campus. I am eager for the Columbia Global Centers | Middle East to continue to set a precedent for other centers, and confident that the year ahead will be one of tremendous growth, innovation, and stability for the Amman Center, and for the network as a whole. I look forward to continuing to work closely with the group of directors and teams at each of the global centers, as well as with partners on campus and around the world, to build on our successes, reach even greater heights, and help realize the full potential of the Columbia Global Centers—as envisioned by President Bollinger—in the months and years to come.

COLUMBIA GLOBAL CENTERS



COLUMBIA GLOBAL CENTERS PROMOTE AND FACILITATE THE COLLABORATIVE AND IMPACTFUL ENGAGEMENT OF THE UNIVERSITY'S FACULTY, STUDENTS, AND ALUMNI WITH THE WORLD TO ENHANCE UNDERSTANDING, ADDRESS GLOBAL CHALLENGES, AND ADVANCE KNOWLEDGE AND ITS EXCHANGE.

The Columbia Global Centers are about so much more than just having a presence throughout the world. They are about connecting the local with the global, and about engaging others in global conversations and creating opportunities to learn from each other. They are transforming Columbia into a global university for the 21st century, one in which faculty base their research and students focus their learning wherever their intellectual interests take them, finding scholars with shared interests across the world.

The eight global centers—located in Amman, Beijing, Istanbul, Mumbai, Nairobi, Paris, Rio de Janeiro, and Santiago—form the core element of Columbia's global strategy, which is to expand the University's ability to contribute positively to the world by advancing research, learning, discussion, and discovery around the most important global issues through a truly global perspective. They 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 the diversity of the academic experience, while maintaining strong connections with the home campus. By creating a truly networked structure—which allows faculty and students to leverage research disciplines across the world and across the academic spectrum—Columbia is the world's first truly global university.

The centers help achieve the following:

- Increase international content in the classroom
- Supplement the curriculum with global learning and immersion experiences
- Facilitate research opportunities for Columbia faculty and students on globally relevant, interdisciplinary topics
- Promote truly global conversations about some of the most pressing and complex issues facing the world
- Expand resources needed to attract students from abroad
- Provide a point of ongoing engagement for international alumni and friends

In several regions of the world, the global centers are making a lasting impact. In the Middle East, the Amman Center has facilitated the training of thousands of public school teachers by Columbia's Teachers College in partnership with, and while expanding the capacity of, the Queen Rania Teacher Academy. The Istanbul Center is working with Teachers College to create a similar academy in Turkey. The centers in Paris, Beijing, and Santiago have hosted the Global Scholars Program, which offers Columbia undergraduates the opportunity to participate in a wide array of research projects.

“EACH OPENING OF A COLUMBIA GLOBAL CENTER HOLDS GREAT PROMISE, NOT ONLY FOR NEW ACADEMIC PARTNERSHIPS IN THE HOST NATION AND REGION, BUT ALSO FOR THE CONTINUING REINVENTION OF COLUMBIA'S HOME CAMPUSES IN NEW YORK CITY, WHERE OUR SCHOLARLY MISSION DEMANDS A GLOBAL PRESENCE.”

Lee C. Bollinger, President of Columbia University

In India, the Mumbai Center leads a cross-network collaborative research project addressing global inequality across four broad categories: access, location, social factors, and income. The Beijing Center hosts the Urban China Initiative—a collaboration with Tsinghua University’s School of Public Policy and Management, and McKinsey & Company—which aims to establish a think tank to help China meet the challenges of urbanization. The Paris Center hosts Columbia’s largest contingent of study abroad students and launches the World Writers’ Festival this year, a celebration of international literature.

The building blocks of the Columbia Global Centers network are seen in the strong links being forged by each center with regional universities and institutions. Collaborations with non-Columbia experts and scholars are strongly encouraged, as is innovative research that crosses the boundaries of academic disciplines. Perhaps most importantly, the centers represent multidirectional learning: Columbia is not thrusting education onto a new environment; instead, through the global centers, our faculty and students are able to become part of an international dialogue with partners around the world. The experience of opening and operating the centers allows members of the Columbia community the opportunity not only to impart and produce knowledge and expertise but also to absorb and learn through this global network—advancing and practicing the theory of knowledge as a public good.

“OUR MODEL IS ABOUT LEARNING. IT’S ABOUT A TWO-WAY EXCHANGE OF KNOWLEDGE AND SKILLS. WE WANT TO CREATE ORGANIZATIONS THAT WILL NOT ONLY BE PARTNERS WITH US IN THIS TRANSFER OF KNOWLEDGE PHASE, BUT THAT WILL BE PEERS FOR US IN THE FUTURE.”

Professor Safwan M. Masri, Vice President for Global Centers

LEADERSHIP

Professor Safwan M. Masri is Vice President for Global Centers at Columbia University and Director of the Columbia Global Centers | Middle East. Professor Masri was appointed Vice President in July 2012, after having been Director of the Amman Center since its founding in 2009, as well as serving as Chair of the Columbia Global Centers Director Group under the former leadership of Professor Kenneth Prewitt, who remains in a senior advisory role helping to chart the future course of Columbia’s globalization efforts.

In his role as Vice President, Professor Masri divides his time between New York and Amman, as well as spending considerable amounts of time at each of the other seven global centers to provide guidance, increase regional profiles, encourage new academic and research partnerships, as well as help maintain relationships with advisory board members, donors, partners, and alumni supporters. During his first year as Vice President, Professor Masri has focused efforts on four main areas: streamlining and governance, broadening campus engagement, fostering collaborations, and cultivating global themes. One of his highest priorities for the network continues to be maintaining an entrepreneurial spirit and fostering creativity and organic growth, while at the same time institutionalizing and bringing stability to the network. Over the past year, he has initiated a number of operational streamlining and policy centralization processes including the restructuring of the global centers’ advisory boards and faculty steering committees, to help bring about better governance, standardization, and strengthening of board and faculty engagement. Professor Masri has instituted a rigorous process of rolling out standard operating procedures that will ensure financial, administrative, operational, reporting, and legal compliance by all global centers. A business and funding plan is also in the works, with the goal of bringing more financial and strategic planning to the network

in an effort to ensure its viability and sustainability for decades to come. Ensuring a solid and stable infrastructure has been fundamental to the network’s growth on the educational and research fronts. A particular area of focus over the past year has been, and continues to be, on enriching, deepening, and diversifying programming at, and across, the global centers. As a result, the network has experienced healthy growth in programming on both the student and faculty fronts.

To support this growing momentum and to bring further stability into the operations, the campus-based staff in New York has grown to 11 employees covering research and programs, human resources, administration and finance, communications, and development. The Office of Global Centers now also has a physical presence on campus in an elegant and sizeable one-story building on 113th Street between Broadway and Amsterdam, in addition to dedicated office space in Low Library.

For the first time since the inauguration of the Columbia Global Centers, there is permanent leadership at all of the global centers, which has afforded each individual center—and the network as a whole—an opportunity for continued growth and significant impact.



Directors with President Lee C. Bollinger and Professor Safwan Masri in Santiago

The following provides a brief overview of each of the other global centers:

AFRICA

Columbia Global Centers | Africa opened its doors in January 2013 in Nairobi, Kenya. The Center is directed by **Belay Begashaw**, a former Minister of Agriculture in Ethiopia and Director of the Millennium Development Goals Center for East and Southern Africa. The Nairobi Center began as a collaboration with Columbia’s Earth Institute and hosts the Millennium Development Project, which directly supports half a million people with operations in half a dozen African countries. The Center also hosts the Africa Nutritional Sciences Research Consortium PhD Graduate Training Project, the just-launched Africa Soil Information Service Project to address food security and e-technology solutions, and an Information Technology Laboratory run by the Fu Foundation School of Engineering and Applied Science. A number of undergraduate and graduate students have participated in internships in Kenya through the Center in courses including fieldwork, as part of the Master’s Program in Sustainable Development Practice offered by Columbia’s School of International and Public Affairs.

globalcenters.columbia.edu/nairobi

EAST ASIA

Columbia Global Centers | East Asia was one of the first centers to launch in March 2009 and is based in Beijing, China. The Center is directed by **Joan Kaufman**, who most recently was a lecturer in global health and social medicine at Harvard Medical School and a distinguished scientist at the Heller School for Social Policy and Management at Brandeis University. The Center’s major projects include the Urban China Initiative, assessing rapid urbanization; and the Weatherhead Forum, a collaboration with the Weatherhead East Asian Institute to facilitate dialogue with Chinese scholars and students. The Center has recently hosted a symposium on “Bringing Literature and Humanities” to China, and another on “Life in the New Global Cities.” In addition to providing undergraduate students with internship opportunities, the Center has now twice hosted the Global Scholars Program, an undergraduate summer course led by Columbia faculty through the global centers.

globalcenters.columbia.edu/beijing

EUROPE

Opened in March 2010, Columbia Global Centers | Europe is based in Paris, France, in Columbia’s historic Reid Hall, which has welcomed students, scholars, and faculty since 1964. The Center is directed by **Paul LeClerc**, former President of the New York Public Library and a noted scholar of French literature. Among the major projects hosted by the Center is the Sustainable Development Solutions Network. The Center’s program offerings include the Master of Public Health launched in 2010 with Columbia’s Mailman School of Public Health and École des Hautes Études en Santé Publique; the Master of Arts in History and Literature developed by Columbia and French universities; and a number of undergraduate courses, some jointly with other U.S. or French universities. The Center is launching the World Writers’ Festival—which will feature some of the world’s greatest writers in intimate conversations, readings, performances, and debates open to the public—in September 2013.

globalcenters.columbia.edu/paris

LATIN AMERICA (RIO DE JANEIRO)

Columbia Global Centers | Latin America (Rio de Janeiro) was launched in March 2013 and is directed by **Thomas Trebat**, former Executive Director of Columbia’s Center for Brazilian Studies. In partnership with the Offices of the Governor of the State of Rio de Janeiro and the Mayor of Rio and the Graduate School of Architecture, Planning and Preservation (GSAPP)’s Studio-X in Rio, the Center works on a number of projects focused on social inclusion and economic development in poor communities. This fall, the Center will launch the Columbia Global Debates, a forum that will bring together Columbia faculty with local thought-leaders to debate issues of global importance and participate in virtual town hall style discussions with audiences from other global centers. The Center has established partnerships with several universities in Brazil, including Pontifícia Universidade Católica do Rio de Janeiro, Fundação Getúlio Vargas (both in Rio and in São Paulo), Universidade de São Paulo, INSPER (in São Paulo), and Universidade de Fortaleza.

globalcenters.columbia.edu/riodejaneiro

LATIN AMERICA (SANTIAGO)

Columbia Global Centers | Latin American (Santiago) was launched in March 2012 and is directed by **Karen Poniachik**, a graduate of Columbia University’s School of International and Public Affairs and former Minister of Mining and Energy in Chile. The Center’s many projects include collaborations with the Chilean Mining Association for field placements in mining operations, and with GSAPP’s Latin Lab in analyzing the post-earthquake reconstruction process. The Santiago Center has hosted the Global Scholars Program, increased significantly the number of funded scholarships for Chilean students at Columbia, and is working with a number of schools on campus—including Business, Engineering, and Teachers College—to create new programs and projects.

globalcenters.columbia.edu/santiago

SOUTH ASIA

Columbia Global Centers | South Asia was launched in March 2010 and is based in Mumbai, India. The Center is directed by **Nirupam Bajpai**, who has also been a Senior Development Advisor at Columbia’s Earth Institute since 2002 and serves informally as an advisor to the Prime Minister of India and several of his cabinet ministers. Among the Center’s major endeavors are the Model Districts Health Project and Model Districts Education Project, joint initiatives between several Columbia schools and federal and state governments in six rural districts. The Center has hosted the Global Scholars Program, provides internship opportunities for students, and has held numerous workshops, including a workshop on “Subaltern Urbanism,” with the support of Studio-X (Mumbai), and the “Women Creating Change” project housed at Columbia’s Center for the Study of Social Difference; and on “Collaborative Bridges,” which brought together thinkers and producers in an open dialogue to discuss social, urban, aesthetic, political, economic and theoretical issues that define a global contemporary society.

globalcenters.columbia.edu/mumbai

TURKEY

Columbia Global Centers | Turkey was launched in November 2011 and is based in Istanbul, Turkey. The Center is directed by **Ipek Cem Taha**, a Turkish businesswoman, journalist, Co-Founder and Director of Melak Investments and a graduate of the School of International and Public Affairs, as well as Columbia’s Graduate School of Business. The Center’s major projects include Women Creating Change: Gender, Vulnerability and Power; the Istanbul Documentation Project, which aims to document and create a digital map of Byzantine and Ottoman monuments in Istanbul; and Historical Dialogue and Reconciliation: Building an Interdisciplinary Historical Bridge and Accountability Network in the Middle East. The Istanbul Center offered, for the second time, a public space workshop in collaboration with GSAPP and other global centers. The Center will hold a lecture as part of the Istanbul Biennial, and is collaborating with the Amman Center to co-convene a conference in September 2013 on press freedom issues in the context of regional geopolitical developments in Turkey and the Middle East. At its 2011 launch, the Center also hosted the conference “Egypt and Turkey: Comparative Perspectives on Democratic Transitions.”

globalcenters.columbia.edu/istanbul

Highlights of cross-center recent and upcoming projects include:

BEIJING AND SANTIAGO: GLOBAL SCHOLARS PROGRAM

The Global Scholars Program, organized by the Weatherhead East Asian Institute in collaboration with the Columbia Global Centers, the Institute of Latin American Studies, and the Office of Global Programs at Columbia University, was held in summer 2013. Associate Professor of Political Science, Pablo Pinto; Adjunct Associate Professor of East Asian Languages and Culture, Zhang Xiaodan; and Professor of Political Science at Barnard College Xiaobo Lu, led thirteen undergraduates through a six-week in-country research study and workshop through Beijing and Santiago on the theme of “Pathways to Development.”

Students explored how politics, economics, labor, and other transnational issues influence development in real-world settings, and visited non-profit organizations, government agencies, schools, and historical and environmental sites, while taking part in a series of lectures featuring leading professionals in the field. Students will take a capstone seminar based on their summer research experience and will conduct in-depth, comparative analysis focusing on various aspects of development in Asia and South America. This unique model of scholarship provides undergraduates the opportunity to gain first-hand research experience—in collaboration with Columbia faculty—in subjects of transnational importance from a comparative perspective.

ISTANBUL AND AMMAN: CONFERENCE ON GEOPOLITICAL DEVELOPMENTS AND PRESS FREEDOM IN TURKEY AND THE MIDDLE EAST

The Columbia Global Centers | Turkey and the Columbia Global Centers | Middle East are working together to co-convene a one-day conference in Istanbul on September 25, 2013, on press freedom issues in the context of regional geopolitical developments in Turkey and the Middle East. The conference will include discussions and reflections on recent political events as well as the current state(s) of press freedom across the region. In addition to a small group of distinguished scholars, analysts and researchers, the conference will also feature contributions by President Lee Bollinger, as well as the Dean of the Columbia University Graduate School of Journalism, Steve Coll, and former dean and Professor of Journalism, Nicholas Lemann.

COLUMBIA GLOBAL DEBATES

The Columbia Global Debates will provide a format for filmed public debates to be held at the global centers. During the talks, prominent Columbia faculty will debate issues of global importance with local thought-leaders, and participate in “virtual town-hall” style discussions with audiences from other global centers. An inaugural session of the debates will be held in Rio de Janeiro in fall 2013, featuring the theme of Rio as the ‘Global City.’ These discussions will include GSAPP Dean Mark Wigley, and Rio’s Mayor, Eduardo Paes. The second session will tentatively focus on Brazilian development and feature former Brazilian President Fernando Henrique Cardoso, and the Rio Center’s Director Thomas Trebat.

PRESIDENT’S GLOBAL INNOVATION FUND

The President’s Global Innovation Fund was announced to faculty in spring 2013. By May 30, when the deadline for applications was set, eighty seven proposals were submitted—representing virtually every school at Columbia and engaging all eight global centers. Competition was very strong and funding was granted to a total of twenty proposals. Highlighted below are a couple of examples of the proposed cross-network projects to receive funding:

- **Confronting NCDs in the Middle East and Turkey (Amman and Istanbul Centers):** This two-year project will support the development of formative research, faculty collaboration and student engagement on non-communicable diseases in the Middle East, North Africa and Turkey.
- **Columbia University Global Migration Network (all eight centers):** This project aims to establish an intellectual web of scholars focused on the health consequences of migration worldwide that will centralize data, information, and scholarship relevant to migration research.
- **Strategies for Growth: The Changing Role of the State (Paris, Rio and Beijing Centers):** This project will develop a series of academic conferences over the years 2014-2016 to examine the changing role of the state in the economic models and growth strategies of distinct economic systems.

For more information on the Columbia Global Centers, please visit globalcenters.columbia.edu.



COLUMBIA GLOBAL CENTERS | MIDDLE EAST



THE COLUMBIA GLOBAL CENTERS | MIDDLE EAST WAS ESTABLISHED IN MARCH 2009 AS ONE OF THE FIRST IN THE NETWORK OF COLUMBIA GLOBAL CENTERS. THE AMMAN CENTER WAS LAUNCHED UNDER THE PATRONAGE OF HER MAJESTY QUEEN RANIA AL ABDULLAH AND WAS CREATED BECAUSE OF THE REALIZATION OF PRESIDENT LEE C. 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. THE CENTER HAS SINCE SERVED AS A NUCLEUS FOR PROGRAMS AND EDUCATIONAL INITIATIVES THROUGHOUT THE MIDDLE EAST THAT PROVIDES COLUMBIA FACULTY AND STUDENTS WITH OPPORTUNITIES TO EXPAND RESEARCH AND SCHOLARSHIP, WHILE AT THE SAME TIME ENCOURAGING KNOWLEDGE EXCHANGE AND SKILL DEVELOPMENT WITH ACADEMICS, EXPERTS AND PRACTITIONERS THROUGHOUT THE REGION.



Columbia Global Centers | Middle East

The choice to locate one of Columbia University's first global centers in the Middle East was driven by a need to better understand geopolitical trends and interreligious and cultural complexities, but also by an invitation to help contribute to building local and regional capacity in a number of areas, most notably education. The Middle East region is rich in history and culture as well as being fertile ground for growth and development. With many of the region's countries boasting upwards of 35% of their population under the age of 15, its youthful nature must rapidly develop to meet the demands countries will face in the coming decades. Over the past couple of years, the region has been transformed by internal and external conflict. Economic and political struggles have catapulted dictatorships and given rise to a new increasingly democratic political system. All of this presents a great need—as well as opportunities—for investment and innovation in the field of education.

Since its founding, the Amman Center has launched and upheld programs and research initiatives in crucial areas such as sustainable development, public health, social work, teachers' education, among others. And while many of these continue to be at the crux of its work and mission, the Center's positioning and proximity to events that continue to sweep through the region present new opportunities to study, learn from, and perhaps even contribute positively to the developments that are taking place. Building on the "Egypt and Turkey: Comparative Perspectives on Democratic Transitions" session that the Amman Center co-organized with the Istanbul Center in late 2011, the Center held a roundtable session in Cairo in early 2013 with leading journalists and activists, and is planning a

one-day conference in Istanbul in the fall on press freedom issues in the context of regional geopolitical developments in the Middle East and Turkey, in addition to continuing to be engaged in conversations and academic dialogues regarding democratization, press and freedom of expression issues, the current state of affairs, and the region’s future.

LEADERSHIP

Professor Safwan M. Masri is the Vice President for Global Centers at Columbia University and the Director of the Columbia Global Centers | Middle East. Professor Masri has been a member of the faculty of the Decision, Risk, and Operations Division of the Columbia Business School since 1988 and was appointed Vice Dean in 1993, a position he held for thirteen years. His area of academic expertise has focused on operations management, with a focus on supply chain management, and his current area of interest and study is global education with an emphasis on education reform in the Middle East. Professor Masri earned both his Bachelor and his Master of Science in Industrial Engineering from Purdue University, and his PhD from Stanford University in Industrial Engineering and Engineering Management. He was Visiting Professor at INSEAD in 1990 and 1991, and has also held teaching positions at Stanford University and Santa Clara University. Professor Masri is Founding Chairman Emeritus of King’s Academy and of the Queen Rania Teacher Academy, Trustee of International College, and Trustee of the National Children’s Museum in Jordan. He is a member of the advisory boards of the School of Business and the Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo, in addition to serving on the boards of a number of NGOs.

TEAM

The Amman Center employs professional staff who manage programs, administer and oversee operations and logistics, and provide research assistance, and who are organized into several teams: the research and programs team, which pursues academic partnerships and research activities and supports academic programs in conjunction with Columbia University schools; the administration team, which manages internal operations, finances and human resources; the communications team, which leads communications, media and outreach efforts and supports 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. In total, the Center employs 30 staff members.



Team at Columbia Global Centers | Middle East

FACULTY STEERING COMMITTEE

The Center is governed by a board of directors of Columbia University senior administrators and receives guidance and direction from the Office of Global Centers in New York and a Faculty Steering Committee. The Committee provides academic and intellectual input, leadership, and advice regarding the Center’s activities and plans, supports its engagement with faculty, as well as helps identify, expand and advance scholarly exchange, and create innovative and sustainable programming at and through the Center.

The Faculty Steering Committee meets at least once a term, and is chaired by a faculty member who serves a renewable three-year term and is highly regarded within the University and viewed as a thought-leader by other members of the faculty. Committee members represent a wide spectrum of faculty interests and disciplinary areas, and are selected because of their commitment to globalization in general, and to the study of the Middle East, as well as their familiarity with, and interest in, the region’s nations, cultures, universities, and issues.

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

- **Timothy Mitchell**, Professor, Department of Middle Eastern, South Asian and African Studies and School of International and Public Affairs; and Chair, Department of Middle Eastern, South Asian and African Studies [*Committee Chair*]
- **Peter Bearman**, Jonathan R. Cole Professor of the Social Sciences, Department of Sociology
- **Carol Becker**, Professor and Dean, School of the Arts
- **Tom Corcoran**, Co-Director of the Consortium for Policy Research in Education, Teachers College
- **Nabila El-Bassel**, Willma and Albert Musher Professor of Social Work, School of Social Work
- **Wafaa El-Sadr**, University Professor; Professor of Epidemiology and Sociomedical Sciences; and Director of the International Center for AIDS Care and Treatment Programs (ICAP)
- **Rashid Khalidi**, Edward Said Professor of Modern Arab Studies and Literature, Department of History and School of International and Public Affairs
- **Upmanu Lall**, Alan and Carol Silberstein Professor of Engineering, School of Engineering and Applied Sciences; Acting Chair, Department of Civil Engineering and Engineering Mechanics; and Director of the Columbia Water Center, Earth Institute
- **Ibrahim Odeh**, Adjunct Assistant Professor and Associate Research Scientist, School of Engineering and Applied Sciences
- **Mark Wigley**, Professor and Dean of the Graduate School of Architecture, Planning and Preservation
- **Kathryn Yatrakis**, Dean of Academic Affairs and Senior Associate Vice President for Arts and Sciences

ADVISORY BOARD

The Center’s Advisory Board provides ongoing leadership and counsel and is composed of prominent academics, public figures, and business leaders. The Board meets annually to discuss the Center’s activities and progress.

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.
- **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 Teachers College.
- **His Excellency Amr Dabbagh** is Chairman and CEO of Al-Dabbagh Group, Founding Chairman and Chair of the Board of Trustees of STARS Foundation, and former 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.
- **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 Bank al Etihad, as well as Chairman of the Board of Etihad 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.



RESEARCH AND ACADEMIC SUPPORT



THE CENTER CONTINUES TO MAKE SIGNIFICANT PROGRESS IN LAUNCHING MAJOR RESEARCH INITIATIVES, STRENGTHENING TIES AMONG RESEARCH CENTERS IN THE REGION, AND DEEPENING ITS RESEARCH BASE. BY PROMOTING RESEARCH OPPORTUNITIES AND PROVIDING ACADEMIC SUPPORT, THE CENTER NOT ONLY HELPS BUILD LOCAL CAPACITY, BUT ALSO OFFERS A PLETHORA OF OPPORTUNITIES FOR COLUMBIA FACULTY, STUDENTS, AND PARTNERS.

VISITING SCHOLARS AND FELLOWS PROGRAM

The Center's Visiting Scholars and Fellows Program hosts local, regional and international academics and researchers to pursue independent projects and contribute to the intellectual vitality of the Amman Center by hosting conferences, discussions, and seminars. The Center helps support the visiting scholars and fellows by providing them with office space and administrative assistance, and connecting them with resources, universities, and research centers in the region and beyond. Although the Program welcomes all research areas, it is particularly interested in research focusing on issues of priority for Jordan and the region. Research undertaken is quite varied and covers disciplines ranging from Anthropology, to Geography, to Politics to Economics.

In 2012 and 2013, the Center hosted a distinguished group of Visiting Scholars and Fellows:

NAME	AFFILIATION	DISCIPLINE	RESEARCH TITLE
Elizabeth Bukner	PhD student, Stanford University	International and Comparative Education	Higher education reform in Jordan and Tunisia
Benedicte Coestier	-----	Economics	Law, policymaking and economic development in Jordan
Yazan Doughan	PhD student, University of Chicago	Anthropology	Tribalism and urbanism in neo-liberalizing Amman
Basim Al-Janabi	Institute of International Education/ Scholar Rescue Fund	Political Science	Jordan's membership in the GCC (Gulf Cooperation Council)
Siham Al-Jumaili	Institute of International Education/ Scholar Rescue Fund	Economics & Agricultural Sciences	Economic analysis of rehabilitation projects, with a focus on the condition of natural pasture lands in Iraq
Sami Al Kaisi	Institute of International Education/ Scholar Rescue Fund	Political Science	Iraqi policy towards Palestine from 1936-1958
Basil Mahayneh	University of Minnesota	Geography	The effects of water reforms on access and distribution
Tamara Neuman	-----	Economics	Water, capitalized farming and food security in Jordan

INSTITUTE FOR SUSTAINABLE DEVELOPMENT PRACTICE

The Institute for Sustainable Development Practice (ISDP) was launched by the Center in December 2010, under the patronage of Her Majesty Queen Rania Al Abdullah, in conjunction with the Earth Institute (EI) at Columbia University and with funding from the Jordanian Ministry of Planning and International Cooperation (MoPIC). ISDP serves as an innovative institutional mechanism for mobilizing international expertise and experience, while building local capacity to help achieve sustainable development in Jordan and elsewhere in the region.

ISDP has partnered with government agencies, NGOs, universities, development partners, and the private sector to address issues of strategic importance within three broad themes: **capacity building and executive education**, **policy support and strategic research**, and **advanced educational opportunities**. Through these themes, the Institute directs its efforts towards tackling the Kingdom’s 32 poverty pockets, while also addressing other pressing development issues including employment, agriculture, nutrition, health, population, education, climate change, environment, water resources, microfinance and infrastructure.

Drawing on Columbia University and the Earth Institute’s scientific rigor, technological innovation, and academic leadership, ISDP aims to position Jordan as a leader in sustainable development efforts in the Middle East and North Africa region.

CAPACITY BUILDING AND EXECUTIVE EDUCATION

In an effort to build a cadre of well-informed development practitioners in Jordan, ISDP has trained over 500 practitioners, since its inception, on core practices of sustainable development and other specialized areas identified as national and regional priorities. The practitioners represent over 35 local and regional governmental and non-governmental organizations. In 2012-2013, the Institute drew on the expertise of more than 30 international experts to deliver its capacity building workshops through a total of more than 80 days of training.



Her Majesty Queen Rania Al Abdullah joins ISDP course participants

ISDP held a multitude of training courses throughout 2012-2013, which were developed to raise local capacity in addressing sustainable development challenges in Jordan, with the objective of bridging the gap between executive training outcomes and practical experience, as well as to disseminate lessons learned from various development programs in Jordan.

The following are a sampling of specialized workshops and training courses that ISDP held during 2012-2013:

- *Strategic Visual Communications for Sustainable Development*
- *Participatory Approaches and Community Involvement*
- *Enabling Local Communities through Enterprise Development*
- *Monitoring and Evaluation*
- *Proposal Writing and Resource Mobilization*
- *Understanding Business Development in a Pro-Poor Context*

Additionally, the Institute continued to hold its foundational course, *Integrated Approaches to Sustainable Development*, which serves as an introduction to the theories and applications of sustainable development.

Jordan Policy Taskforces

Many ISDP participants from various organizations strengthened their collaborative ties at the Center’s training programs and worked together to tackle challenges and topics of common interest within their respective professions. Together, as a group or “taskforce,” they worked through challenges and presented their ideas to higher levels of government that previously would have been out of reach had they been working independently. These self-organized policy taskforces coordinated actions among development practitioners at different government departments and NGOs. They received coaching from Columbia University’s instructors through regular visits to Jordan and long-distance communication. To date, six taskforces have been formed to tackle various policy issues, and are incubated at the Center, whereby they are provided with access to resources in order to create greater impact. The fundamental hypothesis behind this approach is that shared ideas gain momentum and lead to institutional innovation if conditions are created to help foster connectivity in public governance.

POLICY SUPPORT AND STRATEGIC RESEARCH

Poverty Alleviation

ISDP was commissioned by the Jordanian Ministry of Planning and International Cooperation to help develop the framework of Jordan’s National Poverty Reduction Strategy, in collaboration with a national taskforce of experts and policymakers. Working closely with EI, under the direction of Jeffrey Sachs, Quetelet Professor of Sustainable Development; Professor of Health Policy and Management; and Director of the Earth Institute, ISDP presented a series of recommendations in early 2012 to inform the National Poverty Strategy, which were the result of a comprehensive analysis of the conditions and risk factors for poverty in Jordan.

EI experts and the national team reviewed a wide range of policy documents and met with policymakers, senior government officials, and leaders of NGOs about a revised strategy aimed at beginning a new innovative program for poverty alleviation. They engaged in targeted discussions to gain qualitative insight into the profile of Jordan’s poverty. The strategy framework was organized into four sections that assess the profile of poverty in Jordan and identify characteristics associated with poverty and economic growth. Additionally, the document provided a typology of Jordanian households in poverty and recommended policies and implementation programs to alleviate poverty.

One of the recommendations made by the EI team entailed the creation of an “Integrated Outreach Worker

Program” for Jordan that builds on the global and national successes of systems-oriented interventions and outreach worker programs in achieving poverty reduction objectives. The mandate of the Program is to address the “last mile” implementation challenges of government programs and policies by providing household-level, tailored support through trained outreach workers, thus filling a critical gap in the existing provision of services to the most vulnerable and impoverished members of society. At the request of MoPIC and the Ministry of Social Development, ISDP submitted a proposal for the creation and deployment of this program, in conjunction with EI and Columbia University’s School of Social Work, and in close collaboration with local NGOs. The implementation of this program is expected to commence in fall 2013.

Middle Class Study

In early 2012, ISDP was commissioned by MoPIC to develop a New Middle Class Study, for the purpose of presenting a profile of Jordanian middle class households, assessing income and expenditure distribution, and looking at sources of income and expenditure patterns across the defined middle class for 2010. The study also assessed the changes and developments that affected the Jordanian middle class in 2008 and defined the factors that caused this change. Data used to formulate the study was based on the Household Expenditure and Income Survey conducted by the Department of Statistics in 2010.

Sustainability Management and Climate Change

ISDP was awarded a grant by Family Health International (FHI), through the Regional Partnership for Culture Development Program, to conduct a research study titled “Impact of Population Growth and Climate Change in Lebanon and Egypt on Water Scarcity, Agricultural Output and Food Security.” The project will explore the impact of population growth in Lebanon and Egypt on water and agricultural resources, while investigating the impact of climate change on these issues over the past decade. To help carry out this research project, ISDP has partnered with the Desert Development Center at the American University in Cairo, the Faculty of Agricultural and Food Sciences at the American University of Beirut (AUB), and the Climate Change and Environment in the Arab World Program of the Issam Fares Institute for Public Policy and International Affairs at AUB. The research project is currently being implemented and the final deliverable is expected to be prepared and published by December 2013.

ADVANCED EDUCATIONAL OPPORTUNITIES

ISDP is committed to helping build the capacity of local universities in the area of development practice. As such, it has been working with the Earth Institute at Columbia University and the University of Jordan to develop a high-caliber Master of Public Administration in Development Practice (MDP) program. The MDP program intends to contribute to human capacity building in the area of sustainable development, and to provide technical support and policy guidance to public and development institutions at both the national and regional levels. Through coordinating the provision of academic and research support, curricular expertise, and faculty exchanges, the Center has initiated the program—offered by twenty two universities around the world—at the University of Jordan. ISDP will help bring it into the Global MDP Secretariat, which is hosted by the Earth Institute at Columbia University in New York. Although originally envisioned to be offered as of September 2012, ISDP’s efforts to help launch the program continue, whereby it is working closely with the University of Jordan to finalize all of the prerequisites in order for the accreditation process to be completed by the Jordan Higher Education Council, and the first semester of the MDP program to hopefully commence in 2014.

ECONOMIC REFORM SPEAKER SERIES

In conjunction with the University of Jordan, the Center helped organize a special speaker series focused on economic reform. The two-month series aimed to foster public dialogue on the progress and challenges of Jordan’s efforts in economic reform, and was comprised of nine panel sessions tackling topics ranging from privatization, to centralization and decentralization, to fiscal policy and Jordan’s debt relief.

In the aftermath of regional events, which were—to a large extent—triggered by economic conditions, there was a significant need for factual, concrete information on various economic issues. The speaker series was intended to provide the Jordanian public with scientifically-based, contextualized information in an accessible format. The series of discussions was intended for the public at large, the media, as well as for individuals engaged in economic reform issues.

Invited speakers included prominent figures from all aspects of the political and economic spectrum; those who made, and are making, significant contributions to the political and economic conditions of the country. The sessions were moderated by Dr. Zu’bi Al-Zu’bi, Chairman of the Department of Business Administration in the Faculty of Business at the University of Jordan and Ahmad Y. Majdoubeh, Dean of Language Studies at Arab Open University (on leave from the University of Jordan).

The series featured the following topics and speakers:

- *Session I – Privatization: Is it Good for Jordan?* with **Dr. Yusuf Mansour** and **Isam Qadhamani**
- *Session II – Jordan’s Economy in a Regional and Global Context* with **Dr. Musa Shteivi** and **H.E. Dr. Jawad Anani**
- *Session III – Centralization and Decentralization* with **Professor Samer Rjoub** and **Professor Qassem Al Hammouri**
- *Session IV – Jordan’s Pending Membership in the GCC* with **H.E. Nasser Judeh** and **Dr. Omar Aljazy**
- *Session V – Strategic Planning for Economic Development in Jordan* with **H.E. Dr. Jafar Hassan** and **Dr. Omar Razzaz**
- *Session VI – Corruption: What’s the Real Story?* with **H.E Dr. Fayyad Al-Qudah** and **H.E. Ramzi Nuzha**
- *Session VII – Fiscal Policy and Jordan’s Debt Relief* with **H.E. Dr. Omar Al-Zubi** and **Professor Ghassan Omet**
- *Session VIII – Business Climate and Investment Opportunities* with **H.E. Michael Nazzal** and **Ghassan Nuqul**
- *Session IX – An Analytical Overview of Economic Policies in the Last Decade* with **H.E. Dr. Tayseer Smadi** and **Isam Qadhamani**

As envisioned, this series helped raise the level of public knowledge on the various issues and dimensions of economic reform, and contributed to a better understanding and assessment of Jordan’s economic needs, challenges, and progress. Building on this momentum, the Center continues to convene a steering committee, composed of a nominated group of the speakers, for brainstorming sessions and discussions about taking this initiative forward. In early 2013, the Center held an open-to-the-public launch event to announce and present the series’ proceedings booklet, which serves to document each session including the analyses and media coverage.



Session II of the Economic Reform Speaker Series



Launch of the series’ proceedings

RESEARCH GRANTS

PRESIDENT’S GLOBAL INNOVATION FUND

The President’s Global Innovation Fund awards grants for faculty members to leverage and engage Columbia’s network of global centers. The program aims to enable the development of new projects and scholarly collaborations within and across these sites, in order to increase global opportunities for research, teaching and service. Projects must engage with at least one of Columbia’s global centers and may be sited in one of the eight cities in which a global center is based, or in other locations in the regions served by a global center, as long as they leverage Columbia’s global center network.

A Request for Proposals was issued in spring 2013 for two types of grants: planning grants (up to \$25,000), for a period of no longer than one year; and project grants (up to \$75,000/year), for a period of up to three years. The Amman Center received over 25 proposals from various schools across campus, focusing on themes ranging from architecture, to political science, to public health. Award recipients were recently announced, after a rigorous selection process involving three selection committees that included participation from faculty, staff and administrators.

INCITE RESEARCH GRANTS

The Interdisciplinary Center for Innovative Theory and Empirics (INCITE) at Columbia University awards grants that are intended to provide investigators, based on campus or at the global centers, with funding to develop innovative and ambitious research proposals that by virtue of the seed support are well-positioned to apply for and receive external funding from local and regional sources. INCITE seed grant funds are designed to strengthen the research infrastructure at the Columbia Global Centers, ensure the sustainability of an active program of research, and foster

deeper connections with Columbia-based researchers and research institutions. Projects may be regionally-focused, international, or comparative. Interdisciplinary research proposals, partnerships with Columbia-based social science researchers, and collaborations among the global centers are all strongly encouraged, as is research on issues of deep social significance, such as the freedom of information or inequality.

INCITE, in conjunction with the Office of Global Centers, issued two requests for seed grant proposals in 2012 and 2013 to Columbia faculty working with the University’s network of global centers. The first proposal involving the Amman Center to receive funding in 2012 focuses on “The Socio-Economic Impacts of Refugees in Jordan.” This project explores the environmental, social, economic and political pressures created by the continuous influx of refugees into Jordan. As a result of prolonged conflict in the Middle East, Jordan has hosted several waves of refugees, displaced persons and returnees. The Kingdom has played a regional role in transit migration for Palestinians, and has seen an influx of Iraqi refugees since 2003, as well as a more recent migration of Syrians amidst the regional political turmoil. This project will develop a detailed understanding of the demographic and educational characteristics of refugee communities, inclusion and exclusion dynamics, and is designed to provide a platform for future research oriented towards educational, economic, and environmental outcomes.

The second proposal to receive funding in 2013 was submitted by the Community – Family Integration Teams (C-FIT) program at the Center. The proposed project involves the translation of biological measures in behavioral science focusing on a population of institutionalized children and youth at risk for both mood and conduct related disorders as well as a broad range of cross domain deficits and social exclusion across the transition to adulthood. Mental illness can be viewed as a developmental phenomenon, resulting from the interaction of a changing individual within a changing context. C-FIT contends that the understanding of this developmental process in institutionalized children, both in terms of behavior and biological systems, could ultimately lead to early identification of and intervention for the pediatric population at highest risk for mental illness.

Although C-FIT’s program partners provide funding to support program delivery, and while evaluation has been an important aspect of that, more scientific questions about the mechanisms of program effects, particularly potential biological underpinnings of emotional regulation and mental health, are outside of the purview of funding partners and are not supported. INCITE is therefore supporting C-FIT for the inclusion of a critical biological marker of stress into their longitudinal assessments of developmental functioning and mental health as part of the upcoming randomized implementation trial of foster care and juvenile diversion in Jordan.

CASE STUDIES ON INNOVATION AND ENTREPRENEURSHIP

In order to address the quasi-absence of fundamental data of the private sector in Jordan, particularly innovation-minded entrepreneurship, the Center has been working with the World Bank (WB) and Korea Development Institute (KDI) on a research activity entitled “Cases on Innovation: Studies on the Jordanian Experience.” The work will provide valuable case material for courses on entrepreneurship, input lessons from the private sector, and the Jordanian government’s policymaking on innovation. This study is assisting the Jordanian Higher Council of Science and Technology (HCST), the Royal Scientific Society and other partners in Jordan to strengthen the national innovation policy effort.

This initiative was developed following a joint WB/KDI mission to Jordan in the spring of 2010, where a candid review of the country’s innovation policy identified issues for the Government of Jordan to consider in the formulation of the HCST’s 2012-2016 Science, Technology and Innovation Strategy. The WB/KDI team visited Jordan again

in January and June 2011, identifying six practical ways in which the institutions could support the work of the HCST. One example is compiling 20 case studies documenting stories of innovative successes (and a few failures) in the Jordanian context. The Center worked on producing five case studies following academic industry standards, in addition to ten journalistic style ‘spotlight’ case stories of Jordanian entrepreneurs, incubators and other innovators that will be disseminated to various media outlets in Jordan and the region.

Having researched and identified case studies from a range of industries, representing a variety of business models, the Center welcomed experienced business case writers Samuel Perkins and Robert Crawford, from the U.S. and France respectively, in February 2012. After being provided briefings of Jordan’s private sector and company profiles, the writers interviewed company CEOs, senior officers, and other employees. Companies were studied from Jordan’s pharmaceutical, ICT, food production and tourism industries, and cases were developed on the following companies: D1G, Kindisoft, Easy Info, Pharmacy 1, and Nabil Food Products. These case studies highlight opportunities and obstacles to successful innovation in the Jordanian context, as well as provide examples that showcase the significance of creative-class and business-led innovation models.

Following the publication of these case studies, it is hoped that continued dialogue and drive to collect data on Jordan’s private sector will emerge, to assist the government’s desire to produce an outstanding climate for business innovation. The findings of the project will be announced in fall 2013, to inform major figures from the public and private sectors of success stories, as well as to promote areas for future development.

RESEARCH ROUNDTABLES

As part of its efforts to promote research in Jordan, the Center continued to hold its research roundtable discussion series with renowned researchers and representatives. In the summer of 2012, the Center held its 5th Research Roundtable to discuss research ethics in Jordan. The roundtable, held in collaboration with the Regional Partnership on Culture and Development, included representatives from various research centers. One of the main recommendations that came forth from roundtable participants is the establishment of a national Institutional Review Board (IRB) specifically for research and the social sciences. The Center is currently meeting with stakeholders and pursuing the possibility of setting it up, drawing on the experience of the IRB at the King Hussein Cancer Center.

PUBLIC HEALTH

Public health is a fundamental priority for all nations. In developing countries with elevated levels of poverty, it is especially important to assure that adequate medical training and care are accessible to all. Improving public health relies upon broad areas of importance, including disease prevention and a solid infrastructure dedicated to assuring the right to and access of health for all citizens. Partnering with the Mailman School of Public Health (MSPH), the Center continues to build local and regional capacity in health, nutrition, and child protection with local and international institutions by developing new partnerships, offering training workshops to address current gaps, providing technical assistance, and supporting operational research.

CAPACITY BUILDING

Nutrition in Emergencies

The Columbia Global Centers | Middle East organized its first intensive public health training course on February 3-7, 2012, which aimed to develop a basic knowledge of best practices, tools, and national and international standards on emergency responses in nutrition. The course involved lectures and workshops considering theoretical frameworks for understanding, measuring, analyzing, and addressing the prevalence of malnutrition in emergency situations, as well as practical insights and knowledge sharing from facilitators and participants. The lead facilitators, Dr. SM Moazzem Hossain, Assistant Clinical Professor of the Program on Forced Migration and Health (PFMH) at Columbia University and Chief of Health and Nutrition at UNICEF in Sri Lanka, and Dr. Mah Talat, Visiting Lecturer at PFMH and Nutrition Officer at UNICEF in Multan, brought insight from extensive high-profile experiences in South Asia, complementing regional analysis offered by local expert Dr. Mahendra Sheth, UNICEF Regional Advisor on Child Survival.

The facilitators focused on the essentials of good decisionmaking when managing nutrition in emergencies: high-quality data collection and informed analysis, good practice guidelines and standards, and focused policymaking. They also highlighted their experience of political obstacles facing decisionmakers in emergency situations, as well as the emotional pressures that inevitably confront agents. When speaking about examples of nutrition challenges in the Middle East, Dr. Sheth noted the importance of developing ongoing surveillance and data collection, with greater integration in emergency responses. Participants attended from across the region, representing NGOs and government institutions such as the World Health Organization, UNRWA, Save the Children, Jordan’s Ministry of Health, and the Dubai Health Authority.

The training workshop was conducted in collaboration with MSPH and was adapted from its *Food Nutrition and Livelihoods* course to provide a regional focus. Participants regularly shared insights from their respective countries of work, engaging in practical workshops throughout the course. The course also included sessions on conducting rapid and sectoral surveys, breastfeeding and other feeding options for children, and the control of disease outbreak; providing a holistic framework for managing nutrition in emergencies.

Public Health Leadership Training

The Center hosted Alastair Ager, Executive Director of the Global Health Initiative and Professor of Clinical Population and Family Health at MSPH, who travelled to Jordan and Lebanon in the spring of 2012. During his visit, Professor Ager discussed and adapted the syllabus of a planned public health leadership training workshop, met with UNICEF and UNRWA representatives in both countries, and led a roundtable discussion in Amman, organized by the Center, to establish a regional public health initiative with key national and regional stakeholders.

The Center held the public health leadership training workshop later that fall, on September 21-26, 2012, which was titled “Tools and Strategies for Managing the Development of Public Health Programming in the Middle East.” Participants took part in an intensive six-day training on designing, implementing and evaluating public health programs addressing the emerging preventative priorities in the region. Upon completion of the course, participants were able to use epidemiological data to identify and track key health trends, adopt consensus methods and participatory engagement methods for interventions, develop and implement robust evaluation processes to identify outcomes and impacts of interventions, and establish effective program management arrangements to promote effectiveness, efficiency and equity of provision for targeted populations. The workshop was co-instructed

by Professor Alastair Ager, Jamie Eliades; Assistant Clinical Professor of Population and Family Health at MSPH, Rima Afifi; Professor and Associate Dean of the Department of Health Promotion and Community Health at the American University of Beirut (AUB), and Samer Jabbour; Associate Professor of Public Health Practice at AUB. The workshop was especially important as it brought together senior officers of several Ministries of Health and international organizations from Sudan, Djibouti, Libya, Yemen, Oman, Palestine, Lebanon and Jordan, and helped encourage regional collaboration on public health.



Public health training workshop

Evidence-Based Drug Dependence Treatment and Care Workshop

Adam Bisaga, Professor of Clinical Psychiatry at the Columbia University College of Physicians and Surgeons, has been working with the UN Office of Drugs and Crime, the World Health Organization, and the National Rehabilitation Center in Abu Dhabi on a regional initiative to promote and support evidence-based and ethical treatment policies and interventions to reduce the health and social burden caused by drug use and dependence. Professor Bisaga instructed a few sessions on the medical management of alcohol and drug dependence, as part of a regional capacity building workshop that was held for senior professional staff, academics, training organizations, and government officials in Amman in February 2012. The Center also began discussions with Professor Bisaga regarding a regional initiative involving monitoring, education, professional exchange, and possibly research on interventions related to reducing the health and social burden caused by drug use and dependence.

Technical Assistance for CFS Evaluation in Iraq

The Center hosted a five-day public health capacity building workshop on June 14-18, 2013 titled “Technical Assistance for CFS Evaluation in Iraq.” The workshop was instructed by Professor Alistair Ager and Janna Metzler, Program Officer at the Columbia University Medical Center, for staff of UNICEF’s Iraq Office who were joined by colleagues from UNICEF Jordan and Mercy Corps Jordan. Among the topics addressed were monitoring and evaluation, field data collection techniques, sampling strategies, and survey applications.

TECHNICAL SUPPORT

Child Protection Project

Alison Bodenheimer, a 2008 graduate of Columbia University’s Program on Forced Migration and Health at MSPH, completed her nine-month consultancy at the Amman Center in April 2012. Her work focused on strengthening,

monitoring, analyzing and reporting on children’s rights violations in the Middle East and North Africa (MENA). Alison’s presence at the Center’s Public Health Program represents an important expansion of the Center’s public health activities and has helped cement the collaboration between the Center and MSPH, as well as between Columbia University and the UNICEF MENA Regional Office headquarters in Amman.

After an initial mapping of existing child protection mechanisms in the MENA region, Alison collected publicly accessible reports of grave child rights violations and situations of concern in the region. Incorporating primary source data from partnering organizations when available, Alison identified trends about priority child protection issues and the scale of incidents from collected data. She contributed summaries to be used in reports to the UN Special Representative for Children and Armed Conflict and the UN Security Council, as well as information used in programmatic response and advocacy. Her work also supported the efforts of UNICEF and their partners to improve the monitoring and reporting of child protection issues in the MENA region.

Family Health Team Initiative with UNRWA

To keep up with global and regional trends, UNRWA is modernizing its health service delivery system by piloting a Family Health Team (FHT) approach to ensure comprehensive, patient-centered care. The focus is on proper management of non-communicable diseases (NCDs), responsible for 70% to 80% of deaths among refugee communities served by the organization. The FHT initiative is structured around five major themes: (a) standards and protocols of care, (b) team roles and potential for task shifting, (c) an e-health record system, (d) registration procedures and (e) the establishment of an appointments system culture.

The service development of the FHT model is currently being piloted in a number of UNWRA clinics in the West Bank, Lebanon, and Jordan; additional UNWRA clinics will serve the region in coming years. It is anticipated that the experience of the FHT initiative will develop more integrated, community-based services for national health systems throughout the region.

The Mailman School of Public Health worked with UNRWA on a case study, documenting challenges and strategies during the course of implementation. In the summer of 2012, the Center hosted MSPH ‘13 student Anushka Kalyanpur to evaluate the piloted system and document the early experience of implementing the FHT model in clinics in Jordan, Lebanon, and the West Bank. The report provided critical feedback on the new model, contributing to discussions on integrated, community-based approach in regional health systems.

Another MSPH student, Hannah Wesley, joined UNRWA for a practicum during summer 2013, in which she focused on further analysis, development and evaluation of the FHT model with regard to issues of service configuration, and staff training and deployment; exploration of the role of the FHT in promoting community engagement and development of preventive health work; and finally, analysis of data now available to UNWRA though the electronic patient record system regarding health needs, demographic trends, predictors of vulnerability, and so on.

Non-Communicable Diseases

The Dean of the Mailman School of Public Health, Dr. Linda Fried, visited the Center in May 2012, accompanied by Dr. Wafaa El-Sadr, University Professor of Epidemiology and Medicine and Director of The International Center for AIDS Care and Treatment Programs (ICAP), and Dr. Richard Deckelbaum, Robert R. Williams Professor of Nutrition (in Pediatrics); Professor of Epidemiology; and Director of the Institute of Human Nutrition. The delegation visited the UNRWA clinic in Taybeh and met with the Director of UNRWA’s Health Program, Dr. Seita

Akihiro, and the clinic’s family health team, to learn more about the FHT model that Columbia University helped implement in Jordan. Dean Fried also delivered a public lecture at the Center entitled “A Counterintuitive Frame to the Youth Bulge: Forever Young,” on alternative perspectives to managing an aging population.

During her visit, Dean Fried hosted a roundtable discussion with leaders in Jordan’s health sector, most notably representatives from the Jordanian Ministry of Health, King Hussein Cancer Foundation and Center, Jordanian Nursing Council, Royal Health Awareness Society, International Medical Corps, Electronic Health Solutions, among other organizations working in the field, to better understand the status of public health in the Kingdom.

The Ministry of Health presented an overview of health trends in Jordan, with an emphasis on NCDs, providing a foundation for the discussion that ensued. The group discussed the impact of epidemiologic, demographic and economic changes on community health, potential strategies to foster healthy living among vulnerable communities, and effective communication strategies to promote preventive health. Among the main issues raised at the roundtable was the need for more evidence-based research that includes economic systems modeling to analyze major drivers of NCDs in Jordan, the need for a comprehensive long-term strategy that consolidates existing national strategies and efforts as well as integrates the private and NGO sectors, and a focus on multi-sectoral leadership involving the formation of a high-level multi-sectoral leadership forum to initiate structural interventions.

By the meeting’s conclusion, there was a general consensus that NCDs are a growing concern in the region, which need to be addressed from a cross-sectoral perspective. Consequently, the participants agreed to form a working group, composed of members from the roundtable that would develop an action plan to address pressing concerns, with a focus on NCDs.



Dr. Richard Deckelbaum, Professor Safwan Masri, Dean Linda Fried, and Professor Wafaa El-Sadr participate in roundtable discussion on public health in Jordan

Women’s Mental Health Pilot Project

A psychiatry team from Columbia University, led by Alice Medalia, Professor of Clinical Psychology (in Psychiatry), is working to provide expert guidance and consultation for the development of the first comprehensive program of evidence-based mental health interventions for women in the United Arab Emirates (UAE). Markab Advisory (Markab), a UAE-based consulting firm, is working with local sponsors on this project that seeks to establish a private, “non-medical” residential service, day program and consultation service in Abu Dhabi, for women seeking mental health treatment. The Columbia team is advising Markab on evidence-based practices, industry standards, and International Joint Commission guidelines regarding clinical and operational systems to implement at the facility in order to deliver high-quality psychiatric care. Other areas the team is advising on include: rehabilitation

and recovery models for the Abu Dhabi outpatient women’s program, the creation of a culturally-sensitive mental health environment, interdisciplinary care planning and staffing models, the establishment of continuous quality improvement protocols, and the assessment of treatment outcomes.

RESEARCH

Eco-Nutrition Initiative

In conjunction with MSPH, the Institute of Human Nutrition (IHN) at the Columbia University Medical Center, and the Royal Health Awareness Society (RHAS) in Jordan, the Center is working to launch a research initiative that integrates school feeding, economic development and women’s health with community agriculture. This “eco-nutrition” program will be piloted in one of Jordan’s poverty pockets. The aim is to create a self-sustaining community by stimulating local agriculture to help supply a school feeding program and boost economic development in the village.

The initiative will introduce agricultural interventions to boost productivity in the poverty pocket as well as design nutrition education in local clinics. The horticulture produced will supply the poverty pocket with healthy, organic and local produce. Health promotion and education programs, a community kitchen and school-feeding program will help to advance the community’s nutrition, as well as provide a sustainable solution to reduce poverty.

Spearheading this initiative are Dr. Richard Deckelbaum, Director of IHN, and Dr. Glenn Denning, Professor of Professional Practice in the Faculty of International and Public Affairs and Director of the Center for Globalization and Sustainable Development at the Earth Institute. Dr. Deckelbaum visited Amman in early 2012 to begin developing this project. He met with key stakeholders, including RHAS, the Director of the Scientific Research Support Fund and several nutritionists from the University of Jordan, Jordan University of Science and Technology, and Hashemite University. The Center is currently exploring funding and implementing partners for this project.

Communication Disorders

During spring 2012, the Center hosted Lana Shekim, an Embassy Science Fellows Program Fellow and Director of Voice and Speech Programs at the National Institutes of Health in the United States, to further research communication disorders and map the educational and clinical needs and services in Jordan and other Arabic-speaking countries.

Low and middle-income countries are challenged by the burden of both communicable and non-communicable diseases, both of which may cause communication disorders. In Jordan, various academic programs emphasize speech-language pathology and audiology. Dr. Shekim studied Jordan’s position in meeting the WHO recommendations, particularly relative to data collection on communication disorders and strengthening and supporting research on disabilities.

EDUCATION



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.

QUEEN RANIA TEACHER ACADEMY

The Columbia Global Centers | Middle East continues to be deeply engaged in the work of the Queen Rania Teacher Academy (QRTA), which the Center helped establish 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 Middle East 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 was established to improve public education in Jordan by providing high-quality professional development training programs for government school teachers and administrators.

QRTA and TC's unique partnership has enabled them to create a remarkable set of professional development programs that benefit the region and address the areas that teachers are most in need of. 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.

Funded by the Jordanian Ministry of Planning and the United States Agency for International Development (USAID), and supported by Jordan's Ministry of Education, the partnership is dedicated to improving teacher practice in classrooms, strengthening the national curricular initiative, and building capacity in schools and key institutions to support a culture of continuous instructional improvement.



QRTA teacher training workshop

Throughout 2012-2013, QRTA continued to expand its set of professional development programs through its unique School Networks Program, which sets it apart from other teacher training institutions. This year, QRTA launched two additional cohorts and piloted a new Arabic network in addition to its previous networks in English Writing, Science, Math, and Leadership, which are designed and delivered in collaboration with the team at the Consortium for Policy Research in Education (CPRE) based at Teachers College.

QRTA has been working to establish the foundation of an education training program based on the book *Teach Like a Champion* by author Doug Lemov. QRTA obtained the publishing rights to adapt, translate, and re-contextualize the book and its supporting DVD in order to make it relevant to an Arabic speaking audience. The book provides an excellent basis for creating a classroom learning environment that helps educators dramatically improve their teaching techniques.

QRTA has also partnered with USAID to initiate the Environmental Education (EE) Network program in “Education for Sustainable Development” (ESD). The overarching objectives of the EE Network coincide with the Academy’s mission, in that the ultimate goal is to provide high-quality professional development programs that help develop teacher skills and knowledge and integrate ESD practices through a variety of academic disciplines. The EE Network is designed to improve the quality of environmental education and to raise students’ awareness about the country’s environmental issues and concerns.

The past year in particular has witnessed a notable increase in capacity at QRTA, whereby it has succeeded, in close conjunction with TC, to develop, design, and deliver a myriad of professional development programs in relevant subject areas, and package 24 workshops to public and private school teachers over the span of only 12 months. Through its multiple programs and networks, QRTA has reached more than 7,300 school teachers and educators, and continues to help reshape and advance the landscape of teaching and public education in Jordan.



Training workshop in conjunction with Madrasati Palestine

In addition to its work in Jordan, QRTA continues to expand its efforts regionally; offering various training programs in Jerusalem and the West Bank in conjunction with Madrasati Palestine. It has also been approached by various regional entities including the Kuwaiti, Saudi, and Somali Ministries of Education, and has signed a Memorandum of Understanding with the Saudi Education Holding Company, Tatweer, to develop an Arabic Program on Early Childhood Education and the Arabic version of *Teach Like a Champion*. QRTA has also signed agreements with the Arab Bureau for Education in the Gulf States and Philadelphia Consulting regarding long-term strategic collaboration.

Due to its rising reputation as the region’s leading center of excellence in teachers’ professional development, QRTA has been approached by international non-governmental entities to partner on training programs. Most recently,

QRTA became the prime facilitator for the United Nations Educational, Scientific and Cultural Organization (UNESCO) to conduct a training program on “Emergency Support to Safeguard Education Quality for Syrian Students in Jordan,” which focused on providing education in emergency situations. It partnered with the CfBT Education Trust on a project in Libya titled “Teacher System Situational Analysis,” and will participate in another project on the “Development of a Unified National Learning Standards Framework” in the United Arab Emirates. QRTA also joined forces with the United Nations Children’s Fund in two projects; a teacher capacity development program in Oman, as well as a research project titled “A Screening Study on the Education Response to the Syrian Sub-Regional Refugee Crisis Curriculum and Accreditation.”

Due to the growing number of training programs offered, QRTA identified the importance of impact assessments and is therefore working closely with CPRE to document the activities conducted in support of the networks and their impact on practice, policy, and performance. The documentation focuses on the use, adaptation, and sharing of the practices, lessons, units, and tools acquired or developed through network activities, in order to allow for any improvement of services, as well as to track the design and enactment of the school network strategy and the use of new practices and their sustainability over time.

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 programs. In 2012-2013, the Center held the following programs:

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 a second and third iteration of the Summer Ecosystem Experience for Undergraduates Program (SEE U) in Jordan. The five-week program ran in early summer, both in 2012 and again in 2013, and provided 13 and 18 undergraduate students (respectively) from Columbia and other accredited universities 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.



SEE U students in the field



Students were accompanied by Jenna Lawrence, Adjunct Associate Research Scientist at the Center for Environmental Sustainability and Lecturer in Ecology, Evolution and Environmental Biology and Teaching Assistant Natalia Rossi, a graduate student in the Department of Ecology, Evolution and Environmental Biology at the Graduate School of Arts and Sciences.

Jordan’s unique topography offers students the opportunity to study the desert ecosystem, as well as varied habitats in locations such as the Jordan Valley, Jerash, Ajloun, Petra, Dana, Wadi Rum and Aqaba. The SEE U program also allows students to study 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, thereby 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, the Royal Botanic Garden of Jordan, and the Marine Science Station in Aqaba.

SUMMER ARABIC LANGUAGE PROGRAM

In conjunction with Columbia’s Office of Global Programs, the Center held a third and fourth offering of the annual Arabic Language Program during the summers of 2012 and 2013. The eight-week program, designed to strengthen students’ skills in Modern Standard Arabic and colloquial Levantine Arabic, was offered each summer to approximately 15 undergraduate and graduate students, from Columbia University and other American universities. Students studied at the Center, and learned about Jordanian society through cultural activities, volunteering and travel.

Students were also given the opportunity to stay with a Jordanian host family, coordinated through the Center, which helped further improve their language skills and immersion in the culture and society. The Center continues to explore longer-term plans with partners at Columbia University to expand the summer program into a semester or a year abroad program.



Arabic students in 2013 program visit Petra



Summer Arabic Language Program 2012 in session

CAPSTONE PROJECTS FOR MASTERS STUDENTS

In the spring of 2012, the Center facilitated one of the Capstone Projects of Columbia University’s Master of Science in Sustainability Management (MSSM) program. The project involved the creation of a “New Award Metrics for Sustainability” for the King Abdullah II Center for Excellence (KACE) in Jordan, which aimed to provide an actionable roadmap for the integration of sustainability metrics into the current structure of the King Abdullah II Award for Excellence.

The capstone team visited Jordan during spring break 2012, and the Center hosted the students and facilitated their meetings with related stakeholders. The new award metrics was submitted to the King Abdullah II Center for Excellence in May 2013, and it is anticipated that KACE will apply the metrics in their 2014 award cycle. This capstone was the first successful international capstone project in the MSSM program.



Team photo at the King Abdullah II Center for Excellence



Capstone project students at the Roman Amphitheatre in downtown Amman

PROGRAMS



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. THESE ACTIVITIES ALSO STRENGTHEN THE CENTER'S IMPACT ON ITS COMMUNITY, BY ALLOWING SCHOLARS TO WORK IN HANDS-ON, APPLIED SETTINGS WITH LOCAL EXPERTS.

The Center's programs include:

SOCIAL WORK

Social work has significantly evolved over the past century, and as the first school of social work in the United States, Columbia University's School of Social Work (CUSSW) has been a primary participant in the field's evolution. As one of the fields identified as a priority both locally and regionally, social work has continued to be an area of focus for the Center's programming over the past couple of years. In partnership with CUSSW, the Center has introduced, and has continued to hold, a number of social work initiatives:

JORDAN SOCIAL WORK EDUCATION FOR EXCELLENCE PROGRAM

The Jordan Social Work Education for Excellence Program (JSWEEP) represents a collaboration involving the Amman Center, CUSSW, Jordanian Ministry of Planning and International Cooperation, Jordanian Ministry of Social Development, Jordan River Foundation, National Council for Family Affairs, and other organizations in the field of social work. JSWEEP works to support the establishment of the social work profession in Jordan, building the capacity for a 21st century model for social work education and facilitating the emergence of a cadre of social work professionals who can lead effective governmental and non-governmental social welfare organizations.

The overall vision for JSWEEP is the improvement of social conditions in the country through the establishment, nurturing, and utilization of academically prepared social work professionals who can bring to bear leading edge knowledge and skills within organizational settings in the formulation of policies and programs and in the design and delivery of services that provide family and youth interventions.

Since the Center was first launched in 2009, CUSSW has been developing and offering courses focused on basic practices. In the fall of 2012 and in early 2013, the Center, along with CUSSW, held several training courses in the area of social work. These included: *Foundations for Social Work Practice*, *Skill Building for Foundations for Social Work Practice*, *Social Work Perspectives on Family Violence*, *Management for Success*, and *Mental Health and Juvenile Justice*.

JSWEEP targeted participants from local governmental and non-governmental organizations, and since its launch,

has trained more than 450 front-line workers in basic social work skills. The Center will continue to offer training and capacity building workshops that draw on the expertise of Columbia University faculty to develop skills, exchange knowledge, and promote learning in the field of social work. In the next phase, JSWEEP will also be focused on providing technical assistance to select agencies in Jordan by working closely with their respective social service personnel to hone their foundations and supervision knowledge and skills, in an effort to institutionalize evidence-based practice and supervisory models, and develop effective and accountable processes, methods, and skills.

SOCIAL WORK FELLOWSHIP PROGRAM

In conjunction with the Open Society Foundation (OSF) and CUSSW, the Center has continued to administer a Social Work Fellowship Program. The program is designed to provide social work education for fellows to prepare them to implement reforms, create policies and foster the development of social work in Jordan. Fifteen social work fellowships have been awarded thus far (five on an annual basis) for social workers to enter and complete a two-year Master of Science in Social Work at CUSSW. Five awards were granted in 2011, another five followed in 2012, and a third cohort of fellows begin their studies at CUSSW in fall 2013. The inaugural cohort graduated in May 2013, and have now returned to Jordan. JSWEEP hopes to work closely with these graduates to promote evidence-based practice and supervisory models and to provide technical assistance as needed. This program is funded by the Open Society Foundation, Columbia University School of Social Work, King Abdullah II Fund for Development, Jordanian Ministry of Planning and International Cooperation, and private donors.

The Center hosted a reception on August 20, 2013 in honor of the Jordan Social Work Fellowship Program, which brought together a group of the fellows with partner organizations and private donors. Jeanette Takamura, Dean of the Columbia University School of Social Work, was also present, along with representatives from CUSSW. The inspiring and driven group of fellows shared their experiences in the program and their plans for addressing social issues in Jordan upon their return.



CUSSW Dean Jeanette Takamura presents an overview of the fellowship program



Social work fellows at event

COMMUNITY-FAMILY INTEGRATION TEAMS

In conjunction with the Jordanian Ministry of Social Development, UNICEF, the judicial system, and NGO partners, social work researchers from Columbia University have launched a major collaborative effort through the Columbia Global Centers | Middle East that is considered to be a significant turning point in the child welfare and juvenile justice systems in the Kingdom. The group of researchers includes: Associate Professors of Social Work at the Columbia University School of Social Work: Robin Gearing, Michael MacKenzie, and Craig Schwalbe. The Community-Family Integration Team (C-FIT) program, directed by Dr. Rawan Ibrahim, launched Jordan's—indeed

the region's—first formal family-based therapeutic alternatives to institutional placements for children in need of substitute care and youth in conflict with the law.

A growing body of evidence from international research has highlighted the limitations of residential care homes and the consequences for child and youth development. Jordan, like many low- and middle-income countries, however, has continued to rely mostly on institutional-based placements for children in need of care and protection and youth in conflict with the law. The C-FIT program aims to reduce the length of placement for children placed on hold in juvenile detention centers, and return children being reared in care homes to their families or to substitute foster families. C-FIT successfully launched both juvenile diversion and foster care programs and has begun the important process of transitioning children and youth from institutions back into their communities.

Juvenile Diversion

The average length of time that troubled youth reside in juvenile detention facilities throughout the Kingdom can reach up to five months. During this time, young people are exposed to negative influences of others in care. Their emotional ties to their families are weakened and their place in their home communities is shaken. While it would be expected that youth accused of serious crimes such as murder and rape would remain in the care of juvenile detention centers while their cases are investigated, some youth could be better served in the C-FIT diversion program.

The C-FIT program is currently diverting children in Irbid in northern Jordan as part of a pilot program for youth who would normally be placed in juvenile detention centers while awaiting the conclusion of their investigation and adjudication. For diversion-eligible youth, it is C-FIT's goal to prevent admission to or reduce the average length of stay in juvenile detention from five months to one week or even less. This is accomplished through assessment procedures and psychosocial interventions that reduce youth risk for future conflict with the law and promote reconciliation with victims of their delinquency. Positive outcomes sought by the program include improved psychosocial status, stronger family functioning, reduced rates of recidivism, and improved public safety.

Foster Care

Children in need of care and protection in Jordan are currently served in orphanages referred to as care homes. In addition to dealing with the loss and separation from their biological families, these children continue to face separations as they are transitioned between various care homes as they grow older. Some children transition between as many as four centers from infancy through 18 years. Living in institutional care can have negative effects on the health and psychosocial well-being of children, whereby staff face difficulties in providing a stable and supportive relationship that the children are in need of. The results of the psychosocial assessment of children in care homes conducted by the C-FIT team highlighted that children in institutional care settings have increased trauma and impaired social, psychological, and emotional growth, development, and functioning. Many young children currently cared for in institutions can be well served through diversion into the C-FIT foster care program.

Foster care serves children in need of placement outside of their biological family for reasons such as being orphaned, abandonment, unknown parentage, and child abuse or neglect. The first priority of a foster care program is to identify and secure kinship placements whenever possible and non-relative foster families from the local community when no other option exists. This is currently underway in the community of Zarqa, northeast of the capital Amman.

Foster homes provide a more normative and nurturing environment for children's growth and development as well as the ability to maintain stronger connections to their communities. In the long term, children's connections to

their foster families and communities will foster better functioning and healthier, successful transitions to adulthood. This will be accomplished by establishing assessment procedures and psychosocial interventions that support foster parents in their care-giving role and enhance stability in the child’s placement and integration into the community.

Next Steps

The foster care and juvenile diversion programs mark a significant shift in practices for the Jordanian social service system and offer alternatives that are both more affordable than institutional placement and are likely to bolster child outcomes. C-FIT is currently measuring a randomized control trial to formally test its long-term effectiveness and support efforts at scaling up programs across the Kingdom. The Amman Center continues to play an important role in facilitating the collaboration between Columbia University faculty and Jordanian scholars and partners. These efforts are poised to pay off in the development of culturally congruent and sustainable child welfare and juvenile justice programs in Jordan, and hopefully will serve as a model that can be replicated elsewhere in the region.



C-FIT team

ARTS

Columbia University’s School of the Arts has a rich history of offering various aspects of visual arts, film, theatre, writing, producing, and literature. In partnership with the School of the Arts, the Amman Center has organized a number of programs in the arts, focused so far on creative writing and film.

In spring 2012, the Center hosted Binnie Kirshenbaum, Professor and Chair of the Creative Writing Program at the Columbia University School of the Arts, along with Hannah Assadi, an arts graduate for a visit to Amman. Professor Kirshenbaum met with key literary figures in Jordan to gage interest for a potential creative writing workshop. During her visit, Professor Kirshenbaum was involved in two public events: a reading and discussion from her latest novel, *The Scenic Route*, held at Canvas Café and Art Lounge in Amman on May 15, and a public lecture at the Center the following day entitled *The Why and the How of Teaching Creative Writing*.



Introduction to Film Studies course with Professor Richard Peña



Screening of Latin American cinema at the Royal Film Commission

On August 25-29, 2013, the Center hosted Richard Peña, Professor of Film Studies at Columbia University, for a five-day *Introduction to Film Studies* course and “*Flashes from the Horizon: A Panorama of Latin American Cinema*,” which involved selected screenings of Latin American cinema. The course covered the fundamental aspects of film analysis including the choices made by filmmakers in terms of editing, sound, camera movement, set design and lighting. The public screenings, held at the Royal Film Commission in Amman, featured films from Mexico, Brazil, Cuba, Colombia and Argentina coupled with historical background, discussions and question/answer sessions.

STUDIO-X GLOBAL NETWORK: AMMAN LAB

Migration, revolutions, conflict and continuous renegotiations of the notion of citizenship are reshaping our cities in the Arab World in a speed that renders a generation of young architects and planners in a state of constant uncertainty. While it is true that Amman ranks high in the scale of stability in comparison to other major cities in the region, it remains as it always was: a living organism that is directly responsive to its regional context. Amman grows and transforms in response to the needs of a population that increases in sudden bursts, largely as a result of neighboring conflict. As the city continues to grow, it faces the common challenges of an overwhelmed infrastructure, unplanned residential expansion and lack of public spaces, as well as faces the risks of class and identity-based segregation, processes of gentrification and privatization.

As a main node on the Hejaz Railway, an Ottoman project started in 1900 planned to link Belgrade to Baghdad through Aleppo, and Istanbul to Mecca and Medina through Damascus and Amman, the city began claiming an important role in the region. Today, Amman grows as a regional hub for information technology, headquarters of multinational corporations, medical and education tourism, international NGOs and diplomatic missions. Plans for a global city multiply, ideas on Amman as a laboratory for new pluralist forms of citizenship are born, and searches for local urban identities and disrupted projects of modernity are revisited. Uncertainty becomes not an obstacle, but a driving force for change and innovation.

The Amman Lab opened within the Columbia Global Centers | Middle East in March 2009 as part of the Studio-X Global Network initiative run by the Graduate School of Architecture, Planning and Preservation (GSAPP) at Columbia University. Studio-X in Amman is a platform for multidisciplinary collaborations between GSAPP and the Amman Center, with institutions and individuals in Jordan and the region to address questions on mobility, accessibility, public space, representation and participation. The Amman Lab became a point of reference in Amman for experimental design and research dedicated to investigating the future of cities in the Arab region. Amman Lab activities—ranging from lectures, to symposia, to screenings and roundtables—are today recognized occasions for architects and designers in the city to get together to share work, ideas and opinions.

Based at the Columbia Global Centers | Middle East, the Amman Lab’s activities take place across the city, allowing for architects, designers, scholars and students to visit and engage with studios, galleries, offices, workshops and other spaces where urban issues are addressed from a variety of fields. As a result, a nomadic character of Studio-X in Amman was formed in parallel to in-house programming, which became a series of regular Studio-X Pop-Up events: fast-paced programming designed for sharing and discussing new projects in and on the city. Studio-X in Amman works closely with GSAPP faculty and students to conduct workshops, develop research projects, identify partners and collaborators, and provide the platforms for public conversations and debates on the future of our shared spaces. Amman Lab local and regional partnerships include academic institutions, think tanks, arts organizations and galleries, architecture firms, online media platforms, and manufacturing companies.

Highlighted below is a sampling of the public events, discussions, and student workshops the Amman Lab has organized over the past 18 months:

LIVE FEED: Middle East Collaborations 2005-2012 – This exhibition, curated by the Global Network Exhibitions Coordinator, Gregory Bugel, and former Director of Global Network Programming, Malwina Lys-Dobradin, was a journey through GSAPP’s involvement in the region. Establishing lasting international partnerships, GSAPP has developed architectural design studios and workshops, historic preservation projects and urban planning studios. This exhibition highlights projects in Afghanistan, Jordan, Palestine, Qatar, Turkey, and the United Arab Emirates. LIVE FEED opened in early 2012 at the Center for Architecture in New York City.

Public Space Workshop – The Public Space Workshop (formerly known as the Summer Design Workshop, directed by Adjunct Assistant Professors of Architecture, Planning and Preservation, Kamal Farah and Jennifer Broutin, is an annual workshop assembling experts and students focusing on the future of public space. The third and fourth iterations of the Public Space Workshop were held in July 2012 and 2013. In 2012, the workshop operated for the first time in two cities: Amman and Istanbul, the latter currently emerging as a hub in the Studio-X Global Network. With students and faculty from GSAPP, Jordan University of Science and Technology, and Bilgi University, the teams investigated the notion of “presence” in the city, developing proposals for interfaces activating public spaces through user participation.

In the summer of 2013, the workshop expanded even further to include three cities: Amman, Istanbul and Mumbai, as well as the participation of 35 students in total from GSAPP, German Jordanian University, Istanbul Technical University, and Kamla Raheja Vidyavidyalaya Institute for Architecture and Environmental Studies. The theme revolved around “PublicBit,” a mobile, open hardware unit developed for deployment in public spaces with sensing capabilities networked for real-time transmission of site specific city data. The data is synthesized to develop spatial proposals for connecting physical and virtual public spaces, both within and between cities. An online platform simultaneously aggregates and broadcasts the data, providing a global platform for exchange.

Live 2: Art + Power + Space – As part of the design studio taught by Professor of Professional Practice, Mario Gooden, six students spent two weeks between Amman and Dubai in October 2012 to conduct research on the role of architecture in the production, display and promotion of Arab Art within both the regional and global markets. They also worked on site-analysis for their design proposals for a new gallery space in Amman. Artist and architect Saba Innab and artist and founder of Ammar Khammash Architects, Ammar Khammash, participated in an informal jury to provide feedback on students’ proposals. A public roundtable discussion with Director and Head Curator of The Palestinian Museum, Jack Persekian; artist and architect Dina Haddadin; Saba Innab and Mario Gooden was also held at Darat al Funun in Amman.



Art + Power + Space studio panel discussion

In November 2012, Studio-X Amman Lab participated in the First Qalandia International Biennial and the Fourth Riwaq Biennial by organizing, in collaboration with the Riwaq Center for Architectural Conservation, a three-day symposium titled ***Modernity, Architecture and Urban Life in the Arab Region*** in Ramallah and Amman. The event brought together renowned scholars, architects and architecture historians to share their research as well as to engage in a critical debate on the notion of modernity, and the multiplicity of its manifestations in Arab cities. GSAPP participants included Associate Professor of Architecture, Planning and Preservation, Felicity Scott; Adjunct Assistant Professor of Architecture, Planning and Preservation, Craig Konyk; Adjunct Assistant Professor and Director of Sustainable Urbanism International Lab, Jyoti Hosagrahar; as well as over a dozen distinguished local and regional architects and scholars from Amman, Cairo, Haifa, Jerusalem, Nazareth, and Ramallah.

Urban Futures 2030: Heritage, Technology, Sustainability – This conference was held at the Amman Lab in December 2012 with Professor Jyoti Hosagrahar to present the previous Urban Future 2030 events held at Studio-X in Mumbai and Studio-X in Beijing. The aim is to start a public conversation on the issues to be addressed in the upcoming Amman episode of this cross-Studio-X conference.

Knowledge City: Information Infrastructure – In spring 2013, GSAPP Assistant Professor, Frederic Levrat collaborated with GSAPP Assistant Professor and Director of the Laboratory for Applied Building Science, Phillip Anzalone on a design studio titled “*Knowledge City: Information Infrastructure*.” In collaboration with the Greater Amman Municipality, Petra Aluminum Company, 7iber Media Platform, Arini, and Engicon, the studio studied the relationship between information and communication technology and the dissemination of information throughout the city using existing infrastructure, specifically public transportation. Students developed a proposal for a smart bus stop at Amman’s North Terminal, and in collaboration with students from the University of Jordan and House [B] Studio, built a full-scale mock-up of the pavilion with an audio-visual installation. The program was organized by Studio-X’s Amman Lab in collaboration with the Columbia Global Centers | Middle East, and GSAPP alumna, Roula Salamoun (AC ‘11). The program included a tour of formal and informal transportation hubs in Amman led by Transportation Engineer at Engicon and CEO of Sowt, Hazem Zureiqat, a public roundtable discussion with Director of Transport and Traffic Management at the Greater Amman Municipality, Ayman Smadi; Co-Founder of Visualizing Palestine, Joumana Al Jabri; and architect at UNRWA, Alaa Al Awad, as well as a public presentation by Frederic Levrat and Founder and head architect at DW5, Bernard Khoury on Architecture, Knowledge, and Mobility.



Panel discussion on Knowledge, Mobility, Infrastructure

Studio-X Amman Lab participated in the **11th Sharjah Biennial** in May 2013, on its closing weekend, curated by Chief Curator of the Museum of Contemporary Art in Tokyo, Yuko Hasegawa. In partnership with the Sharjah Art Foundation, the Amman Lab organized a tour and public panel titled “Between Past and Future: Tradition, Technology, Innovation.” The program consisted of a tour of Jazirat Al Hamra (Ras Al Khaimah) with Ronald Hawker from Alberta College of Art and Design in Canada, and a panel with Associate Professor of Architecture at the American Univeristy of Sharjah, George Katodrytis; Head of Architectural Affairs at the Ministry of Culture of the Kingdom of Bahrain, Noura Al Sayeh; Associate Professor at the Department of Architecture at UAE University, Yasser El Sheshtawy; and Architect Advisor at HH The Ruler’s Office - Sharjah, Peter Jackson, to present their research and raise questions on the place of cultural identity in the built environment, and its relationship with modernity and technology, challenging the common opposition between the traditional and the modern.



Tour of Jazirat Al Hamra in Sharjah

Collecting Architecture Territories – Collecting Architecture Territories is a research project that reflects on the relationship between architecture and collecting, considering architecture both as an agent that organizes, supports and informs various contemporary collecting practices, and as an object of collection in its own right. A key hypothesis of the project is that the present explosion of the museum can no longer be understood solely in museological terms, but can be productively recast by thinking its relationship to the ongoing definition and redefinition of geopolitical, cultural, and financial territories. Collecting Architecture Territories workshop was led by Associate Professor and Co-Director of the MSc. Program in Critical Curatorial and Conceptual Practices in Architecture at GSAPP, Mark Wasiuta; and Associate Professor and Director of the Publications Office at GSAPP Books, Craig Buckley with Exhibitions Coordinator at GSAPP, Adam Bandler; Publications Coordinator at GSAPP, Jordan Carver; Studio-X Amman Lab Curator, Nora Akawi; and Director of Makan Art Space, Samah Hijawi at the Amman Lab and the Columbia Global Centers | Middle East. The workshop was organized in partnership with Darat al Funun - The Khalid Shoman Foundation, the American University of Beirut, and the Sharjah Art Foundation. GSAPP students traveled to Amman, Beirut, Dubai, Abu Dhabi, Sharjah, Ramallah, Jerusalem and Bethlehem to meet with archivists, collectors and scholars. On June 18, a public roundtable discussion was held at the American University of Beirut (AUB) with Mark Wasiuta, Craig Buckley, Professor of Architecture at AUB; George Arbid, and Assistant Professor of Civilization Sequence Program at AUB; Sonja Mejcher-Atassi, and Co-Founder and Co-Director of Beirut Art Center; Lamia Joreige. A presentation of student work was held at the Columbia Global Centers | Middle East on July 1 with George Arbid; Deputy Director of Sharjah Art Foundation, Reem Shadid; and Artistic Director of Darat Al Funun, Eline Van Der Vlist.

Other lectures and screenings have included:

- **Arnaldo Ceccini**, Dean of the Faculty of Architecture of Alghero at the University of Sassari, Italy – *Enjoying the Swerve: Reinventing Public Space* on February 7, 2013. Organized in partnership with Makan Art Space.
- **Igor Peraza**, lead architect at EMBT Shanghai – *Anytime Anywhere* on May 19, 2013. Organized in partnership with Maisam Architects and Engineers.
- **Jumana Manna**, artist and filmmaker – *Imagined Cities: A Sketch of Manners* on May 27, 2013.

Additional film screenings, lectures, roundtables, field visits and workshops at Amman Lab Studio-X are curated to aggregate and share knowledge, build on existing research, and promote a continuity of critical feedback, communication and collaboration between GSAPP and scholars, architects, artists, designers and other active citizens and stakeholders in Amman and neighboring cities.

INTERNSHIPS

The Center hosts a regular set of interns, primarily in the summer. Additional interns assist with activities and the coordination of programs throughout the academic year. Interns tend to be undergraduates engaged in overseas study, or in the region, who have an interest in or links to Jordan. Interested students inquire about internship positions through the Center’s website, and the Center also receives interns through referrals or through its wide base of contacts. Internships at the Center are unpaid positions, 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. In 2012, seven students completed an internship program at the Center.

NAME	UNIVERSITY	FIELD OF STUDY	AREA OF SUPPORT AT THE CENTER	INTERNSHIP DURATION
Jonathan Peters	School of African and Oriental Studies (SOAS)	Political Science and Economics	Research	January – September
Samir Al-Sad	University of Windsor	Political Science and Psychology	Communications and Outreach	May – July
Randa Wahbe	Columbia University	Public Health	Research	May – August
Reema Attiga	George Washington University	International Affairs and Communications Studies	Research	June – July
Haya Khoury	McGill University	Economics and Environment	ISDP	June – August
Ben Martorell	DePaul University	International Studies	Communications and Outreach	June – August
Hamza Salem	New York University	Politics and Economics	Communications and Outreach	July – August

In 2013, three students have been committed to working with the Center so far, in various areas of support.

NAME	UNIVERSITY	FIELD OF STUDY	AREA OF SUPPORT AT THE CENTER	INTERNSHIP DURATION
Dima Saad	University of Toronto at Mississauga	History and French	ISDP	May – July
Jawad Dukhgan	University of Jordan	Architecture	Amman Lab	June – August
Ibrahim Tari	Princess Sumaya University for Technology	Business Administration	Research and Programs	August – September

COLUMBIA EXPERIENCE OVERSEAS PROGRAM

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. The CEO program is a unique eight-week internship program that offers Columbia undergraduates high-quality internships developed through alumni and employer partnerships. The program was offered for the second time in Amman through the Center to nine students in the summer of 2012, and again to another eight students in the summer of 2013.

Internship opportunities includ a diverse array of fields, such as publishing, hospitality, economic policy, consulting and finance. Throughout the internship, students explore a career field and develope professional skills, while gaining international experience in a vibrant cosmopolitan city. Students also had the opportunity to connect with professionals in Amman who have chosen to support the program either as an employer or mentor. In coordination with Jennifer Creamer, Associate Director, Experiential Education & Student Enterprises at CCE, the Center hosted an orientation lunch in early June 2013 for students to meet their mentors, as well as a social reception a few weeks into the program for students, mentors, and employers.

CEO Program 2012:

COLUMBIA STUDENT	INTERNSHIP ORGANIZATION	MENTOR / RELATION
Alex Spangher (CC ‘14)	Sustainability Excellence	Hana Kanan (Alumni: TC ‘02)
Allison Malecha (CC ‘13)	Front Row Publishing	H.E. Ms. Suzanne Affaneh (Friend of the Center)
Ann Chou (CC ‘13)	King Hussein Foundation	Hania Barqawi (QRTA)
Ben Eckersley (CC ‘13)	King Hussein Foundation	Haif Bannayan (QRTA)
Christine Liu (EN ‘13)	Hikma Pharmaceuticals	Ramzi Muna (Alumni: EN ‘81)
Dike Ramdeen (EN ‘13)	Hikma Pharmaceuticals	Kevin Wheeler (Alumni: GSAS ‘07)
Joana Kelly (CC ‘14)	King Hussein Foundation	Rula Jardaneh (Parent: BU ‘14)
Michael Marsocci (EN ‘13)	Royal Jordanian Airlines	Rula Jardaneh (Parent: BU ‘14)
Rubii Pham (CC ‘13)	Bank al Etihad	H.E. Ms. Suhair Al Ali (Parent: EN ‘13)

CEO Program 2013:

COLUMBIA STUDENT	INTERNSHIP ORGANIZATION	MENTOR / RELATION
Shamm Petros (CC ‘14)	Sustainability Excellence	Nasma Barghouthi (Alumni: SCE ‘13)
Sarah Crosswell (CC ‘14)	Jordan Tourism Board	Hana Kanan (Alumni: TC ‘02)
Abdul Leite (EN ‘15)	Hikma Pharmaceuticals	Ramzi Muna (Alumni: EN ‘81)
Sophie Luo (CC ‘14)	King Hussein Foundation	Rula Jardaneh (Parent: BU ‘14)
Sam Reichman (CC ‘15)	King Hussein Foundation	Barbara Porter (Alumni: GF ‘86,‘87,‘01)
Edwin Mejia (CC ‘14)	Hikma Pharmaceuticals	Kevin Wheeler (Alumni: GSAS ‘07)
Mia Dhillon (CC ‘14)	King Hussein Foundation	Tarik Chelali (Alumni: SIPA ‘12)
Mirabel Rouze (CC ‘14)	Jordan Investment Board	Tarik Chelali (Alumni: SIPA ‘12)

OUTREACH



CONFERENCES AND SEMINARS

THE CENTER CONTINUES TO COOPERATE WITH NUMEROUS PARTNERS TO HOLD CONFERENCES AND SEMINARS FEATURING INTERNATIONAL EXPERTS AND REGIONAL SCHOLARS THAT FOCUS ON A VARIETY OF RELEVANT ISSUES. THESE EVENTS PROMOTE ACADEMIC DIALOGUE AND HELP SOLIDIFY THE CENTER'S PROMINENCE IN THE REGION AS A FOCAL POINT OF INTELLECTUAL ENGAGEMENT.

Highlights of major events from 2012-2013 include:

URBAN PLANNING WORKSHOP

In collaboration with the University of Waterloo in Ontario, Canada, the Center organized a public workshop entitled, "The Middle East's New Urban Landscape: Inclusive Urban Planning or Democratic Deficit" that was held at the Center on March 12-13, 2012. The workshop was spearheaded by Dr. Luna Khirfan, a Visiting Fellow at the Center's Visiting Scholars and Fellows Program, and brought together an interdisciplinary panel of academics and professionals from across the region and beyond, to present their findings on the urban landscape of cities in the Middle East and to collectively explore ways to institutionalize public participation in Middle East urban planning. The workshop focused on three main themes: building on 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 finally, providing innovative empirical studies of Middle Eastern cities including Amman, Beirut and Cairo.

Some of the workshop's participants, among other contributors, have authored book chapters 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 edited volume is undergoing a blind peer review process, with the anticipation that it will be published in early 2014. The book, which is edited by Dr. Khirfan, is also meant to offer an original in-depth comparative analysis of a number of urban development cities in the Middle East.



Dr. Luna Khirfan presents at Urban Planning Workshop

ANNUAL NUTRITION CONFERENCE

The Amman Center participated in the Fifth Annual Nutrition Conference, “Nutrition and NCDs: A Palestinian Agenda,” which took place in Ramallah on September 15-16, 2012. The conference focused on the importance of nutrition in combating non-communicable diseases, from both a research and policy standpoint, and was organized by the Juzoor Foundation for Health and Social Development. It brought together professionals from governmental and non-governmental organizations, and academic, private and international institutions. Partners included Al-Quds University, Augusta Victoria Hospital in Jerusalem, and Columbia University.

A number of faculty and researchers from Columbia participated in the conference: Dr. Marwah Abdalla spoke on the global burden of cardiovascular disease, Dr. Kim Hekimian presented on the double burden of under and over nutrition in Armenia in contrast to the West Bank, Dr. Richard Deckelbaum discussed the link between agriculture, nutrition and NCDs, and Dr. F. Xavier Pi-Sunyer presented on the prevention and management of diabetes. This conference helped strengthen the foundation for research collaborations with a number of organizations in Jerusalem and the West Bank including the Juzoor Foundation, Birzeit University, and UNRWA.

GLOBAL THINKERS FORUM 2012

Under the patronage of Her Majesty Queen Rania Al Abdullah, the Center hosted the Global Thinkers Forum on October 7, 2012. The conference was organized as a response to the leadership positions some women across communities in the region have started to take, and celebrated the current roles and life stories of successful women leaders in professional and public life. The Center’s Director, Professor Safwan Masri, chaired a panel session on “Society – The New MENA Societies: Problems, Challenges and Potential.” Saskia Sassen, Robert S. Lynd Professor of Sociology at Columbia University also participated in the conference and delivered the keynote address entitled, “The Global Street.”

ROUNDTABLE WITH JOURNALISTS AND ACTIVISTS IN CAIRO

The Center organized a roundtable discussion for President Lee Bollinger with leading journalists and activists in Egypt on January 12, 2013. The session was co-moderated by Professor Safwan Masri and Hani Shukrallah, former Editor-in-Chief of Ahram Online, and brought together individuals helping shape Egypt’s future for an engaging conversation about current affairs and developments in the country. Participants included Khaled Abdalla, Actor, Producer, Filmmaker, and Founder and Member of Mosireen Collective;



President Lee Bollinger and Jean Magnano Bollinger attend roundtable discussion with leading journalists and activists in Cairo



Amr Hamzawy, Professor of Political Science at The American University in Cairo and Founder of Masr Elhureyya political party; Amira Howeid, Deputy Editor-in-Chief of Al-Ahram Weekly; Hossam Bahgat, human rights activist and Founder and Director of the Egyptian Initiative for Personal Rights; among many other leading figures. President Bollinger’s visit to Cairo also included individual meetings with political and governmental figures, a meeting hosted by the President of Cairo University with leaders of major universities in Egypt such as Ain Shams University and Helwan University, as well as visits to the new campus of The American University in Cairo and to the Ruwwad Center in the community of Ezzbet Khairallah.

ARAB REGIONAL WORKSHOP ON POST-2015 MILLENNIUM DEVELOPMENT GOALS

The Center hosted a two-day regional workshop on March 3-4, 2013 that brought together a group of over 60 leaders of civil society, the private sector, research institutes, and academia from across the Arab World to discuss the Post-2015 Development Priorities. Participants represented a variety of Arab states including Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Tunisia, Yemen, and the United Arab Emirates. The workshop was held under the auspices of Her Majesty Queen Rania Al Abdullah, in her capacity as a member of the United Nations Secretary-General’s High Level Panel on the Post-2015 Development Agenda. The Consultation was hosted by the United Nations Foundation and the King Abdullah II Fund for Development, in collaboration with the Columbia Global Centers | Middle East and the Jordan University Center for Strategic Studies. Technical assistance was provided by the Regional Bureau for Arab States of the United Nations Development Program.

One of the main objectives of the workshop was to identify the primary development challenges facing the Arab World, including those challenges that remain from the current Millennium Development Goals (MDGs) as well as new and emerging issues that need to be meaningfully addressed. The workshop involved a combination of plenary discussions and thematic break-out sessions. Plenary sessions allowed for overviews of progress on the MDGs and emerging development challenges, discussions on the Post-2015 process, and discussion of major cross-cutting issues. Break-out sessions allowed for in-depth discussion on a range of development challenges as pertaining to the region, with a view to contributing emerging thoughts within focus areas as how a Post-2015 development framework can be most relevant to Arab countries. The five main topics considered in the workshop included Education and Skills, Sustainable Growth and Employment, Women’s Empowerment, Inequalities, and Governance and Freedom. The outcomes of the workshop were submitted as a report to the Secretary-General’s Post-2015 High Level Panel of Eminent Persons on the Post-2015 Development Agenda.



Her Majesty Queen Rania Al Abdullah joins workshop participants

HAY FESTIVAL

The Center partnered with the Hay Festival to bring to Jordan writers participating in Hay Festival – Beirut 2013 for a series of talks on May 8-12, 2013. Hay Festival is an international non-profit organization based in the U.K. that has been creating festivals for 26 years that explore and celebrate ideas, showcase culture and look into new solutions for the modern world. The program in Amman included moderated conversations between three notable international authors and local writers and experts:

- **Mohammed Hanif**, writer, journalist, and author of the award-winning *A Case of Exploding Mangoes*, in conversation with Rula Quawas on May 8.
- **Shereen El Feki**, writer, broadcaster, academic, and author of *Sex and The Citadel: Intimate Life in a Changing Arab World*, in conversation with Sahar Khalifeh on May 11.
- **Joe Sacco**, journalist, cartoonist, and author of *Palestine, Safe Area Gorazde: The War In Eastern Bosnia 1992-1995* and *Footnotes in Gaza*, in conversation with Bayan Tal on May 12.

A HUNDRED YEARS OF ARAB NATIONALISM: CRITICAL ASSESSMENT AND FUTURE PERSPECTIVES

One of the Center’s former fellows, Dr. Noha Khalaf Tadros, organized a conference in Paris on June 4-5, 2013 entitled “A Hundred Years of Arab Nationalism: Critical Assessment and Future Perspectives,” which sought to commemorate the centenary of the First Arab Congress, in the same city and on a date as close as possible to when it was held a century ago. At the same time, the conference coincided with the complex multi-faceted historical circumstances that the Arab World has been going through.

The Center collaborated with the Columbia Global Centers | Europe to support the conference, which featured international scholars on the Arab World. The conference was hosted at l’Institut du Monde Arabe, and was chaired by Rashid Khalidi, Edward Said Professor of Arab Studies and Literature at Columbia University. The Amman Center supported the participation of three regional scholars, while the Paris Center hosted the conference’s closing reception at Reid Hall.



Dr. Noha Khalaf Tadros and conference participants at Reid Hall in Paris

SPEAKER SERIES

In association with multiple visits by prominent Columbia University faculty members and international academics, the Center hosts regular public talks for members of the local community to engage with scholars and learn about a wide range of topics, from current affairs, to economics, to the arts.

In addition to its regular schedule of lectures, readings, and cultural events, the Center also coordinates a lecture series in collaboration with the Young Presidents’ Organization (YPO).

The following is a listing of the public lectures and readings the Center has hosted since December 2011:

- **H.E. Dr. Salam Fayyad**, Prime Minister of the Palestinian National Authority – *The Current State of Palestinian Statehood* on December 1, 2011. Held in collaboration with the Young Presidents’ Organization.
- **H.E. Dr. Talal Abu-Ghazaleh**, Founder and Chairman/CEO of the Talal Abu-Ghazaleh Organization – *Making the Future in the Knowledge Age* on December 14, 2011
- **William Cohan**, Author of *Money and Power*, *House of Cards* and *The Last Tycoons* – *The Significance of Occupy Wall Street Movement* on January 24, 2012
- **Peter Bearman**, Director of the Interdisciplinary Center for Innovative Theory and Empirics and Jonathan R. Cole Professor of the Social Sciences at Columbia University – *Understanding the Autism Epidemic* on February 8, 2012
- **Jonathan Reckford**, Chief Executive Officer of Habitat for Humanity International – *Habitat for Humanity: Building a Shared Future* on March 6, 2012
- **Lisa Anderson**, President of the American University in Cairo – *From Resumes to Revolutions: Realizing the Rights and Responsibilities of Education in the 21st Century* on March 19, 2012. Held in collaboration with the Young Presidents’ Organization.
- **Barry Newstead**, Chief Global Development Officer at the Wikimedia Foundation – *What Makes Wikipedia Work and What We All Can Learn from its Success* on March 27, 2012
- **Naomi Tutu**, Human Rights Activist and Daughter of Archbishop Desmond Tutu – *Reconciliation Processes in Conflict Areas: Reflections on Reconciliation in Apartheid South Africa* on April 9, 2012
- **Ghada Karmi**, Author of *In Search of Fatima; a Palestinian Story* and Research Fellow and Lecturer at the University of Exeter – *The Israeli-Palestinian Impasse: What are the Options for a Solution?* on April 25, 2012
- **Thomas Friedman**, best-selling author, three-time Pulitzer Prize winner, and New York Times columnist – *Is America in Decline and How Education Can Rescue it (And Jordan!)* on April 28, 2012
- **Stuart Jones**, U.S. Ambassador to the Hashemite Kingdom of Jordan – *USAID’s Five Year Strategy in Jordan* on April 30, 2012
- **Rashid Khalidi**, Edward Said Professor of Arab Studies at Columbia University – *The United States as a Dishonest Broker in the Middle East* on May 13, 2012
- **Binnie Kirshenbaum**, Professor of Professional Practice and Chair of the Writing Program at the Graduate School of the Arts at Columbia University – Public reading from her novel *The Scenic Route* on May 15, 2012 and *The Why and the How of Teaching Creative Writing* on May 16, 2012

- **Janet Napolitano**, U.S. Secretary of Homeland Security – *Women, Leadership, and Security* on May 22, 2012
- **Linda Fried**, Dean of the Mailman School of Public Health at Columbia University and Senior Vice President of the Columbia University Medical Center – *A Counterintuitive Frame to the Youth Bulge: Aging, Forever Young* on May 28, 2012
- **Gwynne Dyer**, author, historian and independent journalist – *Climate Change in the Middle East: The Geopolitical Implications* on June 12, 2012
- **John Wolf**, President of Eisenhower Fellowships – *Leadership: Advancing a Vision of a World More Prosperous, Just and Peaceful* on September 24, 2012
- **Akram Elias**, Co-Founder and President of Capital Communications Group, Inc. – *Individualism, Community and Civil Society* on October 10, 2012
- **Hani Shukrallah**, former Editor-in-Chief of Ahram Online – *Peoples Spring, Islamists Autumn* on October 22, 2012
- **Mustafa Akyol**, author, columnist and political commentator – *Islam, Democracy and Liberalism: The Turkish Experience* on November 17, 2012
- **Samir Makdisi**, former Lebanese Minister of Economy and Trade and Professor Emeritus of Economics at the American University of Beirut – *The Transition from Autocracy to Democracy in the Arab Region* on December 3, 2012
- **Mohammed Abu-Nimer**, Director of the Peace-Building and Development Institute at American University – *Promoting Interfaith Dialogue and Pluralism in Middle Eastern Context: Successes and Challenges*, on December 11, 2012
- **Diana Boxer**, Distinguished Teaching Scholar and Professor of Linguistics at the University of Florida – *English for Rapport and Solidarity: Negotiating Relationships in the Social and Professional Domains* on January 22, 2013
- **Saleh Barakat**, gallerist, curator, and founder of Agial Art Gallery – Beirut – *Middle Eastern Art at the Age of Globalization* on February 5, 2013
- **Jack Persekian**, Director and Head Curator of the Palestinian Museum and Director of Al Ma'mal Foundation – *To Become an Artist* on February 27, 2013
- **Glenn Lowry**, Director of the Museum of Modern Art in New York City – *Mapping the Modern: A Conversation about the Museum of Modern Art and the 20th Century* on March 19, 2013
- **Tim Macintosh-Smith**, British Yemen-based author, traveler, and lecturer – *Out of the Library, On the Road* on April 8, 2013
- **Joseph Stiglitz**, Nobel Prize Winner in Economics and University Professor at Columbia University – *The Imperative of Shared Prosperity: How Inequality Holds Back the Economies of the Middle East and the World* on May 26, 2013
- **Rashid Khalidi**, Edward Said Professor of Arab Studies at Columbia University – *2013 Edward Said Memorial Lecture: Preconditions for a Just Resolution of the Palestine Question* on May 29, 2013
- **Ahdaf Soueif**, political and cultural commentator, and author of the bestselling book *The Map of Love* – *A Public Reading and Conversation* on June 4, 2013



ALUMNI AND PROSPECTIVE STUDENT OUTREACH

The Center continues to hold alumni receptions and gatherings across the region, in collaboration with the Columbia Alumni Association (CAA). These events help strengthen Columbia University’s connections to alumni living or working in the Middle East, increase awareness about the network of Columbia Global Centers among alumni, parents, and friends of the University, and provide a foundation for ongoing alumni engagement.

In 2012 - 2013, the Center helped organize several alumni and prospective student events in Amman, including:

SECOND ALUMNI CLUB OF JORDAN MEETING

The Columbia Alumni Club of Jordan held its second club meeting “Meet the Students,” on July 4, 2012, which was hosted by the Club’s President, Ramzi Muna. The informal meeting brought together alumni, as well as current and incoming Jordanian Columbia University students.

IFTAR WITH CHAPLAIN DAVIS

The Center and the Alumni Club of Jordan jointly hosted an alumni Iftar during the holy month of Ramadan, in honor of Jewelnel Davis, Columbia University Chaplain, Associate Provost, and Director of the Earl Hall Center. Chaplain Davis has made visits to seven of the global centers: Beijing, Mumbai, Istanbul, and Amman (in 2012), and Nairobi, Rio de Janeiro and Santiago (in 2013). She will also visit the Paris Center this fall. Her trips were exploratory and educational in nature, whereby they helped her learn more about the Columbia Global Centers network, and observe first-hand the centers’ ongoing programs and impact on their communities. Additionally, Chaplain Davis was able to meet with local cultural, civic, and religious leaders to learn about the concerns of individuals, families and communities living near the centers, as well as visit important religious and interfaith institutions. As an active ambassador for the global centers, Chaplain Davis continues to share her experiences at the centers with the many students she advises on campus, and propose new ideas for ways the centers may be integrated into the interests of students and faculty alike.



Chaplain Davis meets with Father Nabil Haddad in Madaba

CAA AROUND THE WORLD

The Columbia Alumni Club of Jordan joined thousands of the University’s alumni around the world to celebrate “CAA around the World 2012.” The event was held on September 20, 2012 at the Landmark Hotel in Amman, and was hosted by alumna Mary Nazzal (BC ‘01). The year 2012 marked the Sixth Annual CAA Worldwide Networking event, in which Columbia alumni clubs around the world participate.

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) Emad Barsoum (SEAS ‘90, ‘92)
Israel	Ofer Wainberg (SEAS ‘94)
Jordan	Ramzi Muna (EN ‘81) Osama Jumean (GSAPP ‘89)
Kuwait	Dr. Mussaad Al-Razouki (DM ‘07, BUS ‘08)
Saudi Arabia	Ayman Mansi (BU ‘08)
Turkey	Ilknur Aslan (SIPA ‘98)
United Arab Emirates (Dubai)	Tala Al Ramahi (JRN ‘10) Hannah Allawi (GSAPP ‘12)

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

ADMISSIONS FAIR

The Center hosted an undergraduate admissions fair on May 1, 2012 for students interested in pursuing their undergraduate education abroad. The fair gave students and their parents the opportunity to explore the multitude of higher education options offered abroad and speak personally with admission representatives from Columbia University and over 25 other diverse and prestigious colleges and universities from across the Unites States and Europe. The admissions fair was part of a larger tour around the region organized by the Council of International Schools, with other stops in Abu Dhabi, Beirut, Muscat and several other Middle Eastern cities. The Center hosted another admissions fair in May 2013.



Admissions fair hosted at the Center

MAJOR UPCOMING EVENTS



Workshop on Non-Communicable Diseases – The Center will host a regional workshop, in conjunction with the Mailman School of Public Health (MSPH) on non-communicable diseases (NCDs) in Amman in January 2014. The workshop is spearheaded by Dr. Wafaa El-Sadr, University Professor of Epidemiology and Medicine and Director of The International Center for AIDS Care and Treatment Programs, and Dr. Richard Deckelbaum, Robert R. Williams Professor of Nutrition (in Pediatrics); Professor of Epidemiology; and Director of the Institute of Human Nutrition. The Center and MSPH are planning to work with local and regional colleagues to identify high-priority research questions related to the growing burden of NCDs in the Middle East. Following a rapid situational analysis, which would include regional research partners, in addition to selected faculty and students from Columbia University, the workshop will affirm the importance of research on the prevention, care and treatment of NCDs, and highlight a priority research agenda.

Symposium on Women's Rights, Citizenship, and Social Justice in the Middle East – The Center is working to convene a series of mediated dialogues between scholars and practitioners on women's rights, citizenship, and social justice in the Middle East to identify and address the various impediments to women's social and political empowerment. The series aims to bring together scholars employing different methodologies and theoretical frameworks that have contributed to the current theological, philosophical, political, social and cultural discourse on gender in the Middle East, as well as practitioners working to promote women's rights. The series will examine, in light of the new emerging political and socio-economic configurations and trends in the region, the current discourse on Arab women. The convening, scheduled to take place in January 2014, will explore the gendered dimensions of citizenship experiences and use them as a point of departure for rethinking contemporary practices of social inclusion and belonging in the Middle East.

IEA Seventeenth World Congress – The Columbia Global Centers | Middle East in collaboration with the International Economic Association (IEA) will host the IEA's Seventeenth World Congress, scheduled to take place on June 6-10, 2014 at the King Hussein Bin Talal Convention Center at the Dead Sea in Jordan. The World Congress aims to promote the interaction of prominent economists towards gaining a truly world perspective on issues of global importance.

The IEA, founded in 1950, is an international federation of national economic associations that aims to promote mutual understanding among economists in different parts of the world through the organization of scientific meetings, common research programs and by means of publications of an international character on economic policies and problems of current importance. The IEA's sixteenth triennial world congress meeting was held in Beijing in July 2011, under the joint sponsorship of China Investment Corporation, China CITIC Group, China Construction Bank, China International Capital Corporation, Toyota Motor Corporation and McKinsey. More than 800 scholars from 58 countries participated.

The world congresses are global events offering a unique opportunity for those in the host country to have access to a network of international economists from diverse backgrounds. They are the sole world meetings embracing all fields of economics, including all areas and approaches—from theory to empirics. Due to their broadness, they attract not only scholars but also distinguished economists from non-academic institutions such as central banks and other public institutions, as well as economists from a very wide range of countries; permitting a rich exchange of views. The Center worked closely with Joseph Stiglitz, University Professor at Columbia University—who currently serves as the IEA's President—to spearhead the effort to hold this important large-scale event in Jordan. Planning and preparations for the 2014 Congress, in coordination with the IEA's Secretariat and Executive Committee, are currently underway.

THE WAY FORWARD



Since its founding in March 2009, the Columbia Global Centers | Middle East has strived to serve Columbia University's undergraduates, graduate students, and faculty, by creating opportunities for them to explore their intellectual interests and pursue their research in new and diverse settings.

Over the past two years, the Center has worked to mobilize student participation and expand the number and variety of courses and programs offered through its base in Amman, Jordan. It has continued to closely collaborate with a multitude of Columbia schools and faculty to develop innovative research initiatives, as well as to reinforce and grow its robust foundation of programming across a broad range of disciplines including sustainable development, social work, architecture, education, among others. The Center has also persisted to forge connections among Columbia faculty and regional academics and experts, and expand its circle of activities throughout the Middle East.

In the coming months and years, the Center will maintain its ambition to further expand regionally, and cultivate closer relationships with partners from Beirut to Cairo to Muscat. In 2014, the Center is poised to host the Seventeenth World Congress of the International Economic Association that will bring together over 800 prominent economists in a large-scale event to share and discuss issues of global importance. Moreover, with the announcement of the results of the President's Global Innovation Fund, research projects held through the Amman Center, and in collaboration with other global centers in the network, will surely be another major area of activity going forward.

Engaging the Columbia community, and increasing awareness about the vast potential this region has to offer, will remain a leading priority for the Center, as it broadens its reach to student and alumni groups, enriches internship connections, and encourages faculty to gain new insight not only about the type of activities they could initiate in the region, but also about the diversity of applications of their disciplines.

Yet, the transitions and events that continue to extend throughout the Middle East cannot go unheeded and have presented an array of challenges and opportunities. The Center is committed to engaging more thoroughly in the region, and has leveraged its unique positioning and proximity to recent events to seek ways in which Columbia—with its diverse intellectual capacities—may contribute positively to the developments taking place; adding depth and value, while engaging in meaningful conversations with regional experts and thought-leaders. This commitment has thus far been manifested by a roundtable session in Cairo with leading journalists and activists earlier this year, a conference in Istanbul in the fall on press freedom issues in the context of regional geopolitical developments, and a planned speaker series dedicated to developing a better understanding of the humanitarian and political impact of the crisis in neighboring Syria.

The hallmark of the Columbia Global Centers is that they represent multi-directional learning: Columbia is not thrusting education onto a new environment; instead, through the global centers, faculty and students become part of an international dialogue with partners around the world. In the next phase, the Amman Center looks forward to working closely with the seven other global centers to help advance the University's global strategy of advancing research, learning, discussion, and discovery around the most important global issues through a truly global perspective.



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