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Overview Associate Professor of Professional Practice at Columbia Business School. Doctor of education from Columbia University and MBA from Harvard Business School. Board member at higher education institutions. Extensive leadership, governance, and investment experience delivering results and managing diverse internal and external stakeholders. Author of two books. Teaching experience combined with a record of practitioner success.

Education

- 2015 – 2020 **COLUMBIA UNIVERSITY** **NEW YORK, NY**
Doctor of Education (Ed.D.) degree.
Degree awarded through Department of Organization and Leadership, Columbia University Teachers College.
Dissertation: “How Private Equity Professionals Learn from Experience: A Qualitative Study of 15 Professionals.”
Program focused on adult learning and development, with coursework on learning theory, experiential learning, curriculum design, leadership theory and practice, negotiation and conflict resolution, and workplace learning and development. Dissertation explored experiential learning in the private equity workplace.
- 2002 – 2004 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Master of Business Administration degree.
Core curriculum included leadership and organizational behavior, strategy, finance, marketing, financial reporting and control, entrepreneurship, social enterprise, and negotiation.
- 1998 – 1999 **HARVARD UNIVERSITY** **CAMBRIDGE, MA**
Master of Arts degree in Regional Studies: The Middle East.
- 1995 – 1999 **HARVARD COLLEGE** **CAMBRIDGE, MA**
Bachelor of Arts degree, *magna cum laude*, in Social Studies.
- 1987 – 1995 **POLY PREP COUNTRY DAY SCHOOL** **BROOKLYN, NY**
High school and middle school at leading independent school in Brooklyn. Student Government president senior year of high school; class president freshman, sophomore, and junior years. Winner of Poly Cup – award for “senior who stood for most.”

Columbia Business School

- 2018 – present **COLUMBIA BUSINESS SCHOOL** **NEW YORK, NY**
Associate Professor of Professional Practice, Columbia Business School (2025 – present)
Senior Fellow, Richard Paul Richman Center for Business, Law, and Public Policy (2018 – present)
Adjunct Assistant Professor, Columbia Business School (2021 – 2025)
Adjunct faculty member appointed in both the Finance Division and Economics Division at Columbia Business School. Teaching spans the full-time MBA program and part-time Executive MBA program. Taught private equity to 1,207 students since 2021 and a course on business in the UAE to 94 students.
- Private equity courses include 12 modules spanning key aspects of the private equity business model and skill set. Coursework includes experiential learning projects including the development of an Investment Committee Memo to recommend a private equity investment.
- UAE course includes 6 modules on key themes and sectors of the UAE economy and business sector. The course includes a 1-week visit to Abu Dhabi and Dubai during which the class visits organizations and businesses across a broad range of sectors.
- As Senior Fellow at an inter-disciplinary center hosted at Columbia Business School and Columbia Law School, responsibilities included leading public events, guest teaching, and engagement with faculty and staff. Designed and led public events on public aspects of private equity.

Courses Taught	• <u>Summer 2026</u>: “Private Equity Finance,” EMBA Program, enrollment of 106 across two sections. • <u>Spring 2025</u>: “Private Equity,” MBA Program, enrollment of 214 across two sections. • <u>Fall 2025</u>: “Private Equity,” MBA Program, enrollment of 150 in one section. “Advanced Private Equity,” MBA Program, enrollment of 70 in one section. “The UAE: Economic Growth, Business Dynamism, and Global Relevance,” MBA Program, enrollment of 34 students in one section. • <u>Summer 2025</u>: “Private Equity Finance,” EMBA Program, enrollment of 113 across two sections. • <u>Fall 2024</u>: “Private Equity Finance,” MBA Program, enrollment of 132 in one section. • <u>Summer 2024</u>: “Foundations of Private Equity,” EMBA Program, enrollment of 131 across two sections. • <u>Fall 2023</u>: “The UAE: Economic Growth, Business Dynamism, and Global Relevance,” MBA Program, enrollment of 30 students in one section. • <u>Summer 2023</u>: “Foundations of Private Equity,” EMBA Program, enrollment of 105 across two sections. • <u>Spring 2023</u>: “The UAE: Economic Growth, Business Dynamism, and Global Relevance,” MBA Program, enrollment of 30 students in one section. • <u>Summer 2022</u>: “Foundations of Private Equity” taught jointly with Donna M. Hitscherich, EMBA Program, enrollment of 97 across two sections. • <u>Summer 2021</u>: “Foundations of Private Equity” taught jointly with Donna M. Hitscherich, EMBA Program, enrollment of 89 across two sections.
Executive Education Taught	• Lexington Partners Private Equity Program (Columbia Business School), November 2025. Custom executive education program for institutional investors covering: ○ Current Trends in Private Equity ○ Building an LP Co-investment Program ○ Creating Liquidity in a Private Equity Portfolio • Sustainable Finance and the Energy Transition: Opportunities and Challenges for Gulf States in the 21st Century (Program on International Financial Systems), October 2024. • ESG and Islamic Finance: Implications for Boards and Governance (Asia School of Business), December 2022 and November 2023.
Independent Study Supervision	• Investment Recommendations for Blackrock Global Infrastructure Partners (Three Carins Fellowship) (Spring 2026) • Investment Committee Memorandum: B2B Nursing Education Acquisition (Spring 2026) • Testing AI-Enabled Value Creation in a Proposed Take-Private PE Investment (Fall 2025) • Trends in Private Equity Investment in Sports Franchises (Fall 2025) • From Consulting to PE (Spring 2025) • Private Equity Entry Schema: A Framework Combining Strategic Intent and Real-Time Signals (Spring 2025) • Private Equity Investment in Professional Sports (Spring 2025) • Private Equity Value Creation: Technology-Related Levers at Stellex Capital (Spring 2024) • The Day-to-Day Role of a Post-MBA Associate and the Applicability of the Columbia Business School Curriculum (Fall 2023) • Role of the Sovereign Wealth Funds and Other Public-Sector Institutional Investors in Infrastructure Investments Across the Middle East and North America (Fall 2023)
Outside Activities	
2021 – present	INNATE CAPITAL PARTNERS PRINCETON, NJ Chair Active as both a Limited Partner in funds and direct investor in companies. LP portfolio includes stakes in 12 funds spanning private equity, venture capital, real estate, and absolute return (hedge fund) strategies. Direct investments include 16 companies, including 10 companies that help customers align their finances with their values. Support portfolio companies with access to additional capital, strategy and governance support, and expertise sharing.
2019 – present	PRINCETON STONE HOUSE CAPITAL PRINCETON, NJ Partner

Partner in strategic investment office making equity investments and taking an active role in portfolio companies. Office focuses primarily on health care and financial services. Key portfolio companies include a pharmacy management company, a wealth management company, and various real estate holdings. Named one of top 100 Chief Financial Officers of 2021 by Alumni Spotlight (www.alumnispotlight.com) for work as CFO of portfolio company Apovia, one of America's fastest-growing companies in the Inc. 5000 rankings.

Private Equity and Banking Board Roles:

- Board Member, Stearns Salaam Banking (2024 – present)
- Board of Directors, Fajr Capital Asset Management (2012—present).
- Limited Partners Advisory Committee (LPAC), Mindshift Capital (2021—present).
- Board Observer, Nuvem Health, a portfolio company of Parthenon Capital (2022—present).

**Prior
Activities**

2017 – 2024	WORLD BANK GROUP Consultant, Finance and Markets Global Practice Consultant to the World Bank Group on Islamic finance and infrastructure finance. Key deliverables include a report, informed by stakeholder analysis, on the half-trillion-dollar opportunity for Islamic finance to be better engaged in meeting the infrastructure needs of OIC member countries. Presented to World Bank forums on Awqaf endowments as a source of SDG funding.	WASHINGTON, DC
2017 – 2021	UNITED NATIONS DEVELOPMENT PROGRAMME Senior Advisor on Islamic Finance Senior advisor to the UN Development Programme (UNDP). Advise the UNDP on alternative sources of funding to meet the UN's Sustainable Development Goals. Support the development of an Islamic finance strategy for the UNDP. Identify and build senior relationships between the UNDP, the private sector, and civil society institutions.	NEW YORK, NY
2007 – 2016	FAJR CAPITAL GROUP Managing Director, 2009 – 2016 Director and Head of Strategy, 2007 – 2009 Founding member of executive team of a private equity group. The firm successfully deployed over \$700 million in private equity investments across the financial services, energy, education, and food and beverage sectors in its flagship fund (2009-2016). Subsequent investments have exceeded an additional \$1 billion in additional equity deployed. Served on the management committee from the firm's inception to 2016. Responsibilities included originating transactions, negotiating terms, executing deals, value creation in portfolio companies, and overseeing exits. Additional responsibilities included business head of advisory and financial arrangement business, head of investor and institutional relationship management, and head of strategy development.	NEW YORK, NY AND DUBAI, UAE
2006	HSBC GROUP Director and Global Head of Strategy, HSBC Amanah Head of Strategy for an HSBC business unit, reporting to the unit's CEO functionally and to CEO of HSBC Securities (USA) locally. Businesses overseen included dedicated staff of over 150 and served over 300,000 customers worldwide. Led strategy development and strategic initiatives for eight business lines, including retail banking, commercial banking, private banking, investment banking, takaful (insurance), and treasury and risk management.	NEW YORK, NY
2004 – 2006	THE BOSTON CONSULTING GROUP (BCG) Consultant Strategy consultant to Fortune 500 and leading businesses worldwide on issues of global strategy and organizational effectiveness. Advised clients across broad range of financial services, healthcare, consumer, and professional services. Client portfolio included institutions from the US, Europe, and the Middle East.	NEW YORK, NY
2001	MONITOR GROUP Consultant	CAMBRIDGE, MA

Advised key clients on strategic matters, including a major study on distribution channels for a leading greeting card company. Focused on customer experience strategies for retailers.

1999 – 2001

**CREATIVE GOOD
Consultant**

NEW YORK, NY

E-commerce consulting firm focused on customer experience strategy. Fifth employee in firm, company grew to 35 employees. Responsibilities included client engagements, practice development, and company management.

Books

2009

GULF CAPITAL & ISLAMIC FINANCE: THE RISE OF THE NEW GLOBAL PLAYERS

Author

Author of book on investments by institutions based in the GCC (Gulf Cooperation Council) and their impact on global financial markets, published by McGraw-Hill in 2009. Book explores the origins and landscape of Gulf investors and Islamic finance, major trends related to Gulf investments and Islamic finance, and implications for global investors, firms looking to attract capital, and economists and regulators.

2007

DUBAI & CO.: GLOBAL STRATEGIES FOR DOING BUSINESS IN THE GULF STATES

Author

Author of book on corporate strategy in the GCC region, published by McGraw-Hill in 2007. Includes economic and commercial overviews of each Gulf country (the UAE, Saudi Arabia, Qatar, Bahrain, Kuwait, and Oman) as well as region-specific strategies for all major corporate functions: market entry, marketing, human resources, finance, and operations.

**Additional
Publications**

- Bernstein Center for Leadership and Ethics, “Fair Arbitrage or Ethical Breach? - Private Equity Negotiations with Sellers,” August 18, 2025, <https://business.columbia.edu/leadership-and-ethics-news/bernstein-center-leadership-and-ethics/fair-arbitrage-or-ethical-breach>.
- World Bank (2023) “Tracking Progress: Impact Monitoring of Social Finance” (November), World Bank, Washington, DC. Contributed to chapters entitled “Impact Monitoring, Evaluation, and Reporting: Definitions, Processes and Principles” and “Case Studies of Impact Monitoring, Evaluation, and Reporting by Global Social Finance Providers.”
- World Bank (2022) “Islamic Finance and the Development of Malaysia’s Halal Economy” (October), World Bank, Washington, DC. Contributed chapter entitled “Financing Malaysia’s Halal Economy.”
- United Nations (2021) “The Role of Awqaf in Achieving the SDGs and Vision 2030 in KSA” (September), United Nations Saudi Arabia and Islamic Corporation for the Development of the Private Sector (ICD).
- World Bank (2021) “Islamic Trade Finance: An Opportunity for Malaysia” (August), World Bank, Washington, DC. Contributed chapters and sections entitled “Current State and Potential Benefits of Islamic Trade Finance,” “Islamic Trade Finance: Institutions and Instruments,” and “Trade and Recovery from COVID-19.”
- World Bank (2020) “Malaysia Islamic Finance and Financial Inclusion” (October), World Bank, Washington, DC. Contributed chapter entitled “Evolution of Islamic Finance Inclusion in Malaysia.”
- “Columbia Law School Roundtable on Public Aspects of Private Equity.” Journal of Applied Corporate Finance, Vol. 32 No. 3, Summer 2020.
- “Islamic Retail Asset Management: A Time for Resilience.” IFN (Islamic Finance News) Annual Guide, May 2020.
- “Islamic Finance Takes on COVID-19.” UNDP Blog, April 23, 2020.
- “How Private Equity Professionals Learn from Experience: A Qualitative Study of 15 Professionals.” Columbia University Academic Commons (Doctoral Dissertation), February 13, 2020.
- “Islamic Finance for Social Good.” UNDP Blog, January 23, 2019.
- “Islamic Social Finance.” IFN (Islamic Finance News) Annual Review, December 2018.
- “Zakat for the SDGs” (with Francine Pickup). UNDP Blog, September 7, 2018.
- “From Compliance to Impact: A Next Generation of Islamic Investment.” Thomson Reuters and Dubai Islamic Economy Center Salaam Gateway, October 2015.
- “Why Crowdfunding Appeals to the Middle East” (with Jason W. Best). *McKinsey on Society*, December 2013.
- “Crowdfund Investing in Muslim Markets: An Action Plan for Governments” (with Jason W. Best). Published by Fajr Capital and Crowdfund Capital Advisors, November 2013.
- “The Relevance of Islamic Finance Principles to the Global Financial Crisis.” Paper presented at Harvard Law School and published by Harvard Islamic Finance Project, March 2009.

- “Gulf Investors Exert New Control.” *Financial Times*, December 2008.
- “Islamic Finance: The New Global Player.” *Harvard Business Review*, February 2008.
- “Leading in the Gulf: Making Sense of Business Leadership in Dubai and Beyond.” Interview with the *Wharton Leadership Digest*, January 2008.
- “Enhancing Board Performance in the Islamic Nonprofit Sector.” Published by the Institute for Social Policy and Understanding, May 2005.
- “The Human Capital Deficit in the Islamic Nonprofit Sector.” Published by the Institute for Social Policy and Understanding, April 2004.

University Presentations

- Columbia Business School, lecture and case discussion of TPG Rise Climate Fund with students in M.S. in Climate Finance program, “Private Equity and Climate Finance,” November 20, 2025.
- Columbia Business School, research presentation to faculty, “Meet Your Neighbor,” November 17, 2025.
- INCEIF University, workshop for faculty, “Conducting Case Studies in the Classroom,” Kuala Lumpur, Malaysia, August 20, 2025.
- INCEIF University, “AI and the Future of Business Education: Adapt or Become Obsolete,” Kuala Lumpur, Malaysia, August 20, 2025.
- Columbia Business School, 31st Annual Private Equity Conference, Moderator, Morning Keynote Event, February 14, 2025.
- Columbia Business School, Chazen Institute for Global Business, Moderator, “Wellness for Business Travelers,” October 28, 2024.
- Harvard University, Islamic Finance Conference at Harvard, “Alumni Remarks,” October 25, 2024.
- INCEIF University, Presentation to C-Suite, Faculty, and Department Heads, “Work in Progress: How Management Education is Evolving and How INCEIF Can Enhance its Relevance,” Kuala Lumpur, Malaysia, July 31, 2024.
- Columbia Business School, Moderator, Fireside Chat with Mr. Shan Weijian, Co-Founder and Executive Chairman, PAG, April 6, 2024.
- Columbia Business School, 30th Annual Private Equity Conference, Moderator, Morning Keynote Event, February 16, 2024.
- Program on International Financial Systems, Gulf Seminar Series on Sustainable Finance, Guest Lecturer on “Finance and the Energy Transition: Opportunities and Challenges for Gulf States in the 21st Century,” Cambridge, MA, June 20, 2023.
- Asia School of Business, “Values as a Source of Competitive Advantage,” Kuala Lumpur, Malaysia, July 28, 2022.
- INCEIF University, roundtable discussion on “The Future of Finance,” Kuala Lumpur, Malaysia, July 29, 2022.
- Columbia Business School, roundtable discussion on “The Future of Finance,” June 1, 2022.
- Columbia Business School, Center on Global Brand Leadership, BRITE Conference, moderator of panel on “Sustainability Through Market Transformation,” April 20, 2022.
- Columbia University, Richman Center, panel on “ESG Investing Career Paths,” New York, NY, November 16, 2021.
- Oxford Centre for Islamic Studies and Securities Commission Malaysia, Eleventh Annual Roundtable on Islamic Finance, webinar on “Repurposing Islamic Finance for Longer Term Opportunities,” October 15-16, 2020.
- Wharton School, University of Pennsylvania, presentation to Corporate Finance class on “The Private Equity Investment Process: A Primer,” Philadelphia, PA, October 15, 2020.
- Columbia University, Richman Center, Public Lecture Series 2020-2021, webinar on “Private Equity Diversity and Inclusion,” October 13, 2020.
- Columbia University, School of International and Public Affairs, “Development Finance in Faith-Informed Contexts: Examples from Islamic Finance,” New York, NY, March 3, 2020.
- Columbia University, Richman Center, panel on “Public Aspects of Private Equity,” New York, NY, November 19, 2019.
- Columbia University, Richman Center, panel on “Business, Investing, and Geopolitics in the Middle East,” New York, NY, November 13, 2018.
- Columbia University, Richman Center, panel on “ESG Investing and Public Funds,” New York, NY, November 7, 2018.
- Wharton School, University of Pennsylvania, Islamic finance overview and case on Khazanah Nasional Berhad’s *Sukuk Ihsan*, Philadelphia, PA, November 16, 2017.

- Oxford Centre for Islamic Studies and Securities Commission Malaysia, Eighth Annual Roundtable on Islamic Finance, respondent on “Risk Sharing: Myth or Reality?” Oxford, UK, March 25, 2017.
- Columbia Business School, guest speaker at course on economic growth in the UAE, New York, NY, February 21, 2017.
- Princeton University, Paragon Leadership Program, guest instructor on “Leadership in the Academy,” Princeton, NJ, September 16, 2016.
- London School of Economics, annual Public Lecture on Islamic Finance, “Revitalizing Islamic and Social Finance: Rising to Current Humanitarian and Development Challenges,” London, UK, February 11, 2016.
- Wharton School, University of Pennsylvania, guest lecture on Islamic finance, “Value and Values,” Philadelphia, PA, November 19, 2015.

Recent Professional Presentations

- Cure Middle East Health Accelerator (MEHA), virtual live Q&A with entrepreneurs on fundraising, December 19, 2025.
- Cure, Concept to Cure Video Lesson, “The Healthcare Founder’s Guide to Raising Capital,” released November 26, 2025.
- The X Factor: Healthcare Innovation Summit, panelist on “From Data to Results: Building your Compelling Investment Case,” New York, NY, November 12, 2025.
- Yayasan Hasanah and Yayasan Khazanah, “Resilient Leadership, Sustainable Impact,” New York, NY, October 22, 2024.
- Get Hired Up podcast, “Values-aligned investing in private equity,” June 22, 2024, <https://podcasts.apple.com/us/podcast/values-aligned-investing-in-private-equity/id1551497276?i=1000659917224>.
- ACG (Association for Corporate Growth), 2024 ACG NY Bespoke DealSource, speaker on “Market Overview and Career Development Insights” and Private Equity Market update, January 18, 2024.
- Quartz Network, Connect CFO Summit, “Private Equity: What CFOs Need to Know,” March 20, 2023, <https://vimeo.com/792731298/894fe9450d>.
- Saudi Arabian Monetary Authority, presentation on “The Role of Waqf in Islamic Finance and Economic Recovery,” Riyadh, Saudi Arabia, November 9, 2021.
- Securities Commission Malaysia, webinar on “Sustainable Capital Market Product Innovation Roundtable,” November 9, 2021.
- World Bank Group, roundtable discussion on “Unlocking the Potential of Zakat and Waqf for Sustainable Development,” panel on “Best Practices of Corporate Governance for Zakat and Waqf Institutions,” July 29, 2021.
- CFA Institute, webinar on “Islamic Finance Instruments for Economic Recovery,” July 8, 2020, <https://rpc.cfainstitute.org/en/research/multimedia/2020/islamic-finance-instruments-for-economic-recovery>.
- World Bank Group, webinar on “COVID-19 Response – How Islamic Sustainable Finance Can Help,” presentation entitled “A Role for Islamic Finance Instruments in COVID-19 Response,” May 18, 2020.
- BNP Paribas, panel on “ROI: Return on Interfaith – How Faith Principles Impact Capital Markets and the Role They Play in Achieving the Sustainable Development Goals,” New York, NY, January 8, 2020.

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