

The University and Qatar — Wrong Time and Place

No university can become or remain great if it is not international. I am a strong advocate of globalizing UNC-Chapel Hill, and I commend Chancellor James Moeser for his recent efforts to expand the University's international programs.

I have strong reservations, however, about the wisdom of UNC establishing a business school in Qatar. Among my strongest concerns are the following.

First, the Middle East is politically volatile and will remain so for years to come. Qatar, a tiny state smaller than Connecticut, is surrounded by countries that are either hostile to the United States or harbor groups dedicated to harming Americans. Qatar's largest immediate neighbor, Saudi Arabia, is politically unstable and marked by growing popular disaffection with the royal family and

significant support for terrorist groups. Instability is growing in Egypt, Kuwait, and other countries in the region. Until some of the most complex and dangerous uncertainties in the Middle East are resolved, locating UNC personnel in Qatar at a distinctly American institution

poses significant long-term risks. Second, other than the potential for large amounts of money, it is difficult to understand UNC's strategic purpose in pursuing the Qatar project. The main justification that I have heard is that UNC can help "win the minds of the Islamic world." At best, this is naive; at worst, it is arrogant. How will a UNC mini-campus educating 25 or 50 or even 100 children of the wealthy, elite families in Qatar win the minds of the Islamic

world? Many of those in the Middle East who are vehemently anti-American are not uneducated people. Osama bin Laden is a college graduate, and his closest associate is a medical doctor. Many leaders of extremist factions in Middle Eastern countries are also well-educated.

Third, while I believe that broad-based education will have a strong role to play in the future of the Middle East, I am convinced that transferring a UNC campus to Doha to support an autocratic regime is likely to aggravate more disaffected people in the Islamic world than win them over. Before coming to UNC I spent more than 20 years advising U.S. and international aid organizations. I, and many of my colleagues, came to the conclusion that simply

transferring American institutions to other countries and cultures had little positive impact. The best projects were those that built indigenous capacity to educate and offer services in ways that were compatible with local cultures.

Fourth, though the regime in Qatar is relatively moderate compared to others in the region, it still rules autocratically, does not allow freedom of assembly, has been criticized by the State Department for its unwillingness to address human rights abuses and suppresses other civil rights. Although the emir has authorized a parliamentary system in two years, it is unlikely to affect his family's political control over the country it has ruled since the late 1800s. UNC must protect its integrity and reputation in pursuing international opportunities.

Fifth, I am concerned about the

regime's motivations for inviting UNC and other American universities to set up campuses in Qatar. Last year the emir gave an interview for an article in *The New Yorker* that cited him as a modernizing force in the Middle East. He openly admitted that his strategy was to align closely with the United States and Britain for protection and for that reason he was interested in attracting American and British investment and institutions.

This "American shield" strategy may be the reason the government is so intent on bringing in American institutions rather than building its own educational capacity with foreign assistance. And it may explain why the sheika (one of the emir's three wives) is in such a rush to get American universities into the country. I do not believe UNC should be selling its reputation and presence to become part

of the Qatar regime's American shield.

Finally, I have strong doubts that a UNC business school in Qatar is sustainable in the long run. Though a few faculty have said they are willing to teach there, how will the UNC-CH-Q campus be staffed after the first years? Will UNC become a franchise operation in which we lend our name to a campus staffed by hired hands?

As a strong advocate for internationalizing UNC and its business school, I believe there are far better opportunities for our students and faculty in other parts of the world. Qatar is simply the wrong place at the wrong time.

Dennis A. Rondinelli is a professor of management at Kenan-Flagler Business School. He can be reached at RondinelliD@bschool.unc.edu.

DENNIS A. RONDINELLI
GUEST COLUMNIST

Third, while I believe that broad-based education will have a strong role to play in the future of the Middle East, I am convinced that transferring a UNC campus to Doha to support an autocratic regime is likely to aggravate more disaffected people in the Islamic world than win them over. Before coming to UNC I spent more than 20 years advising U.S. and international aid organizations. I, and many of my colleagues, came to the conclusion that simply

Qatar Proposal — Professor Says It's Not About Money

Going into Qatar would be one of the best things UNC could do right now. We in Chapel Hill teach at one of the world's finest universities. Our undergraduate business program consistently ranks among the top five in the country, and that is why Qatar approached us. If we proceed, we will join Cornell University, which has agreed to establish a medical school in Qatar, in implementing an historic vision. Qatar seeks to establish a world-class education that will attract students from throughout the Middle East — and later the rest of the world — to study. I can think of no more noble enterprise than joining Cornell in developing high-quality education in this troubled region.

BOB ADLER
GUEST COLUMNIST

If we support the values of tolerance, diversity, merit-based enterprise, separation of church and state, democracy, and free speech, we should leap at this opportunity to expose students throughout the world to these values. Those of us who believe in the marketplace of ideas relish the prospect of undertaking a dialogue on the best approach to organizing a just society. We no longer have the luxury of ignoring the world outside of our borders; we must engage it.

What about the risk? At this point, there are no "safe" places on the planet. As we all know, the most dangerous location on Sept. 11 — far more than teaching in Qatar — was sitting at one's desk in New York City. That said, it would be naive to suggest that there are no risks in Qatar. Although Qatar has avoided most of the terrorism that plagues the Middle East, this history may not be a good guide for the future. Certainly, the visibility that would surround an American-based educational enterprise might draw unwelcome attention from those who wish us ill. This, however, provides a reason for caution, not retreat.

Moreover, here's the critical point. Anyone who dislikes risk need not participate. Teaching in Qatar will be entirely voluntary. As I write this, thousands of American soldiers are fighting to defend our freedom and values. Surely, those faculty at UNC who wish — on a monstrously smaller scale of risk — to go to Qatar to promote the values that our soldiers are defending should be permitted, indeed encouraged, to do so.

How about human rights in Qatar? The picture may not be perfect, but it's not terrible either. Qatar maintains (outside of Israel) the freest press in the Middle East. According

to a recent U.S. State Department report, the Qatar press has been "essentially free of government interference" since censorship was removed in 1995. Al Jazeera, the Qatar TV network, has shown remarkable independence in its broadcasting. While it has annoyed Americans with its interviews of Osama bin Laden, it has equally infuriated almost every government in the Middle East with its interviews of Israelis and Americans.

In a region not noted for devotion to human rights, one should hardly be surprised that Qatar has not attained the same freedom that we enjoy in the United States. But the most recent State Department report on Qatar indicates no political killings, no politically motivated disappearances, no torture, no abusive prison conditions and no political prisoners.

What about the status of women? Unlike many other countries in the region, Qatar women face no restrictions on driving, working or dress. If we proceed with this venture, female students will have the same opportunities as male students. In fact, there will be more women than men in our classes. In short, compared to many of the other countries with which the U.S. does business, Qatar seems quite moderate. If we think they should do better on human rights, we should challenge them, not ignore them.

Finally, there's the money. Qatar is a wealthy country, and UNC stands to receive an infusion of cash if it does this deal. The money is nice because it means that N.C. taxpayers will not foot the bill. I see no evidence, however, that money has led the university to explore this initiative. I've listened carefully to Chancellor James Moeser, and I'm absolutely convinced that for him, money is simply an enabler, not the motivator. Frankly, I'm deeply saddened by the attacks on his motives.

We have an historic opportunity to advance our values and to engage the citizens of the Middle East in a debate about those values. If we believe that reasoned discourse is better than bullets, bacteria and bombs, we should go to Qatar. As Mark Twain wisely observed, "Soap and education are not as sudden as a massacre, but they are more deadly in the long run."

Bob Adler is a professor at Kenan-Flagler Business School. He can be reached at AdlerR@bschool.unc.edu.

Student Input and Awareness Of Qatar Proposal is Integral

Have you heard of the Middle Eastern country of Qatar? We didn't think so.

It might surprise you that the pronunciation of "Qatar," a tiny speck of a country in the Persian Gulf, has become a hot topic of conversation in the hallways of South Building, the chambers of the Board of Trustees and the classrooms of the Kenan-Flagler Business School.

JUSTIN YOUNG AND RUDY KLEYSTEBUR
GUEST COLUMNISTS

And considering that this Middle Eastern desert emirate could be the next proud owner of a UNC-Chapel Hill campus, we thought we'd give you some background knowledge to work with.

Qatar, in a nutshell: Location: A small finger of land protruding into the Persian Gulf, immediately northeast of Saudi Arabia.

Land area: smaller than the state of Connecticut. Population: 700,000 inhabitants (slightly more than Wake County), a majority of them immigrant workers from neighboring countries.

Government: Traditional monarchy. The emir is Sheik Hamad bin Khalifa al-Thani.

Languages spoken: Arabic, English. Dominant ethnicities and religions: Arab, Pakistani, Indian, Iranian, Islam dominates.

Notable university degrees offered: M.D. from Cornell Medical College; bachelor of fine arts from Virginia Commonwealth University College of Design Arts; possibly a B.S.B.A. from UNC-CH-Qatar.

Whoa there! Did you see that right? Maybe we should back up a step and explain one more thing.

In addition to being one of the more progressive Middle Eastern states, Qatar is pretty wealthy. In fact, the country has enough natural gas to meet

the entire world's demand for more than 200 years. The country's progressive attitude, combined with its profoundly deep pockets, have inspired Sheikha Mouza Bint Nasser Al-Misnad, the Emir's wife and head of the Qatar Foundation, to formulate a plan to bring Western education, ideas and diplomats to this minuscule oceanic kingdom.

Qatar's latest educational target is none other than our Kenan-Flagler Business School. Some time in the last

year, UNC administrators were approached by the sheikha with an offer they couldn't refuse: a boatload of money if they would offer UNC's B.S.B.A. diplomas from a Qatar campus.

The deal has some benefits. First off, it will hopefully bring UNC millions of dollars in a management fee. And in addition to providing for better cultural and intellectual exchange, the move should dramatically increase Carolina's international visibility and presence. And finally, sending our faculty (and hopefully students) to the Middle East will give us not only a better perspective on understanding cultural differences but will give UNC an opportunity to promote our own ideas and civil rights standards.

But although Qatar may be one of the more progressive of the Middle Eastern countries, that doesn't necessarily mean the country is a perfect fit for UNC. Concerns stem from a lot of unanswered questions regarding freedom of speech, freedom of religion, and a range of other potentially unforeseen issues that come about from the interchange of two varying cultures.

Protecting the safety and security of both the Qatari students and the UNC professors who would be teaching them has become a paramount con-

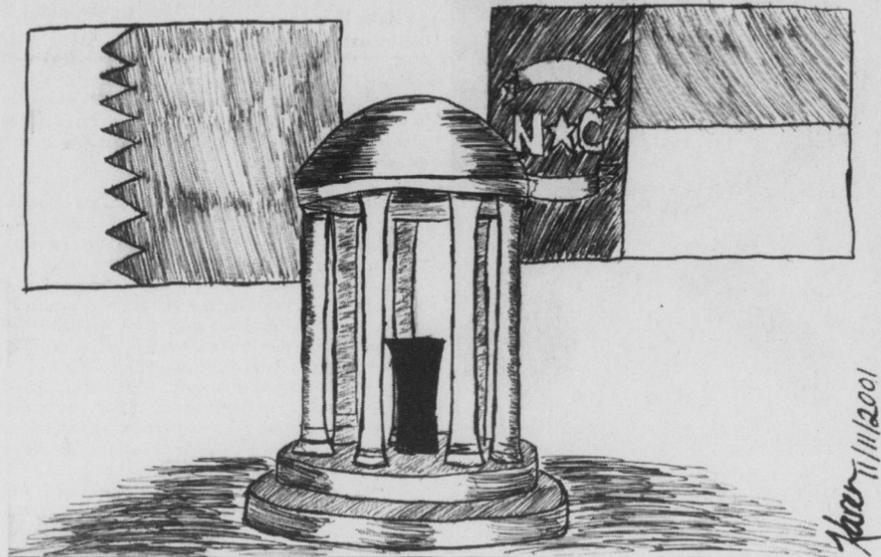
cern in the wake of the Sept. 11 terrorist attacks. There are also more basic concerns about globalization and the philosophy of our University. Is a satellite campus in Qatar in line with our mission to serve the people of North Carolina? Should we be selling the UNC "brand name" to the highest bidder, even as we protest the branding of our own campus by Nike and Wachovia?

What's even more troubling is the lack of student involvement in these decisions.

One week ago, the Emir invited top UNC faculty and administrators on an all-expenses-paid trip to Qatar so that they could get acquainted with the country. Yet when student government suggested that a student or two go along to ask questions from a student perspective, we were coldly rebuffed. Not a single student — not even the student body president, a voting member of the Board of Trustees — was involved in the trip or any of the private administrative discussions that have taken place so far on this. The reason: It wasn't yet a student concern.

But that's going to change — we all have the opportunity to step up to the plate right now. On Wednesday at 3:30 p.m. in Gerrard Hall, student government and the Campus Y will host a student forum on Qatar. The chancellor will be there to present the proposal, along with many leaders from the administration and the faculty who will share their perspectives on Qatar. They're here to listen to you, so don't let them down. Come find out about Carolina's potential neighbors in the Middle East.

Justin Young is the student body president and can be reached at jcyoung@email.unc.edu. Rudy Kleystebur is the student body vice president and can be reached at rudyk@email.unc.edu.



Chancellor Invites Input on Qatar

To become the nation's leading public university, Carolina must be a world university with an international presence that provides students living in a global economy with international experiences.

That is our vision. It is critical to understand a proposal to offer our undergraduate business degree to 25 students in the tiny but progressive Middle Eastern nation of Qatar in that context. World events have crystallized the importance of American engagement in places like the Middle East. Sandy Berger, President Clinton's national security adviser, made that point eloquently last week. He called the Qatar proposal exactly the type of initiative needed from our nation's academic community.

Expanding our international reach is a priority of the Carolina First fundraising campaign. Alumnus Alston Gardner just made a remarkable \$10 million gift to that effort. It will bring future speakers like Berger, as well as enable students and faculty to study worldwide and improve their understanding of global economies, politics and cultures. For example, 25 undergraduates will study at the National University of Singapore.

The Qatar proposal follows a similar path of partnerships that have engaged us in places like Mexico, where we collaborate with a top technology university, and Chile, where we are part of an international consortium building a cutting-edge telescope. Ultimately, every Carolina student should be able to have an international experience.

Carolina needs a presence in important regions like the Middle East to be a leading university. It must be estab-

lished carefully — with safeguards addressing understandable concerns ranging from academic freedom to safety — and only after careful review.

Such responsible analysis is occurring. I have identified several criteria to assess this proposal. They range from ensuring that offering the degree would enhance UNC's mission to examining the compatibility of it with Qatar's

JAMES MOESER
GUEST COLUMNIST

goals for educating its citizens. Among the most important criteria are that we maintain control over all aspects of program quality — including setting admissions standards, hiring and evaluating faculty and ensuring protection of academic freedom and adherence to our nondiscriminatory policies and practices. The Qatar government's private foundation that is initiating partnerships with UNC and other leading U.S. universities would bear all costs associated with operating the program. The benefits back to UNC should include providing additional resources to strengthen academics in Chapel Hill and expanding our ability to provide students with educational opportunities here and abroad, faculty with research opportunities not otherwise available, and faculty and students with the chance to conduct public service in an international context.

Campus input is critical. Earlier this month, I invited interested faculty from the Kenan-Flagler Business School and the College of Arts and Sciences to travel to Doha at the Qatar's Foundation's expense to learn more. More than 50 faculty, administrators, trustees and others made the trip and learned about the dreams the Qatar government has for building a model educational system in

a Gulf region in which many neighboring countries are repressive and do not want to educate their people. Many of us talked to Americans who love living and working in Qatar. At least one U.S. executive told me he would retire there instead of accepting any new job assignment. Both the trip and these interactions were brief but generated enthusiastic support for exploring the program.

To learn more, a new Web page (<http://www.unc.edu/chan/qatar>) details information including the criteria, the recent trip, and program curricula developed in Kenan-Flagler and arts and sciences. Discussions continue this week. Student government and Faculty Council will hold forums for students and the general faculty. All business and arts and sciences faculty have been invited to respond to an anonymous, electronic survey to gauge views about the program and their willingness to teach in it. I will share those results with faculty leaders before the general faculty meeting.

Ultimately, I shall make a decision either to move forward with the Qatar proposal or not. In doing so, I plan to carefully weigh what we saw and heard in Doha and the views within the campus community. And I will, of course, consult with our trustees. As we continue weighing the merits, I want to assure this community that maintaining the high and proud standards associated with a UNC degree is paramount to my own decision-making process. We would move forward only if the program would help advance the university's mission. That should be the litmus test.

James Moeser is the chancellor of UNC-Chapel Hill.

The Daily Tar Heel

Professional and Business Staff

Business and Advertising: Janet Gallagher-Cassel, director/general manager; Chrissy Beck, director of marketing; Melinda Helen, classified/customer service manager; Lisa Reichle, business manager; Nicki Davidson, retail sales manager; Nichole

Campbell, business assistant. **Customer Service:** Kristin Chamblee, Holly Herveyer, Susan Ricker and Amanda Taylor, representatives. **Marketing Group:** Courtney Carrillo, Lauren Goodson, Josh Hall, Shannon

Plumber and Zedekiah Worsham. **Display Advertising:** Erica Lundberg, senior account executive; Candace Doby, Heather English, Sarah Mobley, Andrea Sarubbi, Amy Scharf and Lynn Wade, account executives; Courtney Poole, display class-

ified. **Advertising Production:** Penny Persons, manager; Kathryn Klein and Karen Stone, assistants. **Classified Production:** Cindy Henley.

Editorial Staff

Assistant Editors: Michael Abernethy and Sarah Kucharski, arts & entertainment; Ben Gullett and Kathleen Wirth, city; Nathan Demm and Amanda Walther, copy; Whitney Freeman, Lauren Sumner and Karen Williams, design; Mark Slagle, editorial page; Sarah Sanders, features; Mary Stowell, graphics; Jonathan Miller and Adam Shupe, online; Kim Craven and Joshua Greer, photography; Brad Broders, Ian Gordon and Kelly Lusk, sports; Jamie Agin and Owen Hassell, sports/saturday; Lucas Fenske, Jennifer Hagin and Jennifer Samuels, state & national; Stephanie Horvath, Daniel Thigpen and Kary Wutkowski, university.

Copy: Lindsay Apple, Julian Bibb, Leslie Bumgarner, Lisa Giencke, Meghan Greene, Kristal Jones, Laura Just, Hester Kast, Laura Mayhew, Laurie Osborne and Jordan Williams. **Design:** Wilma Bridgewater, Randi DeLagarris, Michelle Kutner, Nicole Neuman, Justin Osborne, Tiffany Pease, Andy Pike and Jaime Schumaker. **Editorial:** Niel Brooks, Amy Dobson, Cate Doby, Danielle Eubanks, Joe Formisano, Jon Harris, Matt Minchew and Mark Seeley, editorial board; Josh Baylin, Michael Carlton, Marian Crotty, Erin Fornoff and Rachel Hockfield, columnists. **Features:** Ryan Caron, Peter Farkas, Kirsten Fields, Emily Fleming, Ashley Gainer, Veneta

Georges, Tiffany Heady, Kang-Shy Ku, Caroline Lindsey, Lauren Rippey, John Scarborough, Jeremy Simmons, Scott Sutton and Kristin Valle. **Graphics:** Gary Barrier, Ashley Campbell, Beth Galloway, Ieshia Gray, Erica Keppeler, Brian Wasson, Audrey Wilkinson and Helen Yu. **Online:** Valerie Aguirre, Lorraine Buchanan, Shaun King, Sarah Givari, Rachel Guritz, Gloria Holt, Jessica Lindsay, Kristen Oliver, Mary Patterson and Jessica Shelhamer. **Photography:** Sara Abrons, Laura Bernard, Patty Breneman, Amanda Brunch, Brian Cassella, Mallory Davis, Rebecca Doherty, Eric Escaraga, Victoria Frangoulis, Jon Kirby, Laura Little, Greg Logan, Ann Meadows, Mike Messier, Jessica Newfield, Katie Riggan, Ariel Shumaker, Christine Nguyen, Katie Riggan and Jessica Wooten. **Sports:** Mike Ogil, senior writer; David Andrusonis, Brandon Coward, Ben DeSantis, Aaron Pitt, Chris Gillilan, Adam Hill, Curt Kendall, Gavin OH, Will Small and Randy Wellington; Caroline Fownelle, Sarah McConnaghy and Chris Richter; sports copy-

State & National: April Bethea, columnist; Guney Acapayami, Elyse Ashburn, Daniel Blank, Emma Burgin, Brandon Coggell, Nathan Coletta, Michael Davis, Chase Foster, James Gorman, Crystal Howard, Julia Lamm, Amanda Lee, Rachel Leonard, Allison Lewis, PJ Lusk, Michael McKnight, Wes Misson, Jonathan Owens, Russ Thompson, Metoka Welch and Cleve Wootson. **University:** Geoff Wessel, columnist; Paige Ammons, Jordan Bartel, Scott Brittain, Jacqueline Brown, Michael Callahan, Tina Chang, Brad Chasson, Rachel Clarke, Brock Corwin, Phyllisa Cramer, Jamie Dougherty, Kara Eide, Krista Faron, John Frank, Ann Hau, Diana Johnson, Rob Leitchner, Debra McCown, Jenny McLendon, Elizabeth Michalka, Joseph Monaco, Meredith Nicholson, Eshanti Ranasinghe, Joelle Ruben, Jeff Silver, Jessica Sleep, Addie Sluder, Ruthe Warshenbrot, Nicole Working and Lantia Withers. **Editorial Production:** Stacy Wynn, manager. **Printing:** Triangle Web. **Distribution:** Triangle Circulation Services.

Arts & Entertainment: Ashley Atkinson, Brian Bedsworth and Jeremy Hartz, senior writers; Jason Arthur, Diana Cunningham, Charles Dillard, Trafton Drew, Elliot Dube, Brooks Frith, Jeremy K. Fisher, Zack Hemmenway, Jenise Hudson, Michelle Jarboe, Harmony Johnson, Brian Millikan, Graham Parker, Nicholas Parker, Joanna Pearson, Allison Ross, James Russ and Kristin Williams. **Cartoon:** Kristen Beckert, Matt Purdy, Karen

Spencer and David M. Watson. **City:** Jonathan Chaney, columnist; Heather Apple, Chris Blow, Ben Brooks, Lucy Bryan, Adrienne Clark, Jon Dougherty, Stephanie Furt, Brett Garamella, Kristen Hellin, Erika Heyder, Jenny Huang, Maggie Kao, Tom Kingsley, Jamie McGee, Jocelyn Oberdick, Carolyn Pearce, Colin Sultzer, Matt Viser, Scott Warfield and Amanda Wilson. **Copy:** Lindsay Apple, Julian Bibb, Leslie Bumgarner, Lisa Giencke, Meghan Greene, Kristal Jones, Laura Just, Hester Kast, Laura Mayhew, Laurie Osborne and Jordan Williams. **Design:** Wilma Bridgewater, Randi DeLagarris, Michelle Kutner, Nicole Neuman, Justin Osborne, Tiffany Pease, Andy Pike and Jaime Schumaker. **Editorial:** Niel Brooks, Amy Dobson, Cate Doby, Danielle Eubanks, Joe Formisano, Jon Harris, Matt Minchew and Mark Seeley, editorial board; Josh Baylin, Michael Carlton, Marian Crotty, Erin Fornoff and Rachel Hockfield, columnists. **Features:** Ryan Caron, Peter Farkas, Kirsten Fields, Emily Fleming, Ashley Gainer, Veneta

Sports: Mike Ogil, senior writer; David Andrusonis, Brandon Coward, Ben DeSantis, Aaron Pitt, Chris Gillilan, Adam Hill, Curt Kendall, Gavin OH, Will Small and Randy Wellington; Caroline Fownelle, Sarah McConnaghy and Chris Richter; sports copy-

The editorials are approved by the majority of the editorial board, which is composed of the editor, editorial page editor, assistant editorial page editor and eight editorial writers. The Daily Tar Heel is published by the DTH Publishing Corp., a non-profit North Carolina corporation, Monday-Friday, according to the University calendar. Callers with questions about billing or display advertising should call 962-1163 between 8:30 a.m. and 5 p.m. Classified ads can be reached at 962-0252. Editorial questions should be directed to 962-0245.

Office: Suite 104 Carolina Union
Campus Mail Address: CB# 5210 Box 49, Carolina Union
U.S. Mail Address: P.O. Box 3257, Chapel Hill, NC 27515-3257