

## US SENATOR BOB GRAHAM AT DSG

Former US Senator and presidential candidate Bob Graham delivered a talk at the School on May 5 entitled "From 9/11 to Barack Obama: US Relations with the Muslim World."

Pragmatism, hope and mutual respect will increasingly characterize relations between the US and the Arab world under the Obama administration for the benefit of both regions, according to Senator Graham, two-term governor of Florida and a former member of the US Senate for 18 years.

Senator Graham said: "While the relations between the US and the Arab world have soured in the last eight years, the trend has already begun to reverse with several bold initiatives being undertaken by President Barack Obama, and all of them point in the right direction."

Speaking of President Obama and what the Arab world can expect in terms of US relations, he said: "He is a remarkable person who is very gifted. He is also a pragmatist who does not heavily rely on any ideology to solve problems in the real world. An incrementalist, he is adept at solving problems one by one – setting goals and finding solutions step by step."



*Senator Bob Graham (center) speaks with attendees before the lecture.*

Senator Graham stressed the importance of involving young people in the development of the Arab world, adding: "Institutions such as the Dubai School of Government that are firmly committed to training young professionals for greater participation in the public sphere will immensely help the progress of this region."

### IN THIS ISSUE

- 1 **Senator Bob Graham at DSG**
- 1 **DSG Launches Alumni Association**
- 2 **MoU Signed with University of Chicago**
- 2 **Research Seminar Series**
- 3 **Report on Women in UAE Parliament**
- 4 **Ask the Fellow—Natasha Ridge**
- 4 **Executive Education in Action**
- 5 **Conference on ICT and Development**
- 5 **Distinguished Speakers Series: Suad Joseph**
- 6 **Distinguished Speakers Series: George Ritzer**
- 6 **MoU with Dubai Department of Finance**
- 7 **Speakers and Events**
- 15 **Recent Publications**
- 15 **Upcoming Events**

## DSG LAUNCHES ALUMNI ASSOCIATION

His Excellency Dr. Anwar Gargash, Minister of State for Foreign Affairs and Federal National Council Affairs and Chairman of the DSG Board of Trustees, on April 16 inaugurated the Dubai School of Government Alumni Association. High-ranking government officials, various heads of private and public sector organizations and business leaders from throughout the region attended the event, which was held at the Jumeirah Beach Hotel.

DSG also announced the appointment of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, as the first Honorary President of the DSG Alumni Association. His Highness Sheikh Hamdan is an alumnus of a specialized training program from the School, which is the first in the region to offer curricula in public policy and administration through partnerships with globally renowned institutions.

According to Dean Tarik Yousef, "The launch of the DSG Alumni Association is a significant milestone for the School. It celebrates the accomplishments of our alumni and ensures that every past student of the institution remains connected. The new body is also an effective platform to keep these professionals informed of the latest developments in public policy, while providing them with continued access to DSG's community of policy experts."

"It is an honor for the association to be chaired by His Highness Sheikh Hamdan, who is one of our distinguished graduates. We are proud of our academic growth, and look forward to strengthening our bonds with former



HE Dr. Anwar Gargash addresses the DSG Alumni Association.

students who have benefited from our academic and executive education programs. We believe the establishment of the DSG Alumni Association will help to promote ongoing interaction among our past students who now hold high-ranking positions as top professionals in the region."

During the inauguration ceremony, the School honored the contributions of HE Mr. Nabil Alyousuf. As Executive President, Mr. Alyousuf has guided the development of the School since its inception in 2005. Mr. Alyousuf is also Vice Chair of the Dubai School of Government's Board of Trustees.

In recognition of the support it has received from its partners, the School presented special tokens of appreciation to a number of key institutions and organizations. These included Emirates NBD; Microsoft; Commercial Bank of Dubai; Department of Dubai Tourism and Commerce Marketing; Dubai Naturalization and Residency Department; Dubai Chamber of Commerce and Industry; Damas & Society; Cisco; Mohammed bin Rashid Al Maktoum Foundation; and, Dubai Electricity and Water Authority (DEWA).

## MOU SIGNED WITH UNIVERSITY OF CHICAGO

On March 11, DSG signed a memorandum of understanding (MoU) with the Irving B. Harris School of Public Policy Studies at the University of Chicago to jointly work towards knowledge exchange and develop projects of mutual benefit. Dean Tarik Yousef of the Dubai School of Government and Dean Susan Mayer of the Harris School of Public Policy Studies signed the agreement in the presence of HE Nabil Alyousuf, Vice-Chair of the Board of Trustees of the Dubai School of Government.

The agreement will include academic programs hosted by both institutions, allowing students from either school to pursue additional postgraduate studies in public policy at the other institution. The MoU also mandates both entities to collaboratively launch joint degree programs.

*"Of all the institutional relationships that the Harris School has, our affiliation with the Dubai School of Government is the one of which we are most proud. We are confident of the capacity of DSG, and look forward to exploring productive synergies between two institutions which are fully committed to quality scholarship and teaching in the field of public policy."*

*Dr. Susan Mayer,  
Dean of the Harris School of  
Public Policy Studies*

## RESEARCH SEMINAR SERIES

*The Research Seminar Series is held with the objective of facilitating informed discussion and debate on the challenges facing modern-day policy makers in the region. Bringing together academics and researchers from different and often varying backgrounds, the seminar series also serves as a focal point for the identification and consolidation of research interests.*

### **Dubai's Rise and the Legacy of Its Emergence**

*Jim Krane, Dubai School of Government*

Jim Krane presented an overview on March 1 of his forthcoming book "Dubai: The Story of the World's Fastest City," to be published in September, detailing the unlikely transformation of Dubai from a village into a global financial megalopolis in the space of little more than a generation.

### **Prospects for Energy Integration in the GCC**

*Justin Dargin, Dubai Initiative*

Justin Dargin presented an overview of the energy sector in the GCC, describing a regional energy shortage because the ineffective exploitation of natural gas. He recommended a number of measures to address the shortage.

### **Universities and Soft Power in the Middle East**

*Rasmus Bertelsen, Dubai Initiative*

Bertelsen outlined the results of his research into how the American University of Beirut (AUB), the Université Saint-Joseph (USJ) in Beirut and the American University in Cairo (AUC) exercise soft power in the interface between their Western societies of origin and their Middle Eastern host societies.

### **The War Economy of Iraq**

*Peter Moore, Fulbright Scholar, Zayed University*

Peter Moore presented an overview of research conducted for a project analyzing the domestic and political economy effects of the war in Iraq. The project compares Iraq with similar civil conflicts in Algeria and Lebanon, drawing on a wider literature about "war economies," how they evolve and what sustains them.

### **Private Industrial Entrepreneurs in the Islamic Republic of Iran**

*Kjetil Selvik, Gulf Research Center*

Based on fieldwork and interviews with 60 private industrialists in Iran, Kjetil Selvik concludes that in many ways, the revolution has opened up new entrepreneurial opportunities for private industrialists in Iran.

### **Turkey's Role in Europe and the Middle East**

*Joseph Camelleri, Michalis Michael, Luca Anceschi, Latrobe University*

Professors from Latrobe University's Center for Dialogue outlined Turkey's "historic dilemma" between East and West, the polarity of Turkish society, and key happenings in Turkish history which have helped to shape its role in the modern world.

### **Dubai as a Port City**

*Stephen Ramos, Dubai Initiative*

Ramos explored the spatial expression of supply-side development planning in Dubai, and demonstrated how this strategy has signified the end of comprehensive master planning, giving way to the predominance of interrelated large-scale infrastructural developments that are responsive to a matrix of global flows of goods, services and capital.

### **What Accounts for the Success of Islamist Parties in the Arab World?**

*Michael Robbins, Dubai Initiative*

Robbins demonstrated that in Arab countries where Islamist parties have been allowed to participate in the political process, the success of those parties has varied over time within the same society, as well as cross-nationally.

### **Trading with Sanctioned States: A Case Study of the UAE's Commercial Relationship with Iran during US Sanctions**

*Bryan Early, Dubai Initiative*

Early analyzed how the UAE has balanced its strategic partnership with the US while at the same time becoming Iran's chief entrepôt for international trade and investment.

## **Gender Research Seminars**

**The School's Gender and Public Policy Research Initiative hosts a research seminar series focusing on a variety of gender and public policy issues.**

### **Social Entrepreneurship: Is it for the Middle East?**

*Nada Hashmi, Legatum-MIT Center*

Nada Hashmi challenged attendees to consider that the best way to make change is not only through policy change—from the top down—but by starting at the grassroots level and encouraging more entrepreneurs.

### **Making Muslims: Representations of Islam and Muslims in the Wall Street Journal Commentaries**

*Suad Joseph, University of California, Davis*

Suad Joseph shared her insights about the US media and its representation of Muslims based on op-ed articles in the Wall Street Journal from 2000-2007.

### **Political Culture and Women's Empowerment in the Arab World**

*Maryam Sultan Lootah, United Arab Emirates University*

Dr. Lootah employed a holistic approach to examining the causes behind the "Arab decline" and the decline in the status of Arab women, specifically in women's low levels of political participation.

### **The Concept of "Gender" and the Distribution of Social Roles in the UAE Community**

*Suaad Zayed Al-Oreimi, United Arab Emirates University*

In this study, Dr. Al Oreimi highlighted the concept of gender and how to address it from a religious-cultural perspective in UAE society.



*Dr. May Al-Dabbagh of DSG's Gender and Public Policy Research Initiative*

## **REPORT LAUNCHED ON WOMEN'S PARTICIPATION IN UAE PARLIAMENT**

### *Joint DSG-MFNCA Study Offers Detailed Recommendations*

On March 16, over 70 members of the Federal National Council, academics and opinion leaders in the UAE gathered at DSG for the official launch of "Women in Parliament and Politics in the UAE: A Study of the First Federal National Council Elections." HE Dr. Anwar Gargash, Minister of State for Foreign Affairs and Federal National Council Affairs, and Chairman of DSG's Board of Trustees, announced the release of the report, which details the results of an independent study jointly authored by Dubai School of Government's Gender and Public Policy Research Initiative and the Ministry of State for Federal National Council Affairs (MFNCA).

Through surveys and interviews of members of Parliament and candidates who stood in the 2006 FNC elections, the study provides specific policy recommendations on how to improve women's political participation in future elections in the UAE, and suggests ways to enhance their legislative performance and function. It recommends introducing gender-neutral quotas, providing quality training for candidates, involving more women in the electoral process, closing the gender gap in citizenship rights and lengthening the campaign period.

Moreover, it calls for the Federal National Council to establish a family affairs committee, improve FNC services for women representatives, support research-driven policy making, and benchmark the performance of women FNC members.

In general, the report calls for broadening the range of women's scope in politics, raising general awareness about the role of women in the FNC, widening avenues for engagement with civil society, and creating meaningful partnerships with the media to empower the Federal National Council.

The report's lead authors were Dr. May Al-Dabbagh (DSG) and Lana Nusseibeh, while Huda Sajwani (DSG) and Shaima Gargash (MFNCA) conducted research for the study.



## ASK THE FELLOW

**What are your main research interests/ areas? How does research in this field in the Arab region compare to other regions?**

My main research interest is education policy, and in particular how public policies and practices affect educational outcomes. For example, how do policies affect the retention of male pupils in school or influence their decision to undertake higher education. Or, looking at why students from a particular background fail to do as well as other students. I am also interested in the linkages between education and the labor market and how public policies may be distorting the returns to education for nationals in the UAE and thus creating a disincentive for them to enter the private sector.

**What are the prospects for public policy research in the region? What positive contributing factors exist?**

The prospects for public policy research in the region are good, but there still needs to be a lot more development of local capacity. Currently in the region, we have a lack of research-oriented degree offerings—only this year did the public universities begin to offer doctoral programs in the UAE and these are still very limited. However, this is a great sign for the future and if more research degrees are offered and research institutes such as DSG develop and grow,

there can only be benefits for the UAE and the region as a whole.

**What edge does DSG have over other similar institutions in the region?**

DSG has the unique edge of being a truly multi-disciplinary research and teaching institution. Not only does it have depth, through what I think are the most well-qualified academic staff in the UAE, but it also has breadth in that we have specialists in education, economics, gender, psychology, public administration, entrepreneurship and Middle Eastern studies. Other institutions do not tend to have both depth and breadth, whereas we are fortunate to have both.

**What initiatives are you currently working on at DSG?**

I am currently working on issues related to gender with Dr. May Dabbagh, focusing on males in education. I am also working on setting up some new initiatives with educational institutions in Dubai and in the UAE which will examine the quality of school education, social factors related to schooling, teaching and research methods in general. Finally, I am working with economists at DSG to see how we can look more closely at the economics of education and in particular the returns to education in the UAE and the Gulf.

*Natasha Ridge can be reached at [natasha.ridge@dsg.ac.ae](mailto:natasha.ridge@dsg.ac.ae).*

Dr. Natasha Ridge is a Visiting Research Fellow at the Dubai School of Government. She holds a Doctorate of Education specializing in International Education Policy Studies from Columbia University, USA. Her dissertation focused on gender and the quality of secondary education in the UAE; to that end, she has conducted extensive research in UAE government schools. Ms. Ridge has consulted on curriculum, assessment, training and other aspects of educational policy for the World Bank, UNICEF and USAID, in Kyrgyzstan, Tajikistan and Uzbekistan.

## EXECUTIVE EDUCATION IN ACTION

*DSG Executive Education programs provide concise, focused courses that target government and nongovernment leaders seeking to broaden their knowledge of the latest developments in public policy, leadership and management.*

### **Making Sense of the Financial Crisis**

DSG executive education developed and delivered a half-day session on “Making Sense of the Financial Crisis” for 200 senior executive managers of Etisalat on March 2. Dr. Tarik Yousef and Dr. Eskandar Tooma lectured at the session,

which addressed the global financial crisis and its ramifications on the region, and specifically on the telecom sector.

### **Creating Sustainable Solutions for Education Development**

On March 10-11, education policy makers, governmental and non-governmental executives from eight nationalities attended this open enrollment program, which was jointly offered by DSG and the Harris School of Public Policy Studies at the University of Chicago. Led by Dr. Susan E. Mayer of the Harris School, the course focused on the internal and external factors linked to students’

success at schools, as well as the public policies needed to improve education and build human capital. Visiting Fellow Dr. Natasha Ridge presented a session on “Gender and Education in the Gulf.”

### **Partnership with the Dubai Department of Finance**

On April 20, DSG signed a memorandum of understanding (MoU) with the Dubai Department of Finance to provide training in financial planning and budgeting. The key objective of the MoU is to provide participants across government entities in Dubai with an advanced understanding of the underlying themes, concepts and

principles of financial budgeting, as well as its relationship with fiscal planning and policy. The first module of the five-module certificate program (Introduction to the Macroeconomics of Dubai) took place on April 21-23 and April 28-30, while the second module (Fiscal Policy) was given on May 26-28 and June 3-4. A team of experts from DSG and the Department of Finance is teaching the program.

#### Project Management Course

From April 20-23, 34 participants from the Mohammed Bin Rashid Programme for Leadership Development-Young Leaders participated in a four-day course

on Project Management. The course was delivered by Rob Stone, a Project Management Professional and Instructor at the University of Wisconsin, Madison.

#### DEWA Frontiers Leadership Development Program

As part of the DEWA Frontiers Leadership Development Program, DSG Executive Education conducted two three-day field visits to Singapore (May 4-6 and May 13-15). The study tours enhanced the understanding of senior DEWA personnel of best practices in water and electricity governance. In addition to classroom modules, participants visited relevant sites

in Singapore and consulted with water and electricity managers and decision makers.

On May 27, 29 senior managers from DEWA conducted a specially designed psychometric assessment. The assessment provided participants with an understanding of their current strengths/weaknesses, abilities, and effectiveness, thereby allowing them to develop a personal development plan (PDP) and benchmarks for their future development.

Visit the DSG Executive Education Web site at [www.execed.dsg.ae](http://www.execed.dsg.ae).

## DISTINGUISHED SPEAKERS SERIES: SUAD JOSEPH

Stereotyping of any religion or ethnicity needs to be challenged, and the patterns of misrepresentation of Muslims by even some of the more respected Western media may have long-term negative implications, according to Dr. Suad Joseph, founding Director of the Middle East/South Asia Studies Program at the University of California, Davis.

Dr. Joseph's comments came during a talk organized by the Dubai School of Government as part of its Distinguished Speakers series hosted for students, policy makers and members of the public. The talk was co-hosted by DSG's Gender and Public Policy Research Initiative.

Throughout the lecture, Dr. Joseph shared her insights about the US media and its representation of Muslims, following extensive research she conducted with her team on *The New York Times*, the leading liberal US newspaper, and *The Wall Street Journal*, the leading conservative newspaper. The focus of her DSG talk was commentary (Op-Ed)



*Dr. Suad Joseph*

articles in *The Wall Street Journal* from 2000-2007. The objective of the exercise was to assess whether there was a systematic pattern of representation in the most highly respected news media in the US.

Dr. Suad Joseph said: "What we discovered in our research is that post 9/11, there has been a renewed interest in the Muslim world in the US. However, some of this media interest has displayed systematic patterns of misrepresentation. Many WSJ writers of Op-Ed articles have painted Muslims, Islam, and Arabs in negative and derogatory terms."

She and her research partners have found a systematic misrepresentation of Islam, Muslims, Muslim Americans, and Arab Americans, as "alien," and as people both incomprehensible to Western thinkers and non-convertible to Western values.

One underlying thematic depicts Muslims as dangerously religious and links Islamic religiosity with terrorism, Dr. Joseph said. The research concludes that the power of the press contributes to the creation of hegemonic discourses, making such representations of Islam and Muslims central to power relations in the contemporary geopolitical context.

## CONFERENCE ON ICT AND DEVELOPMENT

During May 26-28, DSG joined with the International Federation for Information Processing (IFIP) to host the 10th International Conference of the IFIP 9.4 working group on Social Implications of Computers in Developing Countries. Under the theme of "Assessing the Contribution of ICT to Development Goals," over 100 representatives from the policy making and ICT communities gathered at the School to discuss how information

and communication technologies can contribute to meeting development goals such as health care, poverty reduction and education.

Panel discussions during the three-day event focused on topics such as ICT policy, health information systems, financial services and development, and ICT and development theory. Keynote addresses were delivered by Chrisanthi Avgerou, Professor of Information Systems at the London School

of Economics and Political Science, George Ritzer, Distinguished University Professor at the University of Maryland, and Victor Pineda, Visiting Scholar at the Dubai School of Government.

The conference's proceedings have been published and are now available on the DSG Web site <http://www.dsg.ae> and the conference Web site <http://ifip.dsg.ae>.

# GEORGE RITZER SPEAKS ON “CATHEDRALS OF CONSUMPTION”



*Professor George Ritzer*

George Ritzer, Distinguished University Professor at the University of Maryland, spoke at DSG on May 26 on “How Can Today’s Globalized Temples of Consumption Avoid Becoming Tomorrow’s Global Dinosaurs?” According to Ritzer, the consumerism that characterizes the US economy and has spread through globalization throughout the world has already slowed and is likely to diminish further.

Prof. Ritzer predicted that many “cathedrals of consumption,” such as giant shopping malls, luxury cruise ships, hotel casinos and theme parks are likely to become extinct soon, with the current economic crisis highlighting their unsustainable nature. He also pointed out the frequency of “dead malls” in the US that do not have people coming in anymore due to a diminished fascination or reduced purchasing power.

*“While the US has emerged as the primary example of a hyper-consumer society, with credit cards given even to college kids without jobs, other societies such as Macau or Dubai are following this pattern, which may prove extremely dangerous and destructive to their people.”*

*“We are witnessing a change in perception and the reality is hitting people hard. When people are heading in a particular way with a lot of energy, the only way they will stop is when they hit a wall. I think the recession that we are witnessing currently is a wall.”*

*Professor George Ritzer*

## MOU SIGNED WITH DUBAI DEPARTMENT OF FINANCE

*Left to right: Nasser Al-Shaikh, Director-General of the Dubai Department of Finance, DSG Dean Tarik Yousef, and Nabil Alyousuf, Vice Chair of the Board of Trustees. On April 20, DSG signed a memorandum of understanding (MoU) with the Dubai Department of Finance to provide training in financial planning and budgeting. The program will provide participants across government entities in Dubai with an advanced understanding of the underlying themes, concepts and principles of financial budgeting, as well as its relationship with fiscal planning and policy.*



# SPEAKERS AND EVENTS

## WORKSHOP ON ICT AND INNOVATION

Together with the UAE Ministry of Culture and Microsoft, DSG conducted a workshop on May 7 to explore utilizing information and communications technology to foster a culture of innovation for youth empowerment in the UAE.

This workshop brought together officials from the Ministry of Culture and other federal government departments, as well as experts and scholars from DSG and private sector practitioners from Microsoft, to brainstorm and explore the potential of creating a culture of innovation in the UAE. DSG's Fadi Salem organized and co-designed the workshop with Microsoft.

## THE CRISIS OF THE STATE IN PAKISTAN

Professor Anita Weiss of the University of Oregon spoke on May 11 about the current situation in Pakistan and its relation to the weakening of the state in recent years. In "The Crisis of the State in Pakistan," Weiss described the current situation in the context of a series of constitutional crises between the executive and judicial branches of the country, crackdowns on the media, and the gradual delegitimization of the political class in the eyes of many Pakistanis.

She asserted that there is a broad and inclusive consensus against the Taliban throughout the country, and that the overwhelming majority of Pakistanis are impatient with the perceived inability or unwillingness of the government to address their increased presence. Pointing to the future, Weiss expressed hope in a growing resurgence of civil society in Pakistan.

## IMF DIRECTOR SPEAKS ON THE GLOBAL ECONOMIC SLOWDOWN



*Masood Ahmed*

Masood Ahmed, Director of the Middle East and Central Asia Department of the IMF, spoke on May 11 to a group of DSG students, faculty and researchers on the implications of the global economic crisis on the Middle East and Central Asia, the measures adopted by various countries in response to these shocks, and the IMF views on policies needed to mitigate the impact of the global slowdown. The talk came in the context of the recent launch of the IMF's May 2009 Regional Economic Outlook for the Middle East and Central Asia.

## DSG HOSTS LEADERS FROM THE CHIEF EXECUTIVES' ORGANIZATION



*Dean Tarik Yousef addresses members of the Chief Executives' Organization*

On March 19, the School hosted over 50 members of the Chief Executives' Organization (CEO), an elite community of leaders from the social and business community of the US. The CEOs exchanged ideas and discussed issues of gender leadership, as well as women's role in business and the larger community.

James Ellis, Dean of the Marshall School of Business at the University of Southern California and head of the CEO delegation, said: "We are delighted to visit Dubai and interact with the faculty and staff at DSG. We could see for ourselves the marvelous progress the UAE and Dubai have achieved in business and leadership, and we are particularly impressed with the role women play in this part of the world, certainly defying stereotypes.

The delegates were given a guided tour of the DSG campus, during which they met with faculty members. Dr. May Al-Dabbagh of the School's Gender and Public Policy Research Initiative outlined the initiative's objectives and activities, and Lara Setrakian of ABC News also addressed the delegation.

## DSG DELEGATION MEETS WITH SAUDI OFFICIALS

A delegation consisting of Dean Tarik Yousef, Associate Dean for Development Asma Siddiki and Assistant Professor Khalid Al-Yahya met with representatives of leading institutions of learning and development during a three-day visit in late March to the Kingdom of Saudi Arabia. In addition to HRH Prince Turki Al Faisal Bin Abdul Aziz Al Saud, Chairman of the King Faisal Centre for Research and Islamic Studies, the group met with representatives of institutions including the Institute of Public Administration, the Saudi Arabia Monetary Agency, the Technical and Vocational Training Corporation, the Ministry of Labor, the King Khaled Foundation, the Institute of Banking, Al Olayan Foundation, Al Waleed bin Talal Foundation, Prince Sultan University, King Saud University, Al Amthal Company, Masic Company and the Prince Salman Centre for Local Governance.

The tour also saw the DSG team interacting with alumni of its academic and executive education programs who are currently heading influential public and private sector organizations in Riyadh.

## MICROSOFT VP SPEAKS ON TECHNOLOGY'S ROLE IN SOCIAL ISSUES



*Microsoft VP Anoop Gupta*

In today's world, technology has a greater role to play in education and empowerment, the two key factors that increase the community's access to information and eventually contribute to poverty alleviation, according to Anoop Gupta, Corporate Vice President, Microsoft Unlimited Potential Group. Gupta's remarks came during an April 13 talk at the Dubai School of Government entitled "Key Societal Issues and Microsoft's Technology Vision." The event was attended by students, policy makers and other stakeholders.

Gupta said: "At Microsoft, we believe technology can impact people's lives, enriching them significantly while enabling governments and private institutions to effectively tackle global poverty.

"Microsoft's Unlimited Potential Group has analyzed the possible impact of building a valuable cycle of sustained social and economic development. This cycle drives communities, helps build connections to form new communities, and is fuelled by local and global partnerships. Most importantly, it ultimately becomes locally sustainable, a key indicator of the effectiveness of such programs and a long-term measure of success."

One of the initiatives under the umbrella, the "Partners in Learning" program, is active in over 101 countries and aims to enhance learning by integrating technology and providing a platform for knowledge creation and dissemination. It has reached over four million teachers and more than 90 million students. Microsoft has increased its commitment by budgeting over US\$500 million over the next 10 years for this initiative.

## ALLAN GOODMAN ON ACADEMIC MOBILITY IN A GLOBALIZED WORLD

Dr. Allan Goodman, President and CEO of the Institute of International Education (IIE), spoke at a March 29 talk on "The 21st Century Silk Road: Academic Mobility in a Globalized World." Goodman explained how "international education" constitutes a circulation of knowledge that promises to do for this century what the establishment of the Silk Road trading routes did two millennia ago. He noted that over the last 15 years, over three million Chinese have studied in the United States, while over the last five years, around 800,000 have studied in Australia, Germany and the UK. For its part, India has become the primary country sending students to the United States. Whereas in the past, this often led to a "brain drain," these expatriates are now returning to their countries of origin, which are benefiting from a "brain gain."

Goodman recalled the popularity of overseas branch campuses of US academic institutions during the 1990s, and their subsequent decline and reduction in number. The current situation, he asserted, is quite different from then, as international academic endeavors are thriving. This is especially the case in the Gulf, according to Goodman, who stressed that this is due in large part to the vision of the region's leaders.



*Dr. Allan Goodman*

## EXPERTS DISCUSS WATER SECURITY

In partnership with the School of Advanced International Studies (SAIS) at Johns Hopkins University, on March 23 the Dubai School of Government hosted Dr. Saleem H. Ali for a lecture on "Water Security: Challenges for Asia and Beyond." Dr. Christophe Tourenq of the Emirates Wildlife Society followed Dr. Ali with a presentation focusing specifically on the water-related issues of the UAE.

Dr. Ali, who is Visiting Fellow at the Brookings Doha Center and Principal Adviser for the Asia Society's Leadership Group on Water Security, presented an overview of the Asia Society Leadership Group's upcoming report, "Asia's Next Challenge: Advancing Security through Water Cooperation," which was later officially launched in New York on April 17.

According to Ali, Asia has less fresh water per person than any other continent with the exception of Antarctica, and one out of five people do not have access to clean water. As population growth and urbanization rates in the region continue to rise, the stress on Asia's water resources is rapidly intensifying. Climate change is expected to worsen the situation further, with effects including impaired food production, the loss of livelihood security, large-scale migration within and across borders, and increased geopolitical tensions and instabilities.

Ali stressed the importance of moving beyond the "traditional" conception of security to a more holistic approach to "human security." Recommendations of the report include raising the profile of water security, developing ways of implementing and enforcing existing agreements, encouraging investment and increased collaboration on water management, and improving the quality of data available to researchers and policy makers.

Dr. Christophe Tourenq, Science and Research Manager for the Emirates Wildlife Foundation, then described the water security situation in the UAE. According to Tourenq, the amount of land devoted to agriculture in the UAE has grown by approximately 26 percent every year since 1989, drawing huge quantities of water mainly from underground aquifers. He noted that in Abu Dhabi, 70 percent of all water consumed is from groundwater, and 75 percent of this is used for agriculture.



*Dr. Saleem Ali (left) and Dr. Christophe Tourenq (right)*

Tourenq called for the standardization of data monitoring; the implementation of existing laws, decrees and international agreements; additional investment in technology and research; integrating environmental concerns into developmental planning; and, perhaps most importantly, changing wasteful habits to conserve environmental resources.

## POLICY FORUM: GLOBALIZATION AND HIGHER EDUCATION

Professor Steve Smith, Vice Chancellor of the University of Exeter, spoke at a March 31 DSG Policy Forum on "Universities and Globalization: Higher Education's Role in Combating the Economic Downturn."

Professor Smith outlined how globalization is influencing the evolution of higher education, as universities and national higher education systems are becoming more reliant upon each other to succeed. Opportunities for collaboration and partnership in research have been increased by globalization, and competitive pressures facing universities have been heightened, as students and staff can travel the world to seek out the best universities.

According to Smith, the economic downturn is hitting universities with significant budget cuts, especially related to research programs. Research funding is directed at a smaller number of universities, while postgraduate training is increasingly being delivered by these "research-led" institutions. The profile of the "typical student" is changing as well, with the number of students studying in the private sector rising, while part-time student numbers are increasing and full-time declining.



*Professor Steve Smith*

Smith described how a more commercial relationship is developing between students and universities, with universities treating their students more as "customers" than in the past, and focusing on graduate employability, while students are increasingly looking to postgraduate education to gain an advantage in the job market. Throughout the world, according to Professor Smith, teaching is increasingly being delivered by technology enhanced facilities and resources.

## LARISA SHAVININA ON LEADERSHIP

On April 23, Professor Larisa V. Shavinina of the University of Québec en Outaouais (UQO) spoke on “Why Leadership Talents are Even More Important During an Economic Downturn.”

According to Dr. Shavinina, superior leadership is comprised of seven essential talents—creative abilities and exceptional innovation, great excellence, practical intuition, applied wisdom, managerial talent, entrepreneurial giftedness, and courage: “If one of these seven talents is not well developed, people and organizations/companies are in trouble and at risk, while the rare combination of these unique talents paves the right road to success.”

## SOVEREIGN WEALTH FUNDS AND PRIVATE INVESTING

Professor Josh Lerner of the Harvard Business School spoke on “The New Face of Private Equity? Sovereign Wealth Funds and Private Investing” on March 3. Dr. Lerner outlined a number of worries associated with private equity investing, including cycles in alternate investing, the exaggerated success and then failure of the largest funds, which rely heavily on debt to leverage purchases, an antiquated fee structure utilized by most funds, repeated boom/bust cycles, and the concentration of capital in underperforming funds.



*Professor Josh Lerner*

With the unprecedented turmoil and challenges facing private equity funds today, many Sovereign Wealth Funds are increasingly seeking to undertake private investments themselves, rather than through private equity funds. Citing studies he conducted in conjunction with the World Economic Forum, however, Lerner stressed that private equity funds add value to both individual firms and to the overall economy. While private equity has “gone too far” with the recurrence of boom/bust cycles, it has been proven to improve the performance of companies.

While direct investment may seem like an attractive option for Sovereign Wealth Funds at the current time, Lerner asserted that “the track record of direct investment suggests the need for caution.”

## MOHAMED ALJISHI ON HUMAN RESOURCES IN THE GULF

In “The New Role of HR: Theory and Practice,” Mohamed Aljishi, HR Consultant of the VP of Human Resources in Saudi ARAMCO, on May 21 discussed the challenges and opportunities facing HR professionals in the Gulf region. Khalid Al-Yahya of the Dubai School of Government delivered opening remarks on “The Neglected HR Issues in the Current Policy Debate on the Role of HR in Organizational Development & Success.”

## JEFFREY WILLIAMSON SPEAKS ON THIRD WORLD EMIGRATION

Harvard University Professor and leading economist Jeffrey G. Williamson presented an overview of his most recent work on Third World emigration to an audience of academics, students and policy makers at DSG on May 6.

Williamson first presented the commonly received wisdom on Third World emigration to Western countries, which is that it is likely to rise rapidly in coming decades, and that this can only be stemmed through restrictive immigration policies and the growth of economies in the sending countries. According to Williamson, who analyzed data going back to the 18th century, emigration numbers typically follow a cycle. In the current cycle, Third World emigration rates to the US have been level or declining since a peak in the late 1980s and early 1990s, and the current economic crisis will only serve to accelerate those trends. The exception to this pattern is African emigration, which has risen sharply instead of declining.



*Professor Jeffrey Williamson*

He noted that, paradoxically, emigration rates often rise sharply when countries begin to experience solid economic growth, attributing this primarily to the acquisition of usable skills by emigrant labor population. He also focused on other economic and demographic fundamentals driving emigration life cycles to the US, including income and education gaps between the US and the sending country, poverty traps and the size of the cohort at risk in the sending country, and the migrant stock in the US. In closing, he projected that pressure on Third World emigration over the next two decades will not increase, and then it will decline.

## THE ROLE OF TECHNOLOGY IN AN UNCERTAIN ECONOMY

At a March 17 lecture at the Dubai School of Government, Microsoft Area VP for the Middle East and Africa Ali Faramawy outlined how innovation and technology can play a pivotal role in driving economic recovery.

Faramawy listed five areas of emphasis that good companies will focus on in the current difficult economic climate. First and foremost, they will concentrate on increasing market share. Second, they must maximize return on investment by optimization and controlling costs. Third, Faramawy stressed the importance to organizations of getting the most of their people and leadership. Fourth, it goes without saying that every company must seek to maximize its revenue. Finally, innovation is of very high importance. Planned and implemented correctly, technology can help achieve targets in each of these five areas.



*Ali Faramawy (right) with DSG Dean Tarik Yousef*

Faramawy stressed that for companies to get the most use out of technology, "they must relate it to the basic mission statement." Moving to the public sector, Faramawy said that while innovation is important, governments must give the highest priority of all to education. He concluded by listing several ways in which government can help stimulate local information technology industries, including partnering with a mixture of local and multinational companies, and expediting the IT project cycle from the original decision to move forward to final payments.

## ISLAM AND THE WEST: THE US-OIC RELATIONSHIP

Ambassador Sada Cumber, US Special Envoy to the Organization of the Islamic Conference (OIC), spoke on the relationship between the Islamic world and the West at a March 18 DSG lecture. Ambassador Cumber began by positing that the so-called "clash of civilizations" between the West

and the Muslim world is actually a "clash of ignorance" fed by misunderstanding on both sides. He emphasized that Islam has historically been a tolerant, moderate and progressive faith, and praised the United States for its acceptance and incorporation of minorities, including Muslims, into mainstream American society. Noting the diversity of religious faiths in the US, he pointed out that Muslims within America do not suffer from the sectarian strife that sometimes is found within the Muslim world itself.



*Ambassador Sada Cumber addresses a DSG policy forum.*

Ambassador Cumber recounted his successes as Special Envoy to the OIC in helping various Muslim charities to receive clearance to continue raising funds in the United States, as well as in working with the Department of Homeland Security to expedite the visa issuance process to the US for individual Muslims in need of assistance. Throughout his talk, Ambassador Cumber emphasized the need for Muslims to work together to make the Islamic world stronger, more prosperous and more politically open. Claiming that the Muslim world has 24% of the world's population but only 8% of the world's GDP, he stressed that in 60 years, or three generations, the Islamic world could become a powerful force in the geopolitical arena if it strengthens its societies through good governance, civil society, gender and minority rights, rule of law, transparency, accountability and higher education.

## ABRAAJ CAPITAL CEO SPEAKS ON ECONOMIC PROSPECTS

DSG welcomed Abraaj Capital CEO Arif Naqvi for an April 27 Policy Forum on "The Economic Outlook for the Middle East, North Africa and South Asia (MENASA): Taking Stock in Light of the Global Downturn."

Mr. Naqvi characterized the current economic crisis as "fueled by greed and inadequate regulation," while faulting excessive leverage and short-term thinking as well. Noting that the speed of the implosion took everyone by surprise, he predicted

that the likely outcome is a deep recession, with a paradigm shift toward emerging markets as the new global engines of growth. He called for sustained coordination among world leaders and new regulation to prevent a recurrence of the excesses which led to the current situation.

Looking to the Middle East, North Africa and South Asia (MENASA) region, Naqvi painted a considerably more optimistic picture. He noted that GCC countries possess about 62 percent of world oil reserves, and predicted that oil will continue to drive the global economy for a long time to come, with prices ranging from \$50 to \$80 in the short- to medium-term. Other factors which Naqvi predicts will drive growth rates of five percent in the MENASA region include a young population demographic, as well as the demand for infrastructure. He projected that the MENASA region will overtake the United States as the world's second largest economy by 2050.



*Abraaj Capital CEO Arif Naqvi*

While noting that Dubai does have a high level of debt, he asserted that the Emirate has an infrastructure "which is at least 10 years ahead of anyplace else in the region." He stressed that the steps Dubai is taking in response to the crisis are the right ones, and commended Abu Dhabi, Dubai and all of the emirates for working together as one country, not as individual emirates.

## AMBASSADOR RICHARD MURPHY SPEAKS ON PEACEMAKING

Former US Assistant Secretary of State Ambassador Richard Murphy provided perspective on past and current Arab-Israeli peacemaking efforts at a March 5 lecture at the School entitled "Arab-Israeli Peace Making: A Fresh Start with Obama?"

*"There is hope to solve the Arab-Israeli conflict, although the passage of time has narrowed the options that are available."*

*Ambassador Richard Murphy*

Amb. Murphy addressed criticisms of American inactivity in recent years, as well as a growing perception in the Arab world that the United States is an "enemy of Islam," hypocritical in its application of democratic principles, and supportive of repressive regimes within the region. This perception is a cause for concern by the United States.

He noted that while Israelis overwhelmingly supported the attacks on Gaza, there is now a growing sense of unease, as many see the chances of a negotiated two-state solution slipping away. According to Amb. Murphy, in the absence of a two-state solution, the three remaining alternatives are (1) ethnic cleansing of Palestinians from the West Bank and Gaza and total absorption of these areas by Israel, (2) full democracy and equality for all within a one-state framework including the West Bank and Gaza, and (3) "muddling along" in a version of the current situation, whereby Israel imposes an increasingly obvious form of apartheid in order to retain the Jewish nature of Israel while continuing to occupy the territories. Option 3, according to Murphy, is the most likely path, but an increasing number of Americans and Israelis are aware of the short lifespans that apartheid regimes have faced, and hence seek a two-state solution. Murphy noted a shift in US public opinion toward a more balanced approach to the conflict.



*Ambassador Richard Murphy*

On a positive note, the ambassador viewed the early moves of the Obama Administration as highly positive, especially the appointment of George Mitchell as US Special Envoy to the region, President Obama's first interview with Al-Arabiyya television network, and an explicit commitment from the President to directly engaging in peacebuilding. He asserted that the existence of 300,000 settlers in the Occupied West Bank is the single largest hurdle to be overcome toward establishing a viable peace.

## LEXMARK GM SPEAKS ON ENVIRONMENTAL SUSTAINABILITY

In a May 13 lecture entitled "A Win-Win Solution: Protecting the Environment and Reducing Organizational Costs," Francois Feuillet, General Manager of Lexmark Middle East, described ways to strengthen the relationship between environmental responsibility and organizational cost effectiveness.



*Francois Feuillet, General Manager of Lexmark Middle East*

Asserting that environmental improvements can substantially reduce an organization's costs, Feuillet demonstrated that in addition to energy efficiency and waste reduction measures, reducing office output such as printing offers the potential for substantial savings. The presentation outlined a number of ways in which organizations can reduce their environmental impact while simultaneously improving profitability through efficiency.

## THE GLOBAL FINANCIAL SERVICES MELTDOWN-THE SILVER LINING

The region's financial sector needs to emulate the communications success of the retail industry in order to fully capitalize on the inevitable upswing in the global economy, says James Greene, Vice President of the Global Financial Services Practice for Cisco Internet Business Solutions Group (IBSG). "The tumultuous market conditions the world is facing present banks with the biggest opportunity to build customer loyalty and goodwill."

In an address given at the Dubai School of Government on March 2, Greene suggested that there was a "silver lining" to the current economic downturn, with organizations now having the opportunity to redefine their operations to take advantage of the new generation of communications platforms—networks that are capable of transporting multimedia and multi-service traffic at high speed. According to Greene, the business paradigm is shifting toward "connected commerce," where financial services companies must find new ways to interact with consumers.



*Cisco VP James Greene*

With customers becoming increasingly self-enabled, collaboration – especially around mobile commerce – is the key strategy for the future, with people now fully mobile in terms of communications and no longer tethered to static devices. Collaboration, he assured, would have a greater impact than the Internet did in the ten years between 1995 and 2005. "Mobility doesn't just compute as a mobile phone," he assured. "Mobility needs to be front and centre to the equation of how technology enables interaction between the consumer and the enterprise," he added.

The address comes in the context of a partnership between DSG and Cisco's Executive Thought Leadership program.

## WORLD BANK LEAD ECONOMIST SPEAKS ON THE GLOBAL ECONOMIC CRISIS

Dr. Auguste Tano Kouame, Lead Economist and Acting Chief Economist for the Middle East and North Africa (MENA) Region, World Bank, presented his thoughts on the effect of the economic downturn on MENA countries at a talk on March 25.

Dr. Kouame began by placing the financial crisis which began in the US in the context of high food and fuel prices that were already impacting many developing countries. Since the crisis began, both oil and commodity prices have fallen drastically, resulting in lower incomes for oil and commodity exporting countries. Kouame predicted that the global economy would shrink by 1-2 percent in 2009, with the world seeing sharp declines in industrial production. Although developing economies will mostly continue to grow, they will do so at a much slower rate than previously expected. According to Kouame, excess capacity may produce a deflationary environment, which is particularly worrying for the developing world.



*Dr. Auguste Kouame*

Noting that developing countries often do not have adequate fiscal resources to produce stimulus packages for their own economies, Kouame worried that the large fiscal stimulus packages underway in developed economies will “crowd out” financing that is greatly needed for the developing world. He asserted that around the world, over 100 million people could slip into poverty as a result of the crisis, with a similar number expected in 2009.

Throughout the lecture, he stressed that since developed countries already have reached a level of “investment saturation,” stimulus packages should focus more on the developing world, as they can contribute more to a worldwide economic recovery than the United States and Europe.

Looking to the MENA region, Dr. Kouame pointed out that, in fact, the region was well positioned in comparison with other areas, primarily because of good macroeconomic management, high oil prices and sovereign wealth funds (SMFs). GCC countries, according to Kouame, are the best positioned in the MENA region because of their “fiscal space,” small populations, currency reserves and a strong government presence in the economy.

Focusing on policy responses to the crisis, Dr. Kouame stressed the importance of coordinating responses across national boundaries, particularly among the GCC countries. He emphasized the importance of removing bottlenecks to growth, and asserted that countries should take advantage of the crisis as an opportunity to “remove constraints on entrepreneurial energy.”

## POLICY FORUM: THE POLITICS OF RECONSTRUCTION IN GAZA

Reconstructing Gaza requires rethinking the current discourse, according to Husam Zumlot, Visiting Scholar at Harvard University’s Center for Middle East Studies, who spoke at a DSG Policy Forum on March 4.

Zumlot argued that the current international discourse on reconstructing Gaza is based on the same fallacious premises which have characterized past efforts at peacebuilding and reconstruction in Gaza and the Occupied West Bank. Noting

that donor conditions are largely centered on two necessary conditions—Palestinian unity and the acceptance by all parties of a two-state formula—he pointed out that these conditions were largely present during the failed Oslo process. These conditions alone, he argued, do not ensure reconstruction, and the international community should not recycle the same formula this time.

According to Zumlot, donors during the Oslo process believed that a two-state solution was very close. However, well-intended assistance from outside ended up simply restructuring the occupation in a way that was less costly to Israel.

Zumlot asserted that Israel has continuously worked to alter the discourse on Palestine from a political discourse to a humanitarian one. Moreover, “As long as Israel can reverse reconstruction and economic regeneration in the Occupied Palestinian Territories at will, none of this assistance will make any difference.”



*Husam Zumlot*

If given the chance, however, Gaza can regenerate itself. Zumlot pointed out that of the 1.46 million Palestinians living in the Gaza Strip, only two percent are over 65, and half are less than 14 years of age.

Zumlot concluded his remarks by arguing for the need “for an assertive and comprehensive Arab discourse on reconstruction and development in the region.” He praised the establishment by Gulf states of a committee for Gaza reconstruction, as well as its presence on the ground in Gaza, and argued that increased participation by Arab states in formulating reconstruction frameworks will aid in altering the prevailing development discourse.

*“Israel’s set of policies aiming at reducing the Palestinian society from a vibrant nation with legitimate political aspirations to a humanitarian case remains unchanged.”*

*Husam Zumlot*

# RECENT DSG PUBLICATIONS

## **Assessing the Contribution of ICT to Development Goals**

Conference proceedings from the 10th International Conference on Social Implications of Computers in Developing Countries, co-hosted by DSG and the International Federation for Information Processing

## **Gender and Economics in MENA: From Theory to Policy Making**

These conference proceedings include presentation summaries from the November 16-17, 2008 conference.

## **Missed by the Boom, Hurt by the Bust: Making Markets Work for Young People in the Middle East**, Tarik Yousef, Paul Dyer, Amina Fahmy, Djavad Salehi-Isfahani, Mary Kraetsch, Navtej Dhillon

Based on three years of research, this report provides a framework for addressing the economic challenges facing young people in the Middle East.

## **Benchmarking Education: Dubai and the Trends in Mathematics and Science Study 2007**, Mike Helal

This report examines and interprets Dubai's 2007 results in an attempt to locate the determinants of Dubai's relatively low achievement.

## **Hyperbolic Discounting: A Recursive Formulation and An Application to Economic Growth**, Tarek Coury, Chetan Dave

DSG Working Paper 09-02 utilizes dynamic programming techniques to examine the psychological biases that lead individuals to a present-bias in decision making.

## **Closing the Health Gender Gap: Toward a Wellness-Based Model of Healthcare**, Fatma Abdulla

This policy brief provides recommendations on how the UAE can further decrease the gender gap in healthcare.

## **Cross-Agency Collaboration in the UAE Government**, Fadi Salem, Yasar Jarrar

Sponsored by Cisco Systems, Inc., this report examines the impact of trust on collaboration in the UAE government and explores enablers of and barriers to better collaboration.

## **Women in Parliament and Politics in the UAE**, May Al-Dabbagh, Lana Nusseibeh, Huda Sajwani, Shaima Gargash

This report details the results of an independent study jointly supported by the Dubai School of Government and the Ministry for Federal National Council Affairs.

## **Why Young Syrians Prefer Public Sector Jobs**, Nader Kabbani

This Middle East Youth Initiative policy outlook examines how public sector employment policies in Syria affect the transition from school to work for young people.

All publications are available for download at [www.dsg.ae](http://www.dsg.ae)

# UPCOMING EVENTS

For updated information, see the DSG Web site at [www.dsg.ae](http://www.dsg.ae).

## Centralization, Decentralization, and Conflict in the Middle East and North Africa

June 2

Mehmet Serkan Tosun, Assistant Professor of Economics at the University of Nevada, Reno, will examine the centralized intergovernmental structure of the Middle East and North Africa region.

## Advanced Corporate Financial Modeling

June 7-11

Taught by Dr. Eskandar Tooma of the American University in Cairo, this open enrollment executive education course will develop participants' analytical skills for better financial, strategic and risk management.

## Who Speaks for Islam? What a Billion Muslims Really Think

June 9

John L. Esposito and Dalia Mogahed will speak on "What a Billion Muslims Really Think: Obama, US Policy & the Muslim World." Based on the largest and most comprehensive poll of the Muslim world, this Gallup study reveals Muslim views on extremism and violence, the role of women in society, democracy, and attitudes towards the West.

## Opportunities and Challenges in the Downturn: Public Policy in the Gulf

June 11

This half-day, invitation-only session will provide a forum for an open discussion of the challenges and opportunities facing policy makers in the current economic climate.

### Dubai School of Government

Level 13, Convention Tower  
Dubai World Trade Center  
P.O. Box 72229  
Dubai, United Arab Emirates  
Tel: +971-4-329-3290  
Fax: +971-4-329-3291  
E-mail: [info@dsg.ac.ae](mailto:info@dsg.ac.ae)  
Web: [www.dsg.ae](http://www.dsg.ae)



كلية دبي للإدارة الحكومية  
DUBAI SCHOOL OF GOVERNMENT

The Dubai School of Government (DSG) is a research and teaching institution focusing on public policy in the Arab world. Established in 2005 under the patronage of HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, in cooperation with the Harvard Kennedy School, DSG aims to promote good governance through enhancing the region's capacity for effective public policy.

Toward this goal, the Dubai School of Government also collaborates with international institutions such as the Lee Kuan Yew School of Public Policy, the World Bank, the UNDP and the Brookings Institution in its research and training programs. In addition, the School organizes policy forums and international conferences to facilitate the exchange of ideas and promote critical debate on public policy in the Arab world.

DSG News is published quarterly by the Dubai School of Government. The views and opinions expressed in this publication do not necessarily reflect views of the trustees, officers and staff of the Dubai School of Government.

To be added to our electronic mailing list and receive e-newsletters and announcements of events and lectures, please send your e-mail address, name and affiliation to [info@dsg.ac.ae](mailto:info@dsg.ac.ae). You can also sign up on our Web site.

### Editorial Staff

Editor: Stephen Brannon  
Associate Editor: Selma Nagbou  
Translator: Heba Shaaban  
Designer: Jineesh M. Illath