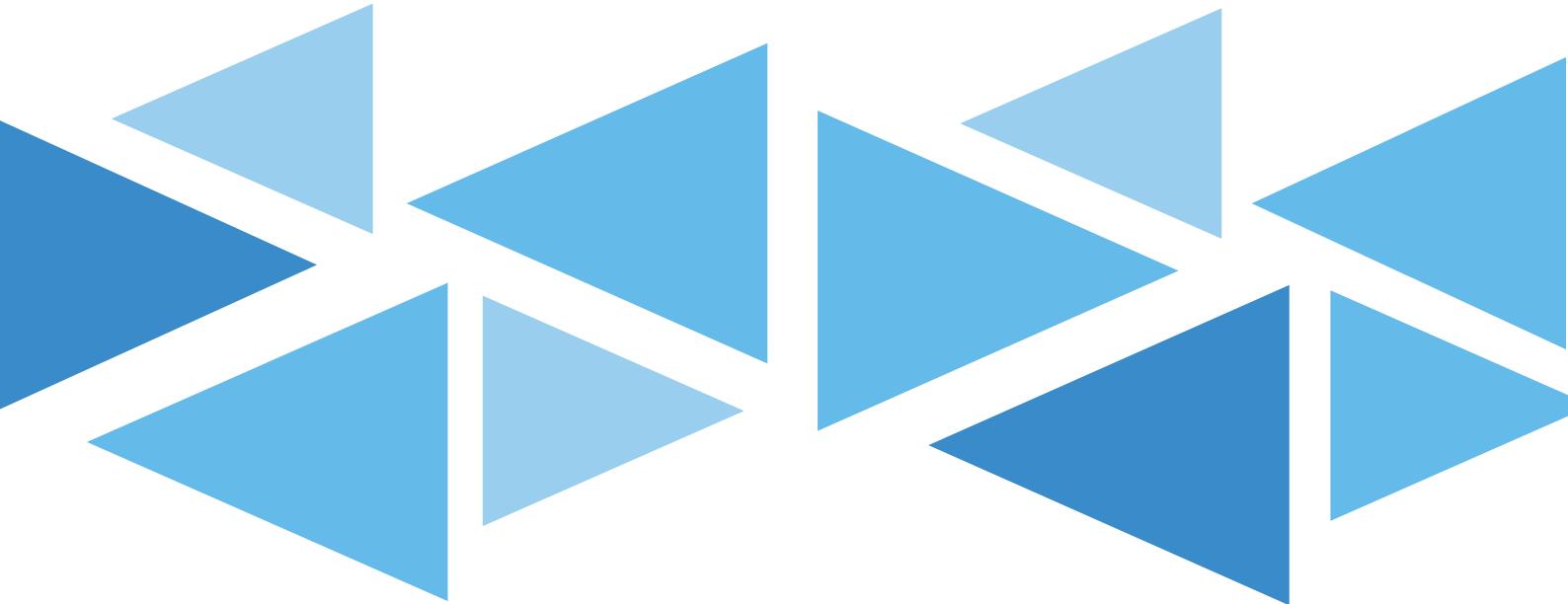




**1996-2024**

# **HISTORY OF THE IAUP**

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**Volume II 2<sup>nd</sup> Edition**

INTERNATIONAL ASSOCIATION OF  
UNIVERSITY PRESIDENTS



## **HISTORY OF THE IAUP: VOLUME II**

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## **FOREWORD TO VOLUME II**

### **HISTORY OF THE IAUP**

The Volume II of the History of IAUP which you have in your hands is presented with pleasure by the IAUP Presidency 2014-2017, as part of the celebration of the IAUP's 50th Anniversary, our Gold Anniversary. In this second volume, the period from 1996 to 2015 is covered, with a glimpse also at the rest of the current Triennium 2014-2017.

History is indeed the best teacher in our lives, as the great Greek Historian Herodotus is said to have stated. If we know our history, we can learn from our predecessors, we can learn not only from our accomplishments, but from our mistakes as well. This way we can plan better for our future and improve. There is no doubt that all of us should aspire to a better future, and that is exactly what we want for the International Association of University Presidents, the IAUP.

We must reiterate that the original writing of each of the authors of a chapter has been respected. We feel that there is an important value in keeping the flavor and the style of each autor. Only minor edits were made to keep consistency and accuracy of information but otherwise, each author's contribution is basically faithful to his/her writing. We are greateful to all that have contributed to this important effort.

This publication has been made possible thanks to the collaboration of the members of the IAUP History Committee. Their names, as well as the period covered in each chapter, are as follows:

#### **Dr. Ichiro Tanioka**

Chairman, IAUP History Publication Committee

Treasurer, IAUP

President, Osaka University of Commerce, Japan

#### **Dr. Donald Gerth**

President Emeritus IAUP

President Emeritus, California State University, Sacramento, U.S.A.  
(Triennium 1996-1999)

#### **Dr. Sven Caspersen**

President Emeritus IAUP

President Emeritus, Åalborg University, Denmark  
(Triennium 1999-2002)

**Dr. Ingrid Moses**

President Emeritus IAUP  
Former Chancellor, Canberra University, Australia  
(Triennium 2002-2005)

**Dr. Pornchai Mongkhonvanit**

President Emeritus IAUP  
President, Siam University, Thailand (Triennium 2005-2008)

**Dr. Barham Madain**

President Emeritus IAUP  
Former President, Universidad de Viña del Mar, Chile (Triennium 2008-2011)

**Dr. Neal King**

(President, 2011-2014, Chairman of the Board, 2014-2017)  
Former President, Sofia University, USA, (Triennium 2011-2014)

**Dr. Toyoshi Satow**

President IAUP  
President, J.F. Oberlin University, Japan (Triennium 2014-2017)

We wish to repeat what we said in the foreword to Volumes I and II of the History of the IAUP: We hope that this effort to commemorate the 50 year history of the International Association of University Presidents (IAUP) will be appreciated for what it is: a look at our past, at our roots, with the conviction that we can learn from it and from the great vision of our founding leaders and our predecessors, and at the same time look to the future, one that in many ways we can build ourselves as the architects of our own destiny.

**IAUP PRESIDENCY 2014-2017**

Prof. Toyoshi Satow, President  
Prof. Alvaro Romo, Secretary General  
Prof. Ichiro Tanioka, Treasurer

## **VOLUME II 2ND EDITION**

### **PREFACE FOR THE 60TH ANNIVERSARY OF IAUP**

This year marks a truly special moment for the International Association of University Presidents (IAUP) as it celebrates its 60th anniversary. Building on the edition published for the 50th anniversary, this volume continues the story and reflections of IAUP's journey. We also witness the beginning of a new chapter with Dr. Shawn Chen — Founder and Chairman of Sias University — taking up the presidency of IAUP. This is both a celebration of past achievements and the start of a new journey in global higher education cooperation.

For six decades, IAUP has stayed true to its mission: bringing universities together across borders to advance education. Over the years it has fostered dialogue among diverse cultures, strengthened higher education in developing nations, provided a global stage for university leaders, and guided institutions in times of rapid change such as the digital revolution. In doing so, IAUP has become both a bridge and a guiding light for the international higher education community.

Looking ahead, universities worldwide face urgent and exciting challenges: the rise of artificial intelligence, the demand for new talent, and the need for deeper cross-cultural understanding. IAUP will continue to prioritize three areas: innovation, inclusion, and sustainability. Innovation involves reimagining the intersection of AI and education; inclusion focuses on supporting capacity building in developing countries to narrow gaps; and sustainability emphasizes aligning higher education with the United Nations' Sustainable Development Goals. To translate these priorities into action, IAUP will leverage its global network of university leaders to organize thematic summits and regional forums on AI-education integration, establish a collaboration platform for shared practices and inclusive guidelines, strengthen partnerships and capacity building for developing-nation universities, and advance SDG-aligned practices in higher education. These initiatives will be further supported through conferences and regional dialogues with university presidents, scholars, and industry leaders.

The past sixty years of IAUP's success were built through the shared efforts of colleagues from across the globe. As we look to the future, our task is to carry that spirit forward — with the conviction that while the results may not belong to any one of us, each of us has a part to play. May this anniversary inspire us to walk together with renewed purpose,

so that the light of education continues to guide our common journey toward a better future.

This preface is dedicated to sixty years of IAUP's remarkable story — and to every educator whose dedication and vision have advanced the cause of higher education around the world.

IAUP PRESIDENCY 2024-2027

Dr. Shawn Chen, President

Dr. Tatsuro Tanioka, Secretary-General

Dr. Brent White, Treasurer



## CHAPTER ONE

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THE XI TRIENNIAL – JULY 1996

THE TRIENNIAL 1996-1999

DONALD R. GERTH

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**THE XI TRIENNIAL – JULY 1996****THE TRIENNium 1996- 1999****DONALD R. GERTH**

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The world of higher education has come a long way since the end of World War II. I enrolled as a new student at the University of Chicago in September 1945. A war had just ended. Students who were veterans of the war, students with experience over the world, were entering universities worldwide. Universities would never be the same as they were prior to the beginning of the war in 1939. The University of Chicago in 1945 was a lively campus, with many students and faculty with international experience, and the culture of the campus was strongly supportive of political and economic involvement and clearly of international involvement on the part of members of the university community.

Student activism was present across the United States and indeed across the world. In the autumn of 1946, a group of students from across the country decided to form a National Student Association. The founding conference was to be on the campus of the University of Chicago over the December holidays. The UC was entitled to four delegates in the initial structure drafted by an ad hoc committee of student veterans from universities across the country. While I am not by nature, or at least was not in the 1946 as I turned 18, an activist, a political science friend and graduate student at Notre Dame, Martin McLaughlin, whom I had come to know, encouraged me to be a candidate. Martin McLaughlin was a strong and very astute leader, soon to be internationally active on behalf of university students. I accepted McLaughlin's encouragement and became a candidate. I had not been notably active on campus, though I had written a few articles for the Maroon, the campus newspaper. The campus then had a student population of 4,000, (fairly large for a private campus at the time) and the political cross-currents were many. I was elected, fourth among the candidates in number of votes, and by far the most conservative among those elected. The other three were World War II veterans and liberal activists. Thus began my involvement with international higher education.

In 1948 the U.S. government was considering the question of the creation of what became UNESCO. A conference of graduate students from a number of research universities was called. I was fortunate to have been selected to attend the conference. I recall that we were

addressed by the then young Major of Minneapolis Hubert Humphrey. Not long after, I was asked to chair a national conference of student religious groups found on most U.S. university and college campuses. This was to be in Chicago in August of 1949 and I agreed to participate. At the end of the conference graduate student at the University of Texas, Herman Neusch asked if I would undertake a 9-12 month assignment as Field Representative for World University Service in Southeast Asia. World University Service was founded at the end of World War I; its purpose was to help rebuild universities physically and culturally in Europe where many universities had been physically destroyed, with people and programs needing revival. World University Service Headquarters was then located in Geneva, Switzerland. The U.S. member of World University Service, as it was revived toward the end of World War II, was the World Student Service Fund.

My master's degree program in the Department of Political Science was nearing completion; I had a good job (for a young graduate student) on campus; friends and family were discouraging me to leave home at such a young age, but after much thought, I agreed to accept the offer to take the assignment as Field Representative for World University Service. So in January 1950 I left San Francisco on a freighter bound for Manila where my home base was to be. The earlier priorities for Southeast Asia had been established. As the war was clearly drawing to a close, and occupying military forces were retreating, with some frequency the retreating forces used university campuses as sites for battle. Many campuses were physically destroyed and faculty and students were scattered, often beyond their country borders. World University Service has selected rebuilding and re-staffing libraries and student health centers; libraries not only to be rebuilt but restock their collections. This was a major educational undertaking. While I was in Southeast Asia, the Korean War began. At the end of the WUS assignment I boarded another freighter, this time stopping in Hong Kong; there I was to contact members of the new government, which had taken power in Beijing in 1950, about WUS properties, which had been established in the context of the "Long March" in China in the late 1930's. This did not go anywhere.

Subsequently I finished the Master's degree and began some initial work on a doctorate in political science. Then my turn came to be drafted into the military for the Korean War. Instead, I was asked to join the U.S. Air Force and eventually returned to Southeast Asia after attending language school for a year. That I did and served five years of active duty before returning to the University of Chicago to complete the doctorate in political science.

A full career in the California State University began in 1958, including one year as part-time international programs director where I established a cultural program in Ireland, an economics program in Bari, Italy, and Balkan politics program in Yugoslavia (now Macedonia) at the university of Skopje, that I personally directed. These years and activities were preface to the International Association of University Presidents.

After my move to the presidency of California State University Dominguez Hills, then a new California State University campus in the Los Angeles basin, in 1976, I soon received information about a conference of the International Association of Universities (IAU) at the University of California Los Angeles. I expressed an interest in attending, only to learn that IAU membership was focused on research universities, not comprehensive universities.

A decade later I learned of the International Association of University Presidents and a forthcoming 1988 conference at the Autonomous University of Guadalajara in neighboring Mexico. By this time we were at California State University Sacramento in California's capitol city. After looking though the pre-conference materials, my wife, Bev, and I decided to attend. The conference was excellent. It focused on the realities of international relationships among universities, not theory. We joined IAUP. At the conference we attended a meeting of members of the North American Council, members from the United States and Canada. The chair of the North American Council was Lloyd Watkins, the president of Illinois State University. IAUP was an organization I was looking for, and an organization to help California State University Sacramento move forward in the global arena and with international programs for the students and faculty of CSUS.

We did learn that the IAUP organization was not strong. There was no central office. The leadership rotated every three years. There was no established pattern of paying dues. The activities of the Triennial conferences were financed in great measure by the governments of the host countries. It was a fascinating organization doing useful things and offering opportunities for universities and their people, not only major wealthy institutions, to reach out, to become involved globally. Despite organizational weaknesses, the strong leadership of individuals prevailed and this was certainly clear with the leadership of the Triennial host president, Luis Garibay.

In 1989, President Watkins phoned and asked if I would be willing to take on the chairmanship of the North American Council. After some thought, I agreed to do so. Lloyd sent the files. My wife, Bev, suggested that she undertake a review of the membership. As she went through the files we discovered that many, actually a majority of "members" in the U.S. and Canada were individuals who saw themselves as members, but had not been pressed or often even asked to pay dues. For all practical purposes, the organization had been maintained informally by networks of individuals and the interests of presidents who found out, one way or another, about a particular meeting or project. In significant measure the North American Council membership was based in one sector, the American Association of State Colleges and Universities. Rebuilding was the order of the day.

An obvious factor around which to seek membership was the then forthcoming 1990 Triennial, to take place in Valladolid, Salamanca, and Leon, Spain. The program of the Triennial and the opportunity to be on the campuses of three of the oldest campuses in the Western world, a conference chaired by the King of Spain who would personally attend the conference and participate, an emerging interest program, all contributed to a successful drive to secure real (as in dues paying) membership in the U.S. and to some extent Canada and attendance at the Triennial. Some years earlier, President Watkins, had invited six U.S. and one Canadian presidents/chancellors to serve as regional chairs. This structure was rebuilt in 1989. The campaign was successful beyond reasonable expectations, so successful that one former IAUP president raised the question, after the 1990 Triennial, of limiting the North American Council membership, as he thought that IAUP was not "balanced" in geographic participation from over the world.

## A TIME OF PREPARATION: 1992-1996

The work for the 1996 Triennial and the Triennium 1996-1999 practically began in 1992. IAUP President Emeritus Luis Garibay proposed that he and his wife, Annie, visit California State University Sacramento. Garibay's leadership of IAUP had been substantial and extended beyond the 1987-1990 Triennium. He and his wife were warmly welcomed on the campus and by others in the higher education community of California's capitol region. He was invited by the President of the California Senate to a reception in his honor in the legislative chambers of the state capitol building. Garibay asked that he and I meet for a

time toward the end of his stay. I particularly wanted to discuss his initiative "Higher Education and Human Resource Development in the Pacific Basin." We met, only the two of us, in the late afternoon of a busy three day stay. Garibay came to his point almost immediately. He proposed that I become president of IAUP for the Triennium 1996-1999.

The presidency of IAUP is determined on a time line designed by the leaders and adopted by the organization in the 1970s. IAUP leadership at that time was elected at each Triennial for the succeeding Triennium. This had produced a situation where a sitting president was reelected; a process to provide for leadership succession was designed; at each Triennial the incoming president was confirmed and a president-elect would be selected. This procedure was adopted. A president would serve for three years. One of the responsibilities of that president would be to set in motion the process for the identification of a succeeding president two terms out. Thus Garibay was helping the 1990-93 president identify a candidate or candidates not for the 1993-96 presidency – that had been done earlier – but for the 1996-99 period.

To write that I was surprised by his proposal is a substantial understatement. My immediate response was that I needed time to think it through and discuss it with Bev. In a number of weeks I did respond to President Emeritus Garibay that I would be willing to be a candidate. Subsequently I learned that President Garibay had recommended me to members of the Executive Committee and that I was the only nominee in advance of the 1993 Triennial.

It was necessary at an early point to select a city for the 1996 Triennial. Indeed it was important that those attending the 1993 Triennial know the site for 1996 – to build a sense of anticipation and interest. Many of the participants in the 1993 Japan Triennial, knowing that the 1996-99 team was to be from Northern California, expressed a desire for the Triennial to be in the world famous city of San Francisco. San Francisco was to be the city.

Custom required that I present a name for Secretary General-Elect. I invited Maurice Harari, the long time American Association of State Colleges and Universities vice president responsible for international matters, to be a candidate with me, and he agreed. Early in the years of IAUP a third major international officer, Treasurer, was established, but it had not been filled in recent years. I indicated to the Executive Committee that I wished to revive the office of Treasurer in order to have

a leadership team of three persons. There was general agreement. I asked that Robert Jones, then vice president responsible for all activities external to the campus of California State University Sacramento, be named Treasurer-Elect; Jones had agreed to take the role. His selection and that of Maurice Harari were ratified by the Executive Committee and all three of us were elected at the 1993 Triennial; we became the beginning of a team. It was time to prepare for the 1996 Triennial Conference and three years of programs and activities, 1996-1999.

The matters of membership and payment of dues had become issues for me and increasingly for others. After the 1987 Triennial and at the 1990 Triennial, many who called themselves members and were identified as members of IAUP were not members in a formal sense – they did not pay dues; this became an issue. IAUP, and particularly the triennial conferences, were financed by the governments of host countries and gifts from a variety of entities and individuals. Registration at triennials was a token amount, and could not sustain the work that needed to be done to unite all universities of the world. The issue was joined initially in the North American Council in the late 80s and early 90s and then at the 1993 Triennial in Kobe, Japan. Registration for the Triennial included IAUP membership and conference fees covered substantial conference costs.

The officers-elect assumed IAUP leadership on behalf of the North American Council and invited other members of the North American Council to join with them in planning for the 1996 Triennial and the Triennium 1996-1999. A leadership group was established. Several present (at the time) and emeritus presidents and chancellors became very actively involved including James Roach, President of Western Connecticut State University, David Outcalt, Chancellor of the University of Wisconsin at Green Bay, Fred Young, President of Elon College (now University), in North Carolina, Ralph Mirse, President Emeritus of Columbia College in South Carolina, and William Cassell, President of Heidelberg College in Ohio. The majority of the North American Council members in the early 90s were also members of the American Association of State Colleges and Universities, AASCU, and the AASCU organization and top leadership, particularly Allan Ostar, the long-time President had been supportive of IAUP virtually from the beginning; both organizations were founded in the early to mid 1960s, and in a sense they “grew up” together. AASCU leadership helped with Triennial preparation activities.

The first order of business for the officers-elect and the members of the North American Council in what could be called a Triennial prep group, a “team,” was to address membership and make clear that membership included payment of dues. Maurice Harari went through the 1994 UNESCO global directory of universities and identified each institution that would qualify and thus whose president or rector would be a potential member of IAUP. The goal was not to lessen the number of North American Council members, but to drastically increase international members to build IAUP to be an inclusive vibrant organization. Where is the need to join an international organization if you’re talking to your colleagues at home! Several thousand personal letters were sent. The results were substantial. Simultaneously an IAUP office was established at California State University Sacramento (CSUS). The office, in the CSUS library, was established by Helen Dyckman, a member of the president’s office at Sac State. The office had among its functions support of all preparation for the Triennial and the next three years for which that presidency would be responsible. James Roach, the Connecticut president, became Chair of the North American Council. Preparation for the Triennial was underway.

The city of San Francisco was chosen for the XI Triennial with enthusiasm. A first matter needed attention – what would be the theme of the Triennial? Given the emergence of technology on most universities world-wide, “Linking the Universities of the World with Telecommunications” captured the spirit of what IAUP was all about, the mission of IAUP. As the preparation for the Triennial was underway, the idea of a course to be taught from a common text with instructors and students on campuses in several countries was proposed. One of the members of the North American Council planning group for the Triennial, David Outcalt, became the leader. A course addressing economic development was taught on six campuses in six different countries. There was a common text, lectures were shared online, the instructors met using technology, and students could communicate throughout the world. The point was to demonstrate the value and one dimension of possible uses of technology. The effort was evaluated by a faculty group at the University of California and the participants were enthusiastic and supportive from the participating campuses with the exception of one.

The North American Council “team” of approximately 20 members from across the country met as a group every three or four months, planning the Triennial. Members took on specific assignments,

ranging from seeking foundation and corporate business support, to membership to assure worldwide participation, to program, speakers. Membership, and thus attendance at the Triennial, was a constant effort. Communication, including letters, brochures, and the like were sent to presidents, whether current members, or those being recruited for membership. San Francisco has always been a very international city and a popular draw for foreign visitors. Therefore location within the city, a suitable hotel or hotels large enough to accommodate an attendance of approximately 700 with meeting rooms/break out rooms was important.

Over the years IAUP had developed a publication, "Lux Mundi," Light of the World. Lux Mundi was distributed to all members with some frequency. The 1993-96 leadership included in the Lux Mundi publication information about the Triennial program and registration. Lux Mundi was a valuable publication, keeping members of IAUP informed and in touch with activities offering involvement.

The initiation of the conference series "Human Resource Development in the Pacific Basin," an outgrowth of a discussion and thoughts of IAUP President Luis Garibay, was important - a major thrust for IAUP and its programs and growth. The first two conferences in the years between Triennials IX and X were in 1991 and 1992 at California State University Sacramento and at Tunghai University, Taiwan. These conferences and those which followed to the end of the decade were important to bringing together university leaders from over the Pacific Basin in a focused conversation. In the planning conversation for the Triennial and the 1996-99 years, the continuation for this series was important. The conferences in 1994 at Isla Navidad Mexico, and 1995 at Manila hosted and planned by the Autonomous University of Guadalajara and the Philippine Women's University, continued a successful beginning, and participation was substantial.

Executive Committee meetings address both current activities and those projected for the next years. The Executive Committee meeting in Buenos Aires, Argentina in July of 1994 provided the opportunity for the North American Council group planning the 1996 Triennial and the Triennium years 1996-1999 to bring forth some thoughts and proposals. The Executive Committee approved a number of these. The most important addressed the longterm institutionalization and financial stabilization of IAUP.

UNESCO – IAUP relationships over the years had varied. These were always in the shadow of the International Association of Universities (IAU), the “other” worldwide organization of universities. IAU was established some year prior to the establishment of IAUP, and its membership was based on research universities. The IAU offices, with a staff of more than a dozen individuals, were in one of the two UNESCO headquarters building in Paris; IAU was partially financed, significantly by UNESCO, which had for some years awarded the contract for preparation and publication of the “official” volume describing the universities of the world to IAU. President-elect Donald Gerth and his wife were spending a week of vacation in Paris in early December 1993. In advance of the trip Gerth arranged for meetings with several individuals – Marco Antonio Diaz, the head of the UNESCO office addressing universities and higher education and his staff; Mary Lou Kearney, a senior UNESCO staff member heavily involved with cutting edge matters; and finally Professor Federico Mayor, the Director General of UNESCO. The meetings were more than cordial and addressed the building of a set of practical working relationships. The first result was instantaneous. Diaz contacted Gerth at his hotel and informed him that IAUP was being moved up as an international organization to an active working relationship category, (Category II status). Federico Mayor and Gerth had reached an understanding that there would be an active working relationship, around specific programs, between IAUP and UNESCO. Coincidentally the annual UNESCO Peace Prize was being awarded the week the Gerths were in Paris. The recipient was Young Seek Choue, one of the founders and an early president of IAUP; Choue was the long serving president of Kyung Hee University in Seoul, South Korea. The Gerths were invited to the formal award ceremony and the following dinner, and another meeting with Director General Mayor and the higher education leadership of UNESCO followed.

Gerth also visited the World Bank to explore relationships. Dr. Jamil Salmi, a senior member of the World Bank staff, met with President Miyaji, Secretary General Harano, Maurice Harari and Gerth subsequently in San Diego to build working relationships, and the meeting was productive. Salmi’s relationship with IAUP developed into one of many years.

Immediately prior to the opening of the XI Triennial Conference, the Executive Committee for the 1993-96 Triennium convened. President Kan-ichi Miyaji and Secretary General Yukiyaso Harano presided. Final actions were taken on a number of matters. President Miyaji then presided at the Opening of the Triennial.

**THE XI TRIENNIAL – JULY 14-17, 1996**

Preparation for the XI Triennial of the International Association of University Presidents involved many individuals. A “team” of individuals from the North American Council, working with Harari, Jones, and Gerth, devoted many hours – and almost three years of time. In turn, many others, members of IAUP from over the world helped with proposals about speakers and agendas for the 1996-99 Triennium.

The selection of a hotel and conference headquarters and the reservation of a very substantial block of rooms had been made early – 1994; the Hyatt Regency was selected, overlooking the San Francisco Bay and adjacent to San Francisco’s downtown including the business district and major stores, some of international chains, and many of the restaurants for which San Francisco was internationally known. All went well. The block of rooms reserved was substantial, even ambitious. Registration for the Triennial was strong from the beginning as information and registration materials were distributed to universities worldwide. About a year before the opening of the conference, it became apparent that attendance would go beyond the number anticipated; the hotel made available additional rooms. By six months before the conference it became clear that more rooms would be needed. The conference planning group sought additional rooms in appropriate San Francisco hotels – but the numbers were not sufficient. In the last months before the opening of the conference, participants who could not secure appropriate rooms were directed to a hotel in Oakland, the Oakland Marriott, across the San Francisco Bay by subway. As participants gathered, some individual presidents, one notably with several staff, arrived without any previous registration or reservation. The use of a hotel across the Bay was awkward, but the only practical solution – and the participation in the Triennial, was good for IAUP and productive for those who attended.

The conference opened on July 14, 1996 and concluded on July 17. Welcoming attendees in an opening reception were California Lieutenant Governor Gray Davis (shortly to become Governor) and San Francisco Major Willie Brown, both major figures in the politics and life of California for many years.

The President of the United States, William Jefferson Clinton, Bill Clinton known over the world, greeted delegates and in a sense opened the conference with a substantive message about the global

importance and work universities. When President Clinton agreed to speak, his staff warned that he would either speak in person or speak via television from the White House Studio. Clinton was in the midst of the 1996 presidential campaign and he was a candidate for a second term. He did speak from the White House. One of the special sessions, later in the conference, was about the 1996 elections. The speaker was the pre-eminent reporter about California politics, Dan Walters of the Sacramento Bee, and the respondents were university rectors/presidents from Poland, Russia, and Canada.

At the first general session the major speaker was Professor Federico Mayor, the director General of UNESCO. Mayor received an honorary doctorate from the California State University, the then 22-campus university system with more than 400,000 students. Mayor's address was important as he addressed not only the work of universities in general sense, but the cooperation and working relationships he hoped for between UNESCO and IAUP. The president-elect of IAUP and Mayor had met twice before the conference and Mayor had specifically involved IAUP in forthcoming major conferences. Mayor remained, with the staff members, through the balance of the conference and many of the participants had the opportunity to meet with him.

Four major plenary sessions were conducted. The first addressed communication and essentially explored ongoing levels and programs, most focused on use of technology, among groups of cooperating universities, and the potential, really extraordinary, for further development of cooperation. A later special session was a report on the IAUP joint economics course in which faculty and students in six universities, each on a different country, studied together; they participated in a single course, across countries and cultures. This work was evaluated by a team of communication and technology experts from the University of California at Santa Barbara. Though the experiment was not without problems, the evaluation made it clear that the experiment was positive for the students on five of the six participating campuses. A second plenary addressed teaching and learning assessment and the participants focused mostly on Asia, north and south.

Another plenary brought together an interesting group of discussants including the president of the Association of European Universities Josep Bricall, the rector of a major scientific university in Moscow, Victor Savinykh, also at the time the cosmonaut who had been in space longer than any other individual, and a noted rector from Argentina.

The three initiated a very full discussion, which brought in many of the attendees in the room – a participating audience. A fourth and final plenary session addressed the University of the Future.

Special interest sessions, many of them proposed by members from the regions of IAUP, addressed accreditation and quality assurance, then a major topic emerging internationally and strategic planning.

Two special interest sessions addressed peace education. IAUP had for some years given leadership to peace and arms control and conflict resolution matters. Since 1990 there had been a joint IAUP/United Nations Commission on Disarmament Education. At the first of these special interest sessions, Leland Miles, IAUP president from 1981 to 1984 and the founding chair of the IAUP/UN Commission delivered what was essentially a report about the accomplishments of the Commission and the agenda before it. In a sense, this was the opening of a major topic of the 1998 UNESCO World Conference on Higher Education for which IAUP would be responsible.

The Triennial was substantial. Participants did not lack for activities. The program was extensive and evenings were full. The Major conference banquet, chaired by Edward Walsh, President of the University of Limerick in Ireland, was especially important – a setting for the determined efforts of IAUP to build membership in Africa within the next three years (the leader of the Association of African Universities was invited and attend as a guest). The speaker at this dinner/banquet was Dr. M. E. Bengu the Minister of Education in the then new Nelson Mandela Cabinet in the Republic of South Africa. Dr. Bengu's background in education, all levels from elementary school to a major university, including elementary and secondary teaching and administrative roles, and a major university presidency, prepared him for a major address about education in South Africa and Africa as a whole. Dr. Bengu also received an honorary doctorate from the Chair of the Board of Trustees of the California State University.

As the conference was reaching an end, a plenary panel addressed "the University of the Future." Sven Caspersen, the Rector of Aalborg University in Denmark, who would become president-elect of IAUP the next morning, chaired a panel with four major university leaders from over the world. The discussion, which clearly engaged the audience, was lively. This was followed by the formal transition of leadership. The setting for the transition was a modern cathedral, built in the medieval European style, atop the highest hill in San Francisco, a city of hills. The chair of the transition was Heitor Gurgulino de Souza, the Rector of the

United Nations University, who a dozen years later became Secretary-General of IAUP.

The XI Triennial Conference ended. The conference was substantive from beginning to end – addressing working and cooperative relationships among universities and their leaders. The 700 individuals who participated included national and regional individuals from universities over the world. Programs and tours were planned and made available for those who wanted to see more of San Francisco, Northern California, Napa Valley and Lake Tahoe after the Triennial.

Following IAUP custom, as soon as the Triennial ended, the new 1996-1999 Triennium Executive Committee gathered to leave by coaches for Sacramento California's capitol city and the home of California State University Sacramento, the institution of the new IAUP presidency. The route was not direct; the buses drove through the Napa Valley, one of the world's premier wine grape growing regions. The members and their spouses and in some instances staff members gathered in a well known vineyard and winery for a tour and a festive and relaxed luncheon before driving to Sacramento 90 miles northeast of San Francisco for a relaxed evening, in preparation for two full days in planning preparation for the next 3 years of leadership.

A first order of business was an evaluation of the XI Triennial – what can be learned that would be useful to the future of IAUP. A productive discussion ensued.

In preparation for the Executive Committee, Maurice Harari and Donald Gerth had prepared a thirteen-page paper "Report on the Future of IAUP." Discussions in the Executive Committee, particularly at the meeting in Argentina in July of 1994, were pushing the question of the institutionalization of IAUP. This was to be a consistent theme of the 1996-99 leadership and the work of the Executive Committee. A copy of the report follows as Appendix A. An intense and lengthy discussion followed, addressing the five topics raised by the paper; the mission and potential of the IAUP; the elements of institutionalization of IAUP; the programmatic dimension of IAUP; the question of a permanent office; the long term financing of IAUP. The discussion concluded with the unanimous adoption of a resolution: "RESOLVED to commend the authors of the report for their analysis and submission, pursuant to the resolution passed by the Executive Committee in Cairo July 1995, and further RESOLVED to charge Presidents Gerth and Caspersen (Sven Caspersen President-Elect 1996-99 and President 1999-2002), assisted by their colleagues as they desire, to consider the report and its options

as a working paper offering a series of guidelines and options to be studied in the context of the continuous evolution of IAUP as a world association of universities, its membership, programs, opportunities for service, finances, income from various sources, and to recommend again to the Executive Committee at its meeting in 1999, or earlier if deemed advisable, as to the creation of a permanent office and other related matters discussed in the Gerth/Harari Report, and further RESOLVED to authorize President Gerth to create an endowment for IAUP which would be gradually built over the next five years (1996-2001) and which would hopefully facilitate the policy decisions which might need to be taken in 1999 and beyond with respect to the future organization, location, direction, and programs of IAUP."

The meeting had a substantive agenda. Six vice presidents were appointed, each with regional and programmatic responsibilities. Regional chairs, nine in number, were appointed after consultation with presidents in each of the regions. In the Executive Committee meetings of 1994 and 1995, productive discussions had resulted in serious consideration of the alignment of regions. Regions were redefined.

The important changes addressed the division of the Mid-Eastern and African regions into two regions with overlapping geography, the creation of an African Council and of a Southwest Asia and North Africa Council. This was a move to address the cultural nature of institutions and regions, especially in North Africa. Universities could join either or both regions. In South Asia, one region/council became two, creating a more manageable situation.

The United Nations/IAUP Commission on Peace, Disarmament, and Conflict Resolution, established successfully and strongly in previous years by Leland Miles, the IAUP President in 1981-1984, saw a transition in leadership from Miles to Eudora Pettigrew, the President of the State University of New York at Old Westbury. Two new commissions were established addressing "Economic Development and the University" and "Academic Freedom and Autonomy," the latter to be in partnership with UNESCO. Individual presidents proposed groups on technology and on the environment. One president, Glenn Goerke of the University of Houston, proposed a business-higher education initiative, conferences and programs in countries defined by economic interest bringing together university and business leaders. The series "Higher Education and Human Resource Development in the Pacific Basin" was discussed at some length. Five successful - very successful and well attended – conferences had been held, and a sixth for Shanghai was in the offing.

## **THE BEGINNING OF FULL YEARS 1996-1999: AFRICA 1997**

An invited attendee at the Triennial was the Executive Director/Secretary General of the Association of African Universities. He and the incoming IAUP president and his wife, Bev, spent some substantial time together at the Triennial and a fair amount of the conversation was about the definition and value of participation in IAUP. This resulted in an invitation to the Gerths to attend the Association of African Universities annual conference. The Gerths agreed.

The Association of African Universities meeting was in Lusaka, Zambia in January 1997. Travel to Zambia was complex; the most practical air carrier was Lufthansa, with one plane in and out each week – on Saturday. This very much affected the pace of the conference since once there, you remained for the entire program, which also allowed for ample time to get to know and interact during free time and evenings with the members. The hotel in Lusaka was very pleasant and in some ways very relaxing.

From Saturday to Saturday the conference was intense – there was no wasted time. The meetings were full and substantive, and the members were engaged. IAUP President-Gerth was invited to be a part of the program with an address about the benefits and potential on international collaboration among universities. Later in the conference Gerth was asked to address an informal program about IAUP and individual university participation and activities. A number of presidents and rectors joined IAUP in the wake of the conference. The conference left a significant impression: the schedule was considerably more than the experience of at least some participants, including the Gerths.

Subsequent to the conference the Gerths flew to Kenya and visited several universities – again for discussions about IAUP. (They also spent three “vacation days” on a safari in a tent camp focusing on the foliage and plants and on seeing animals in the Masai Mara region of Kenya.) The meetings were useful in the continuing effort to build IAUP membership and involvement.

An important figure who emerged out of a focus on Africa at the 1996 Triennial and the early 1997 Zambia Association of African Universities meeting was professor George Benneh, the President of the University of Ghana. Benneh agreed to be the founding Chair of the African Council. He was a university leader known well beyond Africa and brought strong leadership to the newly formed African Council.

## **THE HONG KONG-SHANGHAI EXECUTIVE COMMITTEE MEETING – MARCH 1997**

The first Executive Committee Meeting of the Triennium was planned for Honk Kong in early 1997. The principal focus of the meeting was the potential for IAUP in Asia. IAUP had been a presence in Southeast Asia and North Asia from the organization's early years. Two IAUP presidents had been from Asia, Young Seek Choue of South Korea 1971–1981, and Nibondh Sasidhorn of Thailand 1984–1987. Moreover, the series of conferences titled Higher Education and Human Resource Development in the Pacific Basin, beginning in 1991 had been successful. In some measure the Shanghai meeting substituted for a conference in the Pacific Basin series. The time to build interest and membership in the Peoples Republic of China and in South Asia – the nations to the west of Thailand – had come.

Remember that this was 1997. IAUP had been a presence in Taiwan. The 1992 Pacific Basin conference, well attended, had been in Taichung, Taiwan, with no attendees from Hong Kong or the Peoples Republic of China. There was a certain delicacy to bring together university presidents from the "two Chinas," (neither the PRC nor Taiwan governments would accept the phrase "two Chinas", both found it offensive). Presidents were invited – programs discussions were planned carefully. Participants first gathered in Hong Kong – then some moved to Shanghai. The agenda of the Executive Committee was addressed with dispatch. The discussion moved on and soon became a Chinese conversation – not the language, but the participation.

The topic, not one on the agenda, became focused: How could the presidents from Taiwan and the Peoples Republic of China work together? A major facilitator of this conversation was Fujia Yang, the President of Fudan University in Shanghai. Fudan was and is one of China's top universities. The conversation and the conclusions reached were constructive. IAUP played an interesting role – a facilitating role bringing historic universities and their leaders together. In a sense, this was not unlike the role IAUP had played a few years earlier, bringing leaders of a few Russian universities into contact with colleagues from other nations.

## **THE CAPETOWN EXECUTIVE COMMITTEE MEETING – FEBRUARY 1998**

The meeting in Capetown, 19 months after the San Francisco Triennial became a time to assess initiatives from the Triennial and in instances matters beyond the Triennial. President Glenn Goerke of the University of Houston reported on the activities of the Global Corporate Education Partnership, renamed from the Triennial business forum; the report was enthusiastic – the activity was substantial. President Edward Walsh of the University of Limerick reported for the Commission on technology; some of the technology proposals from the Triennial, including the concept of courses shared in more than one university, similar to the 1995 – 1996 courses in economic development, had captured the imagination of university leaders and they were being implemented. A Russian university professor, after the Triennial, approached a number of presidents to write about military conversion to civilian activities and resulting economic restructuring; a book was published.

Membership finances, including the creation of a category of dues-paying fellowships were addressed. An Inter-University Center in Dubrovnik was established. A relationship with the International Council for Distance Education was formalized. The agenda was full. The Council of Senior Advisors, which had been led by former Secretary General Dr. Alvaro Romo for several years, (and future Secretary General for 2014-2017) was discussed; this was moving well. Relationships with the International Association of Universities were turning in a positive direction. The growth of the Association of African Universities and African university activity and membership needed attention. An agreement with UNESCO about working relationships was adopted.

A major item on the agenda was the World Conference on Higher Education to be held at UNESCO in Paris later in the year, October. This conference was conceived by Federico Mayor -the Director General of UNESCO- about four years earlier, in 1994. The UNESCO governance structure, without exception, endorsed it. Mayor placed staff responsibility within UNESCO with the Division of Higher Education. In 1995, he created an advisory group of seven members to play a major role in planning the conference, including the selection of conference themes, speakers, and the like. He invited the presidents of the International Association of Universities and of IAUP to be members. Hans Van Ginkel and I became colleagues and friends and that would last until we were both retired in 2007. The advisory committee began to meet and the agenda was full. The committee met with some

frequency at the Paris UNESCO offices – increasing frequency as 1998 approached – sometimes as frequently as every six weeks. Soon after its formation the active members of the Advisory Committee became three, Van Ginkel, Charas Suwanwela, the immediate past president of Chulalongkorn University in Thailand, and Donald Gerth of IAUP.

Early in the work of the committee a decision was made that the World Conference would have a small number of themes. One of the themes selected addressed the work of the IAUP/UN Joint Commission on Peace, Disarmament, and Conflict Resolution. Both IAU and IAUP would have responsibility for one of the major conference themes, a set of presentations and discussions. A next step was to identify responsibility within IAUP for a theme. The IAUP/UN Commission leader, Eudora Pettigrew, became chair of the UNESCO conference series simply known as "Peace."

The Capetown Executive Committee meeting was the last before the World Conference. There was substantial discussion of the conference and of the IAUP responsibility. The significance of the role IAUP was to play came through to the members of the Executive Committee.

The number of Regional Councils had increased to nine. At the Capetown meeting there were nine Regional Council chair reports: Africa, Europe, Latin America, North America, North Asia, Southeast Asia, South Pacific, and the newly restructured South Asia and North Africa. The Regional Councils were given substantial encouragement.

## **THE CONFERENCE ON HUMAN RESOURCE DEVELOPMENT IN THE PACIFIC BASIN**

The sixth conference on Human Resource Development in the Pacific Basin convened in April of 1998 in Canberra at the Australian National University. The meeting was well attended. It was organized by John Brownell, President Emeritus of California State University Dominguez Hills, and one of the developers and leaders of the East West Center at the University of Hawaii. Two major speakers stood out. Ingrid Moses, Vice Chancellor of the University of New England, addressed the role of Australian Higher Education. Professor Moses brought unusual experience to the conference for she also chaired the Council (board) of the United Nations University. A distinguished professor from Yale University delivered a lengthy paper exploring the history of student

migration and the expanding geographic outreach of universities to potential student populations. He went back in time more than a thousand years as he developed a theory about university geographic outreach, student migration, and changing modes of transportation.

The sixth Human Resource Development conference brought new members and new conversations to IAUP.

### **THE UNESCO WORLD CONFERENCE ON HIGHER EDUCATION**

The 1998 World Conference brought together the largest gathering of higher education leaders in history. Some 4,200 individuals gathered at the headquarters buildings of the United Nations Educational, Scientific, and Cultural Organization – UNESCO – in Paris. The meeting had been carefully planned over a 3-year period. In a sense, the meeting was a coming of age for IAUP, for the leadership of IAUP and the availability of a major IAUP program contributed substantially to the success of the World Conference.

A major theme of peace at the World Conference was the responsibility of an IAUP Commission. The Chair of the Commission on Disarmament, Education, Peace and Conflict Resolution, and President of State University of New York at Old Westbury, Eudora Pettigrew worked in concert with colleagues on the Commission to build a program that attracted and filled large rooms several times over in the days of the Conference. The former president of Costa Rica, Mr. Óscar Arias Sánchez, noted the world over for leading efforts toward peace and conflict resolution (Nobel Peace Prize winner in 1987,) was the lead speaker at the opening session on the series on peace. President Arias had a following for his work over the years.

Many individuals addressed the plenary sessions of the conference, both major political and economic leaders and leading figures and scholars from the world of universities and research institutions. IAUP President Gerth was among those invited using the IAUP work on peace and conflict resolution as a starting point. Most members of the Executive Committee attended the conference.

An Executive Committee meeting was scheduled. At the Capetown Executive Committee meeting the president appointed a nominating committee. The time had come to nominate officers for 2002–2005

Triennium. The Lux Mundi edition of early 1998 invited all IAUP members to submit suggestions to the nominating committee. The nominating committee did not have to recruit candidates. Several individuals were nominated for the presidency, and one was nominated several times. The nominating committee (and the Executive Committee at the formal Paris meeting) followed custom— the nominee for the presidency would select the individuals for the positions of Treasurer and Secretary General. The nominating committee unanimously selected Ingrid Moses, the Vice Chancellor of the University of New England in Australia for President-elect in 1999-2002 and President in 2002-2005. The full Executive Committee voted, again unanimously, to present Professor Moses as the nominee to the XII Triennial.

During the Triennium a number of activities continued or were initiated by the presidency (a word used first by Sven Caspersen, President-elect in 1996-1999 to include all three officers, the vice presidents, all associated with the leadership) and by others.

Lux Mundi (Light of the World) continued to be published with some frequency and was distributed to all members and friends of IAUP.

The Council of Senior Advisors, created in 1989 during the presidency of Luis Garibay, was expanded with the leadership of Dr. Alvaro Romo as chair beginning in 1996. Some of the members of the Council were very generous in their financial support of IAUP activities.

Travel to countries and regions with institutions that had participated only modestly in IAUP were important. My wife and I traveled to China (and Taiwan) more than once, particularly to assist the efforts of Dr. Fujia Yang, the President of Fudan University in Shanghai, as he built the Association of Chinese Universities. Our travels took us too Czechoslovakia where we visited and enlisted a number of universities, including the eminent Charles University in Prague, and onward to Poland where we visited three major cities and the universities in the region to Moscow and Vladivostok in Russia, and to Africa twice. We attended all IAUP meetings, both Executive Committee gatherings and the conferences on Higher Education and Human Resource Development in the Pacific Basin – Manila in 1995 and Canberra in 1998. The one IAU meeting we attended in all these years was New Delhi, India in 1995; it was important to building a relationship with IAU. I was offered an ex-officio seat as incoming IAUP President as Vice President of IAU. In turn I offered an ex-officio seat on the IAUP board to the incoming IAU president. That was declined; “it would not be appropriate.” I declined the IAU vice presidency offer.

Technology was a persistent theme beginning with the 1996 Triennial. Staff from California State University Sacramento, especially Spencer Freund and Michalene Veden, worked with IAUP members in exploring new approaches, participated and were crucial to the success in a number of IAUP gatherings.

As I look back from early 2014, as we approached the Triennial XVII to be held in a few months in Yokohama, Japan, I see two major themes for the 1996-1999 Triennium. Our focus was on institutionalization. IAUP was thirty plus years new in 1996. The Association had to be people and programs. Programs were developed that would be of broad interest to university leaders. The programs addressed the widely varying cultures of universities over the world; growing and building membership was a central focus.

Similarly, stabilizing finances was important. Historically finances had not been stable. The 1993-1996 leadership from Japan made some important moves, particularly with respect to moving the Triennial toward significant self-support. An early decision about the 1996 Triennial was that it had to be self-supporting. Registration fees would have to cover the costs of the Triennial. Some fund-raising was undertaken, and some support came from the Council of Senior Advisors. As president-elect and president, I used California State University Sacramento people and funds to pay for specific activities to the extent I thought proper.

At the July 1994 Executive Committee Meeting in Buenos Aires, Argentina, serious discussion was introduced about financial stabilization – a self-supporting organization – and about the creation of a foundation. A foundation would be used to hold funds raised in a development program and gifts, and when sufficient funds accumulated, support at least in part the ongoing operation of IAUP. The establishment of a permanent office was explored. The other international organization comparable to IAUP, the International Association of Universities, had an office at UNESCO headquarters in Paris and was subsidized at least partially. The conclusion of a lengthy discussion, at least partially the result of determined insistence of some members, was the task for Gerth and Harari to prepare an initial proposal. This was done, further discussed at the Cairo Executive Committee meeting in 1995, and resulted in a major paper presented at the 1996 Triennial (Appendix A). The 1996 paper, "Report on the Future of IAUP", recommended the creation of a permanent office "in the vicinity of the United Nations in New York." The paper also recommended the establishment of an

endowment with initial steps to be taken with the transfer of surplus funds from one presidency to the next. IAUP custom was to forward the dues from the third year of a Triennium to the next presidency to prepare and partially fund the next Triennial. Funds in addition to the third year transfer would be placed in the endowment. The endowment fund for IAUP was created at the 1996 Triennial. Initial funds were deposited. At the 1999 Triennial \$100,000.00 was deposited. Funds additional to the third year income (1998-1999) which were used for the 1999 Triennial, were transferred in 2000 after all the 1999 Triennial expenses were paid. The actual endowment account, held separately from other IAUP funds, was established in 2001. The IAUP originally sought to place the endowment account in the same bank used by the United Nations. There were two meetings with bank officials. The final steps, made by the 1996-1999 leadership, which had promised to follow through with the endowment after the Triennial, were taken in 2000-01 with the establishment of an endowment account in an amount close to \$500,000.00 in the Wells Fargo Bank and the employment of an audit firm to monitor the account. The purpose of the account was to initiate the accumulation of sufficient funds to assist in the establishment of a permanent office at the United Nations headquarters site in New York City.

## **MEMBERSHIP AND FINANCES**

Finances and membership inevitably go hand in hand in most organizations. As the team for the 1996 Triennial and the 1996-1999 Triennium came together, long and many hours were spent addressing these topics; the Sacramento group included Don and Bev Gerth, Robert Jones, Helen and Rod Dyckman, Maurice Harari, and Karyn Domich. A priority was to increase membership, especially membership outside of the United States. In 1992, prior to the 1996, Triennial IAUP membership was roughly 190 total members; 140 members were U.S. universities, but 48 paid only North American dues, 43 of the 190 were institutional, 49 were individual members. (After the 1990 Valladolid Triennial, the North American Council added \$50.00 to IAUP membership to finance their activities. In subsequent years other regional councils followed the practice as well.) In 1992 there were 52 non U.S. IAUP members. Membership increased with the 1993 approaching Kobe Triennial and as usual declined in the year immediately after the Triennial.

A strong membership push was initiated in the two years prior to the 1996 Triennial. The reasoning behind this push was simple. Financial commitments were being made for the 1996 Triennial. Neither the host

university, California State University Sacramento, a public institution, nor the individuals of the North American Council making these commitments, were in any position to back up these commitments financially; the most substantial of those was the hotel, the venue for the conference and the conference facilities. The membership campaign worked; membership increased to more than 600 dues paying members going into the conference without pre-registering. Membership did slip somewhat after the Triennial, but by a more modest amount than in prior years. Another recruiting push was initiated in 1997-98. Income was substantial and allowed for unprecedented opportunities.

To generate money for the 1996 Triennial, North American Council members were asked to contribute an additional \$300.00; \$19,500.00 was voluntarily contributed. Corporations with connections to universities were invited to mount exhibits at the Triennial; ten did so and each paid an amount. One corporation then simply contributed an additional \$115,000.00. The Council of Senior Advisors, chaired by Dr. Alvaro Romo, contributed \$40,000.00. The conference ended with \$175,000.00 in the treasury.

Universities in some nations are financially poor. Institutional membership funds are small or non-existent as often are travel funds. Funding to support fellowships for the 1996 Triennial was proposed and the budget included a limited number. Several were used; some presidents were invited to attend with fellowships included in the invitations. One of these was the Secretary General of the Association of African Universities, an invitation proposed with a sense of the future of IAUP.

Membership recruitment continued through the Triennium.

### **THE XII TRIENNIAL CONFERENCE**

The XII Triennial Conference of the International Association of University Presidents convened in Brussels, Belgium on July 11-14, 1999. The Triennial is the responsibility of the incoming president. The president who is concluding a term has only two responsibilities: chair a final meeting of the Executive Committee and preside at the Association business meeting for its opening and whatever action and information items come from the final Executive Committee Meeting. The next president and his colleagues are inaugurated. The theme of the XII Triennial, "Touchstones for a Modern University Culture," looked to the future.

The final Executive Committee Meeting of the 1996-1999 Triennium convened on July 11, 1999. The meeting was fully attended and there were also presidents and others who had participated in IAUP programs in the preceding years. There were two special guests, Mrs. Annie Garibay and President Emeritus Leland miles. Annie Garibay was the widow of Luis Garibay, IAUP President from 1987 to 1990. Lee Miles was IAUP President from 1981 to 1984 and in many ways held IAUP together as the organization moved through the latter 1970s and early 1980s.

The agenda was a full one; in a sense it looked to the past as it was the occasion for a transition from past to future. Reports were heard from the nine regional councils. The membership chair, Fred Young, reported a membership of 486 going into the Triennial, a number that would increase. Young outlined the total potential memberships in some detail, looking at types of universities, regions, and nations. The Chair of the Commission on Disarmament, Conflict Resolution and Peace, Dr. Eudora Pettigrew, delivered her report. The work of the Commission had played a vital and spectacular role in UNESCO World Conference on Higher Education in 1998.

Technology and its uses by universities, students, and faculty were important in this Triennium, beginning with the substance of the 1996 Triennial. Edward Walsh, the chair of the Commission on Technology, reviewed some highlights of the past three years. He was joined by Spencer Freund and Michaeline Veden, who had staffed the Commission. Considerable interest was evidenced by those present in this "distinct and valuable service, which IAUP was in the process of developing." The conferences on Higher Education and Human Resource Development were reviewed and the possibility of holding the next conference in Chile was suggested. University – Business relations and activities in different regions of the world were reviewed.

Resolutions were adopted, to be forwarded to the business meeting. A resolution to add the Rector of the United Nations University as an ex-officio member of the Executive Committee was unanimously adopted; this was enormously significant as it was an emblem of the efforts of IAUP to engage with the leadership of all higher education internationally. Indeed, a next resolution was about Federico Mayor, the Director General of UNESCO, who would address the conference in the morning, and his bringing UNESCO and IAUP together in a variety of ways. A separate resolution expressed support and engagement for the UNESCO Manifesto for a Culture of Peace and Non-Violence

and a 2000 Year of Peace. The members again unanimously endorsed the work of the Secretary General of the United Nations and leaders of IAUP to create a joint Commission on Higher Education and Socio Economic Development.

Finally, the Executive Committee members voted to forward nominations to the full membership:

For the three year term 1999–2002: Sven Caspersen, President, Jef Van Der Perre, Secretary General, Michael Daxner, Treasurer

For the three year term 1999–2002 leading to 2002–2005 Ingrid Moses, President-elect, James McWha, Secretary General-elect, David Robinson, Treasurer-elect

To confer the title of Emeritus: Donald Gerth to become President Emeritus, Maurice Harari to become Secretary General Emeritus, Robert Jones to become Treasurer Emeritus.

## **THE MEETING OF THE MEMBERSHIP**

On July 12, 1999 I presented a paper “World Wide Cooperation among Universities: The Unfinished Business of IAUP.” This paper reviewed aspects of the History of IAUP and the Triennium 1996-1999, the collaborative role with international organizations, and a few thoughts about the future –seen in 1999. (Appendix B)

## **THANKS**

The work of administering and leading IAUP is substantial! I should like to thank Helen and Rod Dyckman and Karyn Domich for all that they did – preparation for the Triennial, managing the registration and information desks, just making everything work over a six year period. And I want to thank my fellow officers, Maurice Harari, now deceased, Robert Jones, and James (Jim) Roach, the Chair of the North American Council, and many others mentioned in this paper and more. It was a great team.

Don Gerth

## APPENDIX A

**REPORT ON THE FUTURE OF IAUP**

(For Submission to IAUP Executive Committee  
at its meeting in July, 1996)

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## RESOLUTION

**I. THE MISSION AND POTENTIAL OF IAUP**

The IAUP is a voluntary association of university leaders from higher education institutions around the world who seek to strengthen the international mission of their institutions in an increasingly interdependent world, and in the promotion of global awareness and competence as well as peace and international understanding through education.

It is an association free of political and partisan interests, which offers a unique forum for higher education leaders and institutions to identify and discuss major issues in higher education in an international and cross-cultural context. It is also an association committed to serving its membership and the cause of international education through a variety of services geared to the diversity of institutions involved and to their leadership.

In short, the MISSION of IAUP is to represent as possible the views and consensus of a significant cluster of higher education leaders and institutions around the globe in the service of the world's society and to influence developments and trends in favor of strengthening the services of higher education at a global level. The goals and programs of IAUP are therefore geared to identifying on a selective

and continuous basis those critical issues facing higher education in discharging its responsibilities to society, recognizing fully the varying degrees of development of individual regions of the world. These goals and programs include the creation of those services and responses which can serve to strengthen the quality of service of higher education everywhere, with an emphasis on international education cooperation and the pursuit of the ideals of IAUP as stated above; the promotion of global awareness and competence as well as peace and international understanding through education.

It is abundantly clear, therefore, that the potential for IAUP is enormous. Its programs and services have to be dictated by a selective and flexible approach. Its vision and mission are clear, but the financial and other resources of any organization must, of necessity, limit the variety of programs and services in which it can engage at any particular period in its evolution.

The strength of IAUP will depend largely on the vigor of the various IAUP regional chapters and their contributions to the overall thrust of IAUP, as well as by the catalytic/leadership role to be played by those who are the responsible IAUP officers at any one time. Of paramount importance, however, is for IAUP to select gradually those issues which it needs to study, discuss and address at the policy level and to do so in the form of policy statements, seminars, conferences, and active programs. The VOICE of IAUP needs to be heard, but it has to speak clearly, forcefully, and on issues which it understands and has studied well, and can discuss with conviction and commitment.

Alongside these contributions at the policy level, IAUP needs to develop and refine a series of programs and services which promote directly and indirectly the goals of the Association in the service of world society. Not only does the challenge to IAUP call for international and cross-cultural collaboration, but it also needs to be future-oriented, flexible, creative and willing to experiment with innovative approaches. The stakes are enormous and are no less than the quality of life, indeed, the survival of the human race. The challenge involves, of necessity, all that higher education can touch and impact, including therefore the indivisible concerns we have for the future of planet earth as well as for humanity.

The mission of IAUP also entails cooperating with others and creating coalitions in the pursuit of the ideals and long-term goals enunciated above. It is not the intent of IAUP to convey that it is or can be the

sole champion of these goals, indeed. IAUP would be rather ineffective if it worked in isolation. It recognizes the diversity of actors, national and international, public and private, in various societies, who are also pursuing of the same goals. IAUP wishes to strengthen these pursuits through collaboration, as feasible and possible. The IAUP leadership role can be multiplied manifold through cooperation with others, as appropriate. For instance, IAUP might be in an ideal position to assist "internationally" the work and pursuits of "national" associations of higher education. The voices of 1,000 university presidents will be the voice of IAUP in 2000.

## **II. THE ELEMENTS OF INSTITUTIONALIZATION OF IAUP**

In summary, these elements can be identified as:

- Clear mission and goals
- Sustained and quality leadership
- Committed and active membership
- Development and implementation of significant services and programs
- The possible creation of a fixed or mobile locus made up of a small optimal staff (details to be discussed later in this chapter)
- Reasonably stable financial modes and sources of support for ongoing operations and the Triennials (details to be discussed later in this chapter)
- The regular payments of dues by member institutions and individuals
- Regular, complete and open accounting for all financial activities of the Association

## **III. THE PROGRAMMATIC DIMENSIONS OF IAUP**

The heart of the success or failure of IAUP will always be that of PROGRAMS AND SERVICES. Unless IAUP has a vigorous and useful set of programs and services, IAUP will not attract many members and will gradually lose them after they "come into the store and try to sample the goods available or not available on the shelves!" The key to successful programming and services is to create services and program

lines of real value to the membership and to involve the membership in these services and programs. In addition to the string of Triennial Programs which bring most of the membership together, IAUP has already established something of a tradition and another track record in organizing and implementing a series of Seminars on significant issues, e. g. the most successful series of Seminars on "Education and Human Resource Development" and the many programs relating to "Peace Education," to "Strengthening the Quality of Education Through Technology," to "Strategic Planning," to "Accreditation," to "International Education Cooperation," to "Business-Education Policy Forums," to "Challenges and Responsibilities of Leaders in Higher Education." This track record should be continued and intensified. IAUP has also embarked on a variety of promising initiatives, such as occasional policy statements on critical issues in global higher education, the development of a consultation program for IAUP institutions through the expertise and cooperation of other IAUP leaders and institutions, and the inauguration of an interactive, cross-cultural telecommunication course on economic development broadly defined. These augur well and represent a new phase of maturation in the programmatic scope of IAUP.

A third and most significant phase of IAUP growth needs to involve the Association more deeply in applied as well as theoretical issues of DEVELOPMENT – issues which are so critical for developing countries and which necessitate the cooperation of the so-called developed countries whose systems of higher education and whose students and scholars have so much to learn as well as to contribute by being involved in the process. It is through the well-planned cooperation of senior educators in different countries that public, private and international agencies can be persuaded to invest in significant programs and projects. It is through such cooperation that the international business community can become interested in investing in the quality education of the present and future generations of mid-level and high-level manpower talent proficient not only in certain skills but also filled with the spirit of service to society. IAUP plans to add significantly to its work in this area through the medium of Business-Education Policy Forums. Also in the planning stage is to engage our universities in addressing environmental concerns, precisely because these concerns are truly global in scope and implications and deserve the attention of universities cooperating with each other in the service of global society.

In short, the scope of the possible programmatic dimensions of IAUP is almost unlimited and will depend largely on the creativity of those

involved and the availability of resources to implement programs and projects. The issue before IAUP is not so much whether to act or not to act programmatically, but more the simple fact that IAUP has been so preoccupied in finding funding to host its Triennials, that it has not really had enough of a chance to examine carefully and systematically the enormous scope of potential programs which are more of a policy and consulting nature or of a more pragmatic collaborative nature, in addition to conferences and seminars. The latter are extremely important, indeed essential, and should be made greater use of to further the conduct of studies, consultations and recommendations on critical issues confronting higher education on a global level.

If we remember that several international agencies, such as the United Nations, the World Bank, the Inter-American Bank, UNESCO and many others are also concerned with the future of higher education in the service of society, surely IAUP should be able to carve discreet areas of exploration study, and consultation to assist in the goals of these and other international agencies. Surely there must be way and means for IAUP to make significant contributions here and there in the objectives of these policy makers, especially in the context of international collaboration in a world which has become so inter-connected and interdependent.

The strength of IAUP lies in the simple fact that, ideally, it can marshal the wisdom and commitment of hundreds of educational leaders around the world to address specific issues. This is not sufficient, however, unless IAUP also dedicates itself to the identification of those issues around which educational leaders can assemble, study, discuss and act, including recommending actions by other sectors of society. This process requires careful preparation as well as follow-up.

What IAUP needs, therefore, is to develop the capability for the serious exploration of opportunities to contribute to the issues touched upon above and to identify viable programs and projects which carry their own funding of which can constitute a solid basis for the generation of funding. Hence the matter of staffing and financing become increasingly important. Also relevant would be the issue of creating a permanent office for IAUP.

#### **IV. THE QUESTION OF A PERMANENT OFFICE**

The issue of a permanent or of a roving office is inevitably tied to the functions to be performed by the Association and the most effective ways of discharging the business of the Association. These matters are in turn tied to financing considerations and we might have to allow for four scenarios, moving from the ideal as circumstances permit, down to the practical and less expensive.

**OPTION A:** In terms of staffing, we believe that IAUP needs to have, in addition to the volunteer leadership and work of a President, a Secretary-General, and a Treasurer, a relatively sophisticated executive who would be the "Director" of the IAUP office, to be located permanently at or near the United Nations Headquarters in New York City. The responsibilities of that Director would include at the higher level of performance, fund-raising, the preparation of grant proposals and potential contracts with a variety of agencies, and at the basic level, would involve managing the routine business of membership promotion, collection of dues, the bookkeeping of the Association, the preparation of brochures and LUX MUNDI or its equivalent as well as related tasks.

The Director would be responsible to the three individuals elected by IAUP to be President, Secretary-General and Treasurer and normally will attend the Executive Committee meetings of the IAUP to make reports or supplement the reports made by the foregoing three officers of IAUP. The Director will have a staff of two, one senior clerical with an inclination for data collection/analysis and one clerical/receptionist.

The qualifications and responsibilities required of that Director are to be not only the administrator of the IAUP office, its membership, accounts, and publication, but also an entrepreneur with competence in developing proposals and contracts with a diversity of private and public agencies. It is clear, therefore, that the individual involved must have a reasonable degree of sophistication in the field of international education, including an understanding of the nature of higher education in different countries and of the types of programs which international agencies as well as public agencies and private foundations are interested in funding. The Director will be generally responsible for the negotiations and monitoring of all contracts or grants involving the Association.

It is our view that IAUP would benefit by having a President, a Secretary-General, and a Treasurer who represent a team of three volunteers operating at the policy level on behalf of the Association. The President of IAUP could be a sitting university President or a former university President, but the essential criterion is that this individual be ready and willing to commit substantial time and energy to the leadership and development of IAUP. The Secretary-General and a Treasurer are to be selected by the President as his/her teammates and are elected by the membership together with the President. They can come from any professional background, e. g. education or business, and do not have to be geographically located in the vicinity of the President's location, although this might be preferable and convenient for all.

A rough division of labor might be:

- A. The President would be responsible as the Chief Executive Officer for the overall leadership of the Association, its goals, priorities, and financing.
- B. The Secretary-General would be generally responsible for overall program operation and the Triennial Conference program, would oversee, in part, the IAUP office, and would second the President.
- C. The Treasurer would be responsible for the financial activities of the Association, including fund-raising, would provide general oversight of financial activities carried on by regional councils, commissions, and other IAUP groups, would be responsible for an annual financial report, and would second the President.
- D. The three officers would work very closely among each other, will substitute for each other as necessary, and will make it a priority to network with the existing and potential membership to provide continuing guidance on policies and program activities of the Association. They will be members of the Executive Committee and will be accountable to the committee and to the membership.

**OPTION B:** Similar to the foregoing arrangements and responsibilities detailed in Option A, except that the offices of IAUP rotate every three years to the location where the President of IAUP is. This means that the Director of the IAUP office and the two supporting members of the staff would have to move every three years or be changed.

**OPTION C:** Similar to the arrangements detailed in Option A or Option B, with the important difference that the Secretary-General would function as the Director of the IAUP office. As to the location of that office, ideally it should be located at or in the vicinity of the United Nations in New York City, provided the finances permit it. Other alternatives would be around the locations of the President or the Secretary-General.

**OPTION D:** Continue the current typical arrangement whereby the President provides through his/her institution the space and support for an IAUP office and activities along the limited funds made available by dues and other income.

## **V. THE FINANCING OF IAUP**

It should be abundantly clear from the above that a major challenge for IAUP in accomplishing, even optimally, its goals and programs is FINANCING. IAUP should strive to have a reasonable and sustained level of financial income to enable it to function effectively in the pursuit of its mission.

We would recommend that consideration be given to the following policy actions; irrespective of which of the four options above is pursued:

- That the Triennial and other meetings be made self-sufficient, a state essential to the maturity of the Association;
- That the institutional and individual dues be raised effective July 1, 1997 to \$650.00 and \$500.00 respectively, and again effective July 1, 1999 to \$850.00 and \$700.00 respectively. It should be noted that even at the level of \$850.00 per annum in 1999 for institutional dues, that level will be only about one third of the dues currently charged by the only other existing international association of universities;
- That the number of fellowships to be made available for educational leaders from soft-currency countries be increased gradually to about 100 per Triennial with the understanding that those funds used to bring these leaders to the Triennials would be provided directly or indirectly by the institutions offering hospitality or a central fund created expressly for that purpose;

- That a fund-raising campaign be launched to create an ENDOWMENT for IAUP in the estimated amount of ten million dollars targeted to produce \$500,000 per annum (calculated on the basis of a 5% interest rate). This income, together with dues, would serve to cover the expenses of an IAUP office under Options A, B, or C, mentioned above, plus program development and other expenses essential to a vigorous IAUP. The Endowment to be created can be reduced in proportion to grants secured to support IAUP costs as well as by the amount of dues raised above a certain level. For example, if grants in the amount of \$250,000 per annum can be secured, the endowment necessary can be reduced to five million dollars instead of ten million. Also, if the paid membership reaches 1,000 at an average of \$500 per membership, the remaining \$500,000 needed per year would have been secured. At an average of \$750 per membership the dues would yield some \$750,000 thus reducing proportionately the amount needed for an endowment.

In addition to the salaries to be paid, the Director of the Office and his/her two-person staff, the costs include rent, communications, materials, publications, representation, and travel at estimated \$500,000 per year under Option A. To create such an office a three-person staff under contract, the costs for three years in advance need to be secured for a total of about \$1,500,000. In addition, provisions needed to be made for some travel/representation money for the President, the Secretary-General, and the Treasurer when these individuals are travelling exclusively on IAUP business. It is understood that these can sometimes combine their travel for IAUP with other business, but this is not always possible and can no longer be so if these officers have to engage in extensive networking and negotiations under the new programming aegis of IAUP.

Under option D, the Association can continue to function, but it would remain fragile in the sense that the auspices for its cycle of leadership would depend on a specific individual somewhere willing and able to raise the funds necessary to hold a Triennial plus cover a series of related expenses. Programs other than the Triennial would suffer. We do not consider this mode to be the best for long-term health and integrity of the Association. IAUP has been fortunate in having several generous individual sponsors and leaders but the long-term institutionalization and stability of the Association call for IAUP moving beyond awkward cycles of dependency. We believe that IAUP has now reached a degree of maturity justifying its moving gradually towards Option A, B, or C.

Since they are all dependent on fund-raising, ***we recommend that the elected officers of IAUP be charged with pursuing this issue, consulting as appropriate with potential donors and friends of IAUP, including its own council of Senior Advisors.***

It might be desirable to explore legally and programmatically the creation of an IAUP Foundation for the purpose of receiving funds aimed at the maintenance of the Association and its multi-purpose programs above and beyond the present capability of IAUP to solicit and receive gifts as a tax-exempt non-profit organization. There is no reason why fund-raising for the express purpose of supporting a particular category or program – for example telecommunications or the travel and conference expenses of educational leaders from soft-currency countries – cannot be pursued. This would be tantamount to receiving gifts for specific use as opposed to general use. Obviously, the prior financial stability of the organization would be important to any potential donor making a contribution for specific use.

***In summary, we would recommend the adoption, ideally, of Option "A" with the implication that IAUP attempt to create over five years and endowment of about ten million U. S. dollars. We believe that the sum of \$1,000,000 per annum, to be received (about half from the interest on a permanent endowment of ten million dollars and about half from dues and contracts), would be an optimal level to strive for to maintain and move forward a healthy and dynamic IAUP. That endowment goal of ten million dollars can be reduced proportionately by the amount raised from paid dues above the total of \$500,000 and from grants. In the meantime, IAUP should strengthen its staff and program resources through (a) the , suggested increase in annual dues of an enlarged membership effective 1997, (b) running the Triennials and seminars on a self-sufficient basis, and (c) through an increasing number of grants and contracts.***

***If the implementation of Option "A" is deemed unfeasible for a while, the next best, in our opinion would be either Option "B" or Option "C." If, these in turn are not feasible, then we recommend continuing to move along with Option "D" but with very serious efforts to strengthen the staff and program resources of the Association in accordance with the concepts presented in this report.***

## APPENDIX B

**WORLD WIDE COOPERATION AMONG UNIVERSITIES:  
THE UNFINISHED BUSINESS OF IAUP****DONALD R. GERTH****THE XII TRIENNIAL CONFERENCE OF THE  
INTERNATIONAL ASSOCIATION  
OF UNIVERSITY PRESIDENTS****BRUSSELS****JULY 12, 1999****WORLD WIDE COOPERATION AMONG UNIVERSITIES:  
THE UNFINISHED BUSINESS OF IAUP**

Good colleagues and friends: I am delighted to be here in this beautiful city and with so many individuals who give leadership to universities and other higher education institutions around the world. This is a splendid conference, the XII Triennial Conference of the International Association of University Presidents. Sven Caspersen, the President-elect, Jef Van Der Pierre, the Secretary-General, and Michael Draxner, the Treasurer-elect, all the 1999-2002 team, have done superb work in bringing us together.

Today, in panels of speakers, we are addressing the internationalization of higher education. I wish to focus these remarks on the work of the International Association of University Presidents, where we have come and where we are, and some aspects of a likely future for all of us.

Before I turn to that, I think it useful to draw a distinction, a distinction between internationalization and globalization. I do this because we are well into an historic change for the world as a whole, if less of a change for those traditional universities of central and western Europe dating back to the medieval period.

Why do we use the word “globalization?” Is not internationalization good enough? I should like to borrow conceptually from something I wrote several years ago. It is important that we address not internationalization but globalization.

Internationalization has to do with the things that many of us have come to regard as customary in the work of a good and healthy university: faculty and student exchanges; internationalization of the curriculum; inter-institutional arrangements, research and creative activities related to other countries and cultures and the like. Globalization has to do with a simply stated fact: universities, our faculties, work in a global marketplace, as well as a national or regional ones.

I do not use the word marketplace as a term of commerce, but as a word encompassing culture, politics, economics, science, and work and the leisure place. Globalization encompasses the rich variety of things we think of as internationalization and goes way beyond. It is a condition, a condition of the world created by economic, political, cultural, and technological circumstances. Our students and graduates live their civic and cultural lives and pursue their professions and economic being, just as we academics do, in a new century with truly global character. While there may be some homogenizing forces on a global basis, the world continues to have a richly varied texture, a texture that often universities and their people understand exceedingly well.

\* \* \* \*

We owe much to those who founded the International Association of University Presidents. There have been seven presidents, and I am privileged to be the eighth. Sven Caspersen will be the ninth and tomorrow we will select the tenth president.

IAUP membership grew substantially in the 1970s and 1980s. The organization in its formative years was a forum for presidents, rectors, and others, to gather, exchange good ideas, initiate and enhance levels of cooperation. In the 1980s and early 1990s, while growth in membership continued, the organization began a shift toward a substantive set of collaborative relationships with other international organizations and agencies. I think it fair and reasonable to characterize IAUP now as fully developed, a mature player in the world of international educational and organizational activities, but still youthful with that spark and sense of adventure to engage in divergent thinking and an enthusiasm for new directions.

This is an important time for IAUP and indeed for all of education. A century ago we measured the capacity of a nation's people in their factories and mineral deposits and often in the size of their armies. In 1999 a wise person measures the strength of a nation in the educational attainment of its population and the capacity of the society to educate its people. Thus the work of universities, always important to the life of a society, is now more clearly central to the well being of any society or nation. This fact confers on university leaders and builders of institutions the obligation and the capacity to work together. That is a key to the strength of universities.

In this Triennial period, 1996 to 1999, IAUP has moved in some important directions – I will mark only a few.

- In the area of information technologies, pioneering work has been accomplished in prompting collaboration among universities and for enhancing the basic missions of universities. You are hearing about that in reports at this Conference.
- In the work of the Commission on Disarmament Education, Peace, and Conflict Resolution, there has been a clear impact. I have heard from many that the most successful of the twelve thematic debates at the World Conference on Higher Education at UNESCO in Paris last October was that of the Commission. If you will permit me to say a word as a political scientist, that Commission is very important. Peace has been a theme of IAUP since our beginning; it is in our charter as a central goal. Peace is a central theme of Federico Mayor, the extraordinarily able Director General of UNESCO, from whom we heard this morning. He, UNESCO and the United Nations, have proclaimed the year 2000 as the year of the Culture of Peace. IAUP has a role working with UNESCO, in this Year of the Culture of Peace. What can we academics do? While peace is a socially desirable goal, it is one that continues to escape our grasp; we move from cold war to hot multiple and distributed wars and conflicts within nations. We academics have always taught about war, its origins and consequences. Now we need to teach about peace, peace which is more than the absence of war, peace which is an extension of human decency with healthy economic, cultural, social, and environmental conditions as a foundation.
- The work of the Association's Regional Councils has been notable. A first action in 1996 was to form an African Regional Council. Just last month that Council held its first official meeting

in Accra. The meeting was a great success. The formation of the African Regional Council is important for the future of higher education on that continent. The SWANA group held two meetings in Egypt and they were, as in previous years, successful gatherings as well. Our European colleagues, focused on organizing this Triennial Conference. In Asia a member of the IAUP Executive Committee, Fujia Yang, founded, in the world's most populated nation, the Chinese Association of University Presidents, the first of a new group of national and regional affiliates of IAUP. In the South Pacific the Australian National University hosted the sixth in the series of seminars/conferences on higher education and human resource development in the Pacific Basin. And, in Latin America the regional council chair organized a region wide planning meeting for the work of IAUP; that meeting could well be a model for all IAUP regional councils. The North American Council in the context of the American Council on Education cosponsored a joint session with ACE about the results of the World Conference on Higher Education and held a session about the financing of higher education.

- One of the 1996 goals for the triennial period now concluding was and is an effort to create regional business—higher education forums following a pattern of activity which exists in more than a half dozen nations. Two conferences were held. This was an activity involving IAUP members at national and regional levels, and it holds much promise for the future.

Finally, I should like to address our collaborative role with international organizations and the emerging role of IAUP as an international organization among other world organizations. We have established a constructive relationship with the International Association of Universities, the older of our two organizations, which was founded as a vehicle in its formative years for what most of us would call research universities and which now includes a variety of institutions.

IAUP has established the beginning of a positive relationship with the United Nations University. The Rector of the United Nations University has accepted ex officio membership in the IAUP Executive Committee, membership which the Rector has said he "would very much welcome".

Relations with UNESCO are strong. From 1996, when the Director General first met with us and delivered the plenary address at the San Francisco Triennial Conference, and also offered UNESCO funding

to support the Commission on Disarmament Education, Peace, and Conflict Resolution, to today, when once again the Director General met with us and delivered an excellent address, much has been accomplished. IAUP played a key substantive role in the planning and execution of the World Conference on Higher Education. IAUP has been an important supporter of UNESCO efforts among universities in the mid-East. A continuing strong relationship has already been agreed to for the next year and the term of the Caspersen team.

Relations with the United Nations in New York, established at the beginning of this decade, remain strong with the joint UN/IAUP Commission on Disarmament Education, Peace, and Conflict Resolution. The proposed commission on socio-economic development is still in the formative stage; hopefully that will progress, by way of a meeting later this summer involving Kofi Annan, Sven Caspersen, and me.

Earlier I mentioned the concept of affiliate organizations. We have had three IAUP Executive Committee meeting in this triennium: at Shanghai, Capetown, and Paris, this last October (at the time of the World Conference). We took to these meetings the concept of a network of national and regional organizations affiliated with IAUP. The Executive Committee approved this move. The Chinese Association of University Presidents was first, then the Australian Committee of Vice Chancellors, the Thailand Association of Private Universities, the Korean University Presidents Association, several from the United States and the number is now seven and growing.

Let us now turn to the unfinished business of IAUP.

Universities around the world know of the need to educate students and do their work for a global society. Yet most of our universities have not developed measures and strategies to accomplish this. To produce globally competent graduates and be participants in a global marketplace, universities must undergo a transformation that will put international understanding and intercultural competence at the heart of the educational experience. We need to achieve in our universities the global equivalent of literacy in our graduates and in our work more generally. We need to achieve a profound change at the core of how faculty members approach disciplines, what students are expected to know when they complete university work, and how we define the relationship of our universities to the global academic enterprise. Comprehensive internationalization calls for integrated institutional thinking, strategic leadership, and a commitment to international change strategies.

Only a few approaches include:

- Expand partnerships with corporations, government, and non-governmental organizations;
- Link university experience in curriculum, student life, faculty development and relationships with others to accomplish comprehensive globalization;
- Provide more opportunities to see our own institutions and societies in perspective, lest we be trapped in our own history and experience;
- Assert vigorously the proposition that education for a useful civic, personal, and professional/work life cannot be restricted to the history and cultures and languages of a single people, nation, and region. Universities must prepare students to function in complex environments;
- Engage in dialog with leaders in government and businesses about national priorities;
- Participate not only in IAUP, but also in a variety of global priority setting partnerships.

A simple answer to the question of unfinished business-it is up to each one of us and to all of us. For a time, a limited time, we are the leaders of our universities and that gives us "standing." We need to use that standing to good ends, in our universities, in our societies and nations, and in the world. These are achievable goals. These goals and others are the reasons behind the International Association of University Presidents.

It has been a great privilege to serve you. My wife, Bev, and I have made friendships that will last for our lifetimes. You can be sure that I will continue to be active in the work of universities, in the work of higher education. And I should tell you, after my written comment in the spring issue of *LUX MUNDI*, that the proposed seminar or roundtable on higher education in the 21st century will be convened after this Triennial Conference with Clark Kerr, and this will necessarily be done within the auspices of California State University, Sacramento. The results will be shared.

I want especially to thank my two partners, Robert Jones and Maurice Harari in this endeavor. They have worked very hard, and insightfully.

Much of what has been accomplished is their doing; we have been a team. I want to thank publicly Helen and Rod Dyckman (Rod is an airline pilot, but he and Helen are a partnership) and Karyn Domich. We would not be here today without them. And I simply want to thank Bev, our partnership in so many things, is an enduring one.

Thank you for your attention this afternoon. And Bev and I thank you for a wonderful six years in the leadership of IAUP. We look forward to working with you, and your friendship over the years.



*From left to right, Mrs. Harano, wife of Dr. Yukiyasu Harano, Mrs. Berverly Gerth, Dr. Donald Gerth, and Dr. Ichiro Tanioka, during the 1990 Triennial Conference in Spain.*



*The installation ceremony was at Grace Cathedral in San Francisco. In this photo, second from left is Dr. Maurice Harari, Secretary General for this term. Fourth from left is Dr. Donald Gerth, IAUP President for the same term.*



*From left to right, Mrs. Beverly Gerth, Dr. Donald Gerth and Mr. Jef Van der Perre, during an IAUP meeting of the 1996-1999 triennium.*



## CHAPTER TWO

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THE XII TRIENNIAL – JULY 1999

THE TRIENNium 1999-2002

SVEN CASPERSEN

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## THE 1999-2002 TRIENNium BRIDGING CENTURIES IN TIMES OF INNOVATION AND CHANGE

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### WILLING THE SAME



*Did we, as the Dutch poet sings, 'move a stone in the river, so that the water there now follows a different course'?*

*Why then did we work so hard, why did so many outstanding professionals go out of their way to support us?*

*Our guesses: because we all shared a fundamental belief in the historic university culture, since we all wanted this culture to stay fully alive by rapidly **modernizing, innovating** and preparing for continuous, dramatic **change...** And because IAUP brought the opportunity to all of us: to contribute to innovating universities worldwide and, in the process, to fight conservatism. And... to test our professional capabilities to their limits...*

*Looking back at all of this in 2014: did we fully understand the depth and rapidity of modern changes?*

*Well, let's tell you, we were motivated and did our best, we feel proud and there is one thing we know for certain: we really enjoyed this, and in the process got friends for life. 'Idem velle atque eadem nolle, ea demum vera amicitia'.*

## INTRODUCTION

### 'Vanity of vanities...'

In 1995, after declining the invitation to be proposed as IAUP-President-Elect himself ('the IAUP-President must be a University President', he said) Jef Van der Perre – IAUP Member since 1987 (Guadalajara Triennial with President Luis Garibay and Secretary General...Alvaro Romo!)- kept a promise by searching a candidate in Europe. Finding a Rector in Flanders and in Belgium would have been most practical, but : 'I found Rector's 'class', but not enough motivation', Jef said, and 'that's why I quickly turned to Sven Caspersen (later Jef called Sven his very best return-gift to IAUP) ...who at that time hardly knew the Association. Sven's network, as well as Danish officials and diplomats first took a critical look at IAUP. He finally accepted under the condition that I agree being proposed as Secretary-General Elect. Michael Daxner, Rector of Oldenburg University and prominent author and policymaker (Germany) was proposed as Treasurer.

IAUP's Search Committee, and the Don Gerth-Presidency took close looks, with reciprocal visits to Aalborg and to Sacramento, and then fully supported '**the Ticket**'.

In 1976, at the age of 40, **Sven** became the first Rector of the newly created Aalborg University (Denmark), with the double challenge of realizing a thoroughly innovating university (problem-based learning; intense economic and social collaborations,) and of handling well the continuing vague of students contesting. He succeeded with verve in both, and was repeatedly re-elected, serving as a Rector for a full 28 years. He was also Chair of the Danish Rector's Conference's International Committee for many years.

So, in 1995 Sven was already professional prominence, in Aalborg, Denmark and Europe.

In Aalborg and its region, almost every citizen knew him as a principal architect of a new, reviving era. He was so popular that at the airport, planes were sometimes kept waiting for him. And his influence in Copenhagen was already considerable. In addition to his work in Aalborg and in IAUP, Sven was pioneering in the select 'Grouping of most innovative universities in Europe', and in the 'Santander Group' (European mobility Programmes); more-over, he was active in...the Stock Exchange World, serving *inter alia* for three years, as Chair of the Federation of European Securities.

A Latin-teacher in secondary education, later research fellow in sociology of education, and then a principal collaborator (Leuven University strategy studies) of historic Rector Piet De Somer, an IAUP-member, in the pioneering first years of Leuven University as an autonomous institution. In the 1972-78 period, **Jef** (°1939) served as Assistant-Chief of Cabinet for consecutive Belgian Ministers of Science Policy, before becoming Head of the Department for Research in Belgium's Prime Minister's Office for Science Policy. He was *inter alia* the principal architect of the –financially supported- University Research Councils, which became a major success – probably his major achievement then. Some notable European assignments (European Space Policy; Euro-Arab Dialogue) were also well performed. And he contributed greatly to the emancipation and better financing of research in Flanders, Belgium's underscoring (in HE-participation, in research) region at that moment. In 1979 he was recruited as General Director of the Flemish Interuniversity Council (VLIR, guided by Roger Van Geen, Piet De Somer and Julien Hoste,) which rapidly became the country's most influential and innovating advisory body, and scoring on the European level as well (Diploma-supplement; Intellectual Property regulation; Development Cooperation...).

### **'Oh no, not with that man!'**

A major event happened in 1990, when Michel Cusin (France), Chairman of the '**Liaison Committee** of European Rector's Conferences' (LC) invited his German and British Colleagues to Brussels, for a crisis meeting. The Trio concluded by inviting Jef to become the Committee's Secretariat Director. 'Oh no, not with that man!' Jef exclaimed upon learning that Sven Caspersen was to become the next Chair. Sven was then seen as rather stern: knowing his dossiers perfectly, stubbornly sticking to his critical comments and demands...

With the help of many (most especially Nelly Verckens, Kristien Verbrugghen, Louis Marissens (masterful in financial administration, including for IAUP;) Vibeke Haaber, Hanne Engelund, and –for translating our English into English, John Nolan) Sven and Jef installed systematic dialogue of the LC with the European Community (now European Union) Directorates, in particular with the HE-Directorate (H. Jones, Domenico), starting from **dossiers** which comprehensively combined expert analysis with the Liaison's Committee policy proposals. In some cases, these dossiers were considered masterpieces of which we are

still proud (published in, yes already, ... blue- and white colours, and widely spread):

- 'The Pilot Project for a EC-Course Credit-Transfer System (ECTS)'
- 'Quality Assessment in European University and Higher Education'
- 'EC-Research Policy'
- 'University Co-operation with Developing Countries'
- 'EC Student Mobility Programmes'

Every report had the same subtitle: **'A Report, and Policy Recommendations to the European Community'** indicating in each case the expert input, and the policy consensus reached between all EC Rectors Conferences.



*Alice, Bernadette, Hannah*



*Nelly Verckens*



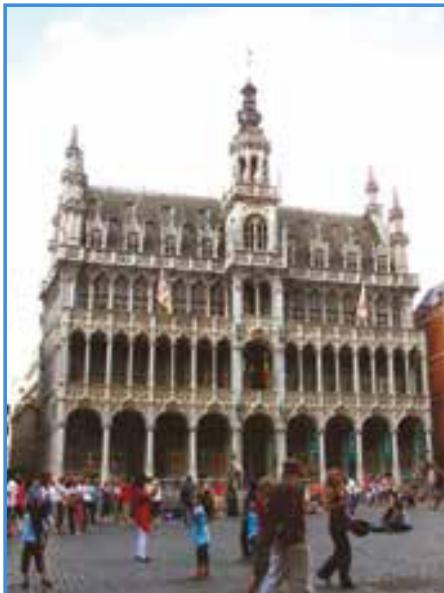
*Kristien  
Verbruggen*

And as a gift to the Liaison Committee, the VLIR-secretariat published some 'cross-Directorates' overviews of EC-policies and programmes in relation with universities and HE. Such overviews were 'noted' in the EC –where the 'left hand does not always (want to) know what the right hand does'.

In 1992 LC and CRE (now EUA, European Universities Association) published together their common 'Reactions to the European Community Memorandum on Higher Education'.

**It is worth mentioning that the LC invited representatives of Rectors Conferences of Eastern European Countries, long before these countries became Members of the EC (now EU).**

**THE XII<sup>TH</sup> TRIENNIAL, BRUSSELS 11-14 JULY 1999**  
**'TOUCHSTONES FOR A MODERN UNIVERSITY CULTURE'**



Organized under the noble Patronages of: H.M. Albert II, King of the Belgians; J.M. Gil-Robles, President of the European Parliament; J. Santer, President of the European Commission.

We had the participation of 453 University Presidents from 92 Countries from all parts of the globe.

**THE OPENING SESSION**

a. In his message of **welcome** on behalf of the Presidencies, Jef said that no developments have such a profound impact on the world and its inhabitants as the extraordinary advances in science and technology, which now pervade all aspects of human and social life. In this context, universities are of a vital, social importance; hence they are confronted with ever increasing, sometimes conflicting or confusing demands. Therefore, a clear understanding is needed of what these institutions stand for. This Triennial offers a forum to university leaders to discuss this key issue with their colleagues from all over the world, 'around well-documented tables' or sessions.

The Triennial invites University Presidents:

-to confirm that the unique, historic university culture -embracing (a) scientific competence and habitus, (b) freedom of debate, and (c) independent judgment and social service- constitutes their 'power-plant' and thus their best resource; -on that background: to discuss 'touchstones for a modern university culture': testing and benchmarking a university's modern application of that historic culture.

b. Followed a **video-presentation**: a colourful revolving globe, under IAUP's insignia, with J.S. Bach's 'Wachet auf...'; and presenting interviews with international political (the Philippines' President), social and cultural (Mexico) prominence, on today's university responsibilities.

c. Warm welcoming words were received from:

- J.L. Vanherwegen, Rector Université Libre de Bruxelles (ULB)

and President of the Interuniversity Council of Belgium's French Community (the VLIR's Sister Organization), on behalf of all Belgian Rectors. His message: the Belgian Universities will have to find new ways of convincing the public of the long-term-relevance of independent research and general education;

- D. Gerth, outgoing IAUP President, giving best wishes for the success of the Conference.

d. Belgium's Prime Minister J.L. Dehaene warmly welcomed the Romanian President (a personal friend), and all IAUP members. He urged the university leaders to consider the 'touchstones' as challenges, and felt that universities could and should do a better job in expertly advising publics and authorities, esp. in circumstances of a social crisis, such as the recent food crisis in Belgium.

e. President-Elect Sven Caspersen introduced the President of Romania **E. Constantinescu**, a former University President (Rector), now leading the delicate and complex transition of Romania to a democratic country, and into an acceptable candidacy for Membership of the European Union – a reality today (2014)



*President E. Constantinescu (right) with  
Michael Daxner and Sven Caspersen*

*A side-remark: we cannot but note that publics sometimes turn to leading academics when it comes to political transitions: this was also the case in Chile, and in Northern Ireland. No doubt, these are manifestations of public's supreme confidence in the competence and trustworthiness of universities and their leaders, products of the university culture.*

In his enthusing keynote, 'The 21st Century University: Towards an Ethics of Responsibility", the Romanian President encouraged universities and their Presidents:

- to fight above all for the freedom of thought;
- not to forget that all the atrocities of 'this tragic century' were built on words said, written and applied by intellectuals...
- to fight against 'uni-polar (Western and capitalistic) globalisation';
- to overcome extreme or unacceptable social gaps by education;
- to strive for a new civilization, based on competence but also on solidarity and creative reflection – thus combining Western efficiency with Southern and Oriental values.
- to wisely and pro-actively understand that 'It is the universities who will build the future of the world, educate those who will design the infrastructure and the technologies, and take political decisions and administer the society, and educate our children'.

f. Following this allocution, guests and participants were accompanied by the Leuven University' Student's Choir towards a very lively reception, were a cartoonist sketched some participants on the spot.

...With the President of Romania discretely 'requesting the IAUP's leadership's permission' (sic!) to participate in the Triennial Sessions of the next day.

How could full support ever be better expressed? Unfortunately, a natural catastrophe forced the President of Romania to return immediately to his country.

## **TOUCHSTONES OF SCIENTIFIC COMPETENCE AND HABITUS**

**a. Scientific competence is the 'alpha and omega' of a university.**  
**Proposed touchstones:**

- **establishing research competence and/or networks of research activities;**
- **linking education and research, and fostering a research habitus;**
- **educating students in the art of making broader syntheses;**

- **cultivating a culture of intellectual independence in an era of rapidly growing interdependencies, and especially when dealing with modern communication mechanisms and mass-media.**

b. In a General Session, keynotes were offered by:

- Bertel Haarder, Vice-President of the European Parliament, on 'My understanding of Academic Freedom';
- Jean-Pierre Rondas, Flemish radio-producer, on 'Scientific Habitus and Mass-Media', subtitled 'So have I heard and do in part believe it' (Hamlet);
- Mark Eyskens, former Prime Minister of Belgium, on 'Idea for a University for the XXIst Century'.

Minutes before the beginning of his session, professor Mark, a brilliant intellectual and speaker, negotiated a longer speaking time than the twenty minutes foreseen for every keynote. He obtained forty...and went for...ninety (setting an absolute record in this Triennial), without the Session's President daring to intervene, and with Jef in the audience discretely asking for some gun.

Unfortunately this caused Bertel Haarder, Vice-President of the European Parliament and formerly long-standing Education Minister in Denmark, abandoning his speech on 'My understanding of Academic Freedom'. We did learn however that he intended to dwell on the opportunities of modern, information technologies, not only in enhancing academic freedom, but also in opening up new possibilities for the citizens to develop freedom of thought and expression (this interestingly sounds as 'academic freedom for everybody'). Until this day (2014) we hope that HE Bertel will communicate his views on the 'academic freedom' issue, in full.

It must be said that speaker Mark Eyskens compensated things, since his message was felt as comprehensive and visionary. For example when highlighting key challenges facing the university, such as:

- contributing to the development of a worldwide fabric of solidarity...this requires more than excellent teaching and research institutes...(e.g.)the development of synthetic reasoning and stating existential questions;
- with democratic societies delegating more and more responsibilities to the citizen, university training to create social insight and motivation to commitment is also an essential task;

- not the selection of the intellectually strongest but of the morally best people is needed for the survival of mankind;
- without bridge-builders, the train of mankind is in danger of plunging into the abyss. In this sense and in that spirit, the universities can become bridgeheads for bridge-builders.

As Respondent at this session, R. Pavilionis (Vilnius, Lithuania) stated that the university is now bringing knowledge and education to the 'masses'. 'But it should not turn into part of, or become an appendix to the mass culture and thereby lose its still unquestionable role of the intellectual leader of a modern society', adding that 'there is, and there seems to be in future no other institution capable of taking up this role'.

### **TOUCHSTONES FOR UNIVERSITY LINKAGES WITH THE PERFORMING ARTS**

**Universities and performing arts share basic values. It is essential for a university, to develop and maintain strong links with the performing arts. In a world of increasingly rapid technological changes, the performing arts are often more successful in addressing such themes as human alienation, standardisation, manipulation and 'predestination', as well as in focusing on the aesthetic and emotive attributes of the human nature in a variety of contexts.**

In a Parallel Session chaired by Barham Madain (Viña del Mar, Chile), papers were presented by:

- H. Marquardt (Vice-President DG Bank, Frankfurt, Germany), who sees 'art and culture performing a key function which can be construed as society's early warning system,' and argues that 'social criticism will remain the genuine task of art, irrespective of where the Internet may take us.' He regards 'art and capital as a marriage of love or a pact with the devil, an alliance between two unequal partners', between much needed sponsors and independency-loving artists.
- Rector Stanny Mattheeuwesen (KU-Brussel, Belgium) underlines the irony of the current situation where, on the one hand, art and culture are not a research priority, while on the other 'an academic year can hardly be inaugurated or a congress organised without music or some associated cultural activity'. And:

- 'we must set out from the idea that the notion of culture is not a luxury, an extra, a decoration, but one of the important raw materials necessary to allow a society to exist'
- 'how fundamental is the need for a fixed world view? (...) the need for identity?'
- 'since the university is one of the few voices capable of pointing out what is currently going on (...) it has a job to do as a non-commercial meaning-maker(...). This role can now (1999!) be enhanced by the Internet'.

### **TOUCHSTONES OF INTERNATIONALISATION, GLOBALISATION AND CULTURAL DIVERSITY**

**Science is by definition universal, and universities are a worldwide phenomenon, so they are well placed to help in times of globalisation, and notably to prepare students for this exciting period of human history.**

a. In a **General Session** on Internationalisation, chaired by Heitor de Souza (Brasil) (Former President UN-University):

- J. De Deus Pinheiro, European Commissioner, presented the European Cooperation with Third-World Universities, stated that education and training at all levels are a most powerful motor towards a fairer and more substantial place for the developing countries.

He informed the Conference that he had already given instruction to prepare in collaboration with IAUP, the organisation and financing of an Africa-dedicated Conference on university cooperation. (The IAUP-secretariat afterwards invested a lot of work in designing and preparing such a gathering with EU-staffs...but was trapped in EU-bureaucracy).

- Don Gerth, IAUP-President, presented the efforts, successes and unfinished business of the Association with regard to international cooperation. He also urged universities 'to undergo a transformation that will put international understanding and intercultural competence at the heart of the educational experience, thereby ensuring that globally competent students will graduate from our institutions and become participants in a global marketplace'.

b. **A first Parallel Session**, chaired by Alvaro Romo, was dedicated to 'Universities and Globalisation'.



*Alvaro Romo*

- Herman Verwilst, Vice-Chairman of Fortis Bank, said: 'It may well be possible that the beautiful doll you would possibly buy here in Brussels as a present for your daughter, has been conceived in the US, has been assembled in Malaysia, using raw materials from Latin America, components from Japan and on machines imported from Germany. The transport of
- the doll may have been organised
- by a Dutch firm while the marketing was done by a French subsidiary of the US mother company. The administration and accounting of all that may have been done in India.'
- In his view, globalisation provides a net gain for the world in efficiency and productivity, and in broadening the choice of goods and services. But the social consequences of globalisation should be taken care of and handled with the utmost care and providence. Failure to do this could unbalance society.
- Jane Goodall, Founder of the Institute for Wildlife Research, Education and Conservation, and expert on chimpanzees ('we are unique, but we are not as different from the rest of the creation as once we thought'): 'we are moving towards the ultimate destiny of our species –a state of compassion and love' (...) where people can live in peace, and in which there still be trees and chimpanzees...
- K. Landfried, President of the German Rectors' Conference, argued that 'universities should be less pre-occupied with conservatism and more involved in innovation' –notably in university governance, while at the same time fostering their core concepts.
- Respondent Y.S. Park ( S-Korea) finds that globalisation should accommodate cultural diversity. His Colleague H. Borlikov cites the Union of the Caspian See Region – Universities as a living example of interregional cooperation.

An intermezzo. 'When I started my speech the auditorium was almost empty; however, by the time I came to the end, it was fully packed! This was better than the other way around', the top-banker said.

c. **A second Parallel Session**, chaired by Sven Caspersen, discussed 'Internationalisation and Regional cooperation'.

- Bart De Moor, Chief of Cabinet of the Flemish Minister-President, presented the case of Flanders (Belgium), which makes a priority of Science Policy and Investment in a European-cooperation perspective –with major expectations build on universities and for co-solving 'the European paradox': we have excellent students and researchers, but the expected valorisation of findings into products and services is 'under-dimensioned'.
- J. Toth (Hungary), S.T. Koussimov - V.G. Krimsky (Russia), and G.P. Turmov (Far Eastern Russia) presented their institutions' strong ties with regional development as well as their interregional- and international collaborations.

d. R. Martins Romeo (Brazil), chaired the **third Parallel Session**, on 'Internationalisation: Supporting Cultural Diversity'.

- J. Gearey (Time Magazine) noted 'that, of approximately 6.500 languages in the world, more than half of them are in immediate danger of extinction, and that some linguists predict that, if nothing is done to reverse the trend, up to 90% of the world's languages will be gone by the end of next century' (...) 'When a language dies, the culture in which it was spoken goes with it. With each loss of a culture, we lose more of our cultural diversity –and that culture's unique perspective on life. With each loss of language, a little more beauty goes out of the world. These languages and cultures also have much to learn us in terms of science, anthropology and archaeology. When a language dies, the scientific knowledge embedded in it dies too'. Languages are dying, he explains, 'because they are being brought into competition with more (economically, culturally and politically) powerful languages (...)
- He is convinced that 'the last word on language extinction lies with the speakers of minority languages themselves' (...) 'Languages, like all living things, depend on their environment to survive. When they die out, it is for reasons analogous to those that cause extinction of plant and animal species: they are consumed by predator tongues, deprived of their natural habitats or displaced by more successful competitors.' The

speaker concludes on a positive note: (African examples show) 'that it is still possible for small groups of determined individuals to confound the forces of globalisation and mass culture that are the prime architects of today's Tower of Babel'.

- Philosopher and writer Patricia De Martelaere (Flanders, Belgium) made an intriguing presentation entitled 'The Importance of Languages', in which she argues that 'there is no understanding without misunderstanding', and 'internationalism may be verbalism – an increase in communication, which is not certainly an increase in real communication'.
- B.I. Mokin and T.B. Buyalska depict the pioneering efforts of Ukraine universities into: applying the Ukraine language (and replacing Russian) and culture throughout the educational system, 'in order to return culture and spirituality into our education' and to participate in the cultural life of the cities.
- E.J. Kormondy (Hawaii) studied minority education and cultural preservation in China, where nearly 91 million people belong to 55 ethnic, or nationality, minority groups. The preservation (and further developing?) of unique, small cultures constitutes a conundrum, not only for China but also throughout the (multicultural) world: generally they survive in minority enclaves but younger people 'do not want to be different' in cities where other cultures are predominant (e.g. the Han language and culture in China).

e. **In a fourth Parallel Session**, chaired by A. Gonzalez (The Philippines):

- A. Ollikainen presented the ACA-paper, commanded by IAUP, on 'Assessing the Quality of (university) Internationalisation' (ACA stands for 'Academic Cooperation Association', based in Brussels).
- Inspired by the OECD supported, EUA (European University Association, formerly CRE)- model for 'institutional quality assessment' , as well as by the GATE (Global Alliance for Transnational Education) ACA proposes this internationalisation-evaluation process:
- institutional self-assessment: assisted by a self-assessment team, answering a questionnaire and producing a self-assessment report.
- these materials will be evaluated by a peer review team, which will produce a report.

The Caspersen Presidency welcomed this report, for its operational dimensions and for its confirming that university internationalisation is not a goal on itself, it is one (important) factor in reaching quality educations.

*A Footnote on a dream: should not every talented and hard-working student receive an opportunity to acquire a study-abroad opportunity?*

- Zh. Shixun (Guangzhou, China) responds by underlining the crucial importance for China of international, university- and scientific cooperation.
- And R.S. Meyers (Webster, USA) describes how his university implements 'collaborative learning', actually using technology to tie together, in regular classroom situations, faculty and students from multiple geographical areas, with respect of Webster's quality standards.

### **TOUCHSTONES OF CO-BUILDING SOCIAL CONSENSUS AND COHESION**

**Every modern student should learn to master three languages: her/his mother tongue, English, and a third language'** (Jacques Delors, France, EU-Commission-President)

a. On behalf of UNESCO, and with the help of an international group of experts, this Jacques Delors –already a European legend (2014)- published a report entitled 'Learning: The Treasure Within' (1996). This was and is a pioneering, most supportive statement about the educational treasures and challenges, with such Chapters as: 'Education, the necessary Utopia'; 'From the Local Community to a World Society'; 'From Social Cohesion to Democratic Participation.' Delors sees a key-role for the (European) Regions in realizing social cohesion, because they are closer to the citizen.

'On completing this report, we wish to express our profound gratitude to Federico Mayor...' the Report says. And yes, this UNESCO-DG and Delors often speak the same language.

'The link between fundamental values and academic values remains a clear one', Federico said at 'his' **General Session** in the Brussels



*Federico Mayor*

Triennial, where he was given a highest platform, presided by Don Gerth and Sven Caspersen.

And 'at times of crisis something more is required of academics than distance and neutrality (...) The only war that academics can and must fight, is the war against simplification, alienation and distortion that accompany conflict (...)'.  
simplification, alienation and distortion that accompany conflict (...)'.

We are unique and divers, but at the same time we are equal... 'Learning for all must be guaranteed' (Universal Declaration of Human Rights, art. 26)

On globalisation: universities should help 'ensuring that the information age is an age of diversity and plurality, not an age of dominance' (...) 'the university of the 21st Century must seize change and ensure that it becomes progress for all'.

And: 'sometimes we lack the capacity to dare...risk without knowledge is dangerous...knowledge without risk is useless'.

- Respondent J. Juhant (Slovenia) joined in: 'the process of globalisation aims at typifying a person as a human being, which is subjected to the aims of the consumer society'. But universities should encourage studying the person as a whole being, with ethical dimensions.
- N.A. Mughal (Pakistan) sees values education more important than ever, especially since the impact of traditional institutions (family, mosque...) is often limited nowadays.
- A. Pentikainen, President of the European Student Organisation (ESIB) emphasizes the importance of cultural diversity-awareness, of open access to HE, and of the students voice.

*The General Session with Federico Mayor was given a solemn character, notably by the music of accordionist H. Verbist, superbly bringing Argentine and Latin American music.*

b. **A first parallel session**, chaired by Rafael Cartagena, former IAUP-President, examined further the role of the universities.

- R. Carazo, former President of Costa Rica, stated that everyday the needs to determine global goals, as well as to establish stronger solidarities become more evident. As an example, 'Saving the Planet Earth' requires world-wide solidarities, as well as sacrifice and costs.
- G. FitzGerald, Chancellor of the National University of Ireland and former Prime Minister of Ireland defends the independency of universities from governments as well as from business. In contributing to social consensus and cohesion, universities may sometimes face unpleasant decisions, and not all the social obligations that others seek to impose on universities are legitimate.
- Universities could make specific contributions, including: in giving much attention to history, which can be the best antidote to conflicts of identity-if taught with objectivity; social sciences such as economics, sociology, law and public administration –all have potentially important roles to play e.g. in shaping public policies.
- In a highly challenging presentation, Ricardo Petrella , Counsellor at the European Commission, and an explorer of the future (cfr. 'FAST'-reports) presented the thesis that universities are not promoting social cohesion and consensus for the benefit of the wider society, but only for an elite within societies; they are even 'contributing to a widening of social inequalities'. He argues that the world today is dominated by big business, for which governments (and universities) create a favourable environment.

He underlines the ambiguity in modern university education, which on the one hand seeks equality of opportunity in access... for a minority, while on the other hand becoming more market-oriented, encouraging 'winners', 'fighters' and even 'killers' (e.g. MBA-programmes). In similar fashion, university research is also serving business interests, with many results and financing being privatised (cfr. the handling of property rights). Speaker urges universities to form worldwide coalitions in order to restore the fundamental concept that knowledge is a common good, and cites the example of water, which is a basic necessity for

everyone, and scientific information concerning water must be available to all.

- Responding Presidents Ch.Warren (Virginia, USA) and W.C.Merwin (Maryland, USA) underlined the importance of various local university services in building social cohesion, and quoted findings showing that undergraduate students who engage in community service, score better in academic development, in developing life skills and a sense of civic responsibility.

c. **A second parallel session**, chaired by President Ed Walsh (Limerick, Ireland,) was entitled: 'Supporting Flexible Access to the University through Educational Innovation and Technology'.

- M. Veden, Assistant Director for Academic Affairs/ Telecommunications (CSU, Sacramento, USA) presented an overview of IAUP's background, foundations and navigation guides in relation with this topic, such as the Statement on Technology in HE, the development of an information-technology database for HE on the worldwide-web, and the creation of the Commission on Technology in HE, designed to propose an IAUP action plan for supporting universities in relying on ITT for reaching their educational goals...
- Ken Edwards (UK), President of the European Council of Rectors (the CRE, now EUA) expertly addressed the 'where and when' in introducing ICT in innovating traditional universities; this in order to insert and integrate (as opposed to organizing separately) these technologies for: widening and facilitating access; strengthening quality teaching and research, and enlarging their scope of action, e.g. in lifelong learning.
- By the way: CRE- President Ken Edwards (UK) and Sergio Machado dos Santos (Portugal), Chairman of the Liaison Committee of European Rectors Conferences (LC), profited from the context of the Brussels Triennial for discretely and successfully finalising the delicate issue of merging CRE and LC into a new –nowadays most prominent organisation: the European Universities Association (EUA).
- For C. Datema , President of the Open University of the Netherlands, an OU is an outstanding place for incorporating ICT in HE. For the Dutch OU, lifelong learning turns out to be the real need, and the Institution can be a front-runner in the field of

learning in an electronic environment, allowing everybody to log in from their own PC. In this context, it is now accepted that other HE-institutions will enter the market of distant education as well.

- And of course, ICT should also be inserted into the works of traditional universities; this with respect of their specificities, and therefore 'every University President must have or develop a vision on the way in which ICT can be deployed in education'.
- T. McKearn, Vice-President of Marketing, Ericsson, said that technical possibilities and solutions are progressing continuously and will benefit universities, while providing the tools to work without walls and learn without limits.
- D.C. Oblinger, IBM, noted that everything now happens much faster and the trends of technology require new approaches from universities, offering new opportunities for serving learners, but also for creating new partnerships.

Responding to these topics, Y.M. Shaikhutdinov, Kazakh National Technical University, presented this Institution's concept and efforts in relation with educational computerization and distance learning technologies.

d. **Parallel sessions 3 and 4** were dedicated to 'Disarmement Education, Conflict Resolution and Peace', and chaired by Eudora Pettigrew, chair of the IAUP-UN Commission.

- At the first session, S Bedri described the Ahfad University for Women's pioneering efforts in Conflict Resolution in Sudan, notably in training workshops, by designing a standard manual and joint declarations, in taking political initiatives and by networking.
- In the second gathering Rector JA Tobias (Buenos Aires) announced a symposium aimed at analysing the solution of a Swedish/Finnish Conflict and the new experiences of mediation-processes.
- And Rector R. Mojica Garcia, Colombia, reported on the ongoing- and very costly (armaments requiring 30% of the



*S Bedri*

national yearly budget) Colombian war. This is not a political, religious, social or ethical conflict, but a war 'sustained by the largest businesses in the world – drugs and arms'. A strong public condemnation of it by international bodies, including IAUP, should help terminate this tragedy.

e. The topic of 'Women and the University' was discussed in the 'last but not least', **fifth parallel session**, chaired by Rector D. Ciocoi-Popop, Sibiu, Romania.

- M.L. Kearny, UNESCO elaborated on the relevant outcomes of the World Conference on Higher Education (Paris 1998) and points out that UNESCO will systematic chart women's progresses in education and in society, with the intention of realizing the potential , of both men and women.
- V. Shanmugasundaram, Women University, Kodaikanal, India, argues that 'while, in principle, access to education is equal -social and cultural factors and poverty conditions have made education less accessible to females in the third world ...'state policies can ensure gender justice only through women specific institutions in HE '
- K. Rukmani, Vice-Chancellor Alagappa University, India, states that well gendered leadership needs cultivation, both as a science and as a process. In India the unprecedented increase in female, educational participation will require a new gender justice, and stays in contrast with the fact that in HE, 'only five % of the administrators are women'. Despite all limitations, this can be changed by good strategies.
- C. Mogale, Vice-Chancellor of the Technikon Witwatersrand, Johannesburg, South Africa, reports that serious attention has been given, since the end of apartheid, to the education and development of women –black and white- at all levels of education, notably through the legally enforced creation of gender-sensitive environments (including in HE) and by the Employment Equity Act (1998). While a systematic follow-up of the results is needed, women leaders 'could become the driving force in transforming South African education'.

## TOUCHSTONES FOR UNIVERSITY-INDUSTRY LINKAGES AND COOPERATION

**In the latter part of this- and the beginning of next century, universities and industry have forged an important and fruitful partnership, and they are now the 'engines' of the knowledge society. Without a link with industry/business, much of the universities efforts would be unfulfilled. Without university graduates and university research, the innovative capacity of industry/business would be weakened at least, especially in the medium and long term.**

'Touchstones' in this respect would include notably the following:

- examples of best practices of fruitful collaborations between universities and industry
- dealing with intellectual property rights: the VLIR proposals and beyond
- establishing industrial incubation centres on university campuses
- universities participating in new business ventures
- motivating students to work for creating new business
- universities learning from industry in: strategic thinking: for defining and accomplishing strategic goals, for evaluating staffs, in establishing climates for permanent learning and coping with globalisation.

(1) In a **General Session**, papers were presented by the following speakers.

- a. Ir. M. Crochet, (Louvain-la –Neuve, Belgium), acknowledges the importance of university-industry cooperation, especially for small and medium-sized enterprises, and presents a set of criteria...The Rector reaffirms that 'the long-term mission of the university is to understand man and the universe, and to diffuse the resulting knowledge, and that such a mission protects the academic from the short-term urgencies of the economic world.' However, he also believes that 'both approaches are compatible, provided one clearly notes respective responsibilities'...
- b. President M. Yudof, (Minnesota, US) states that 'industrial production is giving way to information services and digital technology. Similarly, in education there is a movement to

erase the lines between disciplines (...). The emergence of the 'knowledge age' has altered and refined the relationship between academic and business life, making partnerships not only feasible and desirable, but necessary. A major task will be technology transfer, i.e. a process by which new knowledge, technique and know-how are conveyed, often as intellectual property, from those who create it to those with the capability, interest and resources to develop a commercial product from it' (...) 'The single largest type of transfer is the graduation of students', whereas most other transfers are made 'through contractual partnerships'. Such transfer 'will obviously require a carefully considered system of mechanisms', e.g. the system developed at his university. 'In all this, however, we must not lose sight of our professional, cultural and institutional values (...) There must be something solid at the core of our striving.'

- c. B. Diderichsen (Novo Nordisk Co, Denmark) states that universities are faced with the biggest changes ever: the virtues of teaching and knowledge that have prevailed in European universities for 800 years will now be largely replaced by 'know-how and human skills in problem-solving' and 'by the more utilitarian approach practised at many American universities and in industry'. HE becomes less elitist, lost the monopoly of knowledge (the IT revolution) and some academic ethos, utility and relevance to society are now demanded. Industrial demand and support are rising: transfer of knowledge through recruiting mobile graduates, enabling new concepts and technologies, and industrial support for more government funding of basic research because of its long-term benefits and training.

But universities remain also 'the defenders of the freedom of the human spirit' (...) with a must of finding 'the knowledge we have lost in information' (...) of daring to know and 'to challenge the truth'.

- d. A. Verli (European Commission, HE-department), acknowledged that the world has entered a knowledge-based era in which research, education and training and innovation are key elements, and that knowledge as a common reference point is the key to competitiveness and employment. She underlined the important role the European Union can and should play in promoting a knowledge-based society and economy.

(2) **A Parallel Session**, chaired by Pornchai Mongkhonvanit (Thailand), was dedicated to 'Good Practices' in Industry Cooperation.



*James Roach*

- James Roach (USA) reported on the newly created Centre for Technology Research and Productivity at Western Connecticut State University, which will start its operations, in partnership with IBM, in establishing a Centre for Speech Technology, and with a stipend programme for innovative use of technology in classroom situations.

- I. Newbould (Canada) presented a paper on 'Promoting Employability'. While Governments and bureaucrats advocate more practical educational programmes, technology-entrepreneurs prefer –for example- to hire graduates of English literature as computer programmers rather than computing science graduates.
- David Strangway (Canada Foundation for Innovation) states that universities play a key role in the innovation chain since a long time, but the level of involvement is increasing dramatically, with a variety of models, such as the following chain: competitive university research; patenting and licensing policy; university-industry liaison office; university research enterprises; multi-tenant facility (facilities to encourage spin-off activity).
- R. Dizon reported on programs developed by de La Salle University (Philippines) for the Negros Occidental Province: a Labor Desk; a Fischer-Folk Project; a Business Research Centre; a People's Economic Council; a Livelihood Foundation.
- B. Popov describes the transition in Russia, from the system of obligatory assignments of HE-graduates to posts of industrial enterprises, to contractual agreements and contracts between regional power systems and HE-institutions.

## TOUCHSTONES FOR UNIVERSITY STRATEGIC MANAGEMENT AND PROFESSIONALIZATION

**In their approach of developing and enhancing the university culture, universities should maximise their strategic management and professionalization.**

Taking account of examples of good practice, the following touchstones were offered for discussion, in five Parallel Sessions, under this topic:

- choosing university profiles (cfr. mission statements)
- quality assessment as a feedback for profiling and management
- professional accounting and reporting
- the strategic management process in the university
- traditional academic rule versus professional management
- academic leadership and the role of the President (or Vice-Chancellor, or Rector)

a. **The first Parallel Session** focused on 'Defining Missions' and was chaired by IAUP-Vice-President Ichiro Tanioka (Osaka, Japan).



*Ichiro Tanioka*

- Anne-Marie Dejonghe (educational programmer in a banking environment) presented her commended report on IAUP's Survey on Mission Statements. She saw the strategic importance of such statements confirmed, and emphasised a workshop method that has the potential to create broad support of a university's mission declaration, as well as reducing possible barriers by involving key players for implementation of change.

- John Davies (Anglia, UK) enjoys a wide reputation for carrying the reputedly excellent European Rectors Council (CRE)-programme for newly appointed Rectors (formula: discussing typical cases of modern policy-issues in small groups, and then using these discussions as building stones for a university's strategy).
- His contribution reads as a professional manual for defining university missions and profiles. We give as an example, the

'Factors in institutional mission and positioning, including: university history and traditions; leadership style and decision-making; institutional competence; institutional assets; character of parent educational system; demands of external agencies and of regions.

- Acting as respondent, Maurice Harari (S-G. Emeritus, IAUP) emphasised the importance of fostering a belief in the mission statement, based on an internal consensus-building process whereby all those involved take ownership of the mission statement –otherwise, it can become a mere public relation exercise.
- D.Ch. Imanberdiev (Kazakhstan) underlined that 'continuing education...is a fundamental principle of modern education' (...) whereby the individual reconstructs not only his/her life with his labour and mind, but totally changes the look of the planet'.

b. **The second Parallel Session**, chaired by H.P. Jensen (Denmark), concerned 'Quality Assessment'.

- Frans Van Vucht (The Netherlands), a most prominent HE- thinker and innovator in Europe, spoke about the need to include distance-learning and internet-based instruction and to increase external awareness into (new) programmes; he especially advocated interest in developing (international) accreditation schemes.
- A.F. Beavers (US) presented 'Noesis', a searchable internet index of philosophical resources and 'an organic accreditation library of philosophy' which provides an alternative to scholarly publication for professionally certified users and allows easy dissemination and public discussion (including the tracking of responses) – carrying the internet well beyond a mere repository for static texts -allowing a free press that caters to an academic agenda, rather than to that of money-makers.

c. **The third Parallel Session**, chaired by P. Plenge (Aalborg, Denmark) was entitled 'Professional Accounting versus Public Accounting'. In a joint paper E. De Lembre and J.Christiaens (Gent, Belgium) compared old and new accounting: instead of being an ex post recording of financial data and budget to date, new business accounting provides information for strategic planning and university management, while at the same time improving financial accounting and accountability.

- Respondent Robert Jones (IAUP-Treasurer) observed that professional accounting had still a way to go in the US-universities; at the same time it is confronted with new issues, such as developing performance standards in raising private money.
- Carl Reynolds (Antwerp, Belgium) endorsed the general thrust of the paper presented, emphasising that, while the characteristics and objectives of non-profit organizations are different from business, 'the objectives of financial reporting and for accounting are quite the same'. He urges the wider application of management accounting in the universities, and a greater focus on measuring performance. He most interestingly compares university managements with those in the football sector, in artistic (music, theatre...) companies, health services, and in consultancy firms... 'where the human factor is a predominant feature, and where better provision has been made for the professional management dimension'.

And at an opportune moment in his speech, he illustrated a state of affairs as follows: while the (state supported!) education of 300 business graduates in Antwerp cost 1 billion Belgian Francs (25 million Euro), the global market value of these graduates represents 30 billion Belgian Francs (75 million Euro)...

d. In a **distinct Parallel Session**, chaired by W.S. Lee (Chair of North Asian Council), three speakers explored "**Trends in Higher Education**": G. Friedman (international expert, US), G. Goerke (US) (President-Emeritus and Coordinator of Chief-Inspectors in Socially Strategic Areas), and M. Daxner (Germany) (Treasurer of a financially poor but visionary Association).



*Glenn Goerke, indeed*

- In their joint paper, Friedman and Goerke –representing the brainstorming of 'the Institute for the Future of HE- focused on the central question: what may be the defining characteristics of HE in twenty-five years, or about the year 2024? They foresee in

the first place 'a gradual process toward more access for more people (...), and then curricula more customized to the learner'... with for example 'a shift from course think to capability think' (...), and 'the decline of time, space and discipline-centered curricula (...), a gradual shift in perception from the current notion of 'student (...) to the notion of 'member of a learning community'.

- G.O.S. Ekaghuere, Senior Program Officer at the Association of African Universities, emphasised that, as there were many economies still at the outer periphery of the so-called global economy, the expected progress envisaged in the papers presented at this session would depend on which part of the world was under consideration at a given point in time. He urged that IAUP should make a better provision for discussing HE-problems in the Third World, especially in Africa.
- The visionary Michael Daxner urges universities: a) first of all to do their homework, i.e. managing changes, b) to give modern translation to their value system, and c) to become much more involved in politics, without being a political actor among others', and help the State to find its new roles.

e. Of course '**The roles of a University President**' were implicitly addressed many times in this Triennial, organized by the worldwide IA of **University Presidents**. In addition, perhaps a little bit hidden in the agenda, but addressed to the 'Connoisseurs' (i.e. the IAUP-membership) there was **this specific Parallel Session**, chaired by F. Yang (Shanghai).

- H. Toft Jensen (Denmark), starting from his personal experience, indicates that a Rector has to deal with contradictions, e.g. the contradiction between the many scientific single subject cultures and a common university culture. Moreover, a Rector should have visions and contribute to the agenda of the discussions at the university –in these days on the overwhelming topic of universities coping with the revolution in information technologies.
- Some activities should be left to the net...and thus closed down at the university, which itself should continue to develop the 'most important' activities.
- Speaking about the role of a University Presidents in 'internationalisation', J. Kelly (Ireland) realizes that 'the opportunities for student mobility at undergraduate-, postgraduate and postdoctoral levels have become a vital and

growing part of the student experience'. He states that, every university has to make its internationalisation homework, 'the role of the President is essentially one of leadership and persuasion' (...) in a bottom up process.

- Ulrich Teichler is world-famous in HE-research; he is also a supporter of IAUP since many years. In his view, HE-research has paid very little attention to The European University Rector (or Vice-Chancellor, or President), this 'unknown Species' and this despite the fact that 'experts seem to agree that (this role) has become more important and powerful' in the past twenty years. Ulrich listed the following major changes, which 'seem to be most crucial for the growing emphasis on the university President as the saviour of the plight of HE':

- loss of confidence in successful government steering, planning and supervision
- growing pressure for societal utility and relevance of HE
- pressures for diversification and profiling of institutions and programmes
- need for efficiency gains
- loss of confidence in the self-regulatory potentials of the academic profession
- rising hopes in the potential of management and in the leadership potentials of Presidents.

Professor Teichler also reported the results of his team's pilot-study and on the amusing differences between Presidents' self-perceptions and his academic community's opinions on his/her performances... He came to believe that 'a comparative study of the self-perception of university Presidents certainly would be one of the most exciting HE research projects one could currently envisage', and presents a first outline of questions to be asked and the contextual information, including working conditions and circumstances to be collected.

*By the way: what, would you say, are the main characteristics of great University Presidents? 'My guess: he/she should successfully 'oil' the mechanisms by which the university: attracts and promotes good -when possible outstanding- academic staff, with a special focus on research-links; creates a pleasant, motivating work-atmosphere; maintains a healthy financial equilibrium (with personnel-costs taking a maximum of...65% ?...of the working budget, setting aside some*

*finance for innovation-purposes, especially in education)', Jef said, and: "an excellent leader sees a good, innovative policy-idea at an early stage, and then is able to realize it, even amid impressive conservative resistance, -by quietly convincing and creating managerial consensus.*

*Now that you mention it, yes indeed, Sven Caspersen's profile and record correspond rather well, and yes again, when it comes to successful innovation in Government Policies, Minister Bertel Haarder would represent a most interesting case too', he said.*

f. In an '**OPEN FORUM**' chaired by Maurice Harari, outgoing IAUP Secretary General, the Brussels Triennial gave the floor to speakers who wanted to contribute 'outside the agenda' and thus in a kind of serendipity atmosphere.

- S.S. Khalilov (Azerbaijan) addressed the differences between the Eastern (aiming 'at perfection of an individual to reach his moral purity') and Western ('intended to achieve some practical results, to change the nature and the society according to goals of man') models of education.
- B. Morris (Iowa, US) presented a paper on 'Total Brain Functioning, World Peace, and the Future of Education', stating that violence, whatever force it may take, is due to the lack of proper education. All aberrations in human behaviour (...) occur because people have not been trained to use the total potential of their brain physiology.'
- A. Fuentes Aguirre (Mexico), reacting to the universe of violence we witness everyday, argues strongly 'that our universities must return to abandoned routes (...) and like in old Greece and Rome' (...) turn their look upon themselves and reflect upon their own nature.
- Other speakers included: Cosmonaut V.P. Savinyk (Moscow), on the Russian Interuniversity Scientific and Technical Plan; M.A. Mena (Moron, Argentina) on Academic Self Assessment; G. Kelly (Canada), on the Design of a New University; M. Hussain (Bangladesh) on Problems of a University in a Less Developed Country; Chun-Koo Jeong (S-Korea) on Value Education in the University for Peace and Disarmament.

## **IAUP-BUSINESS MEETING**

The General Assembly, consisting of all IAUP-members, is the highest authority within IAUP. In its Business Session in Brussels, chaired by Donald Gerth, outgoing President, the Assembly -acknowledging the recommendations from the Presidency and the Executive Committee-approved inter alia:

- Treasurer Robert Jones' statement on IAUP's income and expenses in 1997-1999, and the Association's total assets
- IAUP's full support for implementing the conclusions of Unesco's World Conference on HE
- the promotion to Emeriti-status of the 1997-1999 Presidency (all US): Donald Gerth, President; Maurice Harari, Secretary General, and Robert Jones, Treasurer
- the proposed election of the Presidency 1999-2002: Sven Caspersen, Rector Aalborg University, Denmark, as IAUP President; Jef Van der Perre, Secretary General, Flemish Interuniversity Council (VLIR), Belgium, as Secretary-General, and Michael Daxner, Rector C.v.Ossietzky University, Oldenburg, Germany, as Treasurer
- the first outline of the S. Caspersen's Presidency's Action Plan
- the election of an Australian team as officers-elect for 1999-2002: Ingrid Moses, President-Elect; James McWha, Secretary-General-Elect, and David Robinson, as Treasurer Elect.

In addition, the General Assembly heard reports from the Regional Chairs and from Commissions –with a special mention of Korean Dr. Young Seek Choue's report on the activities of the High Commission for Peace (UN).

## **THE 'THEMATIC VISITS PROGRAMME'**

This programme was coordinated by Jan Hoornaert (K.U.Leuven). On the 14th of July 1999, an opportunity was provided for Triennial participants and accompanying persons to participate in a 'thematic visit' to one of the eight Belgian Universities which had agreed to offer a special programme in relation with the 'touchstones':

- a. French-speaking universities : Université Catholique de Louvain (UCL): on International Cooperation and Development, and on

University Contributions to Regional Development; Université Libre de Bruxelles (ULB): on Strategic Management and Universities; Facultés Universitaires Notre-Dame de la Paix (FUNDP, Namur): on Information and Communication Technology and Law; Faculté Polytechnique de Mons (FPMs): on University and Regional Development

B. Flemish universities: Katholieke Universiteit Leuven (K.U.Leuven): on University – Industry Cooperation, and on University and Development; Universiteit Gent (UG): on University-Industry Linkages; Universiteit Antwerpen (UA): on the Regional Importance of a University; Vrije Universiteit Brussel (VUB): on The Role of a University in a Multicultural City: a Case-study: Brussels 2000.

### CLOSING SESSION



*His Majesty King Albert II, with Jef introducing Sven*

'The IAUP was honoured by the presence of **His Majesty Albert II**, King of the Belgians, at the **Closing Session**, -a most impressive occasion, and a fitting event to bring the curtain down on a highly successful Conference. His Majesty was accompanied by all most prominent Members of his Cabinet' (John Nolan reporting).

The Association also fully appreciated the participation of **J.M. Gil-Robles**, President of the European Parliament.

a. 'The participation of His Majesty at the Closing Session represented an eminent expression of faith and trust in the pivotal importance of universities in the modern world. It would also encourage University Presidents to strengthen the University culture worldwide in order to respond, with the highest levels of quality, to the tremendous social expectations now emerging in this science and technology pervaded world.' (Jef Van der Perre welcoming HM Albert II and introducing the Session).

Welcoming President J.M. Gil-Robles, the Secretary-General reminded 'the enthusiasm of universities and students in co-building the European Union'. On behalf of IAUP, he offered best wishes for an EU: which secures peace in Europe; which supports and takes full advantage of cultural diversity; which encourages universities not only to contribute to economic development, but to strengthen their values and their social services; and which cooperates with the entire world.

b. President of VLIR André Oosterlinck, speaking on behalf of all Belgian Rectors, thanked His Majesty Albert II for his encouraging presence at this 'impressive and inspiring Triennial Conference'; he also saluted the participation of the President of the EU-Parliament.

The Belgian Rectors were grateful to all the participants for coming to Brussels and looked forward 'to maintaining links with universities worldwide through healthy competition (our key approach towards the achievement of quality and progress), and in the further development of international cooperation programmes.

c. Ingrid Moses, new IAUP's President-Elect, said that 'what really counts is the message (...) that universities should strengthen their long-established culture, and take full responsibility for responding to the tremendous social challenges of the present and next century, indeed of the next millennium', and 'the outcome of this Conference will guide and inspire the mission and agenda of the IAUP in the years to come'.

d. J.M. Gil-Robles, President of the European Parliament, was 'most impressed by the range and importance of the issues dealt with in this Conference'. He also remembered the audience of the full success of EU-programmes such as Socrates, Erasmus, Lingua (...). In view of the challenges waiting us in the next millennium the EU will focus on three points: transnational mobility, adapting our societies to advanced technologies, and education as a meeting point for the people of

Europe. In each of these spheres 'universities are called upon to play a leading role'.



*His Majesty Albert II, with JM Gil-Robles  
(right), André Oosterlinck, and Jef*

e. In his inaugural speech, **Sven Caspersen, the newly-elected President**, on behalf of IAUP expressed his gratitude to His Majesty Albert II, and to the President of the European Parliament for honouring IAUP with their presence, as well as for their valued patronage of this Brussels Triennial. More-over, he deeply appreciated the warm welcome received from the Belgian universities and above all, the outstanding professional support received from the Flemish Interuniversity Council (VLIR), represented here by its President André Oosterlinck.

Inspired notably by this Xllth Triennial Conference, he then resumed key-contemporary issues and concerns facing universities and their Presidents, and announced the axes of his **Action Plan** for the coming three years : (i) to continue the traditions of IAUP and involve ourselves in this world's crucial issues (especially to improve competence and knowledge, and to reduce inequalities); (ii) to cooperate with relevant international organisations, especially with Unesco, UN and the Worldbank; (iii) to improve our capacity and opportunities to cooperate with each other.

At the end of his presentation, the President invited the Members especially to build bridges , between universities, staffs and students, and with society...‘bridges crossing all borders, geographical as well as social and cultural.’ Quoting Anatole France’s ‘Life would be unbearable if we never dreamed’, Sven typically added: “At the same time, we must be wide awake to realise our dreams”.

- **Small talk!** Dear President-Reader, of course you are not interested in gossip! Yes, it is only your professional competence and your sense of duty which bring you to invite weekly and confidentially, your best gossip-informed friends or collaborators!
- In the Brussels Triennial, the most prominent guests were welcomed by a ‘line of honour’, consisting mainly of the ‘Troika’, or the three Presidencies (present, past, next). For the welcoming of the President of Romania and the Prime Minister of Belgium at the Inaugural Session, that line broke up academically and cowboy-like, and thus almost immediately.
- This of course should never occur at the Closing Session, prepared with His Majesty’s Protocol Service. So Jef told his eminent secretary: “Nelly , keep these Presidents and Rectors in line at every cost, even if you have to...ahum... step on their toes!” Nelly once again did a splendid job, HM Albert II met with a perfect line.
- Would you believe this! For the Closing Session in the Congress Hall, on the request of Protocols, five rows were reserved in the Kongrespaleis-Congress Palace for His Majesty, his Cabinet and Services, for the President of the European Parliament, and for IAUP’s Presidencies. However, some participants were most passionate about being as close to the Royal as possible, and took two rows up...On entering the Hall, the King saw immediately what happened, and calmly helped to redistribute seats over the remaining three rows.
- What did His Majesty say to the IAUP prominent members which received him? The King, known for his social skills and his humour, spoke informal, warm words of welcome-in-Belgium, asked for information on how the Triennial went, congratulated... and discretely inquired about the planned duration of the Closing Session? Well, it had not been easy (!) to convince speakers and persuading them to test their timing...but the Session lasted exactly one hour, as planned...and HM Albert II, offering a broad smile, spoke of ‘military precision’.

- Participants in the Closing Session enjoyed the warm and festive music brought by the Harmony Orchestra of Mechelen. 'I loved them' this former IAUP President said, 'and especially when they brought their stunning execution of Belgium's National Hymn!'
- Euh, hoo...this was actually a CD-playing.
- Rumours say that Prime Minister Jean-Luc Dehaene, Rector André Oosterlinck, and Jef were assisted by the same text-writer. Gossip! Probably provoked by the fact that these were among the most classy speeches, OK?
- The day after the Closing, President Caspersen led the new Executive Committee first to a meeting –organized by Michael Daxner, IAUP-Treasurer- on 'Internationalisation and Germany', in Bonn with the German Federal Minister for Science Policy, Mrs. Edelgard Buhlman. The same day to Copenhagen for an informal meeting and dinner with the Danish Minister for Research, and finally to 'his' Aalborg, for a first meeting beginning next day. This started with an evaluation of the Triennial. Comments were generally most positive and provided useful suggestions. To those criticising, Jef promised that he would never organize a Triennial again, ahum. This does not mean that the criticisms would be lost, quite on the contrary, they would be secured in a safe – somewhere in Switzerland, he said.
- It is also said with persistence that President Sven Caspersen was in a so-called 'blessed mood' when he wrote: 'The XIIth Triennial will go down in the history of IAUP as one of the highlights of our organisation, and first of all we owe our thanks to the vision, creative and organisational talents of Jef Van der Perre'. Prosit!

Throughout the Triennial the European Union presented its educational and scientific programmes in a continuous exhibition in the Triennial Conference place.

Broader social and cultural events offered to the Triennial participants included:

- the KU-Leuven Students Choir singing at the opening Session
- a cartoonist drawing sketches at the Opening Session
- accordeonist T. Verbist playing for 'the Federico Mayor Session'
- receptions offered by the Flemish Interuniversity Council (VLIR) and by the Danish Rector's Conference

- a buffet reception offered by the Japanese Association of Private Universities, in Ancienne Belgique
- concert offered by the Flemish Community in Belgium: the Van Beethoven Academie playing Mozart, Henderickx and Van Beethoven
- a guided Tour of the Modern Art Museum, followed by a buffet reception: courtesy of the French Community of Belgium
- a gracious farewell dinner at the famous Concert Noble premises, with Orchestra

In addition to their being invited to General Sessions, to the Thematic visits and to all social and cultural events in the Triennial, a specific Programme was organized for the 140 accompanying persons, including: a guided walking tour of the Ancient Brussels Market; an Art Nouveau Tour in Brussels; visits to the Delvaux fine Leatherwares Industry, and to the Cocoa and Chocolate Museum. The Programme was coordinated masterfully by Tony Tillez (VUB, Brussels).

### **IAUP-STRATEGIES AND CHARTER**

*'Concepts and dreams govern the world'*

The Sven Caspersen Presidency repeatedly fuelled reflection on **IAUP's strategies** for the future. Some Presidential meetings (Sheik-el Sharm, November 2000; London, summer 2001) were entirely dedicated to this 'thinking ahead'. Main conclusions go as follows.

1. Whatever their weaknesses and bureaucratic costs, UN and UNESCO continue to represent the best hope for mankind and for the university value system on a world-wide basis. Therefore IAUP's support should continue to be total and pro-active. It was suggested v.g. that debating the modern meanings of the monumental 'Declaration on Human Rights' (UN, 1948) should come high on the IAUP-agenda, as well as our longstanding, active support for UN initiatives regarding conflict prevention and peace, and active collaboration with UNESCO –notably on its HE-innovating agenda.

2. IAUP should continue to build on its major, double strength:

- a) to (co-)organize (regional- or even local) conferences, seminars and workshops, conceived as 'well documented meeting and discussion tables';
- b) participating fully in the world-wide HE-debate. And from time

to time to take the lead, as was done with the 'World-wide Quality Register- Proposal'.

3. University Presidents from all over the world constitute IAUP's unique target-group. That is why so much reflection and effort were invested in:  
a) strengthening specific support for University Presidents by (for instance):

- establishing a 'University Presidents Exchange Programme (PEP)'
- installing a yearly Seminar for incoming Presidents (in cooperation with the European Rectors Conference (CRE) and using its model)
- Creating -with best expert help- an 'Observatory on the modern University President's roles', i.e. updating and guiding Presidents on recent studies and expert info on the subject, even with – from time to time- some topic-related 'intelligent syntheses' of these materials.

b) establishing and systematic updating of :

- a reliable Membership database
- a database of primary Membership candidates (e.g. participants in IAUP-supported events)
- a yearly, broader mailing list -using IAU's world-wide list of universities (approx. 5000)

c) increasing the attractiveness of Membership by

- a better marketing of IAUP's unique combining of competence and warmth in meetings
- providing 'welcome packages' (high quality guide on IAUP) for new Members
- announcing and presenting a classy gift for new Members (and searching sponsorship for, for example: a book; a presidential agenda-notebook; a time-limited subscription to a high-quality journal, magazine, review...)
- keeping membership fees low and refining its categories (e.g. reduction of membership fee when subscription is made for three years or when it is linked to registration for an IAUP-related event; providing a certain number of time-limited free memberships, esp. for Presidents from economically weaker countries
- especially, rejuvenating the Executive Committee: Presidents in function must absolutely constitute it's majority, while the best Emeriti should help to preserve continuity-in-change.

### A double footnote about membership

- *According to the Membership Directory from 2000, IAUP under the Caspersen Presidency then scored some 550 paying Members, distributed as follows over the IAUP-Regions: Europe 110; SWANA 45; Sub Saharan Africa 35; North-America 170; South- and Central America 55; Asia 125, Pacific 15. The 'de facto Membership' was higher- for IAUP there regularly is the phenomenon of participants not paying membership fees. It must be noted that there usually is a dip in paying Membership in the period between Triennials.*
- *The Membership from EU-countries (110) reached an unmatched height. This is remarkable, since we had to deal, compete and cooperate with excellent Programs financed by the EU. In his capacity of IAUP-regional Chair, Sven notably organized additional specific IAUP-European Seminars. The Seminar on 'University support for Academics creating new, technological business' was seen as absolutely outstanding.*

4. IAUP started in 1965 as an internationally pioneering, small group effort to provide active university support and leadership with regard to emerging internationalisation, and especially in relation with worldwide peace efforts in the post Second-World-War times. The 1965 **IAUP-CHARTER** reflected this perfectly. However, in 2000 IAUP had become a very different and much bigger organisation, supporting increasing internationalism of universities and their Presidents; the Charter had become outdated and even counter-productive for new membership.

On behalf of the Presidency and the Executive Committee (Santo Domingo, 2001) and with the expert help of Frans Van Nieuwenhove, Leuven), the Secretary General drafted a new Charter. Initially, reactions on this were rather divergent, but after intense and repeated correspondence with a specific Commission (Sven Caspersen, Ingrid Moses (Australia), Don Gerth (USA), Alvaro Romo (Mexico); Pornchai Mongkhonvanit (Thailand) –the new Charter was adopted first by the Executive Committee and then by the General Assembly (Sydney Triennial, 2002). This transparent Charter:

- confirmed IAUP as a 'President Organisation', meaning the extended powers of the President and Presidency, necessary for the complex functioning of this worldwide Association, and tempered by the powers of Executive Committee and General Assembly

- provided a new mission statement: with the emphasis shifting from 'supporting world peace efforts' to supporting Presidents (or Rectors, or Vice-Chancellors) in their worldwide cooperation efforts
- clearly defined membership rules, as well as organisational and decision-making rules.

In the making of this Charter, the Sven Caspersen Presidency clearly felt the necessity to move IAUP from a 'de facto organisation' to a full legal body. This concentrated in the search for 'a legal address' (here a competition was opened) and for a minimum of a permanent secretariat; drafts were also made of a new logo...

Unfortunately not all of these plans could be realized in those times, but most fortunately, the Michael Adams Presidency succeeded 'magna cum laude' in building on this heritage, and with the active support of many, including Sven's conspicuous help, transformed IAUP into a British Charity with an official address in the direct neighbourhood of the UN, and with an even stronger definition of the Presidential character of IAUP, where the complicating, sometimes too conservative Executive Committee received a 'pulling up' advisory status: it is now (2013) an indispensable sounding board, inspiring and evaluating.

## COMMISSIONS AND PROJECTS

### 1. 'THE 'WORLD QUALITY REGISTER' (WQR) Establishing a Worldwide List of Trustworthy Quality Assurance Agencies



*Dirk Van Damme*

'A crown jewel'... still radiating, inspiring and challenging in 2015? ...And matching the internationalism of Air-Companies?

1. In his pioneering speech at the Brussels Triennial ('Internationalisation and Quality Assurance: towards World-wide Accreditation?'), Dirk Van Damme's central

thesis "all accreditation should be based on trustworthy quality assurance" served as the thematic basis for the "Commission on Worldwide Accreditation", created immediately after the Triennial by Sven and his Presidency and the Executive Committee. The Commission was chaired by Jef, Dirk Van Damme was its leading expert. Furthermore, it assembled in a specific taskforce, the available thinking and experience from international bodies such as:

- 'the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), which delegated (in particular) David Woodhouse;
- UNESCO's Higher Education Division, in the persons of J. Vlasceanu and J. Sadlak;
- 'the Council for Higher Education Accreditation' (CHEA, USA), delegating Jean Morse;
- the 'Open University' (UK)
- the 'European University Association', participating through M.A.Orihuela ( EUA-France), S.Kanaan (EUA), V.Hendrickx (VLIR, Belgium), J.Kirstein (Denmark), A.Schade (Germany).

All this prominent expertise was to be 'kept in balance' by University Presidents, delegated by IAUP, attending or watching to variable degrees : D. Gerth (USA), S. Saglam (Turkey), F.Yang (China), R.R.Dizon (Philippines), R. Pavilionis (Lithuania), R. Popovsky (Argentina), C. Sola and Fernando, J.A. Carbonell (Spain),...And of course, the IAUP-Presidencies kept a distant/close look on this 'laboratory'.

2. In December 2001, the Commission/taskforce, starting from a basic proposal of Dirk Van Damme, finalized a document (at Dirk's home University of Gent, Flanders, Belgium), proposing the **'Establishing of a Worldwide Quality Register (WQR) for Quality Assurance and Accreditation Agencies (QAAA's) in the field of Higher Education, under the authority of a Consortium of IAUP, INQAAHE and UNESCO'**.

The paper was intended to serve as a working document for discussion in the appropriate bodies of these international organizations.

It is in its 5th version (3 April 2002) that the WQR-proposal, which applies primarily to teaching and learning activities, really went around the world. Hoping to motivate our readers 2014- to take interest in that document, the following summary is offered.

a. The basic assumptions of the proposal are simple:

- -of course, every university (programme) should submit itself –or be submitted- regularly to an evaluation;
- these evaluations should be conducted by an internationally trustworthy 'quality assurance and accreditation agency (QAAA)';
- the trustworthiness of such agencies depends on their score on a set of criteria (see below). Such a score must be established 'by a group of independent experts under the auspices
- of the IAUP-INQAAHE-UNESCO Consortium.

b. The set of criteria to be met by a QAAA requiring the status of 'being trustworthy' includes:

- eligibility criteria: the agencies should function autonomously; quality evaluation, assessment or accreditation on a regular basis and in a varied range of institutions should constitute primary activities for the agencies; there should be evidence of reliance on the agency by the academic community; an agency should have a minimum of two year's relevant experience;
- criteria related to the mission and objectives of 'QAAAs': being able to demonstrate its commitment to academic quality and to its improvement on the one side, and to its responsiveness to students, stakeholders, public authorities and general public;
- criteria related to methodology, protocols and quality assessment procedures of the agency: combining self-evaluation and peer review; providing autonomy of all its processes and committees without neglecting stake-holders; its processes and decisions must be 'appropriate, fair and consistent'; the agency must have publicly available protocols or manuals that describe in a transparent way, the procedures its procedures and standards, and in particular its minimum standards; its respecting an institution's mission and integrity; decision-making procedures should be clear and consistent, and detailed; the agency must have an exemplary quality assurance policy to assess itself, with one emphasis on developing its professional expertise.

c. Any Quality-Assessing and Accrediting Agency (QAAA) from any part of the world can apply for inclusion in the WQR. If the application meets the eligibility criteria it will be reviewed by a panel of independent experts, appointed by the Consortium on the basis of a transparent protocol.

Within six months, the review procedure will result in a public report, indicating the weaknesses and strengths of the Agency, and a yes or no decision on including it in the World Quality Register (WQR).

A WQR-status awarded to a QAAA will be valid for five years.

Positive decisions will also be published on the worldwide web, negative decisions will not. The WQR-label can be openly used by the Agency as well as by the institutions it evaluated or accredited, in order to demonstrate its/their quality and international reputation. A code of practice will be developed regarding this external use of the WQR-label.

d. The developmental approach of the WQR is essential. An Agency that does not yet fully meet all criteria for inclusion in the WQR, will receive a detailed feedback from the critical review by the expert panel and suggestions for improvement and development of its quality assurance capacity. The Consortium and its regional networks will provide support and assistance to such agencies, which can submit a new application for inclusion in the WQR after two years.

e. With regard to administration and financial aspects of the WQR:

- providing a small secretariat will be necessary. In order to strengthen the international credibility of the program, it is advocated to locate this secretariat in a country outside of Europe or Central America;
- a small working budget must be found (UNESCO, OECD, WORLD BANK?) for the first years of operation. The costs to be covered consist mainly of the secretariat's, the website, translation costs for non-English applications, and the remuneration-costs for the reviewing experts. After the start-up years, it should be possible to run the program on a cost-covering basis. A business plan will be developed;
- the normal cost of applying for the WQR will be calculated. For QAAAs from countries in need of support, a special rate will be calculated which might be subsidized by UNESCO or the World Bank.

3. The WQR-proposal: a success?

a. 'This paper is intended to serve as a working document for discussion in the appropriate bodies (...)' –so the WQR-paper (version 5, 3 April 2002) says. In this sense, the immediate impact of the proposal was considerable:

- for several years it dominated the reflection, thinking and debating on World-wide Quality Assessment and Accreditation in Higher Education, for example: in UNESCO, OECD, the World-Bank; in directly involved field bodies such as INQAAHE and QAAAs, as well as in quite a number of relevant circles or Stakeholders, such as Governments, employers, student- and academic organisations. Dirk (and when he was overloaded, Jef) responded to the frequent invitations for openly explaining and debating;
- QAAA's many times learned from confronting themselves informally with the WQR criteria, whereas HE-institutions also have an instrument for evaluating their QAAA, even almost on a glance.

b. This success is linked to some basic characteristics of the proposal:

- it focused on the ***credibility and trustworthiness of the evaluators (QAAA's)***, notwithstanding the responsibilities of Institutions and Governments. Whereas almost nobody disputed the rightness of this focus, it caused great concern within quite a number of QAAA's and their Associations.

Indeed, quite a number of these enjoyed 'unquestionability', claiming their autonomous impartiality despite:

- (-) their links –in quite a number of cases- with their Government (politicizing): we experienced outstanding, autonomously-thinking professional individuals (e.g. David Wodehouse, Australia-INQAAHE) as well as powerful conservatism of a considerable number of QAAAs (defending self-interests);
- (-) the relative conspiracy, on some national levels- between Universities, QAAA's and Governments, including defending national interests for instance on borderless education
- (-) the increasing wild-growing of the 'QAAA-market' at that time: 'to every institution its own label-delivering QAAA' seemed to become the device of an important part of the sector;

- it puts the central responsibility for QAA with the university- and higher education institutions and their (international) sector, not with Governments;
- it demonstrates the professional know-how and innovative power of its author(s).

c. On its operational side: despite considerable efforts (with Sven as a front-fighter), at first we were not able to mount a regional, European

pilot-effort, nor to establish the proposed experimental worldwide Consortium (IAUP, UNESCO, INQAAHE)

Whereas the platforms exists for political-, operational and financial support of HE on national and regional levels, States and Regions so-far (in 2014) do not gift the World Community (UNO, UNESCO...) with such a platform. On the other hand, some World Regions or (big) States and Regions do include the worldwide dimension on their levels (US, Russia, China, EU-Erasmus Mundus...).

**And in 2008, the European Union (European Commission) created 'the European Quality Assurance Register-EQAR', i.e. the WQR-scheme applied in the EU.**

So, maybe the WQR will be realized **worldwide** some near day, by a better cooperation between these Regional and National blocks. In order to facilitate this, some unifying as well as stimulating steps could be taken, such as the general application of the Bachelor-Master (Ba-Ma)-structure, or the offering of stimuli for cooperation... yet another result of the Bologna-process in Europe.

Such cooperative developments would certainly coincide with the world's present search for a new, progressive equilibrium between local, national, regional and worldwide governing bodies.

*Critics say that airlines could do a better job in protecting the world's environment, in comforting passengers and in paying taxes. Rumours have it they are now developing a 'Lilliput project', which would allow to reduce passengers and their luggage, when boarding, to Lilliput- or sardine dimensions, and to restore their natural dimensions upon arrival.*

*Never mind. We, the HE-sector, should feel challenged by the air-transport system, which is successful in organizing safe, well planned transportation all over the Globe, including efficient collaboration with other companies when necessary. Maybe we should be able to match this, mutatis mutandis, and thus develop the ability to support **worldwide student and staff mobility**:*

- *safely, i.e. in HE-terms quality ensured,*
- *and quickly, this means automatic assessing of credentials, surely involving a worldwide cooperation in our HE sector.*

## 2. COMMISSION ON TECHNOLOGY IN HIGHER EDUCATION

This Commission, established in Sacramento in 1996, was now chaired by Edward Walsh (Ireland), and had its brief undertaking by a team at Aalborg University (Denmark), headed by Annette Lorentsen.



*Commission Meeting in Skagen, Denmark*

The Group supported worldwide cooperation for innovation in HE through technology; it met every two months in audio-conferences.

It has developed an international database on current projects, allowing IAUP-members to discover experience and good practice relating to their own efforts and strategy, under the adagium: 'Learn from others and cooperate'; plans to support this by a consultancy facility were studied.

In the context of the Commission's interest in 'virtual learning communities on global issues', a first virtual course project on environmental issues was started, employing Latin American and Danish universities.

Further Highlights in the Commission's work were:

- A Round Table organised jointly by IAUP, IAU (International Association of Universities) and EAU (European Association of Universities) on implementation of ICT in universities (Skagen, Denmark 2001)

- Intense exploratory work, initiated and led by Luc Weber (IAU) on establishing an internet portal dedicated to HE and research worldwide
- Dissemination of the Commission's work and results through organizing and participating in international seminars, conferences and publication
- The orderly transmission of the Commission's secretariat to Perth University, Australia (2002).

### **3. THE 'SAP' PROJECT**

This project focuses on the Supply of Academic Publications (SAP) to and from Universities in Developing Countries by means of the Internet, or 'getting universities in developing countries aboard the information-train now'. The project was crucially financed by Danish generosity.

a. In its initial phase this project focused on a pilot exercise to explore the related Internet possibilities. This was managed by Ed Simons (International Federation of Catholic Universities, IFCU) and involved: the Catholic University of Nijmegen (Netherlands), the Limburg University Centre (Flanders, Belgium), Aalborg University (Denmark), Dar Es Salaam University (Tanzania), and Uganda Martyrs University (Uganda). Approximately 170 articles were sent to the African universities and around 30 articles from the African universities were published on the Web. Results and recommendations were drawn up in a report, and based on this, a full-fledged cooperative project between IAUP, IFCU and the VLIR (Flemish Interuniversity Council) involved 10 African universities: University of Zambia, Saint Augustine University of Tanzania, Sokoine University, Kenyatta University, Catholic University of Eastern Africa, Makerere University, Nairobi University, University of Zimbabwe, Uganda Martyrs University, and University of Dar Es Salaam.

b. In June 2001, a Training Workshop was held during two weeks at Jomo Kenyatta Memorial Library in Nairobi (Kenya) with researchers and teachers from African universities in Zambia, Tanzania, Uganda, Kenya, Zimbabwe, Zaire. The workshop was arranged and managed by the 'Vlaamse Interuniversitaire Raad (VLIR)', esp. Kristien Verbrugghen, with the help of Egbert de Smet (Antwerp, Belgium), the supervisor of the SAP-training programme as 'primus inter pares', S.W. Mathangani, J. Were (both Nairobi), W. Kruijsen (Nijmegen, the Netherlands) and Kaspar Lovschall (Aalborg, Denmark).

In addition to its efforts for finding solutions for the tremendous training needs, SAP recommended the establishing within the African universities, of respectively 'a virtual library officer (VLO)' taking care of the local SAP-server and software, and 'field-specific information-officers (FIO's)', who obviously relate to disciplines and specialisations.

c. In the second half of 2001, the project was brought into close cooperation with INASP, the International Network for the Availability of Scientific Publications. SAP supported INASP in successfully convincing some of the major academic publishers to offer African universities licenses to their electronic journal resources at attractive discount rates. For SAP, this was the beginning of a strategic cooperation with INASP.

d. By 2002, the 'new SAP-model' promised the following advantages to African universities: access to 7,000 journals; assistance in training, and in overcoming the poor technical conditions of participating African universities; supporting the roles, especially of the Field information officers (FIO's).

#### **4. COMMISSION ON THE LINKS BETWEEN UNIVERSITIES AND INDUSTRY/BUSINESS**

a. In the latter part of the twentieth century, universities and industry/business forged an important and fruitful partnership. Increasingly, their objectives have become intertwined; both have now become the main 'engines' of the knowledge society. This 'revolution' is not taking place without problems, but by and large the benefits for all three partners (universities, industry/business and (local, regional and supra) society are impressive.

Also it is generally accepted now that one of the keys for success is for the partners to maintain and enhance their own culture, and for the universities not to allow economic needs and priorities to dictate their overall mission and role. Today observers typically see the full emergence of the entrepreneurial university, which is in systematic dialogue with the other two partners, which equipped itself with appropriate offices, with mechanisms to liaise, and to take full profit of a variety of instruments such as contract-research; (participating in) technological campuses, research parks and incubation centres; establishing and exploiting patents; taking shares in exchange for know-how-inputs; organizing specialized seminars and training...and with the emergence

of professors- or scientists- entrepreneurs, successfully creating their own firm (e.g. some IAUP-members)

Also, universities learn from business when it comes to efficient organizing and decision-making.

b. Like in other domains of innovation, reliable and solid informing and discussion opportunities -notably for exchanging experiences and on successful practices- often play a decisive role in encouraging and convincing universities and their Presidents 'to take the train'.

Offering such opportunities is exactly what the IAUP-Commission on the Links between Universities and Industry/Business, chaired by Glenn Goerke (Houston, US) relentlessly did at every occasion, quite often in collaboration with other IAUP-supported meetings, e.g. in: the Dominican Republic, Bangkok, Madrid, Alberta (Canada), on such subjects as: Innovation and Commercialisation of University Research, Roles of Research Parks and Incubation Facilities, Industry Partnerships, Networks and Interactions; University and Government Policies and Practices, Strategies for the Future, the International Environment.

## **5. IAUP/UN COMMISSION ON DISARMAMENT EDUCATION, CONFLICT RESOLUTION AND PEACE**

a. This Commission, exquisitely chaired previously by IAUP-President-Emeritus Leland Miles, then by Eudora Pettigrew (Holy Trinity College, Philadelphia, US) is most precious to IAUP and to the Caspersen Presidency for three reasons:

- the importance of the topic, given the continuing misunderstandings and conflicts on earth (we certainly would recommend IAUP to take a new look at this in 2014, with a special focus on systematic student information)
- its link with IAUP's earliest history. Indeed, the Association started in Oxford in 1965, in a world-epoch of 'Cold War', with the explicit aim of contributing to world-wide understanding and peace, and with a pioneering role of latter IAUP-President Dr. Young Seek Choue (Korea)
- its crucial link with the UN and UNESCO, which quite deliberately constitute IAUP's ultimate political reference, especially through the UN Declaration on Human Rights (1948)



*Eudora Pettigrew*

b. The Commission's core is 'to influence HE-institutions to develop curriculum, research and service programmes that will promote world peace', to offer working material therefore, and to cooperate for these purposes with other relevant institutions.

c. It should be noted that

the Commissions bi-annual meetings with and at the UN usually take stock on the academic support of UN-peace efforts, and fertilize both partners. In addition, with the (thematic and financial) help of UNESCO and IAUP, the Commission supported:

- publications from academic experts in the field
- workshops/conferences in the Philippines, Egypt, South-Africa, Denmark, the US, Mexico and South-Africa (in several cases with the active participation of Sven Caspersen or Jef Van der Perre) on such diverse, locally and universally important issues, such as: 'Disarmament Education, Human Rights, and Justice', or 'Racism, Racial Discrimination, Xenophobia and Related Intolerance', or then again on 'The Prevention of Violence in our Schools and the Promotion of a Culture of Caring and Peace" (at Western Connecticut State, with President Jim Roach), 'Citizens Involvement', 'Building the Future Today –World Peace'.

## **6. University Presidents' Exchange Programme 'The usefulness lies in the value'**

If the 'University President's Exchange Programme", ("Exclusively for University Presidents") were a song, we would say that it was the late President of Hacettepe University (Ankara), Süleyman Saglam's idea, written down and tuned by Jef, and artistically performed by several dozens of Presidents-Hosts -with Sven championing. And all of this with Bernadette Allaerts' masterful logistic support, i.e: yearly faultless collecting and updating of data, facilitating the timely editing of an attractive brochure (presenting the concrete offers of Presidents-Hosts

(with photo); permanent stand-by for participants; and providing all logistic support for regular evaluation and reviewing. And thus, no surprise, you better believe it: the Brochure 2002-2003 on this Programme has become a collector's item.

What are we speaking of?

Under this Programme, several dozens of University Presidents (or Rectors, or Vice-Chancellors, members of IAUP) from all over the world extended a warm welcome to their colleagues (in practice: welcoming yearly one or two Presidents for one/two weeks) to visit them on the basis of a mutually agreed personalized working programme. Therein, intense contact between the two Presidents and responding to the Guest-President's major issues of interest, are central.

The support offered by the Host-President included free lodging and board, and local transportation (or a per diem) for the Guest-President and his/her partner for a period of one week, in the large majority of cases (although two weeks, and sometimes more, regularly on the offer). The Host does not participate in costs related to transportation of the Guest from her/his country, to the Country of the Host –but several Presidents-Hosts offered one flat transportation-grant per year of one thousand USD, to a U-President from an underprivileged country.

Reciprocity is no obligation: the support offered by a Host does not require that a Guest offer the same support to the Host involved.

The response to the Programme during our Triennium came with a surprise. On the 'offer'-side, it became rapidly a success, the number of Presidents-Hosts climbing in three years, from six to more than sixty (with a beautiful spreading: horizontally over the World's Regions, and vertically over the different types of universities, from less known basically focusing on education, to famous-research oriented). However, very few (some ten) Presidents effectively went on a visit.

Our regular evaluations taught us the obvious: modern University Presidents' intense business includes already a strong international activity.

But even today (in 2014) we wonder whether the Programme was given enough time to produce response. Sometimes one can beat the market, by choosing for a longer term. Grasping the opportunity to 'learn by contrast', in a direct personal and mutually enriching contact with a Colleague-President, in a sabbatical of ...one or two weeks,

maybe such opportunity needs more time for becoming well-known and popular?

In addition, the brochure generated great sympathy for IAUP and its distinctive values: exclusive, professional focusing on this crucially important species of University Presidents as academic managers- and their mutual generous support.

Yes, the usefulness of this Programme was/is primordially in its value.



*Bernadette Allaert, surrounded  
by Nelly Verckens and Jef*



*Mona Lynge*

## 7. The Leadership Project for incoming Presidents

The European Rectors Conference, nowadays European University Association (EUA) was most successful in its experienced program for incoming Rectors (or Presidents, or Vice-Chancellors). Under this exclusive program, limited groups of such incoming academic Leaders were admitted to a closed Seminar, where they discussed in even smaller groups (4-6 persons), submitted 'cases' related to academic decision-making. And after every session John Davies (Anglia, UK), the mastermind of the program, made a synthesis of the small group conclusions and then used these as building-stones for the construction of 'an academic management vision'. On one occasion, Jef participated and was most impressed.

On his side, Sven graduated in a comparable program in the US.

We were successful in making a principle's agreement with CRE , by which:

- (a very limited) number of IAUP- members, newly appointed Rectors from anywhere on the globe, would be allowed to these CRE seminars;
- this CRE-formula could be organized in other World-Regions, in full cooperation with IAUP.

The visionary Michael Daxner (prominent German Rector and IAUP-Treasurer) first, and then his right hand Ina Grieb, fully supported this project.

Unfortunately, due to a lack of manpower, we were not able to realize our plans on this subject. And fortunately, thanks to EU-financial support, the CRE-EUA's was experimentally exported later to other world-regions.

Anyway, the bottom line is even today, that in several regions/countries of the world, respected academics with excellent leadership qualities are suddenly dropped in 'The Seat', sometimes unprepared.

And as for any profession today, permanent education facilities are needed, and there is already quite a number of – not always quality-assured- facilities These should fully respect and support the demanding, and-more-than-ever-important role of University Presidents, with their professional needs.

## **COOPERATION WITH OTHER INTERNATIONAL BODIES AND ORGANISATIONS**

a. IAUP has from its very beginning and permanently supported the UN and UNESCO, because these organizations represent mankind's best hope for respecting human rights, for creating and maintaining peace on earth, and for active solidarities...in short, IAUP's value system is perfectly converging with the quintessence of UN and UNESCO. Yes, we guarantee deep emotion to every university President visiting the UN-premises in NY.

- The IAUP support materializes in the IAUP/UN Commission (UN-subsidized) on Disarmement Education, Conflict Resolution and Peace, in IAUP participating in UN-activities (especially Eudora

Pettigrew, Jim Roach and Hamid Bouab), and in President Sven Caspersen meeting with top-officials of the UN.

- Close relations with the UN were also expressed since many years and continuously by Young Seek Choue (S-Korea), early Peace-'activist' in post-war Korea and in Cold War time, co-Founder and former President of IAUP, Founder of the High Commission for Peace, Founder of the yearly UN-World-Day for Peace, and Founder-Director of the excellent Kyong Hee Institute for Peace Studies.
- On the proposal of the Caspersen Presidency and with the unanimous support of the Executive Committee, Young Seek Choue was recommended for the Nobel Prize for Peace, and the Presidency actively sought diplomatic support for this registered proposal.
- The collaboration with UNESCO, greatly encouraged under the Don Gerth Presidency, became even closer: the Caspersen Presidency developed an excellent relationship with General Director Federico Mayor and with HE-Director Komlavi Seddoh; in 2000, IAUP was admitted into formal consultative relations with UNESCO; Sven Caspersen was appointed as a member of the Follow-up Committee in relation to UNESCO's World Conference on Higher Education; Jan Sadlak, Director of UNESCO-Bucharest, became a Member of IAUP's Executive Committee; UNESCO staff participated actively in the IAUP-Commissions on Worldwide Accreditation and on Technology in HE.

These close ties were actively supported by Heitor Gurgulino de Souza, UNESCO Consultant and long time member of IAUP's Executive Committee, and former UN-University President.



*Minister Bertel Haarder*

b. Since this was a European Presidency, with a record, quite naturally operational cooperation was sought with the EU, its authorities and staff. On the highest level, Bertel Haarder, Vice-President of the European Parliament (previously Danish Education Minister for many years) supported IAUP on the basis of the Association's best work, e.g. in relation with Quality Assessment and World-wide Accreditation. Our greatest success in this context is undoubtedly the EU

creating 'the European Quality Register (EQAR, 2008)' applying IAUP's proposals on 'World-wide Accreditation' in Europe, and this to the full.

c. It is important to note that the Presidency strongly maintained dialogue with the World Bank, e.g. by systematically inviting a Representative in Executive Committee's meetings. There were no common projects, but reciprocal information on efforts and activities was fruitful, really. One example is the WB giving the full floor to Dirk Van Damme, for explaining and discussing the 'World Quality Register"-proposal.

### ***Is this story true or false?***

*The EU-bodies and especially its bureaucracy are not always easy to handle. Early 1998, the President of the European Parliament agreed – in writing and with pleasure- to IAUP having its Brussels 1999 Triennial in the brand-new, magnificent premises of the European Parliament. There seemed to be no problem at all, since the Parliament is in summer-recess in July. Soon enough an IAUP-delegation visited the place and approved of it with enthusiasm. Then came a letter from this Administrator, saying that the President of the Parliament was not competent in the matter, and that IAUP was denied the use of the premises.*

2. The Caspersen Presidency invested efforts in active working relationships with other international university bodies such as: the American Council of Education (ACE); the Association of African Universities (AAU); the Association of Arab Universities (AArU); the European University Association (EUA); the European Association for International Education (EAIE), the relevant Latin-American and Asian organisations.

There are two main reasons for this: a) all international university organisations must cooperate, for strengthening the university- and HE contributions to society, and b) IAUP, like all of us, should learn unremittingly, notably from its sister organisations.

3. As a worldwide organisation, IAUP has one sister-organisation, namely the International Association of Universities (IAU), based at UNESCO in Paris. Although IAU focuses on Institutions, and IAUP on University Presidents (a specific platform of growing importance!), there is an interaction, and even a healthy bit of competition.

The good news is that despite ups and downs, both Associations are doing rather well, and they do collaborate in several ways, certainly on

essentials: in the Caspersen era, they are represented in each other's governing body; and IAUP joined in on the EUA and IAU driven 'Joint Declaration on 'HE and the General Agreement on Trade in Services (GATS)', both organisations accepted responsibility in the follow-up of UNESCO's HE Conference

When IAU held its 11th General Conference (on 'Universities, Gateway to the Future', in Dublin, South-Africa, 2000), the IAUP was represented by Jef Van der Perre, S-G; Ingrid Moses, President-Elect (who served as general rapporteur of the Conference); Heitor Gurgulino de Souza, Vice- President, and Regional Chairs José Raymundo Martins Romeo (Latin America) and Pornchai Mongkhonvanit (South-East Asia). Also, IAU was duly represented at- and collaborated in IAUP's Brussels Triennial. And –this is practically important- both organisations do their best in respecting each others' calendar.

In 2000, on the initiative of IAUP, the Secretary-Generals Jef Van der Perre and Franz Eberhard (IAU) –who got along respectfully and very well- agreed on the following proposals for strengthening IAU-IAUP collaborations: reciprocal support of the respective IAUP- IAU profiles, while stressing a common, worldwide commitment to modern, competent and socially committed universities; promote each others activities; highlight the complementarity of the two organisations in their respective publications and newsletters; explore the feasibility of joint membership; exchange information for the respective Memberships, through linking of the two websites; a bundling of energies in such important, common topics as : a Culture of Peace; Academic Freedom and University Autonomy; Internationalisation of HE; HE-leadership programmes; World-wide Accreditation, the SAP-project, EU-collaboration.

There was some informal brainstorming about a possible merging of the two organizations, which may lead to some economies; in the view of the Sven Caspersen Presidency and of many others, under present circumstances it would rather lead to an impoverishing of the universities dynamic presence on the world scene.

## **COMMUNICATIONS WITH MEMBERS, FUTURE MEMBERS, AND 'THE SOCIETIES' WE SERVE.**

### **1. ON THE WORLD-WIDE WEB**

Initiated under Don Gerth, IAUP's website ([www.ia-up.org](http://www.ia-up.org)) was further developed by Christian Hjulmand at Aalborg University, Denmark, with the help of Hanne Engelund and Bernadette Allaert. In addition to basic information about the Association, the site offered continuously updated information on:

- IAUP activities and events;
- IAUP's membership: each member's name, e-mail address and university coordinates, and telephone and fax numbers (Bernadette).

The site also gave full access to IAUP's Newsletters.

### **2. IAUP-INFORMATION PACKAGE**

An IAUP-information package was ready -in English and Spanish- in 2000. It comprised the IAUP-Charter and the Association's information/marketing brochure and its Information leaflet. The package was primarily sent to the Regional Chairs, for supporting their actions for information and memberships.

### **3. IAUP NEWS (LUX MUNDI)**

This Newsletter connected with- and at the same time completely transformed the historic 'Lux Mundi'. There were eleven issues in 1999-2002, through which the Newsletter informed on IAUP's activities and events. It also welcomed every new Member, in a personalized way.

The limited but regular flow of new members constituted ultimate proof of the Association's vitality.

IAUP-News was brought in English, and then additionally in Spanish and Chinese, with the quintessential helps of respectively Carmen and Alvaro Romo, and Dr.Yang, American Shanghai University.

The layouts of the Newsletter were professional and outstanding, and Sven's Presidency fully admires the supporting inputs of Alice Bonde (editor in chief), Hanne Engelund and Bernadette Allaert.

#### **4. BIBLIOGRAPHY: THE 'BLUE AND WHITE' REPORTS, AND MORE**

The following basic documents were edited by John Nolan (Ireland) with the assistance of especially Bernadette Allaert, Hanne Engelund, Nelly Verckens-Steenhoudt, and the guiding assistance of Jef Van der Perre:

- 'Touchstones for a Modern University Culture'. Proceedings of IAUP's XIIth Triennial Conference, Brussels 11-14 July 1999;
- IAUP Annual Report, July 1999-December 2000;
- IAUP Annual Report, January 2001-July 2002.

These reports were published in the 'blue and white colours', so beloved and applied by IAUP, by Sven and Jef, from the EU-Liaison Committee onwards...and then by...Michael Adams, notably in the new IAUP-logo (2011).

Further documentation includes:

- The video- and audiotapes of the Brussels Triennial
- The 'Declarations', already mentioned
- The brochures on the 'President Exchanges Programme'
- The extended materials related to this Presidency, sent to the Archives (see below).

#### **5. THE ARCHIVES**

How an organisation is handling its Archives is a quality indicator. The Caspersen Presidency and the Executive Committee negotiated and welcomed Michael Adams' proposal to accommodate IAUP's archives at Fairleigh Dickinson University (FDU), professionally.

In 2003, our Presidency's Documents (meeting documents and reports, working documents, publications etcetera) were masterfully arranged by Bernadette Allaert and sent to FDU.

Dr. Alvaro Romo accepted the task of mediating with IAUP-President-Emeritus Dr. Choue (Seoul), in order to strengthen the Archives with his documentation, marvellously assembled and exposed in the IAUP-memory-room in his Kyung Hee University.

### **EXECUTIVE COMMITTEE MEETINGS, CONFERENCES, REGIONAL MEETINGS AND SEMINARS**

1. It is expected from-, and welcomed by an IAUP-President and his/her Presidency that he/she/they participate actively in Conferences, Regional Meetings and Seminars. Welcomed for two reasons mainly: such participation reinforces IAUP's network, and allows Presidencies to keep 'a finger on the pulse' of regional university communities and leaderships. 'Actively' means that the President or his/her representative(s), as a minimal contribution, give a quality speech; in quite a number of occasions there is a Chair waiting, or a full organizing responsibility. Organizers want the participation of 'the Boss' and in by far most cases, President Sven was there.

As an **illustration**, this is a list for the academic year 1999-2000:

a. 'The Role and Missions of the University for the Beginning of the New Millennium', Seoul October 1999.

b. 'The Future of the Big City: Sustainable Environmental Policy and the Role of Universities', Bangkok, February 2000.

This highly successful Conference was co-organized by Siam University (President Pornchai Mongkhonvanit), IAUP (Sven Caspersen and Jef Van der Perre) and Aalborg University (Sven Caspersen, with the expert input of Jens Haage Jansen). Several excellent contributions were made here, including an impressive presentation by HRH Princess Chulabhorn of Thailand. Knowing that this was of international relevance for big cities, the Conference confidently published –i.e. made public for everyone to see- its 'Bangkok 2000 Declaration' on the Role of Universities in Building a Capacity for Managing Solutions for Urban Environments.

c. 'Opening HE to New Publics' Porto, Portugal, May 2000;

d. 'Higher Education for Peace', Tromso, Norway, May 2000;

e. 'Financing HE, and Innovative Programmes for the Development of Human Resources' VIIth Pacific Basin Conference, Viña in Chile, May 2000;

f. 'UNESCO-Chairs on Human Rights', Stadschaining, Austria, May 2002;

g. Meeting with the Egyptian Minister of Education and with a number of University Presidents from Egypt (Sven Caspersen, Jef Van der Perre,

Süleyman Saglam, Abdel Hamied Shalaby) Cairo, June 2000;  
h. 'HE towards the New Century' (Mexico, Central America and the Caribbean), Monterey, Mexico, September 2000;  
i. 'Universities at the Threshold of the New Millennium', a pioneering Conference in Tomsk, Russia, September 2000;  
j. Seminar on Future Prospects of Satellite Education, Tokyo, October 2000;  
k. First Convention of Organisations for Inter-University Cooperation, Caracas, Venezuela, October 2000.

2. During 1999-2002 some of the main Executive Committee meetings were:

- 1999, in Aalborg: adopting the Action Plan, and launching new activities
- 2000, in Bangkok: adopting 'The Bangkok Declaration' et alia
- 2001: \*in Santo Domingo: focus on organisational matters: new Charter and Legal Status
- \*in Osaka: adopting the New Charter –draft, and adopting The Joint Declaration on: Higher Education and the General Agreement on Trade and Services (GAT).
- 2002: Sydney: supporting the well prepared transition to the new Presidency.

## FINANCES

1. With regard to finances, the Sven Caspersen Presidency pursued the following objectives:

**a. Supporting IAUP's dynamic development under the guidance of the Action Plan.** The yearly budgets covered expenses for : the Presidency, their specific staff support and secretarial operations (including membership data base, postage, mail, copying, accounting-auditing, website management...); supporting working groups and projects; subsidies for Conferences, Seminars and Workshops; the Newsletter (Lux Mundi); publications; costs regarding relations with International Organisations, and occasionally: support for Experts, Special Advisors and Regional Council Chairs

**b. Maintaining, and if possible increasing IAUP's financial reserve.**

- We 'inherited' 234,713.71 USD the previous-, US Presidency, -and

reached a final result, by the end of term, of USD 396,942,19.

- It was conceived that a small but significant part of the reserve (e.g. 70,000 USD) should function as a 'working capital', allowing –when felt necessary- an immediate, strategic investment. We came near to thus investing in exploratory study-and- action initiatives especially with respect to the increasingly important roles of University Presidents and University Leadership. And reinforcing (or building up) university research (or research links) was yet another attractive topic. Till this day (2014) we regret we could not find the supplementary time needed for us giving this a start.

**c. Supporting the next Presidency.**

Having experienced difficulty in covering first preparation costs for the Brussels Triennial, early and successive support was given to the next, Australian Presidency as follows:

Dates	USD	EUR
July 2000	23,282.89	25,000
August 2000	23,326.57	25,047
March 2001	6,349.68	6,768
November 2002	283,461.59	250,130
October 2003	60,521.46	53,417
<b>Totals</b>	<b>396,942.19</b>	<b>360,362</b>

**d. Last but not least: responding well to increasing public demands**, by realizing a convincing example of 'good practice' in financial transparency and accountability:

The **financial results** were audited and confirmed by KPMG. And by VLIR, its members and their staff. Indeed, since IAUP did not have legal status yet, its income and expenses were also part of the audited, Flemish Interuniversity Council (VLIR) accounts. Too much effort spent in controls? True, but inevitable in our era of public distrust of universities.

The audited results were the following (in USD; budgetary years ran from 1 July to 30 June):

Years	Income	Expenditure	Result
1999-2000	139,788	129,540	+10,215
2000-2001	283,500	272,100	+11,400
2001-2002	262,464	209,417	+53,047

### e. Net result

We inherited \$234,714 USD from the previous Presidency; and achieved a result of +74,662 USD on our own working budgets 1999-2002. However, due to changing Exchange rates between USD and the Euro in the same period, we realized a final result (inherited- plus own results) of 393,000 USD. This explains differences between our audited results and amounts transferred to the next Presidency.

**2. The Brussels Triennial finances** constitute a separate Chapter: Its **cost** amounted to 451,794 USD, which was compensated by an **income** of...exactly the same amount. This is because the otherwise generous Flemish Government, after taking note of the good provisional result of the Triennial, reduced a promised supporting subsidy of 677,576 USD to ...10,881USD, thus allowing a mere break-even in the Triennial's finances. This coincided with a Flemish Government Change, with Education Minister Luk Van den Bossche moving up to other responsibilities.

An important remark:

In addition to covering operational costs, the Triennial's budget allowed investments (e.g.):

- a. in Triennial fellowships (27,3198 USD)
- b. in studies on 'World-wide Accreditation' (Dirk Van Damme), on 'University Mission statements' (following a Maurice Harari suggestion, realized by A.M. Dejonghe), and on 'Internationalisation of Higher Education' (Brussels based Academic Cooperation Association-ACA)
- c. in the production of a videotape with interviews of world-prominence (cultural, socio-economic and political) on today's university missions (for the Triennial Opening Session)
- d. in advanced professional conference-help
- e. in the thematic visits to Belgian Universities
- f. in the socio-cultural support-programmes of the Triennial

On the **sponsor**-side we invested a lot of effort and came very far in securing a three years package support , first with a prominent Spanish Company, and then with one of the world's major accounting firms. When these finally failed, we were disappointed, but not depressed. Indeed we did receive financial support from: Fortis Bank Belgium; the Obel Family Foundation, Denmark; (Enan's) Helnan Group; the Flemish Community in Belgium (studies and concert); the French Community in Belgium (visit Brussels Modern Art Museum, with buffet reception); VLIR; the Danish Government; Aalborg University; the Japanese Association of Private Universities (buffet reception)...

We welcomed the Triennial-registration fees, and IAUP helped us by the traditional transmission of membership fees of the year preceding the Triennial (1,488 USD), and by the Council of Senior Advisors' support of fellowships.

**3.** It was systematically repeated in financial statements: in the 1999-2002 period (and beyond), '**IAUP made gratefully use of the infrastructure and contributions from Aalborg University in Denmark and the Flemish Inter-University Council (VLIR) in Belgium**'. Especially important were, of course, the **staff contributions**, which -while being reciprocally beneficial- injected invaluable know-how in IAUP's work. The gratis staff- and infrastructural supports, supplemented by sponsorships (!) contributed greatly to the financial results.

#### **4. 'Quis capere volt, capiat' and 'A bon entendeur salut'!**

A 'bonus' remark on the financing of university policy-related studies and actions?

It is important for IAUP to fully realize that there is until this day almost no such financing available on the worldwide level (UNO, UNESCO, WORLD BANK..). This is not only due to the fact that national and regional entities do not want to transfer some additional powers. Until this day, their (wealth-) differences fuel bureaucracies at the global level, and make it extremely difficult to finance and manage global projects.

Such financing exists at several national (US, Germany, China, Spain, France...) and regional (EU) levels. Pioneering work could be done by building on- and creating relevant networking for projects emanating from Associations such as IAUP.

And the future-oriented 'WISE' effort , in which IAUP is a partner, might be well-advised to take a close look at this issue too.

## **UNFINISHED, BEAUTIFUL BUSINESS**

### **1. A University Presidents Cartoon Collection and Regular Exhibition**

Many talented University Presidents, all over the world, are caricatured or cartooned: quite a number of them receive this 'on a plate', because they are so (un-) popular; others intelligently give a hint to their PR-office... All modern Presidents know: being a source of mild and artistic satire, even when self-afflicted, can add a lot to a President's reputation, and yes, also to his/her immortality –frequently more so than a good record!

That's why the Brussels team tried assembling a collection, and to provide an exhibition of these 'pieces of conviction' during the Brussels 1999 Triennial. Unfortunately we were so...euh...overwhelmed by the response, that this challenging idea had to be postponed.

Today, in 2014, IAUP has to cope with an ever-increasing demand for Membership. So the generous set of criteria for definite membership-eligibility could be most conveniently strengthened a bit by requesting a candidate's cartoon(s). We respectfully invite the Presidency to consider this proposal with a favorable prejudice, and to rule this in the relevant by-laws of IAUP's Charter.

### **2. The Art of Sleeping during a Meeting/Conference**

Sven and Alvaro Romo immediately supported fully Jef's plan to prepare a study/action on the Presidential art of sleeping during a meeting or Conference. Subsequently a handbook could be prepared, as well as training Seminars, with a view to support University Presidents, and especially incoming and candidate Presidents in their efforts to master this essential skill convincingly. And indeed, numerous are the cases of most talented university leaders who crashed when failing in this art..., especially in these modern times with their treacherous cameras and big screen projections!

Although the impact of a President falling asleep while presiding over a meeting (or when listening to staff requests) could be spectacular, this was not our first focus. In a first move we concentrated on a President's sleeping while once again honoring an audience with his (listening only) presence. 'Horresco...!'

During a high-level and generously catered IAUP-meeting in Buenos Aires, we were most happy finding some of the most experienced IAUP prominent members willing to demonstrate their art.



***What a brilliant showing of the three archetypes in the discipline!***

Please note:

- the 'Presidents Walsh and Meyers archetype': nick-named 'the crocodile'. This means sleeping with your eyes open, allowing you to take a nap while keeping alert on a minimal basis: you would pick up 2-3 words of the organizers' speech, allowing you to present these famous President's final remarks, even when solicited on the spot, and yes you would note students coming in to protest against you. This is a most promising technique, but very difficult to master. And the challenge of avoiding the typical 'broken glance in the eyes' is still there;
- the 'President Leland Miles artistic archetype': a most sophisticated combination of selected glasses (a powerful instrument, if 'wohl temperiert') with this intelligent, well balanced upwards inclination of the head; please remark also the supporting display of arms and hands;
- the 'President Carlos Lavignolle spiritual type': the expression of your face indicates that you are actually letting the speaker's words sink in deeply; you are savoring and meditating! Caution: sometimes when words really interiorize, your expression can become a little sour. Besides, as you can see, President Carlos has already a brilliant, devote and ambitious follower in the person of Vice-President Señora María José Crespo (Valladolid, Spain).

We also learned that a President's head should never sink on her/his chest. But it can happen...therefore, in order to avoid disaster for your image, have always some reading material opened on your lap. Please train your head to keep an up-right balance, this is our number 1 suggestion!

Another aspect: falling asleep on your neighbor's shoulder is not generally recommended, although it may be a bit moving and can generate attention and even sympathy, -but it may also provoke malicious hilarity. Of course much depends on your choice of a shoulder: for example, you may want to show your courage, or your familiar relation with a Head of State, but then again, never allow yourself to forget that not all those Heads are popular.

What-so-ever, our ambition was even broader ('quos perdere vult Di, prius dementat'), namely to include this 'sleeping-art issue' in a digitalised handbook (secured and strictly reserved to IAUP paying membership), to be entitled: ' How to survive easily in difficult circumstances: tips for modern, smart UP'.

## **ACKNOWLEDGEMENTS**

1. The numbers and qualities of persons who helped and supported the ideas and plans of the Sven Caspersen-Jef Van der Perre Presidency are amazing, really. We here congratulate and thank them, and we are happy to remind that a large number of them are properly quoted in the 'Blue and White Reports' mentioned above, and/or in the IAUP-Officers list below.

2. A special case.

Since 1984, without interruption, Mexican Alvaro Romo assumes leadership positions in IAUP (Secretary-General, Vice-President..). The Sven Caspersen Presidency was no exception in profiting gratefully from his professionalism, wisdom and positivism.

Through his many years of excellent service, Dr. Alvaro became the absolute 'primus inter pares' in embodying and personifying IAUP, its values and pioneering.

3. We cannot but repeat our admiration and thanks for the uninterrupted, unanimous support:

- In Denmark, of Aalborg University and by the Danish Rectors Conference, by Minister Bertel Haarder and by Ambassador Enan Galaly;
- In Flanders, Belgium by the Flemish Interuniversity Council (then chaired successively by Jaak Willems, Gent, and André Oosterlinck, Leuven) and by the Flemish Government (Luk Van den Brande, Minister-President, and Luk Van den Bossche, Minister of Education)
- In addition, there was the active sympathy of Belgium's French Rectors and Authorities.

4. We also like to express once again, our gratitude to the Patrons of the Brussels Triennial: His Majesty Albert II, King of the Belgians (assisted by all Members of HM's Cabinet, and especially by General Mertens), and the Presidents of the European Parliament and of the European Commission.

## **IAUP'S OFFICERS 1999-2002**

### **IAUP Presidency**

Sven Caspersen, President, Rector Aalborg University, Denmark

Jef Van der Perre, Secretary General, General Director of the

Flemish Interuniversity Council (VLIR)

Michael Daxner, Treasurer, Carl von Ossietzky University of Oldenburg, Germany

### **IAUP Vice-Presidents**

Heitor Gurgulino De Souza, Special Adviser UNESCO, Brazil

Ichiro Tanioka, President Osaka University of Commerce, Japan

Alvaro Romo de la Rosa, Autonomous University of Guadalajara, Mexico

Kenneth Edwards, Vice-Chancellor University of Leicester, United Kingdom

Father E. Malloy, University of Notre Dame, USA

### **IAUP Regional Councils**

The IAUP has established Regional Councils in North America, Latin America, Asia (North, South and South East), South Pacific, South West Asia & North Africa, Africa, Europe, which organise seminars and regional conferences open to all members, and support a range of inter-institutional linkages and collaborative activities.

**Regional Council Chairs**

George Benneh, President Emeritus  
University of Ghana, Ghana  
Sergio Machado dos Santos, Rector  
Universidad do Minho, Portugal  
Jose Raymundo Martins Romeo, Rector  
Universidade Santa Ursula, Brazil  
Chungwon Choue, President

Kyung Hee University

James R. Roach, President Western  
Connecticut State University, USA  
Süleyman Saglam, Member

of the Higher Education Council, Turkey  
Pornchai Mongkhonvanit, President Siam University, Thailand  
Vrajendra Raj Mehta, Vice Chancellor University of Delhi, India  
Millicent Poole, President of Edith Cowan University, Australia

**Honorary Members to the Executive Committee**

Rafael Cartagena, President Norham College, Puerto Rico  
Young Seek Choue, Chancellor Kyung Hee University System,  
Republic of Korea  
Leland Miles, USA  
Kan-ichi Miyaji, president The Association for Promotion of Satellite  
Education, Japan  
Nibondh Sasidhorn, Siam University, Thailand  
Donald R. Gerth, President, California State University, USA

**IAUP Executive Committee**

Phung Hieu Phu, Rector Vietnam National University, Vietnam  
David Strangway, President Emeritus University of British Columbia,  
Canada  
Yukiyasu Harano, Executive Director Association of Private Universities,  
Japan  
Richard Popovsky, Rector Fundación Universidad De Palermo,  
Argentina  
Vladimir Kurilov, President Far Eastern State University,  
Russian Federation  
Rolandas Pavilionis, Rector Vilnius University, Lithuania  
Gheorge Zgura, University Politehnica of Bucharest, Romania  
Fukia Yang, President Fudan University, People's Republic of China  
Robert G. Jones, California State University, USA  
Maurice Harari, California State University, USA  
Constantine W. Curris, President American Association of State  
Colleges & Universities, USA

L. Eudora Pettigrew, President Emeritus Holy Family College, USA  
Gengdong Cheng, President Dalian University of Technology,  
People's Republic of China  
Carles Sola i Ferrando, Rector Universitat Autonoma de Barcelona,  
Spain  
Rolando Dizon, President De La Salle University, Philippines  
Süleyman Saglam, Member of Higher Education Council, Turkey  
Edward M. Walsh, President Emeritus University of Limerick, Ireland  
Barham Madain Ayub, Pro Rector Universidad De Vina Del Mar, Chile  
Ronald R. Applbaum, President Kean University, USA  
Kazuo Yamada, President Chubu University, Japan  
Victor Petrovitch Savinykh, Rector Moscow State University of Geodesy  
and Cartography, Russian Federation  
Hans Van Ginkel, President United Nations University, Japan  
Lydia Makhubu, Swaziland  
Jae Kyu Park, President Kyungnam University, Republic of Korea

### **Special Advisors**

Glenn Goerke, University of Houston, USA  
Helena Z. Benitez, Chairman of the Board, Philippine  
Women's University System, Philippines  
Se Ung Lee, President Korea Industrial Gases Ltd., Republic of Korea  
John Brownell, President Emeritus California State University, USA  
Annette Lorentsen, Aalborg University, Denmark  
J. Fred Young, Foundation for International Education, USA  
Jan Sadlak, Director UNESCO - CESPES, Romania



*Enan Galaly,  
Ambassador*

### **Council of Senior Advisors**

Rafael Cartagena, President  
Norham College, Puerto Rico  
Young Seek Choue, Chancellor Kyung Hee  
University System,  
Republic of Korea  
Edward Elson, USA  
Enan Galaly, Chairman Helnan  
Phoenix Hotels, Denmark  
Donald R. Gerth, President California  
State University, USA  
Edmond Israel, Luxembourg  
Juan José Leaño Alvarez del Castillo,  
Vice-Rector Universidad  
Autonoma de Guadalajara, Mexico

Se Ung Lee, President Korea Industrial Gases Ltd., Republic of Korea  
Leland Miles, USA  
Ralph Mirse, President Emeritus, USA  
Kan-ichi Miyaji, President The Association  
for Promotion of Satellite Education, Japan  
The Ming Pao, President National Yunlin  
University of Science and Technology,  
People's Republic of China  
Nibondh Sasidhorn, Siam University, Thailand  
Kaisa Savolainen, Directrice Departement  
de l'Education pour une Culture de Paix, UNESCO, France  
Robert Telford, United Kingdom  
Guido baron Declercq, Belgium

### ***Colophon***

This 'History 1999-2002' was written –in coordination and with the assistance of Sven Caspersen– by Jef Van der Perre. Assistsances in layout, editing and photos: Alice Bonde (Aalborg, Denmark) and Karel Servaes (Diest, Belgium).





## CHAPTER THREE

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THE XIII TRIENNIAL – JULY 2002

THE TRIENNium 2002-2005

INGRID MOSES

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**THE XII TRIENNIAL – JULY 2002****THE TRIENNIAL 2002-2005****INGRID MOSES**

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The XIIth Triennial Conference was organized by the Australian team – President-elect Ingrid Moses, Secretary General-Elect James McWha and Treasurer Denise Bradley and held in Sydney, June 24-27, 2002. It addressed 'Academic Values, National Dreams, Global Realities'. During the Triennium we tried to increase communication and collaboration with other international organizations, notably the International Association of Universities (IAU), the Association of Commonwealth Universities (ACU), the OECD/IMHE (Institutional Management in Higher Education) programs, UNESCO and the UN – and were successful in this. At regional levels European associations and Asia/Pacific associations as well as the American Council on Education were partners in projects and conferences.

During much of our Presidency part of the world was in turmoil. Despite the unrest and health scares we continued to hold Executive Committee meetings throughout the regions of the world – in the Blue Mountains in Australia; in Braga, Portugal and New Jersey, USA; in Florianopolis, Brazil and Cairo, Egypt; finishing with the pre-Triennial meeting in Bangkok. And we encouraged Regional Chairs to engage Presidents through conferences and all members to participate in both IAUP and other international conferences and meetings. We were successful in achieving this and the Presidency, too, had a high profile.

The overriding theme for our Triennium was ***Equity for all, quality in all***, building on successful programs from the past, refocusing others and setting new agendas. We considered **peace education** to be more important than ever. **Links between Universities and Industry** remained on the agenda. Our commitment to **quality assurance and accreditation standards** continued through various activities and working parties.

We focused on **women's participation**, and **women's career opportunities in higher education**. Within IAUP I greatly increased the number of women in the Executive Committee and appointed Eudora Pettigrew as Vice-President. We **participated in the Dialogue of Cultures** in many conferences and meetings. In a world where

globalization of education is a reality, to **Promote Good Practice in Transnational Education** became an important agenda item.

We were pleased that during the Triennium the IAUP profile had increased, we had initiated and sustained collaboration with international organizations and agencies, our paying membership had grown, our finances and the database were put in good order, IAUP News was a substantive publication, and we had documented the administrative procedures to facilitate handover from Presidency to Presidency.

My thanks to IAUP Executive members and advisors for their contributions during the triennium, And I particularly want to thank my team members, Secretary-General James McWha and Treasurer Denise Bradley for their unstinting commitment, good judgment, good sense and friendship, and Sharna Pearce, Thuy Phan and Jenny Edmunds for their excellent contributions, assistance and support.

## **THE IAUP TRIENNIUM 2002-2005**

This Triennial Report provides an overview of the activities organized for and by IAUP during the time July 2002-July 2005.

### ***The XIII Triennial, Academic Values – National Dreams – Global Realities***

It had become IAUP tradition that the triennial conferences were organized by the President-Elect and his or her team. We served our apprenticeship by organizing the IAUP XIIIth Triennial Conference in Sydney, Australia, June 24-27, 2002. By all accounts it was a most stimulating conference with many highlights and an outstanding calendar of professional and social events. For the first time we had a delegation from North Korea.

The theme of the Triennial acknowledged the tensions between traditional academic values embodied in universities and governments' expectations of the contribution universities might make within national economic and social planning contexts, and the realities of increasing globalization. University Presidents have the difficult role of leading their institutions through these tensions and integrating them within the national and international context without negating academic values.

The three concepts, academic values, national dreams and global realities were integrated into all parts of the program.

Among the key speakers were

- The Danish Minister of Education, Margrethe Vestager
- Sir John Daniel, Assistant Director-General for Education, UNESCO
- Professor Hans van Ginkel, Rector, United Nations University and President, IAU
- The Hon. Justice Michael Kirby, Justice of the High Court of Australia, one of Australia's most prominent and articulate judges and speakers on issues of social justice

The Governor General of Australia, Dr Peter Hollingworth AC OBE, was Patron of the event and delivered the address in the closing session in the Sydney Opera House. The Governor of the state of New South Wales, Professor Marie Bashir AC CVO, addressed the conference delegates at the Conference Dinner at the Sydney Town Hall, the Premier of New South Wales, the Hon Bob Carr, spoke at the Opening Ceremony, and the Minister for Education and Training of the state of New South Wales, the Hon John Watkins, hosted a reception at the Art Gallery of New South Wales.

Major sponsors were

- The Commonwealth Department of Education, Science and Training
- The New South Wales Department of Education and Training
- The Australian Vice-Chancellors' Committee – the Council of Australia's University Presidents
- The University of New England, Australia and Massey University, New Zealand

And also

- IDP Education Australia – a world leader in the international education and development services industry,
- The New Zealand Vice-Chancellors' Committee,
- And several Australian universities, Australian Technology Park Innovations, Telstra and Apple.

The Universities of Sydney and NSW, University of Technology, Sydney, The Australian Catholic University, Sydney Campus and Australian Technology Park Innovations all hosted delegates for a visit to their campus.

At the Closing Session in the Sydney Opera House, having been handed the chain of office for President, IAUP I closed the conference with the following remarks:

*Your Excellencies, Colleagues and Friends,*

*At the end of this most stimulating conference in Australia's best known building and in the presence of Australia's most senior official and you, our members and guests, let me say 'thank you' for electing me as President of IAUP. I am deeply honoured and hope to serve IAUP and you well.*

*Let me reflect on this conference and on the next Triennium.*

### ***First the conference***

*All of us who have been involved with organizing the conference, hope that you found it stimulating, learnt something new, gained some insights, caught up with old friends and made new ones, and enjoyed it. ....*

*...For the first time in IAUP's history we were expecting a delegation from the People's Democratic Republic of Korea – invited by the Korea-Denmark Friendship Society and by myself. Australia's Embassy in Beijing and my office in Armidale worked tirelessly to get the visas through – and they did. A large and late Chinese delegation also was able to get visas.*

*You will be aware that the World Trade Organization, under its General Agreement on Trade and Services (GATS) is negotiating the further liberalization of trade in services, and this includes education. IAUP, together with other associations has expressed concern about regarding education simply as a commercial product to be dumped or elevated according to market forces. But all of us affirm, IAUP affirms, the importance of internationalization of our universities, of co-operation, collaboration, exchanges, and strategic alliances.*

*At a time when we talk about globalization of industries and services, there very clearly is no free flow of people across national borders. You may be aware from your own countries of the hundreds, thousands, even millions of refugees and asylum seekers worldwide.*

*You are neither refugee nor asylum seeker, but the requirement to obtain a visa to gain entry to this country has worked very much against the international dialogue and networking we all aim for at this conference and in IAUP generally. Internationalization of universities requires easy communication, easy access to each other. There can be no real communication without trust, no real dialogue without trust, no collaboration without trust. The visa system is clearly based on lack of trust.*

*At the beginning of the 21st century we are in a technological age, but technology is not reliable nor access to it universal. All of the visitors and many of us here in Australia, arrived in Sydney by plane and without mishap. But of the hundreds of e-mails and faxes I wrote to delegates and speakers, many dozens bounced, again and again, and airmail letters to and from some countries took up to seven weeks!*

*Within such an unpredictable global environment, I believe, the personal contact and networking becomes even more important and I appreciate very much the effort all of you have made to be here.*

### ***So where do we see ourselves going in the next few years?***

*It is my intention to build on the themes of this conference, and the Chairs of our Wrap Up Sessions, Professors Sharon Siverts, Gillian Slater and Leslie Wagner will provide you and me with some of the issues that have arisen and remain unresolved in this conference. We will use this input for formulating our program for the next three years.*

### ***Academic Values***

*First, I do believe that academic values will be an ever more important and ever more threatened set of values.*

*In international associations we talk about global academic values as if there was a global consensus. The academic communities across nations do share a belief in academic freedom, in critical inquiry, in search for the truth, in pursuit of excellence and unhindered scholarly research.*

*But we find that concepts like 'academic freedom', like 'critical inquiry', like 'search for the truth' are not equally embraced by all states. The American higher education researcher Philip Altbach, in a speech at another conference, pointed to a number of countries where academic freedom is restricted.*

*In many countries across the globe there are significant limitations on academic freedom, in particular during periods of political turmoil. But, he noted, "In countries in which the universities are considered to be an integral part of a governmental apparatus that is itself repressive, restrictions are built into the academic and political system, rather than being caused by social unrest or political crises". And he cites a few countries. (SRHE International news, 46, November 2001)*

*What can IAUP do to ensure that academic values, academic freedom flourish in all countries?*

*First of all, I believe, we need to support our colleagues in countries where there are restrictions. Second, we need to invite these colleagues to our countries; ask them to participate in our Presidential Exchange System; involve them wherever possible in working groups. But we also need to be vigilant in our own societies and in our own university and uphold the values above our own comfort zone when, for example, we are attacked.*

### ***National Dreams***

*Not all countries have 'National Dreams', but they are a reality and explicit in many. 'National Dreams' is not a simple or even unifying concept, even though it sounds like it.*

*For academics, academic values and national dreams may be related. Indeed students and academic staff have been in the vanguard of fighting communism in Eastern Europe, suppressive systems in a number of countries, military regimes in Latin America.*

*In many countries, for the politicians or the military, universities' adherence to academic values may be counter to their national dreams. In their national dreams, universities are the powerhouse for economic development, they educate an elite, and in some countries an ever increasing professional class. They are the engine which will push or pull the economy into a competitive position within the global market. And they are the custodians of the official cultural, social and political values.*

*National dreams can be inward looking or they can open the country to internationalization, as we heard from the former Danish Minister for Education.*

*What can IAUP do?*

*First of all, I believe we need to respect national dreams and acknowledge the power they may hold over a population, including university faculty, students and presidents.*

*But speaking from an IAUP perspective, I believe, we need to affirm that we do hold certain values true, and they are reflected in our Charter. So as an organization and as individuals within this association we need to dialogue with governments and government agencies as well as with the media and we can strengthen those who work for peace and social justice. And IAUP's very small but consistent effort through the IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace, which has been chaired until now by Eudora Pettigrew, will continue.*

*At present, countries where academic freedom is endangered or non-existent, are nevertheless open to alliances and partnerships with universities around the world.*

*We can be part of this, not from a position of cynicism or opportunism, but because we believe that co-operation and mutual understanding will lead to greater openness in the university system and in society, and eventually to more civil rights.*

### ***Global realities***

*Globalization of economic processes, of goods and services, and of education is becoming a global reality.*

*In education that means that on-line learning, virtual classrooms and virtual universities will become more prevalent and give access to those who cannot attend university in person.*

*Global realities are still open to us to influence – 'realities' does not refer to conditions, practices, processes cast in concrete. We shape them.*

*So what can IAUP, what can we as University Presidents do?*

*A much-quoted book from the mid-nineties by Huntington is entitled 'The Clash of Civilizations and the Remaking of World Order'. I found it fascinating reading. In the remaking of the world order, Huntington notes that "In the twentieth century the relations among civilizations have [...] moved from a phase dominated by the unidirectional impact of one civilization on all others to one of intense, sustained, and multidirectional interactions among all civilizations." (p.53)*

*We have members here at this conference from all those civilizations Huntington describes, and we are part of and proud of that multidirectional interaction.*

*Another book, sent to me from the United Nations earlier this year, is called 'Crossing the Divide. Dialogue among Civilizations'. It is a tangible outcome of last year's UN Year of Dialogue among Civilizations, a collaborative analysis and reflection of a group of eminent persons from across the globe, and this is relevant for the 21st century.*

*Let me quote from this book:*

*"We choose to reject faceless universalism, hegemonic control and monopolistic behavior on the one hand and ethnocentric bigotry, religious exclusivism and cultural chauvinism on the other. We believe that positive forces in globalization and authentic quests for identity can create a virtuous circle uplifting the human spirit in the coming decades. Wholesome globalization, which celebrates diversity and enhances community, is a matter of confluence, of mutual learning and recognition of the rich and varied human heritage. This allows for lateral and reciprocal relationships among civilizations and makes genuine dialogue possible." (p.73)*

*IAUP will be part of this.*

*As I said earlier, global realities are still open to us to influence. We can help shape them.*

*As Presidents we are foremost concerned with education. If I can sum up in six words what I heard in this conference and what might be the framework for work during the coming triennium for IAUP, it is Access **for all**, Excellence **in** all.*

## Our Program for the Triennium 2002-2005

In our first edition of IAUP News Lux Mundi, November 2002, as new President I talked about the proposed program for IAUP for the coming three years. I noted that for 2003 IAUP would continue with its present commissions. However, the Presidency needed to take on board that all projects had to be well-defined and involve and benefit IAUP members and/or their institutions. Already many of the 'themes' in the public arena had been covered by other international organizations, and it might be best to link with these rather than to re-invent the wheel. The Association of Commonwealth Universities, for example, had a large-scale project on digital libraries for African universities. IAU already established a project on 'Dialogue of Cultures'. Therefore I presented, in line with the reworked theme from the conference closing session our ten-point program for 2002-2005 under the heading ***Equity for all, quality in all.'***

Our ten-point program, building on successful programs from the past, refocusing others and setting new agendas was to:

1. Promote Peace Education
2. Promote Links Between Universities and Industry
3. Continue the Presidential Exchange Program
4. Support Quality Assurance and Accreditation Initiatives
5. Promote Technology in Higher Education
6. Promote Equity
7. Promote Access of Minority Groups to Higher Education
8. Organize Study Tours
9. Participate in the Dialogue of Cultures
10. Promote Good Practice in Transnational Education

We hoped that Regional Chairs would organize conferences around the above themes.

And this is what we did over the following three years:

### ***1. Promote Peace Education***

We considered peace education to be more important than ever, and an issue also of equity.

Sister Francesca Onley chaired the IAUP/UN Commission throughout the Triennium and she reported regularly in the IAUP News Lux Mundi. During the Triennium the Commission sponsored a 'Day of Dialogue

for World Peace' at Holy Family University, Pennsylvania, USA in April, 2002 and at Cabrini College, Radnor, Pennsylvania in November 2003. Former Chair and Vice-President IAUP, Eudora L Pettigrew, edited 'Universities and Their Role in World Peace', and conferences and workshops featuring texts from the edition were co-sponsored by the Commission in 2002.

The IAUP/UN Commission for Peace, Disarmament and Conflict Resolution and the De La Salle University, Philippines, organized a conference for March 2004 in Manila, Philippines on 'Mosaic for Peace: Bringing together university, media, political and business leaders for the goal of world peace'.

In 2004 the Commission received a grant from UNESCO for a conference to be held in Africa entitled 'Africa- Towards a More Peaceful Continent: Peace Studies, Conflict Resolution, and Disarmament Education'. The Commission partnered with North West University in South Africa to hold the conference in the spring of 2006.

The Commission held three fall meetings and three spring meetings at the United Nations in New York City.

Our IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace is, of course, only one of very many initiatives across the world. There are a number of quite large centres for peace studies and conflict resolution in universities around the world and member presidents have associations with some of these.

The Rector of Universidad del Cauca, Colombia wrote to us urging us to contribute to peace education in Colombia by offering Master or PhD places to their staff. We asked those interested in following this up to contact our Secretariat.

We received an invitation to submit a nomination for the UNESCO Peace Prize. We were delighted that we could nominate a very worthy IAUP member – Dr Eudora Pettigrew, IAUP Vice-President and former Chair of the IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace. Dr Jim Roach as Chair of the North American Council compiled the nomination for us.

We also supported the nomination for the Nobel Peace Prize for our Perpetual President Emeritus, Dr Young Seek Choue, proponent for the UN International Day and Year of Peace and a tireless supporter of peace initiatives.

Following assignments in Kosovo, Michael Daxner, Treasurer of IAUP 1999-2002 and Executive Committee member continued his important contribution to rebuilding higher education in post conflict countries by helping to develop a new law for higher education for Afghanistan. I supported his initiative by writing to the newly formed Afghan Rectors Conference, offering IAUP support and membership. His account of his work in Kosovo and Afghanistan at the Brazil Seminar was moving, disconcerting and insightful.

## ***2. Promote Links Between Universities and Industry***

The Commission University-Business Partnerships or, later, IAUP Working Party on the Links between Universities and Industry/Business continued under the leadership of Glenn Goerke. Senior Advisors Guido Decleq and Enan Galaly, both highly successful businessmen, were particularly helpful in guiding our thinking on engagement and communication to the wider community.

We believed that collaboration with industry will contribute to quality and relevance of education. But we thought in 2002 that the Commission ought to be more international in focus. In response, various symposia were held in connection with Executive Committee meetings in Portugal, New York and Brazil. Glenn Goerke wrote for our Triennial Report: "The Working Group continued work promoting closer and more beneficial university-business/industry partnerships through symposia, conferences, research, and publications.

"In supporting the Working Group and the strategic alliances that the Working Group fosters, IAUP recognizes the important dimensions of linking universities to the communities they serve. Importantly, the wide variety of cultures and situations represented within IAUP means that there is no single approach that is applicable to all situations. Every regional and national situation is unique, and each has to be addressed within the subtleties of the particular context.

"Thus the Working Group does not prescribe a specific outcome for any specific region. Rather, the working Group proposes a process that is sensitive to the needs of a region, as defined by the universities of the region.

"Within this process, the Working Group works with IAUP member institutions to structure conferences and symposia that:

Recognize the needs of a region to establish a dialogue within the community they serve;  
Retain their relevance through participation of regional university and business/industry leaders.  
Respond to society by addressing issues of mutual importance to the region, to business/industry, and to the universities; and  
Result in partnerships that foster research, collaboration, knowledge dissemination, and mutual benefit to all parties involved.”

Secretary-General James McWha represented the IAUP Presidency at, and contributed to, the Canadian Clusters conference in Montreal, November 2003, a conference initiated by Executive Committee member David Strangway and focusing on the development and economic impact on clusters. The conference was a joint venture between IAUP and IAU and attracted 300 participants. Among the speakers and participants were several other senior IAUP members, Ed Walsh, Sven Caspersen and Millicent Poole.

### ***3. Continue the Presidential Exchange Program***

We decided to continue this program as it provides opportunities for quality friendship, insights and learning from each other. Jef Van der Perre, former Secretary General coordinated the program. In the brochure for 2002-2003 he writes: “The IAUP is pleased to report that, to date, the list of Host-Presidents has increased from 6 in March 2001 to 52 by October 2002.” Indeed, the Program was warmly supported by potential hosts from around 30 countries, but the uptake was disappointing. There did not seem to be a need for the program, possibly because Presidents find it hard to be away for a week or two in addition to their normal off campus activities, and because there are regional and bi-lateral exchange programs.

### ***4. Support Quality Assurance and Accreditation Initiatives***

Our commitment to quality assurance and accreditation standards continued. Sven Caspersen, immediate Past President of IAUP chaired the new IAUP Commission on Worldwide Accreditation, his initiative. The Commission focused on debating of and ways of testing the Commission’s proposal for a World Quality Register (WQR). In 2002, 2004 and 2005 there were conferences and UNESCO Global Forums on International Quality Assurance, Accreditation and the Recognition of Qualifications where topics of relevance to IAUP members and the

Commission were presented. Sven Caspersen spoke about the WQR as did former IAUP President Don Gerth and expert on accreditation Dirk van Damme. With UNESCO, the European Union and INQAAHE also taking a special interest in quality assurance and accreditation agencies, the WQR was reconceived as a 'Clearinghouse of Clearinghouses', but by the end of the Triennium no resolution had as yet been achieved.

In addition to these activities, IAUP members participated in other conferences concerned with quality issues.

In June 2003 a number of IAUP members and members of the Executive (myself, Don Gerth, Heitor de Souza, David Strangway, Sr Francesca Onley and the new Bangladesh Chapter chair, Hafiz G.A. Siddiqi) attended the UNESCO World Conference on Higher Education plus 5 Partners Meeting in Paris. Hans van Ginkel, President IAU and one of our Executive Committee members presented a plenary address – as usual thought provoking, Komlavi Seddoh provided a comprehensive synthesis of developments in higher education 1998-2003, and I chaired one of the Commission 1 sessions: 'Education agreements and trade agreements in the context of global higher education – the importance of assuring quality'.

In November 2004 the South-East Asia Council of IAUP and the Association of Private Higher Education Institutions of Thailand sponsored a conference, 'Toward Mutual Recognition: Educational Benchmarking and Quality Assurance'. Hosts were our President-Elect, Pornchai Mongkhonvanit and Chair of the South-East Asia Council, Janjira Wongkhamthong, and a number of IAUP officers and Executive Committee members both attended and participated. I presented a paper, 'Global Aspects of Quality Assurance in Education. An Australian Perspective', and past President Sven Caspersen spoke about 'The EU Contribution'.

### ***5. Promote Technology in Higher Education***

The Commission on Technology in Higher Education under its new Chair, Millicent Poole, refocused its attention to areas of programmatic importance to IAUP. She writes in our Triennial Report: "The Commission supports worldwide cooperation for innovation in higher education through technology. It has produced a database on projects in higher education (created by the former Commission and hosted by Aalborg University, Denmark) which enables IAUP members to discover and share good practice.

The Commission disseminated information and created awareness through articles in Lux Mundi and an updated website. It sought collaboration with the Asia Pacific Distance Education Multimedia Education Network and the European University Association. It sought to collaborate with the Association of Universities of Asia and the Pacific (AUAP) and its Asia Pacific Distance Education Multimedia Education Network (APDMEN).

The membership of IAUP was surveyed and Presidents were asked to comment on the issues they would like to see progressed by the Commission. The response was disappointing in so far as there was no strong indication from the membership as to the areas of greatest interest.

Some initiatives only came to fruition during the following triennium, e.g. a conference on e-learning which would address three major themes: Teaching with technology; e-University Administration and Systems; C& IT developments (e.g. PDAs, smart cards, telecommunication systems, storage changes and other similar developments).

## ***6. Promote Equity***

We focused on women's participation, and women's career opportunities in higher education. IAUP and IAU organized a conference on Women and Leadership in Higher Education: How thick is the Glass Ceiling? in Monterrey, Mexico, 12-14 June, 2003, hosted by Centro de Estudios Universitarios (CEU) and Universidad Autónoma de Nuevo León (UANL). Alvaro Romo, Secretary General-Elect and our great facilitator in Middle and South America until he moved to the US, was instrumental in this collaboration.

I presented a keynote address outlining the progress women had made in Australian universities and analyzing the contributing factors.

This conference, too, we felt, had suffered from the travel weariness around, and indeed from a certain lack of cash by prospective participants. Yet, it too, was a spirited event and one of the tangible outcomes was a CD with the papers; a network of people interested in raising the participation of women in higher education and leadership in higher education, and a bibliography on women and leadership, compiled at IAU.

Within IAUP I greatly increased the number of women in the Executive Committee, Australian University President Denise Bradley proved to be a highly competent IAUP Treasurer. I appointed Eudora Pettigrew as Vice-President. She submitted to the Executive an extensive proposal on how women presidents' participation and visibility might be increased. I invited Millicent Poole to be the Regional Chair for Australia/New Zealand (later renamed Pacific Basin) and Chair of the Technology in Higher Education Commission. Following her contribution to the Triennial Conference as a rapporteur, I invited Gillian Slater, UK to the Executive – IAUP has hardly any presence in the UK. Sharon Siverts, Botswana, also a rapporteur at the Conference was appointed as Chair of Southern Africa Regional Council. But she relinquished her presidency soon after the Triennial conference and resigned from IAUP. In 2003 I invited Gulsen Saglamer, Turkey and Kuniko Tanioka, President of Chukyo Women's University in Japan to join the Executive Committee. Gulsun was Rector of Istanbul Technical University and an active member of the international higher education community, and Kuniko was a longstanding member of IAUP. Janjira Wongkhamthong served as Chair of the IAUP Region of South East Asia at the invitation of its former Chair, now President-Elect, and was an active participant in and organizer of conferences.

During the Triennium, Prof. Liu Jinan, President of Communication University of China (CUC) organized the first two international conferences for women presidents. On the occasion of the University's 50th Anniversary during the second International Forum for Female University Presidents hosted by CUC 6-7 September 2004 I presented to her on behalf of IAUP a Certificate for Outstanding Achievement in fostering the values of IAUP.

As part of the formal 50th anniversary celebrations the Beijing Broadcasting University changed its name to Communication University of China. In front of a huge audience in the Great Hall of the People in Beijing I said, *inter alia*, on behalf of IAUP:

*"Universities in a globalized world play an important part in creating knowledge which is shared world-wide, in creating linkages between people of different cultures, in educating students who can take jobs anywhere in the world and who can assimilate, appreciate and be attuned to other society's values without giving up their own. We believe that this will contribute to mutual understanding and hope for world peace.*

*"As President of IAUP with its international mission I appreciate in particular BBU's international academic exchange program and linkages with over 130 universities and media organizations in about 40 countries. BBU, now CUC, has noble, ambitious and very important aims for China and for the world. I most heartily congratulate BBU on its achievements and on its strategic aims.*

*"Lastly, I want to say a few words about the pleasure of being here as a woman President and seeing so many women Presidents at BBU. I congratulate Professor Liu Ji Nan, President of BBU most sincerely for hosting this 2nd Female Presidents of Universities International Forum and bringing us together in this 50th anniversary year of BBU, and the birth of CUC.*

*"Women in many countries are the majority of undergraduate students. In many disciplines they are the majority of PhD students. They start academic careers in increasing numbers, but in most countries women professors, women deans and women vice-presidents and presidents are a small minority. In Australia more than a quarter of university presidents are women – this might well be a record worldwide. But within only 40 universities in Australia, every new appointment can change the percentage.*

*"Increasingly, all over the world, professors and presidents are appointed on merit. I have no doubt that more women can and should be appointed to senior positions. There are more meritorious women in our higher education systems than put themselves forward for appointments. So it is important for us women presidents to ensure that in our own university we ensure that women can progress, that women are mentored and that there are no systematic barriers to the advancement of women.*

*I congratulate BBU on their most meritorious President, Professor Liu Ji Nan."*

Professor Lin, now President Emeritus of CUC has continued to host further International Forums for Women Presidents, and Gulsun Saglamer has since organized such conferences for women rectors and presidents from Europe with some participants including Professor Lin and myself from other parts of the world.

### ***7. Promote Access of Minority Groups to Higher Education***

In many countries there are minority groups, either indigenous or through migration or asylum seekers/refugees which do not participate equally in higher education.

The October 2003 Executive Committee meeting in New York was followed by a short seminar. Dr Clifton R. Wharton, Jr. retired CEO of TIAA-CREF, Chancellor Emeritus of the State University of New York System, and former Chair of the Rockefeller Foundation gave a most inspirational address, entitled: 'Unity, Knowledge and a Diverse World'.

We had agreed that we might aim to offer in 2004 a seminar on institutional cultures and national policies and practices that enable members from those underrepresented groups to assume leadership roles in higher education. However, we were unsuccessful in gaining a convenor for this.

Former IAUP Treasurer Michael Daxner and his former Vice-President at Oldenburg University, Ina Grieb, accepted my suggestion to organize a conference on the theme of equity and diversity – modern day challenges in higher education. The conference, 'uniDiversity' was scheduled for 21-23 February 2005. Even though good sponsorship had been gained and much effort had been put into conceptualizing the conference and getting appropriate speakers, the interest by University Presidents and others was not high enough, and the conference was cancelled. This was a great disappointment to all of us who had been working on the program.

### ***8. Organize Study Tours***

The presidential exchange scheme focused on individuals. But for change to occur in a country, it is important for more than one individual to be knowledgeable of and excited by processes and practices in other universities. We therefore hoped to help organize study tours. We thought we could link in to OECD/IMHE's study tours, to study tours already organized by the University of New England's Centre for Higher Education Management and Policy, or purpose-made tours. Latin Americans had expressed interest in this before, and our Regional Chair for the South Pacific, Millicent Poole, was happy to assist in organizing visits to Australia and New Zealand. Millicent Poole and Gillian Slater worked out a protocol for study tours, which the Executive Committee accepted. After considerable work with the Brazilian rectors, they cancelled the proposed study tour.

### ***9. Participate in the Dialogue of Cultures***

In my Closing Speech at the Sydney Triennial I pledged our commitment to a dialogue of cultures. I later suggested we might want to link in with IAU and existing UNESCO programs or set up a separate working group with focused agenda. I believe this is an area of work which corresponds closely to IAUP values and to a worldwide need. Staff-student exchanges in connection with relevant symposia and seminars might be one way of establishing a meaningful dialogue.

At the UNESCO-CEPES Jubilee International Conference on 'Higher Education in the 21st Century: Its Role and Contribution to Our Common Advancement', held in Bucharest, Romania, from 6-8 September, 2002 I spoke on 'The University – A Permanent Factor in the Development and Advancement of Society. Views from institutions of higher education and academic organizations.' This conference was virtually a re-union with a number of our officers, Executive members and members, including Komlavi Seddoh, Director, Division of Higher Education, UNESCO, Jose Raymundo Martins Romeo, President of the Latin American Council of IAUP, Pornchai Mongkhonvanit, President-Elect, Hans van Ginkel, Rector of UNU and President, IAU, Constantine (Dino) Curris, and Dumitru Ciocoi-Pop, Rector of Lucian Blaga University, Sibiu in our host country, Romania.

The conference associated with the Executive Committee meeting in Cairo, October 2004 and hosted by the Regional Chair Professor Hashem was entitled 'The Role of Universities in the New ways of Educating and in the Dialogue of Civilizations in the 21st Century' and was under the auspices of HE the Minister of Higher Education and Scientific Research. Over the two days about 250 people attended, among them ministers and other Egyptian university presidents.

Professor Hashem also initiated a special unit for studies of Quality Assurance in the University.

Indeed, many of the conferences, regardless of the topic, were enacting a dialogue of cultures. But our efforts to link in with other initiatives to support a dialogue of cultures were not successful.

### ***10. Promote Good Practice in Transnational Education***

Globalization of education is already happening and we 'inherited' an IAUP position statement. It is careful and conservative. But we believed we needed to help shape good practice in transnational education.

In September 2002, at the 7th Annual GATE Conference, 'Assuring Excellence in the Business, Technology and Globalization of e-Learning and Online Education' I spoke in the plenary session on 'Excellence in Transnational Education: Views from Academia, Government and Business'.

I foreshadowed that IAUP would be developing a statement/guidelines on transnational education.

However, in the spirit of collaboration, it seemed more appropriate to discuss and adopt the UNESCO/Council of Europe Code of Good Practice in the Provision of Transnational Education. This occurred at the Executive Committee meetings in New York, 2003, and in Santa Catarina in March 2004. It was subsequently published in Lux Mundi and also made available on the IAUP website.

In June 2003 I chaired the most controversial and heated session of the UNESCO World Conference on Higher Education plus 5 Partner Meeting. It dealt with another development over the past five years: the increase in trans-border education, quality assurance and GATS. In the August 2003 edition of Lux Mundi I reported at length about the issues surrounding GATS.

In January 2005 the final drafting meeting for the UNESCO/OECD Guidelines on 'Quality Provision in Cross-Border Higher Education' took place in Paris. This was part of UNESCO's 'Capacity Building Activities in Qualifications Recognition, Quality Assurance and Accreditation: Towards a Coherent Framework'. As none of the Presidency were available for that meeting Sven Caspersen represented IAUP at that meeting, which was very appropriate in view of his chairing of the IAUP group on quality assurance.

## **WAYS OF WORKING**

### **Communication**

We have tried to work in different ways. We have tried to increase communication.

Earlier we compiled an e-mail list of members in the South East Asian region in order to forward to them news I was receiving from UNESCO in Bangkok. But we did not as yet have a complete e-mail list, and a

significant number of e-mails bounced. So we decided to continue with newsletters and an informative website and reserved specific issues for e-mail communication.

We published eight issues of *IAUP News Lux Mundi* – in November 2002, April 2003, August 2003, December 2003, April 2004, August 2004, January 2005 and April 2005. Our Executive Officer, Sharna Pearce was Editor-in-Chief, and the Editorial Committee consisted of the Presidency – Ingrid Moses, James McWha and Denise Bradley, and Sharna Pearce.

Six of the eight issues started off with a President's Report, and James McWha wrote the lead story '*Modern issues of Quality in Higher Education*' for the August 2003 issue, and Denise Bradley on '*The Diversity and Equity Challenge*' for the April 2004 issues. All contained Profiles of individual members, reports on conferences, extracts of memorable conference presentations and, when available overviews of contemporary issues and developments, reports from commissions and working parties, reports of Executive Committee meetings, news from the regions and forthcoming events. Photos taken at the various events livened up the print.

Our first issue, November 2002 also featured the new Presidency, the program for the triennium, the President's *Closing Address at the Triennium*, key speakers at the conference, Future Plans for the following triennium 2002-2005, a conference report and a report on the first Executive Committee meeting in the Blue Mountains, Australia.

The April 2003 IAUP News featured the Executive Committee in Braga and the discussions held there as well as reports from various Commissions. Millicent Pools, Sven Caspersen and Sr. Francesca Onley outlined their thoughts and work through the Commissions.

The August 2003 issue also featured Alvaro Romo's report on the successful conference in Monterrey, Mexico, June 2003 '*Women in Higher Education: How Thick is the Glass Ceiling?*' And Millicent Poole wrote on '*Experiences at Edith Cowan University*' in relation to technology enabled learner support systems. The IAUP Presidents' Exchange Programme was introduced by Jef Van der Perre, the Co-ordinator of the Programme, and Michael Adams foreshadowed a seminar in conjunction with the following Executive Committee meeting in New York, October 2004, entitled '*Peace and Higher Education – educating global citizens*'.

The December 2003 issue included reports on New York City by Michael Adams and outcomes of the New York Executive Committee, a report on the Canadian Cluster Conference in Montreal, November 2003 by Secretary General and presenter James McWha and reflections on '*International Space University*' by Treasurer Denise Bradley.

The April 2004 edition featured also Michael Daxner's insights into '*Higher Education in post war countries – Kosovo and Afghanistan*' with a plea to IAUP members to help. A short speech to the Brazil Executive Committee meeting in May 2004 by HE Luiz Henrique da Silveira, Governor of the State of Santa Catarina, Brazil was also reproduced. And Chair of the European Regional Council Sergio Machado dos Santos wrote on the Bologna Process and the Berlin Communiqué in an article '*Higher Education – A Regional Perspective*'.

In our sixth issue, August 2004, Michael Daxner proposed a conference at the University of Oldenburg, Germany for February 2005 on '*Equity and Diversity – Modern Challenges in Higher Education*', and President-Elect, Pornchai Mongkhomvanit wrote about the Thai higher education system, while Heitor Gurgulino de Souza described a new university created for all legislatures of Brazil, UNILEGIS, of which he was Vice-Rector. We also introduced the *UNESCO/Council of Europe Code of Good Practice in the Provision of Transnational Education*.

The January 2005 issue was already looking to the next Triennial, to be held in Thailand in July 2005, and President-Elect Pornchai Mongkhonvanit introduced the theme '*The Challenges of Globalisation and the Role of Higher Education*' and possible speakers. A report on the Executive Committee meeting in Cairo, Egypt October 2004 was followed by a report on IAUP's 40th Anniversary Conference following the meeting and an excerpt from a speech by HE Mrs Fayza Aboulnaga, Minister for International Cooperation, Government of Egypt on the role of universities in the new ways of educating and in the dialogue of civilizations. Also reproduced was an excerpt from the address given at the same occasion by Dr Ahmed Fathi Sorour, President of the Egyptian People's Assembly.

And our final issue of April 2005 presented articles by James McWha, IAUP Secretary General, on *Voluntary Student Unionism – Altering the Landscape of University Life in Australia*', a progress report on the new liberal arts and science university Sea to Sky University, Canada by David W Strangway, one of its initiators; and a report by Michael Adams on the UN Radio Project. And Sergio Machado dos Santos

continued his reporting on the Bologna process by reflecting on the Glasgow Conference '*Strong Universities for Europe*'.

While we were happy with the contents and the presentation of IAUP News we were very much aware that despite regular invitations to the IAUP membership to contribute articles, contributions came predominantly from the Presidency, Executive Committee members, Regional and Commission Chairs. We accepted this as part of our commitment to transparency and communication and facilitation of networks.

### **Executive Committee**

As a worldwide association, IAUP needs a well-structured decision-making process to organize and conduct its affairs in a most efficient and expeditious manner. The Executive Committee is a key element in the structure as it assists, advises and supports the Presidency, and is the main forum for discussing and determining the structure of IAUP and its policies and strategies, both internally and externally.

Each President both 'inherits' members of the Executive Committee and Senior Advisors and can appoint some new ones. This ensures both continuity and an influx of new ideas. We were fortunate in having an active and diverse group of individuals who contributed through their enthusiasm, knowledge and dedication to the success of this triennium.

In the 2002-2005 Triennium the President presided over six Executive Committee meetings in different parts of the world, hosted always by one of our Executive Committee members, apart from the first one following the Triennial Conference which was hosted by the President.

- (i) Leura, Blue Mountains, Australia, 29 June 2002
- (ii) Braga, Portugal, 27-29 March 2003
- (iii) New York City, USA, 29-31 October 2003
- (iv) Florianopolis, Santa Catarina, Brazil, 4-6 March, 2004
- (v) Cairo, Egypt, 12-15 October, 2005
- (vi) Bangkok, Thailand, 10 July 2005.

The first one brought the new Presidency, Executive Committee and some other active members together after the Triennial Conference in Sydney, in June 2002. We met in the Blue Mountains, in the hinterland of Sydney to map out a program and the contributions each one might make. A guest, artist-in-residence at the President's university, the University of New England, presented an after dinner send-up of

management-speak and practices in universities – the reaction did show what a diverse group the Executive Committee was. The vastly different cultural experiences and norms made some appreciate the corporate comedian and others were aghast.

The second conference in Braga, March 2003, was hosted by the Chair of our European Council, Sergio Machado dos Santos, Honorary Rector of the Fundação Carlos Lloyd Braga - Universidad Do Minho. In connection with the meeting the host had organized an international seminar on 'Global Models for Business-University Partnerships' – models for aligning universities, business and society in the interests of a sustained development of the knowledge society and consequently of an improved quality of life.

The New York Executive Committee meeting, October 2003, was hosted by J. Michael Adams, President of Fairleigh Dickinson University in Teaneck, New Jersey. The program included a half day seminar at the United Nations addressing the topic 'Peace and Higher Education' and featured Dr Clifford Wharton, Jr. the former Chairman and Chief Executive Officer of TIAA-CREF, one of the largest US corporations and the world's largest pension fund. Dr Wharton was the first Afro-American to head a Fortune 500 company. His higher education engagement includes eight years as President of Michigan State University and Chancellor of the State University of New York system.

The Brazil meeting was held in March 2004 and was hosted by Rodolfo Joaquim Pinto da Luz, Universidade Federal de Santa Catarina. The program included an addition half-day seminar in which Michael Daxner, former Treasurer of IAUP gave a most gripping account of 'Higher Education in post war countries – Kosovo and Afghanistan' to members and invited guests. Michael had been actively involved in the reconstruction of higher education in both countries and had just returned from his fourth visit to Afghanistan, where he delivered a German contribution to the Minister of Higher Education, a draft law and the initiation of a Rectors Conference. At his instigation I got in touch with them offering IAUP assistance.

The Cairo meeting, October 2004 was hosted by Saleh Hashem, Regional Chair for the Middle East and North Africa and President of Ain Shams University. The meeting was co-hosted by Enan Galaly, Senior Advisor, in whose hotel at the Nile we enjoyed Middle Eastern ambience and food. Following the Executive Meeting, the Presidency hosted a mini conference to mark the 40th anniversary of IAUP.

Notable speakers from academia and various ministries addressed the conference on topics broadly described as 'The Role of Universities in the New Ways of Education and in the Dialogue of Civilizations in the 21st Century'.

In March 2005 the Presidency-elect visited the Australian Presidency for a couple of days in Adelaide, where the universities of both the Secretary General and Treasurer are located. We had extensive discussions about handover and transition and our support staff were able to work out processes together.

The last meeting traditionally precedes the Triennial conference, and ours was held in Bangkok in July 2005, hosted by the incoming President Pornchai Mongkhonvanit.

### **Collaboration with other organizations**

We have tried to work collaboratively with other organizations. Many international organizations have fairly similar programs – everyone is concerned with internationalization and globalization, with quality assurance and accreditation, with access and equity issues, with leadership development and sharing of good management practices.

The major organizations we shared conferences, meetings or information with were the International Association of Universities (IAU), the Association of Commonwealth Universities (ACU), the OECD/IMHE (Institutional Management in Higher Education) programs, UNESCO and the UN. At regional levels European associations and Asia/Pacific associations as well as the American Council on Education were also partners.

Specifically, IAUP and the International Association of Universities (IAU) co-hosted an international seminar on 'Women in Leadership in Higher Education – how thick is the glass ceiling?' in Monterrey, Mexico, 12-14 June 2003.

An IAU/IAUP International Conference on Technology Clusters was held in Montreal, November 7-8, 2003. It was jointly organized by The Université de Montréal, in conjunction with other Montreal universities.

Similar themes were also discussed at the first *Global Leaders in International Education Forum* in Melbourne, 20-21 October 2003

where I spoke as IAUP President to the theme 'International Education in a Changing Global Environment: Priorities and Responsibilities for the Future'. With only 20 other heads of associations and a handful of Australian participants (including Regional Chair Millicent Poole) we had plenty of opportunity for discussion. Dr Allan Goodman, President and CEO of the Institute of International Education connected via satellite.

The Forum was followed by the annual Australian International Education Conference, where I also spoke on 'Engaging the Community: The important relationship between international students and the local community'.

Similarly, in Japan, I participated in the 80th Anniversary of Daito Bunka University both as President of a partner university and President, IAUP. The festivities were preceded by an academic symposium, 'The role of Universities in the Future of the Asia-Pacific Region'. My fellow presidents who also spoke came from Japan, China, Vietnam and the USA.

Millicent Poole had represented IAUP at the annual conference of the American Council on Education in 2003, and in February/March 2004 I represented IAUP at the ACE annual conference, speaking about Internationalizing the Curriculum, in a session for the first time jointly with IAU, and chaired by Jim Roach.

While partnerships and contributions to conferences were relatively easy to organize we were not able to provide material benefits to our members through mutual agreements with other international associations.

Our partnership with UN agencies was strengthened. Our joint Commission on Disarmament Education, Conflict Resolution and Peace continued. Former Chair of this Commission and Vice-President, IAUP; Eudora Pettigrew was elected as a member of the Executive Committee of the Non-Governmental Organizations (NGOs) associated with the United Nations Department of Public Information (DPI). A new taskforce on IAUP/UN interaction was established, chaired by Michael Adams and coordinated by him and fellow Executive Committee member Jim Roach. Working directly with the DPI leadership, two projects were identified to be of great worth to the UN/DPI and relevant to the interest and expertise of IAUP.

Michael Adams wrote in the Triennial Report 2002-2005: "The first is development of an Online Credit Course on the United Nations and

how to use UN resources as a teaching tool. The intent is to influence and provide information to future K-12 teachers by creating a course designed for teacher education programs. The primary target is university teacher-education. It will provide academic programmes online content that could be integrated into existing coursework or serve as a stand-alone course.

"IAUP was asked to recommend four to five teacher educators, with experience in online course development to assist with the project. The Interaction Task Force solicited nominations for participating through Lux Mundi, and directly contacted a number of member institutions. That outreach resulted in appointment of four team members – one from South Korea, one from Thailand and two from the United States. Work is now underway.

"The second initiative is to encourage distribution of the United Nations Radio daily updates. ....

"Many IAUP member's institutions have campus-based radio stations. .... Institutions may easily, and without charge, integrate UN Radio offerings into their regular weekly programming. .... A promotion plan has been developed with the goal of implementation in fall 2006."

As noted elsewhere, IAUP was a partner in and contributor to UNESCO conferences and initiatives.

### **Working Parties and Commissions**

Working Parties and Commissions are part of IAUP work. They are strategically formed in response to issues of worldwide concern that are deemed to be most urgently in need of addressing in order to assist the universities throughout the world.

They are usually chaired by a member of the Executive Committee who is usually the champion of that work, but members are drawn from a variety of sources, IAUP, university senior staff, industry, the UN system, other experts depending on the focus.

The work of the various working parties and commissions was noted as part of our 10-point program above and here we list them:

- (i) IAUP Commission on Worldwide Accreditation, chaired by Sven Caspersen, former President, Aalborg University, Denmark

- (ii) IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace, chaired by Sister Francisca Onley, President, Holy Family University, USA
- (iii) IAUP Commission on Technology in Higher Education, chaired by Millicent Poole, Vice-Chancellor, Edith Cowan University, Australia
- (iv) IAUP/UN Interaction Taskforce
- (v) IAUP University Presidents' Exchange Programme, co-ordinated by Jef Van der Perre, former Secretary General, Belgium
- (vi) Working Party on the Links between Universities and Industry/Business, chaired by Glenn Goerke, former President, University of Houston, USA

### **Regional Councils**

How to engage members, how to provide relevant engagement opportunities for member presidents was a perennial topic at Executive Committee meetings.

We encouraged our Regional Chairs to work through conferences, as there had been very little involvement by Presidents in working parties or even commissions throughout the years, and we believed without active engagement of member presidents IAUP cannot flourish.

There were six active Regional Councils for the following regions:

- (i) North America
- (ii) The Pacific Basin
- (iii) South East Asia
- (iv) Middle East and North Africa
- (v) Europe, and
- (vi) Latin America

**The North American Council** was chaired by Dr James Roach, succeeded by Dr David Carter, President of Eastern Connecticut State University, U.S.A. Intensive recruiting efforts saw the membership from the USA and Canada rise to 151, the highest membership for any region represented in IAUP.

Our North American members participated in UN activities, in joint activities with ACE, and the Annual Meeting of the American Association of State Colleges and Universities.

Dr Eudora L Pettigrew, Vice-President of IAUP was elected as a member of the Executive Committee of the Non-Governmental Organizations (NGO) associated with the United Nations Department of Public Information (DPI,) which serves as a liaison between the NGO community and the UN DPI in relation to services, production of material, and the use of UN facilities.

**The Pacific Basin Regional Council** was chaired by Professor Millicent Poole, PhD, Vice-Chancellor of Edith Cowan University in Perth, Western Australia. Two membership drives saw six more Australian Vice-Chancellors join and the Vice-Chancellor of the University of Papua New Guinea. During the Triennial nearly all Australian Vice-Chancellors were members for a time of IAUP.

As Australian Vice-Chancellors meet regularly and there are national conferences in which they participate, similar to the USA, no IAUP conferences were organized for this area. Instead the Council focused on the work of the Chair in the Technology Commission and she participated and addressed a variety of international conferences.

She canvassed the opinion of the 32 active members from the region whether the South Pacific region should continue or should join the South East Asia region. The majority of members voted for joining the SE Asia region, and the Chair put this to the Executive Committee meeting in July 2005.

**The South East Asian Regional Council** was chaired by Dr Janjira Wongkhamthong, President of Christian University in Thailand, as Professor Pornchai Mongkhonvanit, the previous Chair had been elected President-Elect. The Council was actively involved in the preparation of the next Triennial in Thailand and organized three international conferences.

The 2nd International Conference on Information Communication Technology entitled 'Higher Education of the New Economy: Building a Sustainable Knowledge Society' took place in July 2003 and was organized by and conducted at Siam University in Bangkok.

The 3rd International Conference on ICT and Higher Education followed a year later and was attended by 100 participants from 13 countries. The conference was co-organized by IAUP President-Elect and the South East Asia Council, Professor Obi of Waseda University Japan, the Association of Universities of Asia and the Pacific (AUAP),

the Association of Private Higher Education Institutions of Thailand (APHEIT) and the Asia and Pacific Distance Multimedia Education Network (APDMEN).

The South East Asia Council prepared for a third conference during this triennium, entitled 'Toward Mutual Recognition: Educational Benchmarking and Quality Assurance'. The conference was again co-sponsored APHEIT and was organized by Christian University in Nakhon Pathom under the leadership of its President and Chair of the IAUP SE Asia Council, Janjira Wongkhamthong. This conference was held in November 2004 and attended by 82 participants from 13 countries. Key speakers were the IAUP President Ingrid Moses, Mr Piyabutr Cholvijarn, the Thai Vice Minister of Education, Prof. Dr Pavich Tongroach, Secretary General, Commission of Higher Education, Thailand, immediate Past President Sven Caspersen and past Secretary General of IAUP Jef Van der Perre, Chair of the Indonesian National Accreditation of Higher Education, President of AUAP, and former Minister of Education of the Philippines, and Executive Director of ASEAN Foundation, Ruben Umaly.

**The Middle East and North Africa Regional Council** was chaired from October 2003 by Professor Saleh Hashem, President of Ain Shams University, Cairo, Egypt. He took up the role as Secretary-General for the Association of Arab Universities with headquarters in Amman, Jordan on 1 July 2005. The Association has approximately 160 university presidents as members.

As Regional Chair Professor Hashem issued a bi-lingual (English and Arab) brochure on IAUP, and engaged on a membership recruitment campaign, starting off with the Egyptian Supreme Council of Universities.

Professor Hashem hosted a meeting of the Executive Committee in October 2004 and organized a conference following the meeting and 40th Anniversary Celebrations of IAUP, as reported above.

**The European Regional Council** was chaired by Professor Sergio Machado dos Santos, Rector of the Universidad Do Mino in Braga, Portugal. The European Regional Council closely monitored the Bologna process, the process of aligning degrees across then 30 European countries. The Chair of the Council regularly reported on the reforms in various countries at the Executive Committee meetings and also published an article in IAUP News of April 2004 on 'A Regional

Perspective on the European Higher Education Area'. He drew members' attention to the many publications and websites on trend data, student reports, commissioned research and documents like 'A Framework for Qualifications of the European Higher Education Areas' and 'Guidelines for Quality Assurance in the European Higher Education Area.'

As part of the Executive Committee meeting hosted by Professor dos Santos in Braga in March 2003, and expert on the Bologna process, Prof Pedro Lourtie. The Chair and other IAUP members participated actively in the conferences under the auspices of the European University Association in Graz (May 2003) and Glasgow (April 2005).

**The Latin American Regional Council** was chaired by Professor José Raymundo Martins Romeo. This region had several country chapters and the Regional Chair liaised with these and visited where possible. He also attended the November 2002 meeting of the Association of Colombian Universities and the General Conference of the International Association of Educational Administrators in Rio de Janeiro, Brazil, March 2003. There was a seminar in Monterrey, Mexico 'Women in Leadership in Higher Education, June 2003, a seminar in Lima, Peru, 'Crises in Neoliberalism and the Role of Universities in Latin America'; organized by the IAUP Latin American Council and University Ricardo Palma (Peru), and Red de Estudios sobre Economía Mundial. The Latin American Chapter Presidents met in Lima, Peru, November 2003.

The President of the Brazilian Chapter, Rector Rodolfo Joaquim Pinto da Luz hosted the IAUP Executive Committee meeting in Santa Catarina, Brazil, March 2004.

## **Financial Management**

Membership fees are the main income for IAUP and Executive Committee members and Regional Chairs invested much energy in recruiting new members and ensuring that lapsed memberships were resumed. IAUP's task is a difficult one as Presidents, not institutions are members. And as the turnover of presidents is quite high in some countries, members forever change and IAUP needs to be vigilant in ensuring that new presidents were invited to join. Maintaining an up-to-date membership database was one of the challenges, as without a permanent secretariat, the databases were passed on from Presidency to Presidency. Sharna Pearce and Thuy Phan did an excellent job.

In our Triennial Report we noted that as of 31 May 2005 IAUP had a total of 540 members, of which

- 453 were full (Institutional) members
- 46 were Individual members (former Presidents, Rectors, Vice-Chancellors and/or Chief Officers)
- 38 were Life Members, and
- 3 were affiliated members.

North America was the largest region in terms of membership, followed by Europe and Latin America with Africa the smallest.

Financial accounting was also done according to the host country. The Treasurer, Denise Bradley submitted the financial result to the Executive Committee on an annual basis and in the Triennial Report. They were prepared on the basis of cash accounting and in Australian dollars. Treasurer Denise Bradley arranged for auditing of the accounts by KPMG. Thuy Phan, one of her employees at University of South Australia, assisted IAUP in the regular accounting and reporting. Expenses during the 2002-2005 triennium remained steady with some savings achieved in the area of personnel costs, publications and other overheads.

## THE WORLD AROUND US

During much of our Presidency part of the world was in turmoil, affecting us as citizens and presidents, but also making the work of IAUP more difficult.

The war in Iraq had just started when many members of the Executive and other IAUP officers set off to Braga, Portugal for our first Executive Committee meeting in 2003. A few colleagues had indicated that they would not travel at this time – the threat of terrorism and the reality of war prompted them to stay at home.

I sympathized with this very much – I was very relieved to return home safely, and so was my family, in particular as in the meantime SARS posed an additional threat. But at times like that it was also very important to stress and to live international co-operation and understanding. The 'dialogue of cultures' was one point of IAUP's agenda, and an open dialogue between countries and between citizens of different countries seemed more necessary than ever.

Again, in 2004 many members of the Executive felt that it was too dangerous to be in Egypt and sent their apologies to our Executive Meeting in Cairo, in October.

Indeed, there was a weariness about international travel and many of the conferences held during those three years had fewer participants than the organizers had hoped. And travel went wrong. Participants in the Monterrey conference remember well how long it took Regional Chair Janjira Wongkhamtong to get to the conference from Bangkok. We were all overjoyed to welcome her at last!

Then, on 26 December 2004 the tsunami struck and Indonesia, Thailand, Sri Lanka and India in particular suffered immense damage. I wrote to all member Presidents of the affected countries and those who attended the Sydney Triennial Conference, sending condolences and asking how IAUP might help.

Our action was appreciated and our South East Asian Council Chair, Dr Janjira Wongkhamthong wrote back to thank us for our concern following the tsunami. She said that the government and people of Thailand were mobilizing for a re-building effort to restore the livelihoods and residents of the thousands who were displaced. Engineering and technical students, from both private and government institutions, as well as members of the army and navy were going to donate their labor to rebuild some of the 2000 plus homes wiped away by the waves. The cost was US \$2500 for materials. Her university, Christian University was attempting to contribute one house. She suggested that if my university or IAUP could contribute another house it would be a wonderful help.

The Presidency agreed to commit US \$2,500 for a house and channeled this via Christian University. Like many other presidents, I also started a relief fund in my own university and we sponsored students from the affected countries and contributed to international aid agencies.

## ON REFLECTION

For an organization where most of the work is conducted by volunteers, we achieved some outcomes for our members. During much of those three years we held discussions at various meetings about the need for a permanent address or secretariat, for more structural alignment with other international organizations, and for continuity.

These issues remained on the agenda. But with the help of previous Presidencies we at least developed a Handbook to assist each new Presidency with maintaining traditions and being able to meet the administrative challenges of operating in a different part of the world. Our thanks is due to Sharna Pearce who co-ordinated this project.

We might not have achieved everything we had hoped to achieve in the triennium 2002-2005. But we did experience and value the richness of our membership in cultural backgrounds. Meeting our members at different conferences around the world, participating in the Executive Committee meetings in six different countries with up to 40 fellow members from a huge variety of backgrounds, learning about different university systems, different ways of interaction between society and universities, experiencing the rich culture of our various hosts at meetings and conferences, the lasting friendships we formed – this went to the heart of what IAUP stands for. I thank all of you.

And I particularly want to thank my team members, Secretary-General James McWha and Treasurer Denise Bradley for their unstinting commitment, good judgment, good sense and friendship, and Sharna Pearce and Thuy Phan for their excellent contributions. Sharna had been employed to support the administrative functions of IAUP and she was also the editor of *Lux Mundi*. Thuy Phan was employed part-time to support the Treasurer and we were happy to report sound finances and transparency in financial dealings. And my Executive Officer at the University of New England, Jenny Edmunds, supported me and IAUP activities throughout my time as President-elect and President of IAUP.

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Note: James McWha kindly vetted my report.



*Ingrid Moses, Gillian Slater, Denise Bradley, Millicent Poole at the Braga Executive Committee meeting, March 2003.*



*Denise Bradley, Ingrid Moses, James McWha, The Hon. John Watkins, NSW Minister for Education and Training.*



*The Right Rev'd and Hon. Dr Peter Hollingsworth, AC OBE, Governor General of Australia and Patron of the XIIIth Triennial at the Closing Ceremony in the Sydney Opera House and Ingrid.*



*Komlavi Seddoh, Ingrid Moses, Pornchai Mongkhonvanit, Raymundo Martins Romêo, Hans van Ginkel in Bucharest, Sept 02.*



*Dino & Jo Curris, Michael Daxner, Sharna Pearce - Executive Committee Meeting, Florianopolis, March 2004.*



*Fidel Ramos and Ingrid Moses, XIVth Triennial, Bangkok 2005.*



*Janjira Wongkhamthong, Alvaro Romo, Carmen Romo, Ingrid Moses and a U.S.A. university President, in Monterrey, June 2003.*



*Cairo Executive Committee, Oct 2004, group photo.*



*Executive Committee, Cairo, Oct 2004. Front row: Enan Galaly, Ingrid Moses, Saleh Hashem, Gulsun Saglamer.*



*Exec C Meeting in Braga, Portugal, March 2003; front row: Pornchai Monkhonvanit, his wife Chollada, Heitor Gurgulino de Souza, Ingrid Moses; back row: Carmen Romo, Lilian de Souza.*



*Treasurer-elect (Suchart Upatham) and President Ingrid Moses, signing MoU between their universities in Thailand and Australia, July 2005.*



*John Moses, Eva Caspersen and Sven Caspersen, Ingrid Moses.*



*President Ingrid Moses, His Excellency, The Right Rev'd and Hon. Dr Peter Hollingworth, AC OBE, Governor General of Australia and Patron of the XIIIth Triennial, Mrs. Hollingworth, John Moses, at the closing*



*President Ingrid Moses, presenting a gift to Her Royal Highness, XIV Triennial, Bangkok July 2005.*



*IAUP President Ingrid Moses,  
2002-2005.*



*IAUP Secretary General  
James McWha, 2002-2005.*



*Treasurer Denise Bradley*



## **CHAPTER FOUR**

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THE XIV TRIENNIAL – JULY 2005

THE TRIENNIAL 2005-2008

PORNCHAI MONGKHONVANIT

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**THE XIV TRIENNIAL – JULY 2005****THE TRIENNINUM 2005-2008****PORNCHAI MONGKHONVANIT**

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As the eleventh president of the International Association of University Presidents, Professor Pornchai Mongkhonvanit had three initiatives for the triennial period 2005-2008: *creation, networking and substantiation*. In his incumbency, IAUP continued rich and fruitful collaboration with other regional and world associations of higher learning. Consequently, IAUP gained a higher level of recognition among leaders and stakeholders of higher education worldwide.

Continuing the IAUP tradition, the XIV Triennial Conference was held in the President's country, Thailand, in Bangkok and Pattaya during July 11-15, 2005. It was a great honor to have the royal opening by HRH Princess Maha Chakri Sirindhorn on behalf of Her Majesty the Queen at Siam University's Main Auditorium. It was well attended by more than 500 university presidents, rectors and vice-chancellors. Some of the distinguished speakers were José Ramos-Horta, Nobel Peace Laureate; Fidel Ramos, former president of the Philippines; Rodrigo Carazo Odio, former president of Costa Rica; David Ward, President of the American Council on Education at the time; and Bertel Harder, Minister of Education of Denmark, among other distinguished personalities.

In term of creation, ACADEME, the first IAUP's academic journal on higher education leadership, was initiated during this presidency. The IAUP Newsletter, Lux Mundi, was published in both Chinese and Spanish versions in addition to the English version. To make higher education more relevant, the university-industry forum was established, in order to continue the work of the vital collaboration between these two sectors. Because of the still inequitable access to higher education, the Commission on Women in Higher Education was also been initiated for the first time under this title. APDMEN (Asia Pacific of Distance and Multimedia Education) was also introduced as a part of the IAUP work during this Presidency.

The great asset of *networking* reached an important milestone, because the first ever summit between IAUP and the International Association of Universities (IAU) was held in Chiang Mai during December 8-9, 2006.

The event was presided by H.E. Ampol Senanarong, Royal Privy Council Member and Professor Dr. Wichit Srisa-an, then Minister of Education of Thailand. It was the first time in the history of the two associations that the IAU's President, Goolam Mohamad Bhai and us dealt closely with the important topic of the university autonomy. IAUP also developed a close relationship with the European University Association (EUA), the American Council on Education (ACE), the Association of Universities of Asia and the Pacific (AUAP) and the World Bank.

To substantiate IAUP's direction, eight regional councils were institutionalized to work effectively for each constituency. The new charter was also introduced to streamline the organization's efficiency. Moreover, there was a re-invigoration of the Council of Senior Advisors, headed by the former president of the Philippines and including other prominent internationally recognized individuals.

As a result, IAUP was able to increase the number of new memberships considerably and receive worldwide recognition.

By the end of this triennium (2005-2008,) Dr. Pornchai Monkhonvanit was able to express the progress of the association as follows:

Dear Colleagues and Friends,

During my presidency of the IAUP from 2005 July until 2008 August, the following main activities and achievements took place:

#### **ACADEME, the First Academic Journal of IAUP:**

It was my pleasure to announce the publication of the first IAUP academic biannual journal: "Academe: Journal of Leadership and Management in Higher Education." A number of well-known scholars, who are leaders in the field, accepted to become members of ACADEME's Editorial Board. This emphasized the role of university leaders as catalysts of change in higher education. The first issue was published in September 2008.

The Journal of the International Association of University Presidents, Academe, has since become an externally refereed higher educational publication that also includes theory, research, analysis, history, philosophy, policy and practices. The aim of the journal was to foster exchanges among practitioners, policy makers and scholars and to provide a symposium and a forum for interaction by leaders and professionals of higher education.

**Incorporated APDMEN under the umbrella of IAUP**

In order to promote Multimedia Education and to promote the development of E-University and E-Governance, APDMEN (Asia Pacific Distance Multimedia Education Network) was incorporated as a part of IAUP's work in dealing with achievements related to ICT in higher education. During my Presidency, IAUP co-sponsored 4 International Conferences on ICT and higher education. The first conference was titled "The 4th International Conference on ICT and Higher Education (Knowledge Management) 2005" held at Siam University, Thailand during September 28-30, 2005. The second conference was on "Global e-Governance" held from June 26-29, 2006 at Waseda University, Tokyo, Japan. Later, November 21- 23, 2007, this conference was also on "Knowledge Management" held at Siam University, Thailand.

**The innovation of the new model of University-Industry collaboration:**

The new model of University-Industry relationships in research training was modernized by setting up a common forum for University Presidents and CEO's of businesses and industries. This forum constituted a preliminary discussion on the possibilities and the methods of setting up a common platform for businesses and universities to exchange ideas and opinions for the growth and benefit of economy and society. This development was based on the work that had been done successfully under the leadership of Glenn A. Goerke.

With the great help and support we received from the Business-University forum of Japan, under the leadership of Mr. Shoichiro Toyoda and Mr. Shuzaburo Takeda, IAUP incorporated the University Industry Forum in Thailand as the flagship model to operate in various countries under the umbrella of IAUP.

**Invigoration of IAUP's regional mechanisms:**

One of the aims of IAUP was to put forward the theme of higher education development, as well as to promote multilateral co-operation and networking worldwide. Under my administration, we appointed chairs and committees to lead activities in various regions. The appointees were the follows:

- IAUP Europe Council: Chair, Gulsun Saglamer, former President of Istanbul Technical University, Turkey, and European University Association Board Member.
- IAUP North East Asia Council: Chair, HU Jianmiao, President of Zhejiang Gongshang University, China.

- IAUP Latin American Council: Chair, Antonio Leaño Reyes, Rector of the Autonomous University of Guadalajara, Mexico.
- IAUP Middle East-North Africa Council: Chair, Saleh Hashem, Secretary General of the Association of Arab Universities and former President of Ain-Shams University, Egypt.
- IAUP North American Council: Chair, J. Michael Adams, President of Fairleigh Dickinson University, USA.
- IAUP South Asia Council: Chair, Carmen Z. Lamagna, President of the American International University, Bangladesh.
- IAUP South East Asia Council: Chair, Janjira Wongkhamthong, President of Christian University, Thailand.
- IAUP Asia-Pacific Council: Chair, Prof. Di Yerbury, former Vice Chancellor of Macquarie University and President of the Australian Vice-Chancellor Committee (AVCC).

**Promoting the role of Women in Higher Education:**

In terms of equality and opportunities by focusing on women's participation and women's career opportunities, Prof. Amelou B. Reyes, President of The Philippine Women's University was the chair of this newly created commission. Prof. Gulsun Saglamer, Chair of Europe Council and IAUP Executive Committee member was also the organizer of a conference on "Women Academics in Science, Technology and Life Sciences" in ITU/Istanbul on 31 October-2 November 2008.

**Promoting the relationship with Associations of Higher Education:**

In order to emphasize the role of IAUP in bridging and providing a common forum between the existing prominent networks of higher education, IAUP promoted a friendly relationship with existing prominent regional and worldwide networks of higher education. The following are specific activities that were carried out:

- With the Association of Universities of Asia Pacific (AUAP,) IAUP decided a joint appointment of executive officers and joint activities to enable greater collaboration between the associations.
- With the European University Association (EUA,) the President of EUA co-hosted the first Executive Committee meeting with IAUP. IAUP had received membership status by EUA. Furthermore, our chair of the European Council was elected as a Board member of EUA.

- With the American Council on Education (ACE,) IAUP was invited to co-host and participate in the International Forum of ACE general conference in Los Angeles and Washington D.C. ACE President, Prof. David Ward, was also invited to work together with IAUP in the 2005 Triennial Conference in Bangkok.
- With the AArU (Arab Association of Universities) Prof. Saleh Hashem was appointed Chair of the Middle East and North Africa Council and also held the office of Secretary General of AArU. I also attended a joint meeting between AArU and IAUP in Amman, Jordan where the promise and pledge of collaboration was made between IAUP and various prominent leaders of Arab Universities.

**IAUP - IAU President's Symposium:**

In an effort of establishing a sister relationship between two prominent worldwide associations of higher education, I, on behalf of IAUP and Prof. Goolam Mohammedbhai, President of IAU, jointly hosted a meaningful IAUP-IAU (International Association of Universities) President's Symposium on *Institutional Autonomy, Revisited: National Dimensions, Cross-regional Experiences* in Chiang Mai, Thailand. This joint effort of IAUP and IAU was held to address the importance of the Autonomy of Universities worldwide. Presenters were both from IAU and from IAUP.

**World Quality Registrar has been proposed by IAUP:**

Recognizing Quality Assurance and Accreditation as one of the important mechanisms for mutual recognition and reciprocity of degrees and qualifications which will in turn promote the mobility of scholars and students worldwide, IAUP with its Commission on Quality Assurance and Accreditation headed by Sven Caspersen, former Rector of Åalborg University in Denmark and IAUP President Emeritus organized conferences and seminars in Hua-Hin, Thailand; Åalborg, Denmark; Vienna, Austria; and Istanbul, Turkey and made the proposal of establishing a World Quality Registrar in order to assist 3 WQR proposals:

1. To bring together relevant and trustworthy QA Accreditation agencies.
2. To provide supportive services via organizations, such as regional networks.
3. To assist in the development of international sound quality assurance by means of regional capacity building, training and dissemination of good practice.

The WQR was well received in Europe, and as a part of Bologna Process the concept of the European Register for QA Accreditation Agencies was agreed upon. I am confident that IAUP will keep on working in this direction in order to bring about the concept of this global mechanism in a key priority area for universities.

During this period, our office also tried to improve services to its members by making IAUP a friendly tool for University Presidents worldwide in changing and opening up the world of higher education in the following ways:

- Improving the IAUP Database
- Issuing a membership certificate
- Publishing an IAUP Charter user-friendly pocket hand book for members
- Publishing 6 Newsletters (in three versions, English, Chinese and Spanish)
- Publishing 8 President-to-President reports via Internet. The executive Committee of IAUP also proposed to establish a permanent mailing address in New York with the support of the International Institute of Education (IIE) as well as opening a permanent Charity status in the U.K. The proposal for a permanent address and a permanent charitable status in the U.K. were to become a reality later after this triennium.

Our IAUP office empowered the IAUP Council of Senior Advisors to become a solid foundation of support and become a think-tank for the Executive Committee as a whole. Moreover, the first ever IAUP Council of Senior Advisors meeting was held in 2007, in Seoul, Korea, under the gracious hospitality of Dr. Se Ung Lee, a long time member of the IAUP Council of Senior Advisors and benefactor. The nature of the discussions and conclusions reached during this meeting were unanimously considered far-reaching and highly important for the future of the IAUP.

The following members of Senior Advisors were introduced during the 2005-2008 period:

### **Honorary Advisor**

- H.E. Jose Ramos-Horta, Nobel Peace Laureate and President of East Timor

**Council of Senior Advisors**

- H.E Fidel Ramos, Former President of the Republic of the Philippines
- H.E Amnuay Viravan, Former Deputy Prime Minister and Finance Minister of Thailand
- Kenneth L. Brier, Chairman and President, Sealord, LCC and Sealord Holding, Inc. U.S.A
- Prof. Shuzaburo Takeda, Executive Director, Business-University Forum of Japan
- Prof. Carlos Alberto Serpa de Oliveira, Former Rector and President of the Brazilian Academy of Education

Last, but not the least, IAUP organized a very successful Triennial Conference, 6 Executive Committee meetings, regional conferences worldwide to make IAUP and higher education more visible and to move in the desirable direction. The following IAUP events took place during this triennium:

- The XIV Triennial Conference in Bangkok and Pattaya, which was graciously presided by H.R.H. Princess Maha Chakri Siridhorn, the Crown Princess of Thailand on behalf of H.M. the Queen Sirikit during 10-15 July, 2005.
- The Universidad Autónoma de Guadalajara hosted the IAUP Executive Committee Meeting, which was held on November 1-5, 2005.
- The Executive Committee Meeting held in Vienna and Krems, Austria, on July 13-14, 2006, was hosted by the University of Applied Science of Krems.
- The Executive Committee meeting during November 5- 7, 2006 in Kunming, China.
- The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace held a conference from March 6-8, 2006 in South Africa, entitled "Voices of Africa - Voices for Peace."
- The World University Presidents Summit was held in Bangkok during July 19-21, 2006, where IAUP was a co-organizer.
- In early December, 2006, there was a joint symposium on university autonomy, co-organized by IAUP and IAU and with participation by members of the two global organizations.

- Istanbul Technical University (ITU) and Kadir Has University (KDU) hosted the IAUP Executive Committee meeting during 19- 21 April, 2007.
- The IAUP Executive Committee meeting was hosted by Far Eastern National University (FENU,) headed by Rector Vladimir Kurilov, which was held on September 13, 2007, Vladivostok, Russia.
- The IAUP Executive Committee Meeting was held on April 18, 2008 at the Grand Hotel Sauerhof, Baden, Austria, hosted by Mr. Enan Galaly who is a member of the IAUP Council of Senior Advisor.
- The Council of Senior Advisors of the IAUP held two meetings: the first one ever was held in Seoul, South Korea on September 10, 2007 and the second one in Baden, Austria, from April 17 till 19, 2008.
- The XV Triennial Conference was to be held held during September 30 - October 2, 2008 in Viña del Mar, Chile, with an additional visit to Valparaiso, Chile.

It is, indeed, a great pleasure to express my heartfelt thanks to all the IAUP members for all their kind and meaningful support, especially the members of the IAUP Executive Committee throughout the triennium (2005-2008). Without this kind and generous support, IAUP could not be in the status of a worldwide prominence for higher education leaders as it has become. This development should further reach toward a desirable direction by building on the success that we have made together so that IAUP will become increasingly important and continue invigorating higher education. It can be an effective tool for world peace and prosperity as stated in our common principle. I am proud to say that it is the achievement of all of us and the significant progress of IAUP, holding its mission ahead - peace, security and welfare through education- from its founding date to the new millennium in which we are. I am confident that the future leaders of IAUP will be able to move IAUP ahead even more successfully.

Sincerely,

Pornchai Mongkhonvanit  
President of IAUP, 2005-2008

**IAUP ADMINISTRATIVE BOARD****2005 – 2008**

Presidency 2005-2008

IAUP President- Pornchai Mongkhonvanit

IAUP Secretary General – Alvaro Romo de la Rosa

IAUP Treasurer – Suchart Upatham

**Officers elect 2008-2011**

IAUP President Elect – Barham Madain

IAUP Secretary General Elect – Heitor Gurgulino de Souza

IAUP Treasurer Elect – Jose Rodriguez

**IAUP Vice Presidents**

Ichiro Tanioka

Iu Vai Pan

**IAUP Regional Chairs**

South East Asia Council - Janjira Wongkhamthong

Middle East and North Africa Council – Saleh Hashem

North America Council – Michael Adams

North East Asia Council – Hu Jianmiao

Europe Council – Gulsun Saglamer

Pacific Basin Council – Di Yerbury

South Asia Council – Carmen Z. Lamagna

Latin American Council - Antonio Leaño Reyes

**Executive Committee members**

Harjopronoto Wibisono	Constantine W. Curris	Guan Aihe
Heinrich Stremitzer	Henrik Toft Jensen	Heinz Boyer
Amelou Benitez Reyes	Vladimir I. Kurilov	Emmanuel Y. Angeles
Toshio Obi-Nakamura	David W. Strangway	Lloyd W. Benjamin
Sister Francesca Onley	Armin A. Luistro	Chae Kyu Park
Jose Angelo Mota	Novais Barbosa	Toyo Omi Nagata
Virgilio Zapatero	Keith Miller	Joseph Jabbra
Brian O'Connell	Chen Shuping	Victor P. Savinykh
Yuri Pokholas	Ferenc Hudecz	David J. Schmidly
Akilagapa Sayerr		

**Recent Past Officers**

President Ingrid Moses  
Secretary General James McWha  
Treasurer Denise Bradley

**Council of Senior Advisors**

Se Ung Lee, Republic of Korea  
Enan Galaly, Denmark  
Guido Declerq, Belgium  
Jose Ramos-Horta, East Timor  
Kenneth Brier, U.S.A.  
Fidel V Ramos, Philippines  
Carlos Alberto Serpa de Oliveira, Brazil  
Amnuay Viravan, Thailand  
Shuzaburo Takeda, Japan  
George C. Dehne, U.S.A.

**Special Advisors**

Glen Goerke, U.S.A.  
Jef Van der Perre, Belgium  
James Roach, U.S.A.

**THE SUCCESS OF THE XIV TRIENNIAL  
CONFERENCE OF IAUP**

During July 10-15, 2005, the inauguration of the XIV Triennial Conference was held at the Siam University's main auditorium and the opening ceremony was presided by HRH Princess Maha Chakri Sirindhorn who emphasized higher education as a tool for world development and expressed her admiration for IAUP's contribution for emerging better-quality higher education, making a difference in the lives of many peoples, and helping to lead them to a better and brighter future. A speech was delivered by Professor Ingrid Moses, Former President of IAUP, followed by Pavich Thongroj, Secretary General Commission of Higher Education Thailand, Rodrigo Carazo, Former President of Costa Rica and H.E Fidel Ramos, Former President of the Philippines. The welcome reception hosted by the Government of Thailand at the outer terrace and garden area of the Royal Thai Navy Convention Center on the bank of the Chao Phraya River, was presided over by Prof. Amnuay Viravan, Former Deputy Prime Minister of Thailand, and President of Siam University Council as well as the Royal Thai Navy Commander-in-Chief's representative. The second part of the XIV Triennial Conference

was held at Pattaya Exhibition and Convention Hall (PEACH) and the Royal Cliff Beach Resort in Pattaya. Under the broad theme of "The Challenge of Globalization and the Role of Higher Education", there were parallel sessions in three sub-themes as follows:

Theme I: The Dimension of Values

Theme II: The Globalization & Equity Access

Theme III: Quality and the Challenge of Innovation

### **Globalization and Higher Education**

**Fidel Valdez Ramos**

**Former President of the Philippines**

My own feeling is that -- on balance -- globalization can be more beneficial than disadvantageous. This is especially true for the developing countries whose leadership is intelligent enough to moderate globalization's sometimes brutal impact on vulnerable communities and work people -- by balancing economic growth and social development. This is what the Millennium Development Goals (MDG) of the United Nations is all about -- to which all countries in our part of the world are committed to achieve.

Emerging economies can benefit from globalization if they cultivate their niches in the global division of labor and sharpen their competitiveness. In day-to-day terms, higher education's role is to educate, socialize and enlighten the young people who will eventually lead our countries to their speedy transformation into what Peter Drucker calls "Knowledge Societies." Technology has turned out to be not only the driver of prosperity. Indeed, technology has become a powerful doom's-day machine as well -- in the hands of terrorists carrying out mindless violence, bloody religious fanaticism, and separatist movements -- collectively called "asymmetric warfare" by the Pentagon.

As educators, you must see to it that our leaders never forget that the market is merely a tool that stimulates the production of social wealth with the greatest efficiency. Singly and collectively, you as educators must all begin to work toward helping to establish social justice and individual dignity within every country -- as the essential requisite that caring societies envision for their people. In the Ramos Peace and Development Foundation (RPDEV) which I chair, all this is what we simply call our caring, sharing and daring for each other and for the environment.

Caring and sharing are easy enough for us to do, regardless of nationality, because people are naturally friendly, hospitable, compassionate, helpful and even generous. But daring to give more than to take, daring to enhance the environment rather than abuse it, daring to sacrifice for the common good, daring to take concerted action to make a big difference -- daring to do all these things toward a better future would be the supreme test of civic responsibility and of leadership. Whatever be our shared endeavors, we must ensure that these will be undertaken through shared responsibilities, shared burdens, shared values, and shared benefits toward a higher quality of life for all. Thank you and Mabuhay – Best wishes!

### **The University of the Twenty-First Century**

**Rodrigo Carazo Odio**

**Former President of Costa Rica**

Peace is a state of harmony, both of the inner self as in the behavior of people towards others. The New Millennium faced with a positive spirit, and with full consciousness that it is necessary to be up-to-date in knowledge, and that values produced in the past should not be taken only as a reference, since the history of humanity on this planet is continuity. Thus, the urgency of paying due attention to the Humanities and the Arts as instruments of intellectual development and of cultural nourishment, in sum, as instruments of education.

Education for Peace (or Pedagogy for Peace), acquires primary importance, when described as a group of elements which promote the acquisition of ethical values, which influence the behavior of a person towards his or her fellows, as much in that which refers to interpersonal relations within society as through its connections to the world. An entire range of techniques and methods are being put into practice in different places of the world. Evaluation of the results have already begun. The choice between peace and war, in the coming years, will depend on the continuance of the arms production or on disarmament.

But, more than anything, it will depend on our decision to turn education and the mass communication media into instruments of peace. In terms of objective analysis, the foregoing takes for granted the fact that peace should be something that can be taught; making it an inspiration and a pedagogical motive involving all plans and teaching programs from kindergarten to post-graduate studies. Education for Peace must make humanity abandon the idea that a certain culture, ideology or way of thinking, is something which can be imposed on others through violence or by force.

Can peace be taught? Is it possible for man to learn to live in peace? It is unnecessary to go back to the days of Socrates or to the Dialogues of Plato, in order to demonstrate that virtue is the object of all knowledge, and that through teaching, the renewal of society can be made possible. Peace is not a spontaneous or free gift but something to be won, as are freedom and virtue. Its importance, efficiency and need must follow the same stages as occur in a human being's formation. The first stage of peace is tolerance; tolerating and respecting all other fellow human beings, even those who have offended us. Tolerance has to be applied, and the basis for a plurality of thought has to be found through respect for others and for their ideas. Respect for everybody's rights, particularly those having to do with social justice and the elimination of poverty.

Universities have a great responsibility to become active protagonists in the orientation of the development of the type of education required for the New Millennium, conscious as they must be that universities should be not instruments to teach repetition, but instruments to encourage research and creation.

### **War and Peace, the Unresolved Dilemma**

**Hon. Jose Ramos Horta**

**Nobel Peace Prize Laureate and former President of East Timor**

The Hon. Jose Ramos-Horta, a 1996 Nobel Peace Prize Laureate, delivered a frank evaluation of worldwide conflicts both past and present, presenting his opinions and lingering questions regarding war and peace-keeping. Ramos-Horta exhorts knee-jerk reactions against globalization, preferring to leverage the "globalized responsibility" that has been engendered in our world—that as nations become closer and more intertwined, there is also a stronger need for countries to positively interact with each other especially in the eradication of poverty and the development of peace and democracy.

Peace education, the role of the UN, and the position of the US as a superpower are important facets to evaluate and understand in promoting the betterment of our global society. Negotiating the dynamic between diplomacy and forceful interventions to address terrorism and genocide, Ramos Horta discusses the conflicts in Afghanistan and Iraq, Israel and Palestine, Cambodia and Vietnam, and Sudan, Uganda, Rwanda, and Kosovo, suggesting that interventions were necessary by individual countries and leaders where the UN may not have been effective, especially considering its bureaucracy, "moral vacuum and the lack of political leadership."

**Pornchai Mongkhonvanit's Presidency proposal for the IAUP activities 2005-2008**

The following were the proposed activities for this triennium 2005-2008:

1. To advance the mission of our association in a dedicated manner and in the traditionally friendly atmosphere characteristic of IAUP.
2. To give membership promotion a high priority in order to reach acceptable numbers in each region of the world.
3. To facilitate regional activities, including the organization of regional conferences and events.
4. To give appropriate representation in our membership to economically disadvantaged or developing areas of the world, such as Africa, Latin America and South East and South Asia.
5. To revitalize the Council of Senior Advisors.
6. To promote in a special form the collaboration between the universities in developed and developing nations.
7. To support sustainable development through education. One of the first steps will be the establishment of a new Commission on Sustainable Development, reporting to the IAUP Executive Committee.
8. To maintain close and increasing relations between IAUP and the United Nations, as well as with the UNESCO.
9. To increase the mutually beneficial relations between IAUP and other worldwide and regional university associations, such as IAU, EUA, AUAP, ACE, and others.
10. To increase the diversity of university Presidents in our membership, in our Executive Committee and in our conferences and other events.

**Higher Education and Quality Assessment****Alberto Amaral****Centro de Investigacão de-Políticas de  
Ensino Superior (CIPES) Portugal**

What have been the effects of globalization on the implementation of quality assurance and accreditation in higher education? By examining the evolution and demise of the Welfare State, the history of the liberalization of market economies, and globalization, Amaral looks at the problem of transparency of information between universities

and their consumers-students-as a market failure. By characterizing education as an expensive, infrequently purchased experience good, Amaral explains this market failure where students lack an efficient measure of prospective future earnings and economic potential amongst alternative academic programs. Amaral calls for the necessary establishment of quality assurance and the development of performance indicators linked to these economic decisions, meeting the needs of society and not purely those of academia.

**Ramu Damodaran****Chief, Civil Society Services,****United Nations Department of Public Information**

Mr. Damodaran reviews the history of the UN and its continued desire to link universities with its activities, specifically in light of the Millennium Development Goals, through a process of outreach from the UN to universities and “in-reach,” an introspection within both parties to re-focus their policies and actions. Damodaran challenges IAUP by re-constructing the nominal acronym: for outreach the call should be made and met for **I**nformation, **A**nalysis, **U**nderstanding, and **P**artnership; while “in-reach” should be characterized by **I**magination, **A**dvocacy, **U**niversalization, and “**P**eople-ization.” Finally by producing the PATTAYA Challenge, Damodaran outlines the areas that universities need to concentrate on to effectively implement these streams of outreach and “in-reach”: Placement and Adjustment of graduates in society, Thinking and Transmission around ideas and knowledge, capturing the Aspirations and Yearning of students, and being Accountable for these processes.

**Reason for Hope****Jane Goodall****Founder, The Jane Goodall Institute and UN Messenger  
for Peace**

In an inspiring talk bookended by stories of her beloved chimpanzees in situations microcosmic of humanity, Goodall sees the duality of violence and war with love and hope as innate to our species, just as they are observed in our evolutionary predecessors. The implication is that while many times we see only destruction, we must realize that the ability to encourage and develop healing is in our hands-in the hands of the universities and organizations such as Goodall’s **“Roots and Shoots.”**

**Bertel Haarder, Minister of Education, Denmark**

Globalization forces universities to be liberalized – and governments to take on new roles. Earlier ministers were controlling and regulating; now they facilitate, remove barriers, and open markets. To these recent changes, Mr. Haarder provides several examples from his experiences in the Danish Ministry of Education, as well as his involvements in EU governance at large. Protection of the consumer is necessary function of government, and this calls for quality assurance of educational systems to protect the consumer, i.e., the student.

OECD/UNESCO has adopted a set of guidelines, to be accepted later this year, directed at six different stakeholders (governments, higher education institutions, students, academic and professional bodies). They are not mandatory, but the purpose is to protect students and other stakeholders. Furthermore, a dialogue on life-long learning is taking place as part of the Asia-Europe dialogue. Core to the EU strategy and according to the EC report, "Mobilizing the Brain Power of Europe," is the dealing with the knowledge industry just as it did with the steel and agricultural industries in protecting and modernizing institutions and stakeholders to maximize performance.

But, faced with mismatches between industry needs and educational outputs (student learning), universities must continue addressing these issues, with help in deregulation by the government, taking responsibility for their programs, upholding accountability strategies and quality assurance, and following the recommendations of the Bergen Meeting/Bologna Process by opening up universities across the world. Lastly, top priority must be given to preventing "brain drain" through the universities. Progress can be achieved through cooperation with IAUP, universities and government organizations, and within ministries with the formation of governmental organizations such as Denmark's Globalization Council.

**Globalization, the Knowledge Economy, and Higher Education  
David Ward, President, American Council on Education (ACE)**

Ward entitled his presentation, "Globalization, the Knowledge Economy, and Higher Education." He began by proposing that the key issue involves 2 paradoxes. First, is the paradox of conflicting strategies in which on the one hand there is demand for knowledge transfer and intensive research, which requires focus, and on the other hand is the drive for massification of education, which involves the spreading out of quality.

These results in between what the state wants us to provide and what is possible under the circumstances. The second paradox is regarding cost. The state wants us to carry only part of the cost because of the increased burden due to the higher percentage of the population seeking higher education, but they want us to be more accountable to them because they think we are so important. It is an issue of the national interest, but state money is reduced—"All of us are facing this to varying degrees." Ward redefined the internationalization of higher education as involving 5 elements: higher education is a key component in the global knowledge economy, the shift of education from a cultural-political role to being an economic driver, the increasing amounts of non-governmental revenue for higher education, the integral part of institutional strategic plans, and the increased scale of international participation. In particular, international students are now widely considered revenue producers. The scale of international students is significant, not in terms of their cultural contributions or diverse points of view, but as sources of income for the receiving institutions.

Before long, however, the picture may change as competition for this internationalization increases. Ward then turned his attention to subsequent matters of globalization. Governments, he contended, are interested in higher education, particularly issues of emigration of scholars (the brain drain), but also, of course, because of the investment they are called upon to make in it. But another factor in the Knowledge Economy, is the emergence of for-profit higher education providers.

Aside from the worrying issues of quality there are potentially positive benefits not to be overlooked. These for-profit institutions could be those with capital enough to deliver education to remote areas. ICT has not made the expected impact, but for-profit operations could change that. An additional concern is related to post-9/11 security issues. Ward felt, however, that the biggest issue is now campus security and individual freedoms, rather than student visa restrictions, as before. International policy issues are another area of consideration.

Ward suggested that there could be a potential increase in international regulation. Second, movement toward quality assurance and accreditation could result in homogenization. Third, transfer and transparency; a student needs to know what courses will transfer and wants us to be transparent about why or why not. Fourth, uneven resources and competitive threats are vexing. "We need to protect, to an extent, the very identity of higher education," the speaker urged.

Overall internationalization is having a positive impact on higher education. There is a trade element, obviously, but we can't just cave in and say that internationalization is all about income. "The oil well of the knowledge economy is the university," Ward said, but it is not all that the university is about.

### **Academic Values: Drifting Towards Crisis or Undergoing a Sea Change?**

#### **Eva Egron-Polak, Secretary General of the International Association of Universities**

The first speaker of the session was Eva Egron-Polak who entitled her presentation, "academic values: drifting towards crisis or undergoing a sea change?" She began with the observation that "a community is defined by shared ideals and values as well as a shared understanding of reality and view of itself." The fact that we are an academic community informs our understanding of the crisis of values.

There are five widely held principles most would affirm: academic freedom, pursuit of truth for its own sake, institutional autonomy, free sharing of knowledge with all, and objective scholarship. But other principles have adhered more recently: the intrinsic linkage between research/scholarship and teaching, social responsibility, collegiality and shared decision-making, recognition of merit, and protection of diversity.

There seems to be a degree of unanimity about the principles, but if you dig deeper it becomes more complex. For example, at its basis institutional autonomy is an issue of law, but economic factors and even issues as academic as outcome based learning can modify institutional autonomy. As to the question of whether higher education is experiencing a crisis of values, Egron-Polak suggested that certainly there is great change going on, and they are as fundamental as the definition of what is a teacher and what is a student.

She suggested that it was more important to identify threats to academic values and how to minimize them rather than trying to say whether they constitute a crisis or not. The most major shift was in seeing higher education as at the heart of the economic realm, with a redefinition of academic success in terms of such things as effectiveness and efficiency. This has led to other changes including diminished commitments of support from over-extended State sources for higher education despite heightened expectations placed on universities, and

a reduction of a sense of community under pressure to increase output and reduce full-time staff.

"Many are troubled with how to balance or integrate current management demands for speed, flexibility, adaptability, outcomes based on performance measures, productivity and customer orientation with such traditional academic values as the right to pursue knowledge, tolerance of divergent opinion and academic freedom, and promotion of freedom, justice and human worth." This led the speaker to a challenging question, "The question is will this utilitarian view of the role of higher education serve to inspire future generations to be part of this community for longer than a passing instant on the way to somewhere else?" For the existence of such a community is essential to the perpetuation of academic values.

### **IAUP Executive Committee Meetings 2005-2008**

According to the IAUP Charter, Article 5, at the first meeting of the Executive Committee following the Triennial Conference, the President's proposed program was considered and approved. In the period between the three-yearly meetings of the General Assembly, the IAUP dedicated commitment of the President's leadership, combined with the contributions of the Executive Committee and the support of the Presidency, to achieve the overall objectives of the Association, in line with the decisions made at the previous General Assembly meeting. The IAUP's three-year agenda, their agenda driven by the President, supported by a broadly representative Executive Committee, and a resourceful Presidency and Secretariat, managed by Secretary-General Prof. Alvaro Romo. During the Triennium 2005-2008 at every Executive Committee meeting, the Presidency acted in accordance with Charter section 5.1 that the Executive Committee issue policy and position statements on behalf of the Association; approves the Association's annual budget, as well as its audited annual amounts, which include the Endowment fund, formulates the bylaws to the Charter on any matter which it considers necessary and, in particular, for membership accreditation categories, criteria and fees, as well as the granting of awards; considers and settles the categories of membership of IAUP and their accreditation.

The Executive Committee meets at least once a year, but generally twice a year in order to continue to discuss a variety of issues whose meeting agendas have been approved by the Executive Committee. The semi-annual meetings were held in the following places: First IAUP Executive Committee Meeting in Bangkok. Right after the XV Triennial

Conference was over, the first IAUP Executive Committee meeting for the Triennium 2005-2008 was held at the Royal Cliff Hotel in Pattaya and Bangkok Navy Ball room in July 16 and 17 respectively. The next Executive Committee Meeting was held in Kunming, China, at Yunnan Nationalities University and Yunnan Normal University Business School, November 5-8, 2006.

The Universidad Autonoma de Guadalajara hosted the IAUP Executive Committee Meeting held on November 1-5, 2005. The Executive Committee Meeting held in Vienna, Austria, on July 13-14, 2006, was hosted by the University of Applied Science. On Thursday, April 19th, 2007 a seminar on "Quality Assurance in European Higher Education" was held at Kadir Has University. The next IAUP Executive Committee meeting was hosted by Far Eastern National University (FENU) and was held on September 13, 2007, in Vladivostok, Russia. The next executive meeting was hosted by Istanbul Technical University (ITU) and Kadir Has University (KDU) in Turkey. The activities actually began on April 18 with a special strategic meeting of IAUP leaders at the office of the Rector of Kadir Has University and with various meetings of the working groups. The first part was held at ITU on Friday, April 20, 2007.

**IAUP Commission for ICT in Higher Education and APDMEN  
IAUP Commission on Information, Communication and  
Technology**

Members:

- Pornchai Monkhanvanit
- Toshio Obi-Nakamura
- Wichian Premchaiswadi
- Ruben Umaly

Address:

Siam University  
38 Petkasem Rd, Phasicharoen,  
Bangkok 10160, Thailand

The main activities of the international conference on ICT and higher education in 2005-2008 are summarized as follows:

**(a)** September 28 - September 30, 2005: Siam University, Bangkok, Thailand

The 4th International Conference on ICT and Higher Education (Knowledge Management) was held at Siam University, Bangkok, Thailand. The conference was jointly organized by the Association of University of Asia and the Pacific (AUAP) and the International Association of University Presidents (IAUP), plus the Asia and Pacific Distance Multimedia Education Network (APDMEN) and Siam University.

The topics included the followings: Knowledge Management, Knowledge & Leadership, Knowledge Modeling, Knowledge & Education, Knowledge Representation, Knowledge-Based Systems, Information Technology, Educational Management, ICT & Knowledge, Learning Organization, e-Learning, e-Business, e-Academic, e-Research, and e-Services. The objective of the conference was to provide a forum for administrators from various organizations, including local and national governments, the academic and private sectors, to have a better understanding of the concept of knowledge management, to share experiences of best practices, success factors, policies formulated, to explore collaborative activities, and to create instructional management systems to facilitate the learning process.

The first full day of the conference began with the opening ceremony by the President of Siam University, Pornchai Mongkhonvanit, and continued with the opening & keynote address session by Amnuay Viravan, Chairperson, Siam University Council. After the opening ceremony, Prof. Emeritus James G. Williams, keynote speaker, talked about "Knowledge Management 2005: Progress, Practice, and Possibilities" in the keynote speaker session. He mentioned about the past and new focus of KM, past and new models of knowledge management systems (KMS), and the possibilities of KM in the next generation. He also pointed out that AI and expert systems based KMS may be able to deliver the "right information to the right person at the right time" if it is known in advance what the right information is, who the right person to use or apply that information would be, and what would be the right time when that specific information would be needed.

Paper presentation sessions began in the afternoon. There were two sessions. The details were described as follows:

Paper presentation session 1: "The Future of Universities" by Pornchai Mongkhonvanit, President of Siam University, "Knowledge Management for Chinese Medical Studies in University of Macau" by

Lai Lat Long, University of Macau, and "A New Role for CIO in the Knowledge Society" by Saoko Iwasaki, Waseda University.

Paper presentation session 2: "Higher Education in India-ICT to the Fore in Ameliorating Standards" by K.S Chandrasekar, India, and "Knowledge Management and e-Learning" by Assoc. Prof. Wichian Premchaiswadi, Siam University.

There were four paper presentation sessions for the second full day of the conference and a welcome dinner was arranged in the evening at 6 o'clock. The details of each presentation session were described as follows:

Paper presentation session 3: "e-Learning in the Graduate Studies at the Philippine Women's University" by Amelou Benitez Reyes, President of Philippine Women's University, and "Information Security Governance in ICT Based Educational Systems" by Prof. SH (Basie) von Solms, University of Johannesburg, South Africa.

Paper presentation session 4: "Buddhist Knowledge Management" by S. Sunyavivat, Siam University, "A Development of Formative Evaluation System Examining Delivery of Online Courses" by Nenita V. Habulan, De La Salle University, and "Scenarios: A Quest for Future-Oriented Knowledge and Sharing" by Pacapol Anurit, Shinawatra University.

Paper presentation session 5: "Mobile Communications and its Impacts to the Formation of Ubiquitous Society in Developing Countries: a Vietnam Case Study" by Nhat Le, Waseda University, "Research Commercialisation and Intellectual Property Right: KMUTT Case Study" by Wanna Temsiripoj, King Mongkut's Institute of Technology Thonburi, and "Development of Effective Interactive Hypermedia Courseware: A Prelude to e-University" by Dennis Ramiro M. Sangalang, Angeles University Foundation.

Paper presentation session 6: "Success Factors of e-Learning by using Teleconferencing Systems in Public Universities in Thailand" by Anongnart Srivihok, Kasetsart University, "Knowledge Sharing in University Administration: A Learning University in Macau" by Wai Io HO, University of Macau, and "Applying Information Technology to Knowledge Management for Students in Higher Education" by Warut Sangsuwan, Songkla Rajabhat University.

There was one session left in the last day of the conference. There were four papers for presentation in the last session.

Paper presentation session 7: "Characterization of Jobs in Job Scheduling of Grid Environment" by Siriluck Lorpunmanee, University Technology of Malaysia, "The Knowledge map: The Strategy of Knowledge Management" by Boonsong Hanpanich, Siam University, "Gaining Competitiveness through Customer Knowledge Management" by Forough Karimi, and "Using Markov Model and Association rule for Predicting Next Access" by Siriporn Chimplee, Suan Dusit Rajabhat University. The Conference summary at the closing ceremony was delivered by Assoc. Prof. Wichian Premchaiswadi, Conference Program Chair.

The annual meeting of the Asia and Pacific Distance Multimedia Education Network (APDMEN) was conducted to review all of the activities of the APDMEN by

Pornchai Monkhanvanit  
Co-Chair of APDMEN  
(Siam University, Thailand)

Toshio Obi-Nakamura  
Co-Chair of APDMEN  
(Waseda University, Japan)

James G. Williams  
Member  
(Emeritus Professor of Univ. of Pittsburgh, USA)

Wichian Premchaiswadi  
Member  
(Siam University, Thailand)

**(b) In the year 2006**

The International Conference on ICT and Higher Education was held at Waseda University, Tokyo, Japan. The conference was jointly organized by the International Association of University Presidents (IAUP), the Asia and Pacific Distance Multimedia Education Network (APDMEN), and Siam University. The Conference was managed by Prof. Toshio Obi-Nakamura of Waseda University, Japan.

The annual meeting of the Asia and Pacific Distance Multimedia Education Network (APDMEN) was conducted to review all of the activities of the APDMEN by

Pornchai Monkhanvanit  
Co-Chair of APDMEN  
(Siam University, Thailand)

Toshio Obi-Nakamura  
Co-Chair of APDMEN  
(Waseda University, Japan)

Wichian Premchaiswadi  
Member  
(Siam University, Thailand)

**(c)** November 21 - November 23, 2007: Siam University, Bangkok, Thailand

The 5th International Conference on ICT and Higher Education (Knowledge Management) was held at Siam University, Bangkok, Thailand. The Conference was jointly organized by the International Association of University Presidents (IAUP), the Asia and Pacific Distance Multimedia Education Network (APDMEN) and Siam University.

Topics of interest included the followings: Knowledge Management, Knowledge & Leadership, Knowledge Modeling, Knowledge & Education, Knowledge Representation, Knowledge-Based Systems, Information Technology, Educational Management, ICT & Knowledge, Learning Organization, e-Learning, e-Business, e-Academic, e-Research, and e-Services.

The objective of the conference was to provide a forum for administrators of various organizations including local and national governments, the academic and private sectors to better understand the concept of knowledge management, share experiences of best practices, success factors, policies formulated, and explore collaborative activities, and create instructional management systems to facilitate the delivery of learning.

The first full day of the conference began with the opening address by the President of Siam University, Pornchai Mongkhonvanit and continued with the keynote speaker, Prof. Arthur Morse, who presented in Prof. Toshio Obi-Nakamura's session in the topic "ICT Education on Innovative CIO for Disaster Preparedness and Global Environment." Prof. Arthur Morse was a special advisor to the Ministry of ICT and Ministry of Culture on e-learning and e-culture in Thailand. He has a special interest in management and institutional development and the implementation of innovative high-level human capacity building programmes. He had been involved in project management for over 30

years in telecommunication and human resource development projects and is a visiting fellow at the Institute of e-government at Waseda University.

After the keynote speaker session, there were three papers presentations in the morning session and four papers presentations in the afternoon session. The session chair for the first day of the conference was Prof. Aurilla Aurelie Arntzen from Bangkok University. The details were described as follows:

Paper presentation session 1: "Practicing e-Governance in Higher Education Institutions to Enhance Quality of Education" by Subrata Kumar Dey, Independent University, Bangladesh, "Student Opinions of Learning Environment in Selected Private International Higher Education Institution" by Olan Karnchanakas, King Mongkut's Institute of Technology Ladkrabang, and "The Influence of Trust on the Success of Codification and Personalization KM Approaches" by Vincent Ribi  re, Bangkok University.

Paper presentation session 2: "Factor Analysis of Quality Culture at Eastern Schools of Vocational Education Commission, Thailand" by Pariyaporn Tungkunanan, King Mongkut's Institute of Technology Ladkrabang, "Preparedness of E-Learners: A Study on First Year University Students" by Farah Habib Chanchary, Independent University, Bangladesh, "Educational Software Based Learning and Its Impact on Curriculum Development: a Case Study" by Bubrata Kumar Dey, Independent University, Bangladesh, and "Survey of User Satisfaction on the OASIS (Online access to Student Information Services) System" by Udomrat Tivasub, Mahidol University.

The second full day of the conference began with keynote speaker Prof. Emeritus James G. Williams, who presented, "Knowledge Management in Higher Education". He was Emeritus Professor and past-chair of the Department of Information Science and Telecommunications at the University of Pittsburgh. He pointed out very interesting questions for KM like "why KM-Competition, Virtualization, and Internationalization?" and "why Universities Should Use KM?" He also mentioned about five concerns for University knowledge Management. Those five concerns consisted of 1) Speed and Timeliness, 2) e-Education and e-Learning, 3) Customers as the central focus, 4) Dealing with Low-cost Competitors and 5) Uncertainty. After lunch, there were six papers for presentation in session 3 and 4. The session chair for the second day of the conference was Prof. Mahadi Abdullahi. He was Vice Chancellor of

Gombe State University. It was an honor having him to be session chair for the conference.

Paper presentation session 3: "The Use of ICT in Russian Education: Current stage and Challenges" by Ishmatova, Diana, Waseda University, "On the Success Factors of Mobile Learning" by Wathanaporn Sriprapaipong, Shu-Te University, and "Examining Commonalities in Online Teaching Practices among Selected DLSU Faculty Using the IVLE Courseware" by Nenita V. Habulan, De La Salle University.

Paper presentation session 4: "Building a Knowledge Bank for an Organization: The Case of Sripatum University Library", by Assoc. Prof. Namtip Wipawin, Sripatum University, "Course Management Systems: Issues affecting an eLearning Strategy in Higher Education" by Paul TJ James, Bangkok University, and "RSS Offline" by Walisa Romsaiyud, Siam University. An evening reception/welcome dinner program for every KM participants was arranged on Thai River Cruise along the Chao Phraya River. Every participant enjoyed a delicious dinner and the beautiful scenery, such as Rama 8 bridge, the Temple of Dawn (Wat Arun), the Grand Palace and the Emerald Buddha Temple (Wat Prakaew,) on both sides of the Chao Phraya River.

There was one session left (session 5) for the last day of the conference. There were three papers for presentation in the last session. The session chair for the last day of the conference was Assoc. Prof. Wichian Premchaiswadi. He was the conference program chair and assistant president of Siam University. The details are described as follows:

Paper presentation session 5: "Graphical Decision-Theoretic Models on the Web" by Pittaya Pumpong, Siam University, "A TQM Model for Quality Identifying Knowledge Management Systems in Thai Communities" by Poonsook Janpen, Phranakhon Rajabhat University, and "Marketing Information System Project for Automobile Distributorship" by Prin Laksitamas, Siam University.

The Conference summary at the closing ceremony was delivered by Assoc. Prof. Wichian Premchaiswadi, Conference Program Chair.

The annual meeting of the Asia and Pacific Distance Multimedia Education Network (APDMEN) was conducted to review all of the activities of the APDMEN by

Pornchai Monkhanvanit, Co-Chair of APDMEN (Siam University, Thailand)

Toshio Obi-Nakamura, Co-Chair of APDMEN (Waseda University, Japan)

James G. Williams, Member (Emeritus Professor of Univ. of Pittsburgh, USA)

Wichian Premchaiswadi, Member (Siam University, Thailand)

**(d) In the year 2008**

The 6th International Conference on ICT and Higher Education (ICT & Knowledge Management) was held on December 3 - 4, 2008. The conference was also jointly organized by the International Association of University Presidents (IAUP), the Asia and Pacific Distance Multimedia Education Network (APDMEN), and Siam University. For the extension of the activities of APDMEN, the committee of APDMEN is formed as follows:

Pornchai Monkhanvanit, Co-Chair of APDMEN (President, Siam University, Thailand)

Toshio Obi-Nakamura, Co-Chair of APDMEN (Prof. Waseda University, Japan)

James G. Williams, Member (Emeritus Professor of University of Pittsburgh, USA)

Kai A. Olsen, Member (Prof. Institute for Informatikk, Molde College, Norway)

Wichian Premchaiswadi, Member (Prof. Siam University, Thailand)

**IAUP Academic Journal for Leadership in Higher Education**

During the meeting of the Council of Senior Advisors in Seoul, Prof. Jef Van der Perre, IAUP Secretary General Emeritus proposed ideas in connection with the possibility of producing articles or a regular publication of IAUP ("Observatory"). Following the discussions of the Council of Senior Advisors, President Pornchai suggested a plan to have a group of experts in higher education leadership, to be put in

charge of an IAUP Journal under the topic of "International Education in Higher Education" or "International Educational Leadership."

Thus, IAUP published its first academic biannual journal: "Academe: Journal of Leadership and Management in Higher Education." Academe is an externally refereed higher educational quarterly, embraces theory, research, analysis, history, philosophy, policy and practices. It is also an international, professionally refereed, state-of-the-art scholarly journal, reflecting the most important and up-to-date ideas and evidence of educational leadership. The journal seeks to foster exchanges among practitioners, policy makers and scholars and to provide a symposium for comments on leadership and management in higher education.

A number of well-known leading scholars in the field have already accepted to become members of Academe Editorial Board. The first issue was published in September 2008.

Issues in Academe are about governance, organizational culture, institutional management, change management, strategic planning, transformational leadership skills and styles as practiced and made a difference in the arena of colleges and universities on a worldwide scale. It examines why some people become effective leaders. It looks at how men and women, older and younger faculty members, students, parents, alumni and community leaders as stakeholders experience and react to leadership and management differently.

It looks at the positive aspects of leadership but does not hesitate to raise questions about many aspects either. As higher education is multidisciplinary in nature, Academe welcomes and supports contributions from a range of disciplines, including history, psychology, political science, sociology, anthropology and philosophy. Also, It welcomes administrative and organizational theory from a broad spectrum of methodologies inclusive of quantitative and qualitative approaches, documentary analysis, action research and conceptual development. College and university leaders, system administrators, faculty leaders, consultants, facilitators, educational researchers, staff developers and stakeholders of all kinds will find this journal an indispensable resource for an understanding of leadership and management in higher education.

The articles in this first edition of Academe represented an international perspective with contributions from Bangladesh, the United States, the Philippines, England, Thailand and Tibet. The focus of these articles

includes both teachers and students, practices and the culture of higher education, and with schooling practices of primary and secondary schools. Each contribution focused on the struggle of changing the culture of schooling, be it at a university or in an elementary school classroom, from the perspectives of hiring, research and pedagogical practices and concerns. These represented just some samples of the complex issues which educational leaders need to be aware of and reflect upon.

### **Working Group of IAUP ACADEME Journal**

#### **Program Head and Consultant Editor**

Pornchai Mongkhonvanit President, International Association of University Presidents and President of Siam University, Bangkok, Thailand

#### **Editor**

Pornchulee Achava-amrung, Dean, School of Education, Assumption University  
International Editorial Board

Heinrich Stremitzer, Former Rector of Vienna University of Economics and Business Administration and a founding member of the European Academy of Sciences and Arts.

Amelou Benitez Reyes President and life-time trustee of The Philippine Women's University and Commissioner for Culture and Arts in the National Commission on the Role of Filipino Women.

Di Yerbury, Former Vice-Chancellor of Macquarie University and Emeritus Professor.

Fernando Reimers, Professor of International Education and Director of Global Education and of International Education Policy, Harvard University.

Amornchai Tantimes, Dean, Graduate School of Education, Siam University, Thailand.

Attila Olah, Dean of Faculty of Psychology and Education, Eötvös Loránd University, Budapest, Hungary.

James Honan, Co-Chair, the Institute for Educational Management (IEM), Harvard University.

Jef Van der Perre, IAUP Executive Committee member, former Secretary-General of IAUP

### **IAUP Commission on Women's Education**

This was the first time for IAUP to promote women's higher education through a specific Commission. Amelou Benitez Reyes, President of the Philippines Women's University and member of the IAUP Executive Committee was unanimously appointed Chair of the IAUP Commission on Women's Education, recently created as part of the current IAUP Presidency's efforts to promote the role of women in leadership positions in higher education.

Benitez Reyes made a special presentation at the most recent IAUP Executive Committee meeting, in Istanbul, Turkey, where she underscored that women empowerment was one of the critical elements in attaining development. She cited the Beijing Platform for Action (BPFA) Millennium Development Goals and the convention on the elimination of discrimination against women, and indicated that IAUP could make a significant difference in translating these goals into action.

Benitez stated that "the most important intervention toward the empowerment of women is the one in the area of education and for this reason there is a great need for IAUP to act as advocates through the integration of women's education in all IAUP's member institutions' action plans." She presented her vision of the IAUP Commission on Women's Education, proposed a mission and stressed the need to work for the breaking of the 'glass ceiling' in all higher education institutions.

This commission will serve for this advocacy goal and will be the implementing arm of the IAUP to promote women's education through mainstreaming initiatives in academic development, using networking and collaboration among universities and colleges worldwide. During the presentation, Benitez spelled out the commission's functions and called for a positive response by all in IAUP.

### **IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace**

With the work of the High Commission for Peace, IAUP has done a remarkable job in making IAUP an effective tool for peace, reconciliation

and making higher education visible. On behalf of IAUP, Dr. Pornchai represented all the IAUP members by giving a speech at the United Nations, participated in by the U.N. Secretary General Ban Ki-Moon, in order to promote the International Day of Peace, which is one of the products of IAUP wisdom. In addition, UNESCO, by the decision of the board, has decided to grant the formal consultative status with IAUP for the period of the next six years.

This had been only possible with the dedicated support of all IAUP members and continues to the next administration so that IAUP will continue to promote higher education and world peace. IAUP is the only external organization to manage a joint commission with the United Nations. Commission delegates are appointed by IAUP's President, in consultation with the Commission's Chair.

### **History of the United Nation's International Day of Peace**

IAUP was instrumental in creating the Year of Peace at the U.N. and is recognized annually at the U.N.'s Day of Peace activities. Dr. Young Seek Choue first proposed the idea of an international day of peace in San Jose, Costa Rica in 1981, at a conference of the International Association of University Presidents (an organization of which he was one of the founders).

The proposal, which also included an international year of peace, was presented by Costa Rica to the thirty-sixth session of the General Assembly. The Assembly endorsed the proposals on 30 November 1981 in resolution 36/67; it declared that the Day would be devoted to commemorating and strengthening the ideals of peace, both within and among all nations and peoples and invited all Member States, organs and organizations of the United Nations system, regional organizations, non-governmental organizations, peoples and individuals to commemorate in an appropriate manner the International Day of Peace, especially through all means of education, and to cooperate with the United Nations in the observance of that day.

Initially, the day was marked on the third Tuesday in September to coincide with the opening of the General Assembly. The first Peace Day was observed in September 1982. In 2001, the General Assembly by unanimous vote adopted resolution 55/282, which established 21 September as the annual day of non-violence and cease-fire.

**U.N. Academic Impact**

IAUP was the lead partner organization with the United Nations in creating its Academic Impact initiative [<http://academicimpact.org>]. Leadership opportunities continue to exist for IAUP members in managing this global initiative of educational institutions.

This means you have the opportunity to take a leadership role in working with the United Nations Department of Public Information in shaping the initiative and promoting its goals and distribution.

The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace held a Conference entitled Voices of Africa-Voices for Peace in South Africa, on March 6-8, 2006. This conference received some support from UNESCO, matching funds from Holy Family University (Sister Francesca Onley) and also support from the host institution, North-West University, Potchefstroom Campus. Sister Francesca, as Chair of the Commission, published a memorandum on the IAUP Newsletter of September 2006, reaffirming IAUP's commitment to World Peace.

The IAUP Executive Committee appointed Sister Francesca Onley, CSFN, Ph.D., President of Holy Family University (Philadelphia, PA) as Chair of the Commission, during the term of office which began at the IAUP Triennial meeting in Sydney, Australia in June 2002.

**The main activities of the Commission in 2005 - 2008 are summarized as follows:**

**(a)** April 27, 2005: Commission's Spring meeting. Highlights of this meeting included presentations by Mr. Jerzy Zaleski, Coordinator, United Nations Program of Fellowships on Disarmament; Mr. Michael Cassandra; Professor Joyce Zavarich, Associate Director of Campus Ministry and for the Center of Peace and Justice Education at Villanova University; and Imad Harb, Program Officer, Education, United States Institute of Peace.

**(b)** October 25, 2005: Partners for Peace Program entitled, "Jerusalem Women Speak: Three Women, Three Faiths, One Shared Vision" This program took place on October 25, 2005 in Philadelphia, Pennsylvania, USA at Holy Family University. The program featured a Muslim Palestinian, Christian Palestinian and Jewish Israeli speaker reflecting on living in the realities of the Israeli-Palestinian conflict, sharing their experiences, opinions, and hopes for peace. The Partners for Peace Program was presented to an audience of almost 200 people. The Commission co-sponsored this event with Holy Family University.

**(c)** December 7, 2005: Commission's Fall meeting: Highlights of this meeting included presentations by: Mr. Michael Cassandra; Klaus Melf, Peace-Health Project Manager, Centre for International Health and Faculty of Medicine, University of Tromso, Norway, and Commission member; and Cathlyn Mariscotti, Associate Professor, Holy Family University and Commission member.

**(d)** March 6-8, 2006: "Voices of Africa-Voices for Peace." The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace held a conference from March 6-8, 2006 in South Africa, entitled "Voices of Africa-Voices for Peace." The conference, co-sponsored by the IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace and North-West University, Potchefstroom Campus, South Africa was made possible by a grant from UNESCO (United Nations Educational, Scientific and Cultural Organization), with matching support from Holy Family University.

The conference objective was to elaborate on why and how movements towards peace are effectively happening on the continent and to what extent a new diplomacy of cooperation among the African nations as well as international involvement are creating opportunities for peace and subsequent development in Africa. A plea was made for a better understanding of a continent seeking to expand development strategies and build strong nations in peace and in assurance of a bright future. Participants included IAUP leaders, faculty members, graduate students, and interested others.

**(e)** May 2, 2006: Commission's Spring meeting: Highlights of this meeting included presentations by Mr. Craig Mokhiber, Deputy Director of the New York Office of the High Commissioner for Human Rights; Ms. Cristiane Carneiro, Instructor of Political Science, Arcadia University, new Commission member; Carl Mirra, Assistant Professor of American Studies, Suny College at Old Westbury, Commission member; and Ms. Ann Wright, former UN Ambassador.

**(f)** December 5, 2006: Commission's Fall meeting: Highlights of this meeting included presentations by Mr. Juan Carlos Brandt, Chief of the Non-Governmental Organizations' Section (NGOs) in the Department of Public Information at the United Nations; Mr. Michael Cassandra, Chief, Monitoring, Database and Information Branch of the United Nations Department for Disarmament Affairs and Commission member; and Dr. Moya R. Kaporch, Vice President for Planning and Special Projects at Holy Family University and Commission member, on behalf of the

Revitalization Team members, who include Joan (De) Landeros, Joan Drake, Moya Kaporch, Klaus Melf, Carl Mirra, and Steve Zeisler.

**(g)** April 25, 2007: Commission's Spring meeting: Highlights of this meeting included presentations by Ms. Rebecca Weiner, Carnegie Endowment for International Peace, Trade, Equity and Development Program; and a presentation by the Revitalization Team of the IAUP/UN Commission, who include Joan (De) Landeros, Joan Drake, Moya Kaporch, Klaus Melf, Carl Mirra, and Steve Zeisler.

**(h)** December 5, 2007: Commission's Fall meeting: Highlights of this meeting included invited special guests Pornchai Mongkhonvanit, Barham Madain, and Ban Ki-moon, UN Secretary General or his designate. Presentations given by L. Eudora Pettigrew, Commission Member, IAUP Executive Committee and Special Advisor to the President; and the Revitalization Team of the IAUP/UN Commission, who include Joan (De) Landeros, Joan Drake, Dr. Moya Kaporch, Klaus Melf, Carl Mirra, and Steve Zeisler.

**The First IAU/IAUP Education Impact during the Presidency of Prof. Pornchai Mongkhonvanit, IAUP President and Prof. Goolam Mohammedbhai, IAU President on the important topics of Institutional Autonomy Revisited: National Dimensions, Cross regional Experiences**

The International Association of University Presidents (IAUP) & the International Association of Universities (IAU) held a joint invitational President's Symposium to address the theme on Institutional Autonomy Revisited: National Dimensions, Cross regional Experiences. This symposium was held in Chang Mai, Thailand, on 8-9 December, 2006 at the Suan Bua Hotel. Both IAU and IAUP University presidents participated and also the presenters were from both organizations.

In the opening ceremony, H.E. Ampol Senanarong, Royal Privy Council Member, Mr. Vichai Srikwan, Vice Governor of Chiang Mai, Prof. Goolam Mohammedbhai, IAU President and Prof. Pornchai Mongkhonvanit, IAUP President delivered a welcome speech and remarks respectively. Dr. Wichit Srisa-an, Minister of Education of Thailand and Founding President of Suranaree University of Technology, Thailand gave a presentation on a brief background of the university autonomy of Thailand and the current situation of education development and planning.

The goal of this symposium was to structure the renewed presence in which universities and other HEIs related to the external environment – the state, the market, society etc. and how these relations impact on the decision making capacity of institutional leaders. Institutional Autonomy is needed if HEIs are to provide education and research of the highest quality.

The questions raised were: How far have finance and the utilitarian ethic reshaped Institutional Autonomy across the different world regions? How far does the convergence around a similar agenda in higher education impact on establishments where the established model of Institutional Autonomy rests on other cultural assumptions, beliefs and perceived primary values and beliefs? Are long-established practices and understandings between government, society and the university that once underwrote Institutional Autonomy appropriate both to justify and to uphold it when change is both rapid and continuous? Are new forms of Institutional Autonomy emerging? How do they differ from earlier agreements? What are the conditions shaping such alternative models? This two-day Symposium discussed responses to these and other questions. It also attempted to advance and strengthen both the theory and the practice of institutional autonomy, a condition of a strong higher education system.

During the conclusion of the symposium a very significant impact was driven from the academic world as both organizations revisited the theme of institutional autonomy, analyzed the national dimensions and considered valuable cross-regional experiences.

The results of this event were a very positive proof that IAU-IAUP collaboration was worth continuing. The symposium organizers had shed some light on very old and perennial questions. By offering this initial forum to higher education leaders to learn from each other, IAU and IAUP had not only advanced and strengthened the theory but also practice the institutional autonomy with a condition of a strong higher education system. During this symposium in Chiang Mai, local Universities, Chiang Mai University, Maejo University, Payap University and Siam University (Bangkok) also provided support and assistance for the success of this fruitful and meaningful event.

**IAUP 2005-2008**  
**A SUMMARY**  
**BY ALVARO ROMO, SECRETARY GENERAL 2005-2008**

The triennium 2005-2008 had some unique events that need to be underscored, as well as the usual series of conferences, seminars, symposia and the regular meetings of the Executive Committee already narrated above in this chapter. President Pornchai Monkhonvanit traveled extensively during his triennium, promoting IAUP recruitment and visibility worldwide and the presidency team accompanied him in some of these travels. In my view, the following three events need to be looked at as outstanding and worthy of special recognition:

One of them was the Council of Senior Advisors meeting held in Seoul, South Korea, on September 10-11, 2007. This was historically for the IAUP the first meeting exclusively focused on the Council of Senior Advisors and on their advice and recommendations to the IAUP leadership. Dr. Se Ung Lee, Chairman and CEO, Shin-II Educational Foundation and Chairman of the Board of Trustees of Seoul Cyber University was the generous host of this meeting, held just before the Executive Committee meeting that took place in Vladivostok, Russia on September 12-14, 2007. Mr. Enan Galaly, made the important proposal that a business plan, which he later developed during a strategic meeting held in Viña del Mar, Chile, December 10-21, 2007 should be adopted and followed by the IAUP in order to make real progress and keep it solid.

This Seoul meeting took place partially at the facilities of Shin-II Educational Foundation and partially at the Seoul Cyber University. During this meeting, on September 10, 2007, the Deputy Prime Minister and Minister of Education and Human Resources Development of the Republic of Korea addressed the IAUP leadership and attending guests, mostly Korean University Presidents.

This meeting produced very fruitful results for the future of IAUP.

The second extraordinary event was the joint IAU-IAUP Presidents' Symposium on the theme *Institutional Autonomy Revisited: National Dimensions, Cross regional Experiences*. This event was held in Chang Mai, Thailand, on 8-9 December 2006. Both IAU and IAUP University presidents participated and also the presenters were from both organizations.

The questions raised are worthy of emphasis. They were: How far have finance and the utilitarian ethic reshaped Institutional Autonomy across the different world regions? How far does the convergence around a similar agenda in higher education impact on establishments where the established model of Institutional Autonomy rests on other cultural assumptions, beliefs and perceived primary values and beliefs? Are long-established practices and understandings between government, society and the university that once underwrote Institutional Autonomy appropriate both to justify and to uphold it when change is both rapid and continuous? Are new forms of Institutional Autonomy emerging? How do they differ from earlier agreements? What are the conditions shaping such alternative models? This two-day Symposium discussed responses to these and other questions. It also attempted to advance and strengthen both the theory and the practice of institutional autonomy, a condition of a strong higher education system.

The results of this event were very positive proof that IAU-IAUP collaboration was worth continuing.

The third outstanding development during this triennium was the creation of the IAUP Commission on Women's Education and the appointment of Dr. Amelou Benitez Reyes, President of the Philippines Women's University, as the Chair of this commission. IAUP thus recognized the importance of women leaders in IAUP's development, its meetings and all its activities.

Even before the 2005-2008 Triennium started, a transition meeting was held in Adelaide, Australia, on March 2-4, 2005. The Presidency team for 2002-2005 met with the Presidency-Elect team. This provided an opportunity to discuss the status of the various programs and activities of the IAUP, as well as all the administrative matters that the Presidency of the IAUP is responsible for.

The Triennium started with the excellent XIV Triennial Conference held in Bangkok and Pattaya, Thailand on July 10-15, 2005. The opening on July 11th included a Royal Address on behalf of Her Majesty de Queen by Her Royal Highness Princess Maha Chakri Siridhorn. The roster of speakers of high caliber included, Dr. Fidel Ramos, former President of the Philippines, Former President Rodrigo Carazo, of Costa Rica, Nobel Peace Laureate H.E. Jose Ramos-Horta of East Timor, Minister Bertel Haarder, Minister of Education, Denmark, and many other prominent individuals. Naturally, many university Presidents also were on the program as individual or panel presenters. The new Executive

Committee for the 2005-2008 Triennium met on July 15-16 in Pattaya, Thailand.

The Presidency team immediately started their many activities, promoting IAUP worldwide. During the second half of 2005, the following activities took place:

-Dr. Pornchai Mongkhonvanit attended the 20th Board Meeting of the Association of Universities of Asia and the Pacific (AUAP) on September 5, 2005 in Surabaya, Indonesia.

-Dr. Alvaro Romo, Secretary General of IAUP, was an invited speaker at the 14th Biennial Congress of the Inter-American Organization of Higher Education (IOHE-OUI), held in Florianopolis, Brazil on October 2-5, 2005.

-IAUP was also represented at the 33rd UNESCO session in Paris, on 3-21 Oct. 2005.

-The Executive Committee meeting of the IAUP was held in Guadalajara, Mexico on 1-5 November 2005, under the auspices of the Autonomous University of Guadalajara (UAG). As part of this meeting, a seminar was held on the theme "The Essence of the University."

The activities for the year 2006 were many and rich in results. The following is a list of the most important ones:

-The IAUP Newsletter Lux Mundi continued to appear in English, in Spanish and in Chinese.

-The regional structure of the IAUP was re-structured to reflect the geographical reach in a better way.

-The 88th Annual Meeting of the American Council on Education (ACE) was held in Los Angeles on February 11-14, 2006. Dr. Pornchai Mongkhonvanit moderated one of the round-table discussions. This meeting included around 60 higher education leaders from over 20 countries.

- A seminar on Quality Assurance and Accreditation was held at Aalborg University, Denmark, from February 26-27 2006, organized by the IAUP Commission on Quality Assurance.

-The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace held a Conference entitled *Voices of Africa-Voices for Peace* in South Africa, on March 6-8, 2006. This conference received some support from UNESCO, matching funds from Holy Family University (Sister Francesca Onley) and also support from the host institution, North-West University, Potchefstroom Campus. Sister Francesca, as Chair of the Commission, published a memorandum on the IAUP Newsletter of September 2006, reaffirming IAUP's commitment to World Peace.

-The first Executive Committee Meeting of the year 2006 was held in Austria on July 12-16, hosted by University of Applied Science in Krems and the University of Vienna. During the Vienna portion of the meeting a seminar was held on University-Industry Collaboration, with the organizational leadership of Dr. Glenn Goerke, advisor and Chair of the University-Industry Collaboration Commission. Also the Commission on Quality Assurance and Accreditation held a meeting on the IAUP thoughts on a "World Quality Register," led by Dr. Sven Caspersen and Mr. Jef Van der Perre.

- A World University Presidents Summit was held in Bangkok during July 19-21, 2006. IAUP was a co-organizer of this event.

-The second Executive Committee was held in Kunming, China, on November 5-7, 2006, under the auspices of Yunnan Nationalities University and Yunnan Normal University Business School. A seminar on Business Development and Higher Education in China was hosted and held a Yunnan Normal University Business School on November 7, 2006.

-A seminar on *Mutual Quality Assurance and Mobility* was organized by the IAUP South East Asia Regional Council. It was held in Bangkok on November 17, 2006.

-The IAUP Latin American Council organized a Seminar on Mobility and Accreditation in Higher Education. It was held in Vitoria, Brazil, and Dr. Alvaro Romo represented IAUP at this event.

-The joint IAU-IAUP Presidents' Symposium on the theme *Institutional Autonomy Revisited: National Dimensions, Cross regional Experiences* was held in Chang Mai, Thailand, on 8-9 December, 2006.

The following is the summary of the IAUP activities for the year 2007:

-IAUP was represented at the 89th ACE annual meeting, held in Washington on February 10-14 2007. Dr. Michael Adams, Dr. James Roach and Dr. Richard Bronson represented IAUP at the roundtable discussion, co-sponsored by Higher Education for Development (HED,) held on February 10, 2007.

-The IAUP Executive Committee Meeting was held in Istanbul, Turkey on April 19-21, 2007, under the auspices of Istanbul Technical University and Kadir Has University (KHU). Additionally, on Thursday, April 19th, a seminar on "Quality Assurance in European Higher Education" was held at KHU.

-IAUP President Pornchai participated in the Session organized by the UNESCO in Seoul, Korea, on May 22-23, 2007. It was the Ninth Session of the Regional Committee Meeting. The theme was the *Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific*.

-On May 30-31, 2007, IAUP held an "International Wokshop on the Development of Measurements for Higher Education Quality Assurance in Bangladesh." The meeting, held in Dhaka Bangladesh, was organized by Dr. Carmen Lamagna, IAUP South Asia Chair and Vice Chancellor of the American International University in Bangladesh.

-IAUP participated in the World Bank's meeting of Heads of Academic Networks, held in Washington, DC on June 11-12, 2007. Dr. Alvaro Romo, Dr. Michael Adams and Mr. James Deng represented IAUP.

-The UNU/UNESCO International Conference Pathways toward a Shared Future was held at the UN House in Tokyo, Japan, on August 29-30. IAUP President, Dr. Pornchai and Past President Dr. Ingrid Moses were speakers at this event.

-The special meeting of the Council of Senior Advisors of the IAUP, mentioned at the beginning of this summary as one of the outstanding events of this triennium, was held in Seoul, Korea, on September 10-11, 2007.

-The second IAUP Executive Committee meeting of the year was held in Vladivostok, Russia, on September 12-15, under the auspices of the Far Eastern National University (FENU.) FENU's Rector Dr. Vladimir I. Kurilov acted as gracious host.

-The IAUP Latin American Council organized an International Conference on the theme of *Financing Higher Education*. This conference was held under the auspices of the Autonomous University of Guadalajara (UAG) on November 28-30, 2007. The kind host was Rector Antonio Leaño, of the UAG. The conference attracted participants from throughout Latin America and other parts of the world, with speakers from Latin America, the United States, Europe and Asia.

-The UNESCP-APEID International Conference on "Reinventing Higher Education: Toward Participatory and Sustainable Development" was held in Bangkok, Thailand on December 12-14, 2007. IAUP's Session at this conference was on December 12th with the topic "Partnerships in Higher Education: Toward a Shared Future." IAUP speakers included President Pornchai, who chaired the session, Dr. Sven Caspersen and Dr. David Strangway.

-An International Symposium on "Education for a Sustainable Future: the Role of Collaboration among Universities in Asia" was held at Iwate University, Japan, on December 30-31, 2007. President Pornchai Mongkhonvanit made presentations on "The Possibilities and Challenges of Promoting Education for Sustainable Development in Asia" and "Future of Asia and Collaboration among Universities".

The following is the summary of the IAUP activities for the year 2008:

-On February 9-12, 2008, the IAUP participated in the 90th Annual Meeting of the American Council on Education (ACE,) held in San Diego, California. The IAUP North American Council (NAC) co-sponsored a panel discussion on "Thriving in a Global Future: New Models of International Participation." Mr. Ramu Damodaran, Chief of the Civil Society Service Outreach Division, UN Department of Public Information, was one of the featured speakers and made reference to the joint work between IAUP and the United Nations. Other IAUP participants included Dr. Donald Gerth, IAUP President Emeritus, Dr. Alvaro Romo, Secretary General of IAUP, Dr. Richard Bronson, representing Dr. Michael Adams, and Dr. James Roach, IAUP Executive Committee longtime member.

-On February 27, 2008, the Annual Meeting of the Association of Arab Universities (AArU) was held in Amman, Jordan. Dr. Pornchai Mongkhonvanit, IAUP President, participated at this meeting, as well as Prof. Saleh Hashem, IAUP Chair of the Middle East and North Africa Council, as well as Secretary General of AArU.

-The IAUP North East Asia Council (NEAC) meeting was held in Osaka, Japan on March 7-8, 2008, under the auspices of Osaka University of Commerce, with Dr. Ichiro Tanioka, President of Osaka University of Commerce as the gracious host. IAUP President Dr. Pornchai Mongkhonvanit and Secretary General Dr. Alvaro Romo participated, as well as a distinguished roster of IAUP leaders from Japan and from throughout the North East Asia region. Dr. Hu, Jianmiao, Chair of the (NEAC) and President of Zhejiang Gongshang University also participated. Included in this program was a *Symposium on University Evaluation and Accreditation in Asia: Case Studies by Countries and Regions*, with excellent speakers and good discussion.

-The final Executive Committee meeting of this triennium was held in Baden and Vienna, Austria, on April 17-19, 2008. This meeting had as generous host Mr. Enan Galaly, of the IAUP Council of Senior Advisors, who provided accommodations at the Grand Hotel Sauerhof in Baden, Austria.

The XV Triennial Conference of the IAUP, held in Viña del Mar, Chile, on September 29-October 2, 2008, was the location where the 2005-2008 presented its Triennial Report, distributed to all IAUP leaders. As customary, it was also the occasion to transfer the baton to the new 2008-2011 Presidency team. This and other publications during the 2005-2008 Triennium, included a special edition of the IAUP Charter in a convenient, easy to carry format.

Each Presidency of IAUP leaves its imprint on IAUP and adds to the common legacy of the association. The outstanding events and initiatives mentioned in the first part of this brief summary, as well as the amazing amount of meetings, seminars, symposia and many other events held during the 2005-2008 and to which the IAUP Presidency team attended is worthy of notice. It is thanks to these activities that IAUP makes itself known to the world of higher education and promotes an increasing membership. It is also the best way in which IAUP influences the highest level of leadership at universities around the world, facilitates mutually beneficial exchange, joint research and academic collaboration between institutions of higher learning.

The fact that the IAUP leadership provides its leading role voluntarily, for a period of three years, in addition to its regular ongoing duties at a university, makes it even more meritorious and, indeed, worthy of praise and recognition.



*Distinguished speakers during IAUP's 14th Triennial Conference at Siam University: 11 July 2005. First speaker, top left, Former President Rodrigo Carazo Odio of Costa Rica (1978-1982). Second speaker, top right is Dr. Fidel Ramos, Former President of the Philippines and chair of the Ramos Peace and Development Foundation. Third speaker below left, is Dame Jane Morris Goodall, well-known British scientist. Last picture, bottom right is Nobel Peace Laureate H.E. Jose Ramos-Horta from East Timor.*



*Presiding authorities: Opening of First IAU-IAUP's Joint President Symposium to address the theme: Institutional Autonomy Revisited: National Dimensions, Cross regional Experiences, 08-09 December, 2006, Chiang Mai, Thailand.*



*A Historical Handshake between IAUP President and Goolam Mohammad, IAU President.*



*IAU-IAUP Presidents' Symposium, 08-09 December 2006, Chiang Mai, Thailand.*



*HRH Princess Siridhorn at the Opening of IAUP Triennial Conference 2005.*



*Executive Committee meeting in Kunming, Yunnan Nationalities University and Yunnan Normal University Business School, (YNNUBS), China, November 06, 2006.*



*The Keynote Address, President Pornchai Monkhanvanit.*



## ***Executive Committee meeting in Baden, Austria.***



## *Executive Committee meeting in Vladivostok, Russia.*



*Delegates during IAUP Triennial Reception.*



*Princess Sirindhorn with Prof. Alvaro Romo and Prof. David Ward, President American Council on Education (ACE.)*



*Lux Mundi Newsletter (Spanish, Chinese, English)*



*Dr. Pornchai Monkhanvanit,  
President IAUP 2005-2008.*



*Prof. Alvaro Romo, Secretary  
General IAUP 2005-2008.*



## **CHAPTER FIVE**

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THE XV TRIENNIAL – JULY 2008

THE TRIENNium 2008-2011

BARHAM MADAÍN AYUB

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**THE XV TRIENNIAL – JULY 2008****THE TRIENNIMUM 2008-2011****BARHAM MADAÍN AYUB**

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**MESSAGE FROM THE IAUP PRESIDENT 2008-  
2011, BARHAM MADAÍN AYUB - CHILE**

This is an exciting time for the International Association of University Presidents. Many ideas from previous IAUP Presidencies are finally becoming realities. The past, present and future of IAUP have worked together to make what IAUP is today. Having IAUP recognized as a charity organization in England is one such example. It has taken time to do this, but the positive outcome will help IAUP in the long run. I feel fortunate to be standing on the pinnacle of such a moment. At the same time, the years 2008-2011 were trying times for this world. Higher Education in almost every country felt the ripple effect from the economic crisis, which eventually made its way to the NGO.

Fortunately for IAUP, its goals and ideals strike a common chord among colleagues in Higher Education around the world. The universal belief that Higher Education is one of the fundamental keys to making this world better is more important than ever. People from different parts of the world know this to be one of the primary truths for the world for the last three years and spent much of that time working on IAUP related themes and events. Its expertise and constant promotion of IAUP were two of the most important tools in this Presidency.

My deep appreciation to Secretary General Heitor Gurgulino de Souza for his knowledge and commitment, to Charles Gaukel, Deputy Secretary-General, who consistently worked on a wide range of tasks; his devotion to the IAUP cause is much appreciated. My gratitude goes out to Jose Rodríguez, Treasurer of IAUP, and his team of hard workers from the Universidad Técnica Federico Santa María; Karol Trautmann, Katharine Sherwin, and Cristina Gutiérrez. The IAUP Treasury had an uphill battle from day one and their hard work should be noted.

Michael Adams and Richard Bronson were two of the most important elements for IAUP. In addition to their responsibilities as Presidency-elect, their contributions to IAUP and what IAUP stands for were exemplary during my Presidency. Their actions, creativity and drive have helped push IAUP into the 21st Century and there is no doubt that their

work in the last three years will make their Presidency a productive moment in IAUP history. Dr. David Strangway demonstrated what one individual can do for IAUP. He is another shining example for us all and I sincerely hope the seed (ACA proposal) that he has planted for Africa blossoms into its proper place on this earth. Since we are an NGO, I appreciate and thank every IAUP member that attended the Executive Committee Meetings and Senior Advisors meeting. As you know, it is quite difficult to attend such meetings when you are running a university. My appreciation goes out to all of you. It has been an honor to serve IAUP.

### **MESSAGE FROM THE SECRETARY GENERAL 2008- 2011, HEITOR GURGULINO DE SOUZA - BRAZIL**

It is my pleasure to express my gratitude to everyone who has put effort and passion in fostering the importance of the role of higher education in the world. I am grateful to each person who collaborated and supported our initiatives from the most diverse places around the world.

During 2008 to 2011 the Presidency was located in Chile, South America. Our geographical position demanded that we strengthen our means of communication through digital networks. In our effort to stay connected, we updated the data of universities around the world to ensure a reliable network of contacts through which we can promote IAUP activities. In the same way, we sought to modernize and improve our website, including enhancing the online presence of the organization by publishing IAUP news and activities electronically. As an NGO, our budgetary reality meant that we had to work both efficiently and economically. We published electronic newsletters and emailed members and prospects with information about our activities and events. Nevertheless, we recognized the importance of reaching out to new members and keeping our finances in order, so we specifically chose to print promotional IAUP brochures and also paper invoices.

I want to express my deep appreciation to the Members of the Executive Committee and to all IAUP colleagues, for their encouragement and support. In particular, I wish to highlight and express special thanks, for the dedicated work of Charles Gaukel, our Deputy Secretary- General over all these very busy years. I also wish to express my deep gratitude for the vote of confidence that President Barham Madaín and Treasurer José Rodríguez bestowed upon me and wish to extend my appreciation

to the staff of their respective universities in Chile that worked closely with us – particularly to Karol Trautmann and her colleagues. Finally, I wish to express very deep thanks to my wife Lilian, my sons and grandchildren, for their understanding and patience for the many hours, days and evenings, spent on IAUP matters, away from home and from them. It is my great pleasure to briefly report that during 2008-2011, the IAUP has carried out the following activities:

**XV Triennial Conference, Viña del Mar, Chile, September 29-October 2, 2008**

This Triennial Conference was hosted by Rector Barham Madaín, of University of Viña del Mar and by Rector José Rodríguez of Universidad Técnica Federico Santa María, Chile, who was the Treasurer for the Triennium 2008-2011. Today IAUP has 306 active members, and I expect that number to grow as we approach the XVI Triennial Conference in New York City. In addition to a balance of over \$500,000 US dollars, the IAUP endowment stands at \$516,241 US dollars. These funds provide us with the financial stability necessary to carry out IAUP activities around the world. At the end of this period in office, we will provide an audited year-end balance to the next Presidency, according to the standards and procedures that govern our financial operation.

I would particularly like to express my gratitude to the hard working team at the Universidad Técnica Federico Santa María (UTFSM) and also to the Deputy Secretary General Charles Gaukel. In addition to their full-time positions, they dedicated many hours to the IAUP. The UTFSM team was charged with the arduous task of liaising with banks on behalf of new and renewing members, managing financial operations, meeting budgetary goals, and also providing support to the Presidency in general. I am grateful for their dedication and professionalism over the past three years. On behalf of the Presidency and the administrative team, I thank you for your active collaboration with our organization and encourage you to continue participating. Your continued efforts are essential for IAUP to achieve its goals and take on new projects in the coming years.

**MEETINGS AND CONFERENCES**

**Istanbul, Turkey Meeting, November 2008**, hosted by Dr. Gulsun Saglamer (former Rector of Istanbul Technical University-ITU) a first Conference on “Beyond the Glass Ceiling: Women Rectors Across Europe. Women and Leadership in Higher Education.”

**Alexandria, Egypt Meeting, May 2009**, hosted by Sir Enan Galaly, Member of the IAUP Council of Senior Advisors, and also held a Seminar on "Research in African Universities" and on the "Quality of Higher Education in the Middle East."

**Rio de Janeiro, Brazil Meeting, October 2009**, hosted by Senior Adviser Prof. Carlos Alberto Serpa, President of Fundação Cesgranrio and, in a Joint activity with the Council for Latin America, Chaired by Rector Antonio Leaño Reyes of UAG, Mexico, a Seminar was held at the Federal University of Rio de Janeiro (UFRJ), organized by Prof. Paulo A. Gomes, Rector of Universidade Castelo Branco, on "Innovation in Universities."

**Kaohsiung, Taiwan Forum, September 2009**, a well attended Summit Forum of the IAUP North East Asia Council, was hosted by President Ing Chung Huan of the National University of Kaohsiung, on "Higher Education and Economic Development."

**Istanbul, Turkey Conference, April 2010**, a second Conference was successfully organized by Dr. Gulsun Saglamer (ITU) on "Beyond the Glass Ceiling: Women Rectors Across Europe – Women and Leadership in Higher Education."

**Tokyo, Japan Meeting, June 2010**, one of our largest Executive Committee meetings was hosted by President Toyoshi Satow, of J.F. Oberlin University in Tokyo and by President Ichiro Tanioka, of Osaka University of Commerce.

**Hangzhou, China Conference, November 2010**, a Conference organized by the North East Asia Council, hosted by President Hu Jianmiao, of Zhejiang Gongshang University.

**Casablanca, Morocco January 2011**, an excellent meeting was hosted by Mohammed Barkaoui and President Khalid Naciri, of the Université Hassan II. A Seminar was also organized, in cooperation with the Moroccan Ministry of Higher Education and Research on "Research in African Universities."

**MESSAGE FROM THE IAUP TREASURER 2008-  
2011, JOSÉ RODRÍGUEZ PÉREZ – CHILE**

It is my pleasure to express my gratitude to everyone who has put effort and passion in fostering the importance of the role of higher education in the world. I am grateful to each person who collaborated and supported our initiatives from the most diverse places around the world.

As indicated above, during 2008 to 2011 the Presidency was located in Chile, South America. Our geographical position demanded that we strengthen our means of communication through digital networks. In our effort to stay connected, we updated the data of universities around the world to ensure a reliable network of contacts through which we can promote IAUP activities. In the same way, we sought to modernize and improve our website, including enhancing the online presence of the organization by publishing IAUP news and activities electronically.

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grateful for their dedication and professionalism over the past three years.

On behalf of the Presidency and the administrative team, I thank you for your active collaboration in the organization and encourage you to continue participating. Your continued efforts are essential for IAUP to achieve its goals and take on new projects in the coming years.

## IAUP HISTORY

*"Peace, welfare and security for humankind through education"*

The founding fathers of IAUP were university leaders from the United States, South Korea, Puerto Rico, the Philippines and Liberia that came together in 1964 to discuss the creation of a worldwide organization that would facilitate communication among higher education leaders from various countries, promoting friendship and collaboration between them. The inaugural IAUP conference was held in Oxford, England in June 1965, with the participation of around 120 representatives of universities from 21 countries. Over the years, IAUP has contributed to the strengthening of the international mission and quality of education of its member institutions and has grown to become an association of around 300 members from 60 countries.

The rich series of academic events and activities of IAUP have drawn the attention and respect of many world leaders. The following distinguished world leaders have personally attended IAUP events through its history: President Bill Clinton of the United States; Mr. Chung Hee Park, President of Korea; President Tubman of Liberia; His Imperial Majesty Mohammad Reza Pahlavi, Shah of Iran and Queen Farah; Mr. Rodrigo Carazo Odio, President of Costa Rica; His Majesty King Bhumibol Adulyadej of Thailand; Mr. Miguel de la Madrid Hurtado, President of Mexico; His Majesty King Juan Carlos and Queen Sofia of Spain; His Majesty Prince Takamado and Princess Takamado of Japan; His Majesty Albert II, King of the Belgians; His Excellency Peter Hollingworth, Governor-General of Commonwealth of Australia. Also, Her Majesty Princess Chulabhorn of Thailand; Prime Minister Toshio Kaifu of Japan; Prime Minister J. L. Dehaene of Belgium; Dr. Emil Constantinescu, President of Romania; Former Prime Minister Harold Wilson of Great Britain; Prem Tinsulanonda of Thailand; G. Fitzgerald of Ireland, M. Eyskens of Belgium; Dr. Federico Mayor, DirectorGeneral of UNESCO; J.M Gil Robles, President of the European Parliament; HRH

Princess Maha Chakri Siridhorn of Thailand; Former President Fidel Ramos of the Philippines; Nobel Peace Laureate Jose Ramos-Horta of East Timor; Dr. Jane Goodall, of the Jane Goodall Institute and UN messenger for Peace, among many distinguished personalities.

## **IAUP PRESIDENT'S REPORT 2008-2011**

### **IAUP Charity**

The IAUP Charter started with former IAUP President Sven Caspersen and former Secretary General Jef Van der Perre in 1999-2002. A draft version was created and approved at that time. Naturally, the process of creating an IAUP charter has taken some time to develop but the urgency for IAUP to exist in such a manner became necessary and could not wait any longer. A newly formed Charity in the United Kingdom was established with Articles of the Charity from Sven Caspersen's Presidency. Lawyers helped write byelaws to the Charter, which govern the Charity's operations, and the Executive Committee reviewed and sent detailed notes back regarding edits and additional information. The goal was always for the General Assembly at the XVI Triennial to approve both the Articles of the Charter and the byelaws. Richard Bronson, collaborating with President Michael Adams, was a strong proponent in this task. This Presidency congratulates him and has the utmost gratitude for his achievements.

### **WISE**

IAUP was invited by the Qatar Foundation to participate in its 2009, 2010 and 2011 WISE (World Innovation Summit for Education), held in Doha. WISE is a unique global event whose ambition is to create a new international multi-disciplinary platform to shape education models of the 21st century. Opinion leaders and decision makers from around the world came together in Doha. The IAUP participated in WISE as a privileged academic partner, along with the Institute for International Education (IIE), The Association of Commonwealth Universities (ACU), Agence Universitaire de la Francophonie (AUF) The Rand Corporation, and UNESCO, helping to choose conference themes, speakers, and invitees. At WISE 2009, the Qatar Foundation endorsed and funded a proposal from IAUP and the Institute for International Education (IIE) to create the WISE Institute for Educational Leadership. The inaugural workshop was held in Doha, Oct. 18-22, 2010.

The WISE Education Leadership Institute works to prepare the next generation of global education leaders for the challenges that lie

ahead. The Institute aims to provide the information, insight and encouragement to implement into practice the innovative spirit and intent of WISE. The seminars develop the administrative skill set of new administrators and serve as an enabling environment for change and improvement. The WISE Education Leadership Institute provides experience-based training through case studies, expert speakers and role-playing exercises, focused on top-level decision-making; strategic goal setting; governments and governance; and the role of the university and its students in world society. The Qatar Foundation has endorsed the idea of offering the program every year and IAUP looks forward to continuing its role with WISE and expanding the WISE Program on Education Leadership.

### **Academic Chairs for Africa**

This proposal was made by David Strangway, Founder of Quest University in Canada and fellow Executive Committee member at the 2008-2011 Executive Committee Meetings held in Alexandria, Egypt and Rio de Janeiro, Brazil. Academic Chairs for Africa (ACA) is a proposal to create and fund 1,000 chairs to be occupied at universities in Africa. The goal is a long term one with a realistic view of Africa's current situation. Africa needs to develop its people to meet its goals. For the last two years, Dr. Strangway promoted ACA to the United Nations, UNESCO, World Bank, the African Development Bank and other university organizations and African countries. It quickly gained support. It has been exciting for this Presidency to see the birth of David's highly ambitious goal. We hope his proposal will continue to succeed for the good of Africa and humanity.

### **Membership Development**

The world economic crisis was a common opponent for membership development these last three years. Being an NGO, the IAUP Executive Committee strived to reach out to new prospects and past members by common methods and new methods. Common methods meant providing electronic information through blast emails to all members in English. Regional Chairs were given the task to translate IAUP information from English into their native language or native languages in their Region. It was stressed that Regional Chairs had to participate more. The IAUP Presidency is at a major disadvantage without the knowledge of the appointed Regional Chair with regard to language, culture and Higher Education issues in that area. Promoting IAUP was more successful by personally meeting with prospects and letting them know the benefits of IAUP for them and their university. A resolution

was approved in the Tokyo Executive Committee meeting, June 2010: "Each current IAUP Member should engage one or more members to join our Association, between now and the IAUP Triennial Conference in June 2011". Members whose memberships expired in 2008-2011 were requested to renew by the IAUP Treasury, through letters with invoices and through emails.

International brochures were printed and disseminated at each Conference listed in this report (available on the IAUP website). Increased promotional and informative emails were sent to members, prospects, and members who recently expired. A weekly update on the Triennial was sent from NAC to the Presidency and disseminated to all members and prospects in the database. The Triennial Conference was considered the main focus for membership development since the last Executive Committee Meeting in Casablanca, Morocco in January 2011.

### **Academe Journal**

Pornchai Mongkhonvanit, IAUP President Emeritus and President of Siam University, completed Academe Volume 1, Number 2 in September 2009 (this and later editions are available for download on the IAUP website) and continues with this biannual journal. This Journal of Leadership and Management in Higher Education seeks to foster exchanges among practitioners, policy makers and scholars and to provide a symposium for comment on leadership and management in higher education. Dr. Pornchai Mongkhonvanit has continued to foster ACADEME and its evolution.

### **IAUP Website**

As of March 2010, The IAUP website [www.iaup.org](http://www.iaup.org) moved to a permanent location and was modified by the web design and development company "The Boulevard Group, Inc." The Boulevard Group specializes in non-profit and educational websites. Tailor-made for IAUP, the new website provides more information about IAUP and its members, while demonstrating a finer aesthetic and professional stance in the Higher Academic world.

### **New Partnerships**

Reciprocal partnership agreements were completed with Universities Australia, UNIMED (Mediterranean Universities Union), and UDUAL (Union of Universities of Latin America and the Caribbean) in April and May of 2010. These three new partnerships should help bolster awareness about IAUP in Australia, the Mediterranean, Latin

America and the Caribbean. Universities Australia is an important partner representing Australia's 39 universities in the public interest, both nationally and internationally. UNIMED is an association of 84 universities from countries in the Mediterranean basin. It is important that IAUP reaches out to other associations around the world and tries to attain partnerships. This ongoing process will only benefit IAUP's main goal.

### **IAUP Events during 2008-2011**

The following events were held, in different cities and countries by IAUP:

- Viña del Mar, Chile: XV Triennial Conference, September 2008.
- Alexandria, Egypt: IAUP Executive Committee Meeting and Council of Senior Advisors, May 2009.
- Kaohsiung, Taiwan: IAUP Northeast Asia Conference, National University of Kaohsiung, September 2009.
- Rio de Janeiro, Brazil: IAUP Regional Seminar on " University and Innovation", Federal University of Rio de Janeiro and Executive Committee meeting, Brazil, Oct. 2009.
- Doha, Qatar: WISE (World Innovation Summit for Education) / Qatar Foundation, November 2009.
- Bangkok, Thailand: 7th International Conference on ICT and Knowledge Engineering, Siam University, December 2009.
- Istanbul, Turkey: Women Rectors Across Europe, Women Leadership in Higher Education, April 2010.
- Guadalajara, Mexico: 2nd International Meeting of Presidents, UNIVERSIA, May 2010.
- Tokyo, Japan: IAUP Executive Committee Meeting, June 2010.
- New York City, USA: Academic Impact Launch, United Nations in New York, November 2010.
- Bangkok, Thailand: 8th International Conference on ICT and Knowledge Engineering, Siam University, November 2010.
- Hangzhou, China: IAUP Northeast Asia Conference, Zhejiang Gongshang University, November 2010.
- Doha, Qatar: WISE 2010, December 2010.
- Casablanca, Morocco: IAUP Executive Committee Meeting, January 2011.

- Bangkok, Thailand: IAUP South East Asia Regional International Conference, January 2011.
- New York, USA: XVI IAUP Triennial Conference, New York, June 2011

### **Global and National Issues Survey**

*(First World Wide Survey of Chief Executive Officers of Universities)* by George Dehne, President of George Dehne & Associates, Inc. and fellow IAUP Senior Advisor, offered his expertise in the field of surveys by creating and maintaining the first World Wide Global Survey of University Presidents. The survey was sent through the IAUP database. Some members translated into other languages and disseminated it on their own. The hope is to get a clear picture of what a university president thinks about global issues and the role of Higher Education, and to propagate the significance and message of IAUP to the media and to as many prospective members as possible. This new approach to getting university presidents active in IAUP revealed that individually calling and informing colleagues was much more productive in getting people to respond than by email.

### **Academic Impact**

This Presidency was fortunate to witness the inauguration of Academic Impact, thanks to the hard work of Michael Adams and his IAUP Presidency-elect team. It is a global initiative that aligns institutions in higher education with the United Nations in actively supporting ten universally accepted principles in the areas of human rights, literacy, sustainability and conflict resolution. Academic Impact also asks each participating college or university to actively demonstrate support of at least one of those principles each year. The formal launch of Academic Impact took place at a two-day conference in New York City, November 18-19, 2010.

### **International Faculty Achievement Award**

The Tokyo Executive Committee Meeting approved the creation of an International Faculty Achievement Award. This award is for faculty and their extraordinary achievements in curriculum development, service, and teaching to prepare world citizens. University presidents and IAUP members are not eligible for this award.

## IAUP REGIONAL REPORTS

### UP African Council President nomination

The objectives of my nomination at the XV Triennial were to increase dynamism in the participation of Chancellors, Presidents and/or Directors of African Higher Education Institutions in IAUP activities and to stimulate their interest to become members of IAUP. This would place Africa in a prominent position during the discussions of worldwide Higher Education related issues.

Following the nomination, we participated in the Summit held in Alexandria, Egypt, from May 7 to 10 2009, where we spoke about "Higher Education in Africa-Progresses and Challenges."

### Activities developed

Various activities have been developed with the objective of recruiting new members in Africa, in order to increase the Higher Education Institution Leaders' participation for IAUP development. With the goal of continuing to recruit new members for IAUP in Africa and in order to increase African participation in IAUP development, we have been sending letters with attached Reports about the XVI IAUP Triennial, that will be held in New York on June 2011, to Chancellors and/or Directors of African Higher Education Institutions, including Angolan institutions. In the same letters, Chancellors and former Chancellors are always requested to join IAUP, in order to strengthen Africa's participation in the International Association of University Presidents. For further information we attached an IAUP documentation booklet.

### New member affiliations

Letters have been sent to Chancellors and/or Directors of Angolan Higher Education Institutions and more than a hundred e-mail messages have been also sent to Chancellors of other African Higher Education Institutions, in order to continue to recruit new IAUP members. We will continue to send letters with information about IAUP activities and we will also continue to request the African chancellors and rectors' affiliation to the Association.

### IAUP African Council proposal of conference

We presented at the IAUP Executive Committee Meeting held in Casablanca, a proposal for a conference of the African Chapter and for African Chancellors, to be held in March 2012 in Luanda. The conference theme will be chosen later by its organizing committee, from the following two proposals: "Uniting Africa through Education"

or "Developing Africa through Education". The proposal of the conference was accepted by the Executive Committee as well as the provisional budget and the plan of activities. We have already presented the proposal of the conference to the Angolan Minister of Higher Education, Science and Technology. We think that further steps will be done after the XVI Triennial in New York, as a substantial number of Presidents and/or Directors of African Higher Education Institutions will attend the Triennial and become members.

### **Angolan and African rectors at XVI IAUP Triennial Conference**

We have been sending letters to Chancellors and/or Directors of Angolan and African Higher Education Institutions, inviting them to attend the XVI IAUP Triennial.

## **EUROPEAN COUNCIL 2008-2011**

### **Raising awareness among Nordic and European colleagues**

In collaboration with the IAUP secretariat we have conducted a campaign to raise awareness of IAUP among rectors in the Nordic countries and in Europe. We have presented the benefits of joining IAUP to my European network and when I have been invited to speak at seminar/conferences throughout Europe.

### **Boost collaboration between IAUP and EUA**

As a board member in the European University Association (EUA) We have worked for an increased focus on internationalization. This includes collaboration across continents – among universities, research organizations, NGOs and regulatory bodies. IAUP is already affiliated with EUA, but I will continue to work for an even closer relationship between the two organizations and collaboration on issues with international and intercontinental perspectives. It is important that IAUP and EUA continue to exchange experiences and information.

### **Raising awareness of IAUP in Euroscience**

As a board member in Euroscience Prof. Lauritz Holm-Nielsen has been part of a working group with the task of renewing the strategy of the organization. We have worked to give priority to promoting international collaboration as part of the strategy and to increase collaboration with international NGOs including IAUP.

### **Focus on development policy**

As a member of the Danish Prime Minister's Africa Commission and Chairman of a working group, "Building Stronger Universities in

Developing Countries," under the auspices of Universities Denmark, Prof. Holm-Nielsen worked to promote tertiary education capacity building in developing countries and intercontinental collaboration. Among other things, he made it a priority to raise awareness of the important role played by the IAUP in this regard as well as the contributions of universities to intercultural understanding, nation building and economic growth throughout the world.

### **Financial implications**

Few direct costs have been incurred in regard to the above-mentioned activities.

## **LATIN AMERICAN COUNCIL 2008-2011**

### **Membership promotion**

We have approached University Presidents in the large network of Latin-American universities. We made use of personal and institutional relationships, inviting Rectors to join the IAUP as active members. We explained to them the benefits of membership and emphasized the importance of increasing the participation of our region in this worldwide Association. The recruitment strategies have included mailing personal letters, distribution of IAUP pamphlets translated into Spanish, the development of information sessions and personal conversations during meetings at the important Mexican higher education associations as well as at the most relevant education organizations in Latin America.

### **The Latin American Seminar**

Under the leadership of Prof. Pablo Alcantara Gómes, Rector of Universidade Castelo Branco in Rio de Janeiro, a very successful IAUP Latin American Seminar was organized. The topic of the seminar was "Universities and Innovation" which we considered of paramount importance for the sustainable development of our societies. This event took place at the Centro de Tecnologia at the Campus of Rio de Janeiro (UFRJ) – Cidade Universitaria, and it was attended by 50 participants from industry, NGO's and representatives from various Brazilian and other Latin American countries under the auspices of Petrobras/ CENPES, Fundação Cesgranrio, CRUB, Redetec Technological Network and the Federation of Industries of São Paulo (FIESP).

**Latin American Council webpage**

The Latin American Council webpage (<http://iaupla. uag.mx>) has been in regular service for the last 4 years and includes interesting information translated from the IAUP main webpage regarding the Association accomplishments, as well as the activities of our Association's Regional Council, including the Executive Committee meetings and other relevant information concerning the developments, challenges and opportunities of higher education in the region.

**Implementation of networking and discussion groups with other relevant Latin American higher education organizations**

We have developed interactions that include interesting dialogues and cooperation with some of the most important higher education organizations, such as: The Inter-American Organization for Higher Education (IOHE), Grupo Latinoamericano para la Reforma y Perfeccionamiento de la Educación (GULERPE) Hispanic Association of Colleges and Universities (HACU), and UNIVERSIA. Part of the agenda of these meetings was to analyze the current situation, trends and proposals that were part of transcendental documents as the declarations of: Guadalajara by IAUP 2007, Panama by UNESCO 2008 and Lima by UDUAL 2010. It was hoped that through these dialogues we could establish new policies and procedures that would be relevant to the region that would take into consideration our distinctive educational culture and values, and that would also help Latin American higher education to face the challenges of the XXI Century.

**Designation of national representatives**

We have identified and designated national representatives in various countries of the region to help increase membership and disseminate the IAUP programs and outcomes. We hope to receive their support for the implementation of projects of the Latin American Council including the development of sub-regional conferences and to promote information and collaboration.

**MIDDLE EASTERN COUNCIL**

This past year a series of meetings and telephone conversations took place between the Presidents of Notre Dame University, Rev. Walid Moussa, the President of Kaslik University, Rev. Hady Mahfouz, the President of the Arab University, Dr. Amr Al-Adawi, and I. We are focusing in our discussions on how to increase membership in IAUP from this region.

We are at the present time trying to bring in AUB. Furthermore, a series of discussions is taking place with the Association of Arab Universities, in order to find out how we can attract more members from that very large association. They have a new Executive Director, Dr. Sultan Abu-Arabi, President of the University of Yarmouk, Jordan, and we are hoping that through him, we will attract more institutions to join IAUP. For the upcoming meeting in June, this region has organized a panel called "Challenges of Quality Assurance in Higher Education through Accreditation in the Arab World: Case Studies of Lebanon and Morocco." It will include Dr. Joseph G. Jabbra, President, Lebanese American University, Rev. Walid Moussa, President of Notre Dame University, Rev. Hady Mahfouz, President of Kaslik University, and Dr. Mohammed Barkaoui, former President Casablanca Hassan II University.

This panel will be presided over by the following four people:

- Joseph G. Jabbra, Chair, President of the Lebanese American University, who will introduce briefly the topic.
- President Rev. Walid Moussa, President of Notre Dame University, who will speak about his institution's challenges of getting ready for accreditation by the New England Association of Schools and Colleges.
- President, Rev. Hady Mahfouz, Holy Spirit University of Kaslik, who will speak about "Leading a successful institutional evaluation with the European University Association and preparing for accreditation: The USEK experience."
- Professor Mohammed Barkaoui, former President, Professor, and Advisor to the University Hassan II, who will speak about the challenges of accreditation at his university within a Moroccan framework.

## **NORTH AMERICAN COUNCIL 2008-2011**

### **Academic Impact**

NAC on behalf of IAUP created and continues to maintain the website, [www.AcademicImpact.org](http://www.AcademicImpact.org), for the United Nations' Academic Impact and assist in supporting the initiative. A formal launch of the initiative occurred at the United Nations in November 2010, presided by Secretary-General Ban Ki-moon with opening remarks by IAUP President-elect Michael Adams.

### **Incorporating IAUP**

On behalf of IAUP, NAC engaged legal counsel and petitioned the Charity Board in the United Kingdom for Charity Status on behalf of IAUP. This three-year venture came to a successful conclusion in the fall of 2010. On August 27, 2008, IAUP reached agreement with the Institute of International Education (IIE) to use 809 United Nations Plaza, New York, NY, 10017- 3580 as a permanent mailing address for IAUP communications, effective October 1, 2008.

### **WISE Conference**

NAC represents IAUP as one of the major partners for the annual World Innovative Summit on Education (WISE) in Doha, Qatar. In this role, IAUP lends its expertise in selecting the conference themes, speakers, and invitees. Organized by the Qatar Foundation for Education, Science and Social Development, the WISE event assembles more than one thousand thought and opinion leaders across all sectors of education and from every corner of the world.

### **WISE Leadership Institute**

NAC on behalf of IAUP and with IIE jointly envisioned and ran the first WISE Institute for EducationLeadership Institute for the Qatar Foundation in October 2010. The Institute emerged from the 2009 World Innovation Summit on Education. The Institute was conceived as a mechanism for developing the administrative skill set of new presidents, vice chancellors, and rectors, and serves as an enabling environment for institutional change and improvement. A pilot program ran in Doha with new presidents from Ghana, Egypt, Iraq, Bangladesh, Palestine, India, Pakistan, Colombia, and Sudan.

### **International Faculty Achievement Award**

The IAUP Executive Committee at its Tokyo meeting in 2010 approved the creation of an International Faculty Achievement Award that recognizes extraordinary achievement in curriculum development, service, and teaching to prepare world citizens. NAC created the award and forwards it to member presidents who request one for their faculty.

### **IAUP Archives**

All of the material received by June 2009 from former IAUP presidents Leland Miles, Donald Gerth, Sven Caspersen, and Ingrid Moses, have been arranged and preserved in 72 separate Hollinger boxes. They are secure. Twenty-seven of those boxes have been inventoried by item and an Excel sheet has been developed for each box that identifies every item in the box. The remaining 45 boxes still need to be inventoried.

During the fall, 2009, we received additional material from Donald Gerth that will fill another 15 Hollinger boxes. This still needs to be done. We have not yet received any materials from Pornchai Mongkhonvanit. It is estimated that it will cost another \$13,000 to complete the work on the material we currently hold.

### **Reciprocity**

Association partnerships were established between IAUP and UNIMED, Union of Mediterranean Universities, an association of 84 Universities from countries in the Mediterranean basin, and Universities Australia, a consortium of 39 universities in Australia.

### **2011 Triennial Conference**

The XVI Triennial will be June 17-20, 2011 at the Marriott Marquis Hotel in New York City, directly overlooks Times Square. Sponsors include SunGard, the New York Times Knowledge Network, McGraw- Hill Integrity, the Educational Testing Service (ETS), ELS (Berlitz language centers), the Council of Adult and Experiential Learning (CAEL), Nuventive, and the Institute of International Education (IIE.)

### **Universities for Africa**

Working with United Nations Under-Secretary-General Diarra, NAC on behalf of IAUP created a Universities of Africa program that provides graduate training for mid-level civil servants in Africa. The United Nations is currently formalizing the selection criteria and developing funding for recipients to live and travel to universities around the world for their graduate training.

### **World Bank follow-up**

Working with the World Bank, NAC on behalf of IAUP reached agreement on an initiative called REACHED: Regional Economic Accelerations Caused by Higher Education Development to target five countries for assistance in developing their higher education capacity.

## **NORTH EAST ASIAN COUNCIL 2008-2011**

Professor Lou Yuangong, President of Henan University, was appointed to the Chair-position of IAUP Northeast Asia Regional Council in January 2011, after he organized the IAUP Hangzhou meeting in 2010. Since his appointment, President Lou Yuangong and his team have been promoting the NY Triennial amongst his colleagues in higher education both domestically and abroad. Now there are several school leaders who have decided to attend the NY Triennial and to join the IAUP, and

Professor Lou has provided them with help on registration and other issues.

Recently appointed, President Lou attaches great importance to his position in IAUP. He has organized a special team, which includes the International Affairs Office, the Computer Center etc., and included a link to the IAUP website on the school's homepage. He has been actively initiating connections with as many school leaders as possible to promote the essence and objective of IAUP, and many of them have given positive responses.

One of the most important issues President Lou has disseminated was the 100-year Anniversary for Henan University in Sep. 2012. As mentioned before, he has been trying to organize an IAUP Forum as part of the celebration. An IAUP member email box has already been set up, and several letters have been sent to IAUP Northeast Asia members. That special team will keep informing members of any news and activities of the IAUP. Additionally, a web link of IAUP is under construction in Henan University's website homepage, so that more IAUP news can be communicated to more Chinese audiences.

Dr. Jianmiao Hu, President of Zhejiang Gongshang University, was originally the Chair of IAUP North East Asia Council but stepped down from the position as his Presidency at the university finished. Under Dr. Jianmiao Hu's guidance, an annual IAUP Conferences took place, respectfully in Kaohsiung, Taiwan on October 1, 2009 and from November 26-29, 2010 at the International Center of Zhejiang Gongshang University. Participants from 14 countries took part in the conference. IAUP is grateful to Dr. Jianmiao Hu and his team at Zhejiang Gongshang University for their efforts and contributions in their region.

## **SOUTH EAST ASIAN COUNCIL 2008-2011**

### **Attendance at the XV IAUP Triennial Conference in Chile**

As the Chair of SEA Council, Dr. Janjira Wongkhamthong recruited and led the team of 11 presidents and administrators from public and private universities in Thailand to attend the XV Triennial Conference of IAUP on "The Role of Universities in Educating the Universal Citizen" in Viña del Mar, Chile during September 29 – October 2, 2008.

### **Attendance at IAUP Executive Committee Meeting**

During this triennial, as the Chair of SEA Council, Dr. Janjira attended

the IAUP Executive Committee Meetings in Alexandria, Egypt on May 7 – 10, 2009, in Rio de Janeiro, Brazil on October 18 – 21, 2009 and in Tokyo, Japan on June 19 – 21, 2010. Even though she had to be excused from the IAUP Executive Committee Meeting in Casablanca, Morocco, the SEA council report was sent to the IAUP.

### **Attendance at North East Asia Regional Conference**

Dr. Janjira attended the NEA council conference on "Development Tendencies of Higher Education in North East Asia and the Cooperation between Universities" on November 26-29, 2010 at Zhejiang Gongshang University, Hangzhou, P.R. China and participated as the chair of the Plenary Session on "The innovations of management systems and operating mechanisms of universities in North East Asia in the global age."

### **South East Asia Regional Conference**

SEA Council was granted financial support from IAUP presidency to organize the Regional Conference on "Benchmarking and Quality Assurance of Nursing Science Program" on January 20-21, 2011 at the Siam City Hotel, Bangkok. The conference had 119 participants from Thailand and 21 participants from 8 countries, such as Turkey, Austria, United States, P.R. China, Malaysia, Philippines, South Korea and Indonesia.

### **Membership development**

In order to increase the number of member institutions in the South East Asia region, the Chair of SEA Council has sent out invitations repeatedly 3 times to public and private institutions of higher education in Thailand to encourage them to apply for the membership of IAUP. In addition, the SEA Council has promoted the XVI Triennial Conference of IAUP on "Building Bridges through Education" to the member institutions in this region and to other partner institutions of Christian University of Thailand in order to invite them to participate in the XVI Triennial Conference in New York during June 17-20, 2011.

## **SOUTH PACIFIC COUNCIL 2008-2011**

At the May 2010 meeting of the IAUP Executive Committee, it was recommended that consideration be given to winding up the South Pacific Region with a view to merging its activities with the South East Asia or South Asia Region, or a new Asia-Pacific Region. The Executive Committee did not make a decision on this matter at the time.

In the meantime, the Memorandum of Understanding between the IAUP and Universities Australia, signed in June 2010, has seen the IAUP's activities promoted through that forum. Universities Australia, in turn, includes the IAUP on its distribution lists for media releases and other announcements.

### **Membership development**

We have had difficulty in determining the membership status of universities in this region. This reflects the difficulty of maintaining a current list in a region where there is historically a large turnover in membership each year. This region is not alone on this problem. Letters based on the model produced by the Presidency-elect, signed by Prof. James McWha and Emeritus Professor Ingrid Moses, have been sent to every public and private university in the South Pacific Region.

A matter that has been raised by one respondent is the separate negotiations between the Presidency-elect and Universities Australia with a view to establishing a reciprocal relationship. Some universities in Australia are likely to defer consideration of IAUP membership in the expectation that the relationship with Universities Australia will afford them the same benefits.

### **Regional activities**

Prof. McWha notes and concurs with previous reports that a separate South Pacific Region is not viable, and recommends that the Executive Committee consider winding up this group. In making this recommendation, he takes the following points into account:

- The group is essentially Australian (38) along with New Zealand (8), Papua New Guinea (3) and the University of the South Pacific.
- The universities in Australia and New Zealand already have their own associations, while international meetings of relevance to Papua New Guinea or the USP are normally held under the auspices of the Australian and New Zealand universities respectively.
- Universities Australia is by far the largest group, meeting in plenary four times a year and hosting the major higher education conference in the region. The New Zealand universities also have regular national meetings.
- The majority of the universities in the region are members of the Association of Commonwealth Universities, which has a long history of membership in Australasia where most nations are members of the Commonwealth.

- A number of institutions are also engaged with international specialist groups including Academic Consortium 21 (AC21) and Universitas 21, and there is no evidence of a demand for international meetings under another banner.
- Prof. McWha recommends that the Executive consider winding up the South Pacific Region with a view to merging its activities with the South East Asia or South Asia Region, or a new Asia-Pacific Region.

### **ACADEMIC CHAIRS FOR AFRICA 2008-2011**

Academic Chairs for Africa is a proposal to create and fund 1,000 chairs to be occupied at universities in Africa. Africa needs to develop its people to meet its goals. African countries and their universities are struggling to meet the Millennium Development Goals (MDG's) that include a wide array of needs to bring them out of poverty. Many recent reports point out that the current model of development aid has not been effective in building Africa's capacity to improve the welfare of its people. Romain Murenzi formerly Rwandan minister of Science, Technology and Scientific Research points out real life problems that include: health (maternal health, child mortality, and infectious disease), water (clean drinking water and sanitation), environment, information communication technologies, transportation, agriculture and animal husbandry, energy, manufacturing.

Every item on this list has university teaching and research as a necessary condition for success. They all require a strong ability to exploit science, technology and innovation (STI) for the benefit of their people and their economies. Africa must develop its own people to meet these and other needs, such as education and governance, in order to take advantage of the opportunities presented by the knowledge world. The Academic Chairs for Africa proposal is designed to help African universities build their capacity to deal with these issues and improve both the economy and the quality of life, including health on a medium term basis. The concept of Global Knowledge requires Africa to be part of the Global Knowledge action. The Global Health need in Africa is profound and fully dependent on building the human resource knowledge base.

This proposal is modeled on the very successful Canada Research Chairs program that was created in Canada in the year 2000. In this program, 2,000 positions were funded at Canadian universities to meet the need to reinforce Canada's competitiveness by reducing the severe brain

drain. The creation of a network of chair holders and the presidents of their universities has many benefits. By connecting scholars from all parts of Africa both between countries, and in many cases within countries, there will be a powerful force that crosses many of the world's cultural and geographic boundaries.

These boundaries mirror the cultural diversity of the globe. But this network, by addressing the MDG's, would be one that would cross discipline boundaries to deal with problems faced in Africa. None of the topics mentioned by Murenzi or the MDG's can be addressed within one discipline. This proposal would lead to interdisciplinary teams of excellence. These teams would function within each institution and in consortia of institutions. Each occupant of a chair would be an employee of the university and would function as a leader within and beyond the institution. And each would have a cross appointment to a university in the developed world with adequate support to spend up to one month there each year. This proposal is supported by a steering committee from many parts of the world.

The idea has been considered by a wide cross section of people and institutions. There is very wide support in Africa for the start of this idea and an understanding of the significance. Donald Kaberuka, the president of the African Development Bank is an enthusiastic supporter. He stated, "Your initiative is an outstanding contribution to the ongoing discussions on the need to find innovative ways to support higher education in Africa given the challenges with the traditional approaches. It is also of great interest to the Bank as it seeks partners and ideas to help implement and improve its strategy of intervention in Higher Education, Science and Technology. I would like therefore to reiterate my strong support for your timely initiative and my willingness to join forces with you in your efforts to bring it to fruition." And Minister Hany Helal of Egypt who is the Chair of AMCOST 1V (African Ministerial Council of Science and Technology), a unit of the African Union/NEPAD, has given his commitment for this promising project. The Association of African Universities, headed by Olugbemiro Jegede and representing over 200 universities has been an enthusiastic supporter from the earliest days of this idea and indeed helped to shape the proposal. The Association of Commonwealth Universities, the Agence Universitaire de la Francophonie, the Associacao de Universidades de Lingua Portuguesas and the International Association of Universities all have many African university members and they have been extremely encouraging. Mohamed Hassan of the Third World Academy of Sciences and also of the Network of African Science Academies has

been a persistent and ardent supporter of this tool for building African capacity in the Knowledge World.

The African Union has clearly stated that "Higher education has been hard hit by the endemic phenomenon of brain drain, which deprives the continent of its finest intellectuals". President Jean Ping and Commissioner J P Ezin have given their support. In addition there are a number of individual ministers from several African countries who have expressed deep interest in this idea and look forward to its implementation. And then of course university presidents; vice chancellors and rectors of many universities in Africa have expressed their deep interest in the proposal. These range from South Africa, to Zimbabwe, to Mozambique, to Uganda, to Rwanda, to Mauritius, to Ghana, to Angola, to Morocco and many others. And to top off the African interest, former Secretary General Kofi Annan has said "The suggested concept is a timely and very worthy initiative and I would be pleased to lend my support towards strengthening African faculties and reversing the continent's brain drain. Many correspondents are enthusiastic about this proposal representing as it does a "surge." A "surge" that would move Africa to a new place for the 21st century, enabling it to enter many more partnerships much more effectively for both present and future generations.

**IAUP/UN COMMISSION ON DISARMAMENT  
EDUCATION, CONFLICT RESOLUTION AND PEACE  
COMMISSION ACTIVITIES 2008-2011**

Sister Francesca Onley, CSFN, PhD, Chair - Sister Francesca sees the work of this Commission as a natural extension of the University's mission to promote the dignity of the individual and the oneness of the human family. This Commission was established in 1990 under the sponsorship of the International Association of University Presidents in conjunction with the United Nations Center for Disarmament Affairs. Its overall mission is based on three major objectives: to promote peace in our global society; to promote a more equal distribution of wealth and social conditions; and to promote tolerance, mutual understanding, and respect. Membership consists of representatives from colleges and universities spanning every continent except Antarctica as well as individuals and organizations as diverse as Economists Against the Arms Race in New York City and the Bwafwano Orphanage Centre in Kasama, Zambia.

The Commission has developed and embarked on a multitude of projects that continue today. These include the development of course modules in disarmament education, conflict resolution, and peace introduced at universities in Latin America, Africa, the Middle East, and countries in the Far East. These modules are taught to potential teachers, security officers, and undergraduate and graduate students.

Modules have been translated into languages of the countries in which they are taught, and courses have been and continue to be taught to more than 3,000 students around the world. The Commission has sponsored conferences and workshops around the globe. The Commission's activities have been reported in national newspapers and have received coverage in newspapers devoted to higher education.

## **MISCELLANEOUS EVENTS**

November 2008: 2008 Active Global Citizenship Conference, Lock Haven University, Lock Haven, PA, USA  
Sister Francesca - keynote speaker.

July 2009: Spotlight on IAUP Website  
Commission Member Karl Grossman's article, "No Peaceful Nuclear Power."

March 2011: In My Lifetime, Documentary Film Screening, Institute of International Education, New York, NY, USA.

The Commission and UNODA co-hosted the NY premier screening of In My Lifetime. The event was led by Sergio Duarte, High Representative, UNODA and Robert E. Frye, Film Director and Producer. Honored guests included UN Ambassadors, representatives of UN Ambassadors, members of the UN Secretariat and NGO representatives.

## **IAUP XV TRIENNIAL CONFERENCE 2008-2011**

The XV Triennial Conference was held in Viña del Mar, Chile from September 29 October 2, 2008. It was hosted by former Rector Barham Madaín Ayub (IAUP President 2008-2011), Universidad de Viña del Mar and Rector José Rodríguez (IAUP Treasurer 2008-2011), Universidad Técnica Federico Santa María. Mr. Ramu Damodaran, Deputy Director for Partnerships and Public Engagement, Outreach Division, Department of Public Information, United Nations, gave the inauguration speech. Over 200 participants from 34 countries around the world gathered to attend the event.

## Plenary Sessions

### *The Challenge of Educating Universal Citizens*

Chair: Rector Barham Madaín Ayub, Universidad de Viña del Mar, Chile

Speaker: Dr. Fidel Ramos, Former President of the Philippines

### *Qualities of the Complete Universal Citizen*

Chair: Dr. José Rodríguez, Rector, Universidad Técnica Federico Santa María, Chile.

Speakers: Dr. Friedrich Faulhammer, General Director, Federal Ministry of Science and Research, Austria; Dr. Andy Cooley, Senior Vice President for Marketing, SunGard Higher Education, USA

### *The University's Role in Sustainable Development and World Peace*

Chair: Dr. Heitor Gurgulino de Souza, Secretary-General Elect IAUP, Brazil

Speakers: Dr. Ronaldo Mota, National Secretary for Higher Education, Brazil; Dr. Federico Mayor, Ex Director General de UNESCO, Spain (via Video Conference)

## Round Tables

### *University Student's View*

Chair: Dr. Janjira Wongkhamthong, President, Christian University of Thailand

Speakers: Miss Xue Yan Wang, Graduate student at the Institute of International Relations, Universidad de Viña del Mar (UVM); Mrs. María Loreto Eyzaguirre, Lawyer, Member of the Circle of International Studies, Chile; Mr. Cristián Riquelme, Graduate student at the Institute of International Relations, UVM; Mr. Ryan T. Snow, Participant, Student Exchange Program, UVM

### *Women's Access to Higher Education*

Chair: Dr. James MacWha, President, University of Adelaide, Australia

Speakers: Dr. Ingrid Moses, Chancellor, University of Canberra, Australia; Mrs. Paulina Urrutia, Minister of Culture, Chile; Dr. Ameliou Benítez, President, Philippines Women's University, President, National Council of Women, Philippines

### *Intercultural University: Experiences and Challenges*

Chair: Dr. Susie Kim, President Seoul Cyber University, South Korea

Speakers: Dr. David Stangway, President, Quest University, Member of the Executive Committee of IAUP, Canada; Dr. Ramu Damodaran, Chief, Civil Society Service, Outreach Division of UN/DPI; Mr. Pedro Pablo Edmunds Paoa, Mayor of Easter Island, Chile

### Parallel Sessions

#### *Universal Village. Illusion or Reality*

Chair: Dr. Sven Caspersen, Former President of IAUP

Speakers: Dr. Heinrik Toft Jensen, Rector, Roskilde Universitetscenter, Denmark; Dr. Fernando León García, Chancellor, City University of Seattle, USA; Dr. Lee Gorsuch, President, City University of Seattle, USA; Dr. William Graves, Vice-President to Academic Strategy, SunGard Higher Education, USA; Louis Agnese, President, University of the Incarnate Word, USA

#### *Academic Logic in the Digital Era: How to Reduce the Gap and Bring Cultures Closer Together*

Chair: Dr. Jeff van der Perre, Former Secretary-General of IAUP

Speakers: Dr. José María Antón, Secretary General, Virtual Educa, Spain; Dr. Fernando Moreira, Executive Director, Virtual Educa, UNIVAP, Brazil; Dr. Ronan Stephan, Rector, University of Technology of Compiègne, France; Héctor Casanueva, Vice-Rector and Academic Universidad Miguel de Cervantes, Chile

#### *Competence Accreditation, Flexibility and Mobility: Need for Improvements and Modernization*

Chair: Baron Guido Declercq, Member of IAUP Council of Senior Advisors

Speakers: Dr. Ingrid Moses, Chancellor University of Canberra, Australia; Dr. Alvaro Romo de la Rosa, Vice President, IAUP, Former Secretary-General of IAUP, Associate Vice President, Hispanic Association of Colleges and Universities (HACU), Mexico; William J. Brunstein, University of Illinois, USA

#### *Values and Principles that Should Guide the Formation of Future Leaders*

Chair: Dr. Carlos Alberto Serpa de Oliveira, President of GESZANRIO Foundation, Brazil

Speakers: Dr. Jan de Groot, President, European Association for Education Law and Policy, Professor, College of Europe (Bruges) and TIAS (University of Tilburg, the Netherlands); Dr. João Sebastião Teta, Rector, Agostinho Neto University, Angola; Dr. Keith Miller, President Lock Haven University, USA; Dr. Michael Adams, President Fairleigh Dickinson University, USA

#### *Universities and Technology: Models and Experiences of Innovation in the Education Process*

Chair: Dr. Edward Giuliano, President, New York Institute of Technology, USA

Speakers: Dr. Katzumi Matsushige, Vice President, Kyoto University, Japan; Dr. Renato Amaro Zangaro, Pro-Rector UNIVAP, Brazil; María Cristina Lazo Vergara, Executive Director, Agencia de Cooperación Internacional, Chile; Anthony J. Catanese, President, Florida Institute of Technology, USA.

*The Influence and Specific Demands of Business in University Education*  
Chair: Dr. Constantine Curris, President AASCU, USA

Speakers: Dr. Glenn Goerke, Former President, University of Houston, USA; Dr. Pablo Alcantara Gomes, Rector, Universidade Castelo Branco, Former President, Council of Rectors of Brazilian Universities, Brazil; Cristián Cox, Director, Center for Interdisciplinary Education, Pontifícia Universidad Católica de Chile; Roberto Méndez, Entrepreneur, Chile

*The New World Scenery: The Nation's Internal Regions and the University*

Speakers: Dr. Wang Guo-An, Director, International Affairs Office Zhejiang Gonshang University, China; Mr. Luis Guastavino, Regional Director of the Under Secretary of Regional Development, Chile; Dr. Mohammed Barkaoui, Rector Universidad Hassan II, Morocco; Dr. Taisir Mahmudo Karim, Rector, State University of Mato Grosso, Brazil; Dr. Jocinede Macedo, State University of Mato Grosso, Brazil

*Role of the University in a New World Scenery*

Chair: Dr. Henrik Toft Jensen, Rector Roskilde University, Denmark  
Speakers: Dr. Lloyd Benjamin, President, Indiana State University, USA; Dr. Wom-Ho Kim, Hankuk University of Foreign Studies, President of Latin American Studies Council of Asia and Oceania (CELAO); Dr. Alberto Sepúlveda, Director, Institute of International Relations (IRI), Universidad de Viña del Mar, Chile

*Contribution of NGO's to the Education of the Universal Citizen*

Chair: Dr. Eudora Pettigrew, Former SUNY at Old Westbury, USA  
Speakers: Dr. Jorge Rojas Zegers, IAUP Regional Representative of Latin America and Caribbean, President of COANIQUEM, Chile; Dr. Sven Caspersen, Former Rector of Aalborg University, Denmark; Dr. Carmen Lamagna, Vice Chancellor of American International University, Bangladesh

*What Kind of Education could Universities Provide to Help Students Gain a Global Perspective and Thus Work for Peace*

Chair: Dr. Michael Adams, President Fairleigh Dickinson University, USA  
Speakers: Sister Francesca Onley, CSFN, President, Holy Family University, USA;

Dr. Chen Shuping, President Guizhou University and IAUP Executive Committee Member, China; Dr. Mirta Barreiro, Executive Director of the Rotary Center for International Studies, Universidad del Salvador, Argentina; Dr. Nicolette DeVille Christensen, Vice president of the Center for Education Abroad, Arcadia University, USA

*Expansion of Universities and Fair Access to Higher Education*

Chair: Dr. Donald Gerth, Former President, IAUP

Speakers: Dr. Eberhard Becker, Rector, University of Dortmund, Germany; Dr. Edward Giuliano, President, New York Institute of Technology, USA; Dianne F. Harrison, President, California State University, Monterrey Bay, USA; Mildred Garcia, President, California State University, Dominguez Hill, USA.

*University Governance and Funding: Challenges, Opportunities and Threats*

Chair: Mr. Antonio Leaño Reyes, Rector, Universidad Autónoma de Guadalajara, Mexico

Speakers: Dr. Gabriel García, Secretary General, Universidad Técnica Particular de Loja, Ecuador; Dr. José Escamilla, Instituto Tecnológico de Monterrey, Universidad Virtual, Mexico; Dr. José Rodríguez, Rector, Universidad Técnica Federico Santa María, Chile.

## **IAUP LEADERSHIP 2008-2011**

*Presidency:* Dr. Barham Madaín, President, Chile; Dr. Heitor Gurgulñino de Souza, Secretary General, Brazil; Dr. José Rodríguez, Treasurer, Chile.

*Presidency-Elect:* Dr. Michael Adams, President-Elect, U.S.A; Dr. Richard Bronson, Secretary-General-Elect, U.S.A.; Dr. Carmen Lamagna, Treasurer, Bangladesh.

*Vice Presidents 2008-2011:* Dr. Iu Vai Pan, Vice President, Macau, P.R. China; Dr. Álvaro Romo de la Rosa, Vice President, Mexico; Dr. Ichiro Tanioka, Vice President, Japan.

*Regional Chairs:* Michael Adams, North American Council, U.S.A.; Lauritz Holm-Nielsen, European Council, Denmark; Joseph Jabbra, Middle Eastern Council, Lebanon; Antonio Leaño Reyes, Latin American Council, Mexico; James McWha, South Pacific Council, Australia; João Sebastião Teta, African Council, Angola; Janjira Wonkhamthong, South East Asian Council, Thailand; Lou Yuangong, North East Asian Council, P.R. China.

*Executive Committee members, 2008-2011:* Paulo Alcantara, Brazil; Germán Anzola, Colombia; Mohammed Barkaoui, Morocco; Eberhard Becker, Germany; Lloyd Benjamin, U.S.A.; Heinz Boyer, Austria; Sven Caspersen, Denmark; Constantine Curris, U.S.A.; Donald Gerth, U.S.A.; Glenn Goerke, U.S.A.; Henrik Toft Jensen, Denmark; Neal King, U.S.A.; Vladimir Kurilov, Russia; Leland Miles, U.S.A.; Keith Miller, U.S.A.; Pornchai Mongkhonvanit, Thailand; Ingrid Moses, Australia; Khalid Naciri, Morocco; Sister Francesca Onley, U.S.A.; Eudora Pettigrew, U.S.A.; Gerald Reisinger, Austria; James Roach, U.S.A.; Gülsün Saglamer, Turkey; Toyoshi Satow, Japan; Bohuslava Šenkýrová, Czech Republic; Kakha Shengelia, Republic of Georgia; Chen Shuping, P.R. China; David Strangway, Canada; Heinrich Stremitzer, Austria; Garrick Utley, U.S.A.; Jef Van der Perre, Belgium.

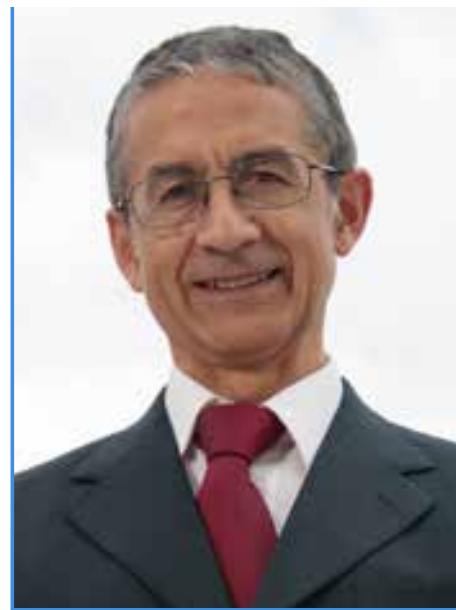
*Council of Senior Advisors 2008-2011:* Kenneth Brier, U.S.A.; Guido Declerq, Belgium; George Dehne, U.S.A.; Ted Deauschak, U.S.A.; Enan Galaly, Denmark; Se Ung Lee, Republic of Korea; Carlos Serpa de Oliveira, Brazil; Fidel Ramos, Philippines; Shuzaburo Takeda.



***Dr. Barham Madain, President IAUP, 2008-2011***



*Dr. Heitor Gurgulino de  
Souza, Secretary General  
IAUP, 2008-2011*



*Dr. José Rodríguez Pérez,  
Treasurer IAUP, 2008-2011*



*Alexandria, Egypt, IAUP Executive Committee and Council of Senior  
Advisors Meeting, May 7-10, 2009*



*Rio de Janeiro, Brazil IAUP Executive Committee Meeting and Latin American Seminar, October 18-21, 2009*



*Executive Committee Meeting and Council of Senior Advisors Meeting in Tokyo, Japan, June 19-21, 2010*



*Executive Committee Meeting in Casablanca, Morocco, January 16-17, 2011*



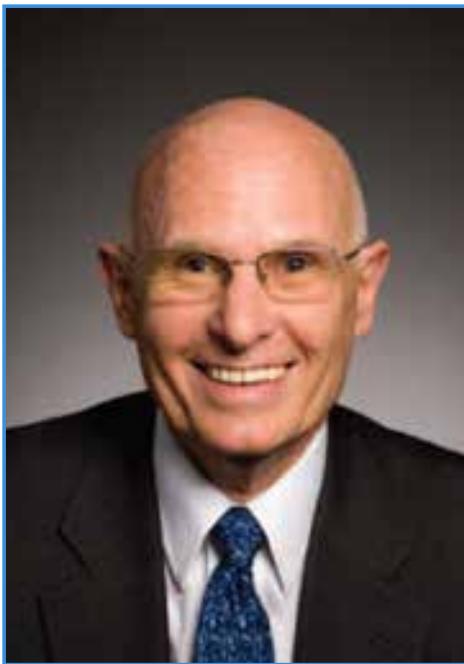
*XV Triennial Conference IAUP, Viña del Mar, Chile, September 29, October 2, 2008*



*Left to right, José Rodríguez, Treasurer IAUP, Barham Madain, President IAUP, and Heitor Gurgulino de Souza, Secretary General IAUP*



*Dr. J. Michael Adams,  
President Elect 2008-2011*



*Dr. Richard Bronson, Secretary  
General-Elect IAUP 2008-2011*



*Dr. Carmen Lamagna,  
Treasurer-Elect IAUP 2008-2011*



*Dr. David Strangway,  
Canada, Creator of Academic  
Chairs for Africa*



*Sister Francesca Onley, Chair  
of the UN/IAUP Commission  
on Disarmament Education,  
Conflict Resolution and Peace.*



*Dr. Gülsün Saglamer, Turkey,  
organizer of the conference  
"Beyond the Glass Ceiling:  
Women Rectors Across Europe,  
Women and Leadership  
in Higher Education."*



*H.E. Fidel Ramos, 12th  
President of the Philippines,  
Speaker at the IAUP XV  
Triennial Conference*



## **CHAPTER SIX**

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THE XVI TRIENNIAL – JUNE 2011

THE TRIENNIAL 2011-2014

DR. J. MICHAEL ADAMS (2011-2012)

DR. NEAL KING (2012-2014)

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**THE 1999-2002 TRIENNIA  
BRIDGING CENTURIES IN TIMES OF  
INNOVATION AND CHANGE**

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The 2011-2014 chapter of the IAUP history project is dedicated with affection and respect to the memory of Dr. J. Michael Adams (1947-2012). The transition from the 2008-2011 IAUP presidency of Professor Barham Madain Ayub (Chile) took place in appropriately formal manner at the meeting of the General Assembly at the conclusion of the 2011 Triennial Conference in New York City, held from June 17-20, 2011. Co-hosted by IAUP President-Elect Dr. J. Michael Adams, President of Fairleigh Dickinson University, and Mrs. Susan Adams, the conference attracted approximately 400 registrants from 58 countries. Excerpts from the conference program appear here:



**XVI TRIENNIAL 2011  
CONFERENCE PROGRAM AGENDA  
JUNE 17 – 20, 2011**

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	For all participants
	Featured speakers
	Session speakers
	Executive committee
	Spouses and companions
	Side meetings

**FRIDAY, JUNE 17**

10:00 – 11:30 am  
IAUP/UN Commission for Disarmament,  
Conflict Resolution and Peace  
Location: The United Nations

Noon – 3:00 pm  
**2008-2011 Executive Committee Meeting**  
Sponsored by McGraw-Hill  
Location: McGraw-Hill Building

3:30 – 4:30 pm  
**Ring the Closing NASDAQ Bell**  
Location: NASDAQ

6:00 – 8:00 pm  
**Opening Cocktail Party**  
Location: Marriott Marquis Hotel

**SATURDAY, JUNE 18**

7:45 – 8:45 am  
**Breakfast Buffet**  
Sponsored by SunGard Higher Education  
Location: Marriott Marquis Hotel

9:00 - 10:00 am  
**Plenary Speaker: Ban Ki-moon\* (was not  
able to attend/ greeting below)**  
Introduction: J. Michael Adams

10:00 - 10:30 am  
**Refreshment Break**  
Sponsored by ELS

<p><b>Program for Spouses and Companions</b> 10:30 am</p> <p><b>New York City Orientation - presentation by NYC &amp; Co.</b> Location: Marriott Marquis Hotel</p> <p><b>Admission Ticket (1 per person) to the Musem of Modern Art (MoMA)</b></p> <p>MoMA Location: 11 West 53rd Street (between 5th &amp; 6th Avenues)</p> <p>MoMA Hours: 10:30 am – 5:30 pm</p>		
<p>10:30 - 11:10 am</p> <p><b>Featured Speakers in Parallel</b></p> <p>Location: Marriott Marquis Hotel</p>		
<p><b>Mark Milliron Gates Foundation</b> Seven Emerging Insights on Learning Technology and the Road Ahead Introduction – Elizabeth Davis-Russell</p>	<p><b>John Switzer International Baccalaureate Program</b> <i>The International Baccalaureate – Education for a Better World</i> Introduction – Barham Madain</p>	<p><b>Presentation by McGraw-Hill</b></p>
<p>11:20 am - Noon</p> <p><b>Featured Speakers in Parallel</b></p> <p>Location: Marriott Marquis Hotel</p>		
<p><b>Bertel Haarder Danish Minister of the Interior &amp; Health</b> <i>Public-Private Partnerships in the Development of Health Technologies</i> Introduction – Sven Caspersen</p>	<p><b>William Graves SunGard Higher Education</b> <i>Meeting Education's Challenges: Technology and Funding Models as Game Changers</i> Introduction – Neal King</p>	

4:20 - 5:00 pm

**Featured Speakers in Parallel**

Location: Marriott Marquis Hotel

**Panel of Arab University Presidents**

*Quality Assurance in the Arab World: Lebanon & Morocco*  
Introduction – Carlos Roa

**James Corgel**

*Preparing for Leadership: Rethinking Skills for the 21st Century*  
**IBM**  
Introduction – Chuck Middleton

**John Bell**

**European Commission**  
Introduction – Alvaro Romo

**SUNDAY, JUNE 19**

8:45 am (9:00 am bus departure)

**Program for Spouses and Companions**

**Ferry Boat Ticket (1 per person) to Ellis & Liberty Islands~**  
**Ticket includes admission to Ellis Island Museum**  
**and Pedestal Museum at the Statue of Liberty**

Bus transportation departs hotel @ 9:00 am  
Ferry Boat departs Battery Park @ 10:00 am

9:00 - 9:40 am

**Plenary Speaker**

**President of the Republic of Georgia\***  
**(was not able to attend)**

Introduction – Assistant Secretary of State Ann Stock  
Location: Marriott Marquis Hotel

9:50 - 10:30 am

**Plenary Speaker**

President of the Dominican Republic (was not able to attend)  
Introduction – Assistant Secretary of State Ann Stock  
Location: Marriott Marquis Hotel

10:30 - 11:00 am

**Refreshment Break**

Sponsored by ETS

11:00 am - 12:30 pm

**Contributed Papers or Panel Discussions**

Location: Marriott Marquis Hotel

<b>Creating Partnerships</b> Moderator: James McWha	<b>Enhancing Access</b> Moderator : Ichiro Tanioka	<b>Using Technology</b> Moderator: Gerard Reisinger
<p>1. Thai-Canadian collaboration for a blended-learning, applied graduate program Richard A. Skinner and Jim Bayer, Canada</p> <p>2. Making partnerships work Keith Miller, USA</p> <p>3. From the periphery to mainstream: Internationalization by design Fernando León García, Mexico &amp; Marja-Liisa Tenhunen, Finland</p> <p>4. The Global Laboratory Deborah Stanley, USA</p> <p>5. Partnerships in Colombia Rafael Mojica Garcia, Colombia</p> <p>6. Collaboration to Create an Interdisciplinary PhD in Energy Science and Engineering Jimmy G. Cheek &amp; Lee Riedinger, USA</p>	<p>1. Enhancing access and aspiration in a regional setting Greg Hill, Australia</p> <p>2. No Longer Silent: LGBTQ Leadership, Chuck Middleton &amp; Katherine Ragsdale, USA</p> <p>3. Overcoming the Barriers to Higher Education for Undocumented Students Jeffrey von Arx, USA</p> <p>4. Increasing Participation of students from Low Socio-economic Backgrounds Peter Dawkins, Australia</p> <p>5. Challenge of Enhancing Access towards Inclusive Higher Education Alimullah Miyan, Bangladesh</p>	<p>1. Building Bridges through Education in Cyberspace A.J. Catanese, USA</p> <p>2. Using Technology to Comprehensively Map Global Relationships and Create Opportunity, Mitch Leventhal, USA</p> <p>3. Using Social Media to Create an International Experience Carlos Felipe Escobar Roa, Colombia</p> <p>4. What's a Global University and Why Should We Care? Technology's Role as Enhancer and Enabler Edward Giuliano, USA</p>

2:00 - 2:40 pm

**Featured Speakers in Parallel**

Location: Marriott Marquis Hotel

**Jean-Christophe Bas**

Alliance of Civilizations  
*The Role of High Education in Building Inclusive Society*  
Introduction – Jef Van der Perre

**James Garner**

Ptaszynski Microsoft  
*Creating the University of the Future - Today*  
Introduction - Toyoshi Satow

**Bakyt Beshimov**

Scholars Rescue Fund  
*Scholars in Danger are not Alone*  
Introduction – Allan Goodman

2:45 – 3:15 pm

**Refreshment Break**

Sponsored by McGraw-Hill

3:30 - 5:00 pm

**Contributed Papers or Panel Discussions**

Location: Marriott Marquis Hotel

**Improving Quality**

Moderator: Gulsun Saglamer

1. Starting from Scratch: Building a Liberal Arts Education for the New Millennium  
David Helfand, Canada
2. Characteristics of Excellence  
Mary Margaret Fitzpatrick, USA
3. Improving Quality for the next Generation  
Muhammed Sahin, Turkey
4. Strategies to Improve the Quality of Undergraduate Education  
Paul Gooch, Canada
5. Learning organization - increasing the quality and competitiveness  
Bohuslava Šenký ová, Czech Republic
6. New Accountability Standards for International Education Institutions in Australia, Jeanette Hacket.

**Developing Capacity**

Moderator: Fernando Leon Garcia

1. Developing capacity through partnerships  
Thandwa Mthembu, South Africa
2. Challenges of establishing a private medical university and a private teaching hospital in the Gulf  
Thumbay Moideen, U.A.E.
3. Building a University from the Ashes of a Technical College  
Elizabeth Davis-Russell, Liberia
4. Developing institutional capacity without bricks and mortar  
Robert Scott, USA

**Reducing Conflict**

Moderator : Heitor Gurgulino de Souza

1. Armed Conflicts and Education  
Kakha Shengelia, Georgia
2. Conflict in Kenya  
Richard K. Mibey, Kenya
3. Role of higher education in curbing the crime in India  
Arvind Kumar, India
4. Commemorations of Faculty Expelled by the Nazis  
Wolfgang Schütz, Austria
5. Conflict resolution education in teacher education:  
Sponsored by the IAUP/UN Commission on Disarmament  
Education, Conflict Resolution and Peace,  
Introduction: Commission Chair Sr. Francesca Onley  
Tricia S. Jones and Christa Tinari, USA
6. Conflict resolution education in teacher education (continued)

**Gala Dinner Event**

6:30 pm Cocktail Reception

7:30 pm Dinner & Entertainment

Location: Marriott Marquis Hotel

9:00 - 10:00 am

**Plenary Panel with Cardinal Egan**

Introduction – James Roach

Location: Marriott Marquis Hotel

10:15 am - Noon

**IAUP General Assembly (Closing Session)**

Location: Marriott Marquis Hotel

1:00 – 4:00 pm

**2011-2014 Executive Committee Meeting**

Location: Marriott Marquis Hotel

Signalling the close historic relationship between the IAUP and the United Nations, which was particularly notable during Dr. Adams' tenure, a special message was presented from UN Secretary General Ban Ki-moon, who had hoped to participate personally but was unable to do so. Secretary General Ban recognized IAUP for its early support of the UN Day of Peace, in 1981, and its more recent support for his UN Academic Impact program. The full transcript of his statement may be found below:

**UNITED NATIONS      NATIONS UNIES**

**THE SECRETARY-GENERAL**

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**MESSAGE TO TRIENNIAL CONFERENCE OF THE INTERNATIONAL  
ASSOCIATION OF UNIVERSITY PRESIDENTS**  
**New York, 17 June 2011**

*It is a pleasure to greet the International Association of University Presidents.*

*September 21 of this year marks the 30th anniversary of the International Day of Peace. Earlier this week as we began the traditional 100-day countdown to the observance, we recall how the IAUP proposed this annual day in 1981, and how the United Nations General Assembly endorsed that proposal.*

*The IAUP's partnership with the United Nations has diversified and grown since then, most notably and recently in its contributions to the United Nations Academic Impact, in which more than 630 members in 101 countries are taking part.*

*Just this week, students from KwaZulu Natal University in South Africa – the initiatives' global hub for issues related to poverty – joined senior United Nations officials by video-conference to discuss the challenges of determining who is poor, and why. Last month, students from the Lahore University of Management Sciences – our global hub for "education for all" – co-piloted an interactive distance-learning project and tutored fifty middle school children on the importance of drinking clean water and how to create a biosand filter to purify water.*

*These are just two examples of what the Academic Impact was created to do – promote a culture of intellectual social responsibility. We have also launched ASPIRE --Action by Students to Promote Innovation and Reform through Education.*

*Universities play a crucial role in producing knowledge and promoting universal values. In our current era of global challenge and change, we need you more than ever. Transformations that we might not have imagined in our lifetime are happening in the blink of an eye. People in the Middle East and North Africa are raising their voices for freedom and democracy. Elsewhere, new economic powers have risen. And everywhere, new challenges have emerged -- climate change, pandemic disease, food and energy shortages -- that underscore our mutual interdependence*

*I am certain that under the wise leadership of my good friend, President Michael Adams, the relationship between the United Nations and the IAUP will find many new forms of strength and expression. As someone who has always seen himself as a bridge builder, I am heartened by the theme that you have chosen for your triennial conference -- building bridges through education. In that spirit of shared purpose, I wish you a most successful conference.*

At the conclusion of the 2011 Triennial Conference, per tradition, Dr. Adams delivered his Inaugural Address as he assumed the presidency of IAUP, which follows here:

***Bridges Across Time and Space: Honoring  
the Past, Creating the Future***

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*XVI Triennial 2011, International Association of University Presidents  
Inaugural Address, J. Michael Adams, President*

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New York City, N.Y.  
June 20, 2011

*Forty-six years ago on Friday — June 17, 1965 — 120 university presidents, vice-chancellors and rectors processed up a dusty lane into Wroxton Abbey, in Oxfordshire, England. They came together with a shared vision — a vision to pool the power of the presidency to influence and offer a path to a better world. Together, they created the International Association of University Presidents (IAUP).*

*That academic procession represents a continuous, symbolic bridge across time and space into this room today. The decade of the 1960s was a time of great ferment and change. The world had only recently emerged from the deadly horrors of World War II. And then proceeded to engage in a Cold War. The spectrum of confrontation and conflict was overwhelming.*

*Those presidents had already seen the Bay of Pigs Invasion and the Cuban Missile Crisis. They watched as conflicts and coups enveloped the globe. They saw assassinations, riots and uprisings not just in developing nations but also in American and European cities. The Vietnam War was escalating, decolonization in Africa was accelerating and other trouble spots were emerging — from Northern Ireland to the Middle East, from South America to China.*

*It was not a peaceful world. In fact, it was a terrifying world, with an unknown and fearful future. The vision of the founding presidents — led by Peter Sammartino of the United States and Young Seek Choue of South Korea, with Jaime Benitez of Puerto Rico, Rocheforte Weeks of Liberia and Carlos Romulo of the Philippines — created the organization we inherit today.*

*We are now concluding the 16th Triennial gathering of the International Association of University Presidents. We came together in a grand environment on Times Square, in New York City. Because of your presence this weekend, Times Square surely became the crossroads of the world.*

*But, we must also acknowledge that we stand at a metaphoric crossroads of human history. The world landscape of confrontation and conflict is not much different today than it was 46 years ago. The names and places have changed; however, it is still a fundamentally fearful, frightening world.*

*The major difference between now and then is that the stakes are so much higher. We have acquired new and more vicious weapons of destruction. And globalization has tied our fates together even more tightly. We have to get this next generation right, or we threaten all of humanity. Life in the Academy is a noble profession. Since the founding of the University of Bologna in 1158, we academics have dedicated ourselves to the pursuit of knowledge. We engaged the life of the mind, but often failed to nurture interactions with the life around us.*

*We saw our primary roles in those centuries as stabilization and continuity. We passed along knowledge and social norms across generations. And we even described ourselves with wonderfully poetically language, such as "keepers of the flame" or the "priests of the temple of knowledge." That hyperbole and those roles were acceptable when change came slowly — as measured across generations. That is not our world today. The world is changing too rapidly for the Academy to be unresponsive. We cannot act apart from the world.*

*We are at a crossroads. Do we continue down our traditional path of removed observation and scholarship or enter a new vista, building bridges into the future?*

*I believe we must build bridges. In the Academy we can no longer encourage study without involvement; we can no longer teach about problems without engaging in problem solving. If we do not change, then I am fearful we could be viewed as irrelevant.*

*The members of the next generation are growing up in a different world. They face global challenges, but they have been empowered by technology, they are more comfortable with diversity, and they are confident in their capabilities. However, they understand that the solutions to those global challenges are not easy and they need help.*

*The Academy must provide them with a new skill set, new understandings and the ability to connect the dots of a complex, changing world. I believe we must provide, through your leadership, new models of global inspiration and education. The next generation must become world citizens.*

*World citizens understand global issues. They are comfortable in diverse environments and comprehend other viewpoints. They pay attention to what is happening in the world. They are able to embrace different identities, connect with those in other countries and collaborate with those from afar. World citizens can see the world through the eyes of others.*

*World citizens understand they are part of a global community. They can look beyond themselves — beyond the local — and support causes larger than their own neighborhoods.*

*World citizens break down walls. World citizens build bridges. More world citizens are desperately needed. That must be part of the new responsibility and the role of the Academy.*

*As we near the conclusion of IAUP's 16th Triennial meeting, I challenge you to define this new path. I challenge us to ensure that higher education is the functioning bridge into a peaceful, prosperous future. I offer you a three-year work agenda exactly around that goal and I invite you to participate in the array of opportunities.*

*Higher education must serve —*

*As a Bridge for Human Development  
As a Bridge to Peace  
As a Bridge for Sustainable Economic Development*

- *I challenge us to amend our undergraduate curricula to provide experiences that allow individuals to see the world beyond their personal horizons — to create world citizens.*
- *I challenge us to employ technology as a strategic advantage, not merely as gadgets that replace the overhead projector in the classroom.*
- *I challenge us to contribute to the United Nations Academic Impact, addressing real-life issues in support of that rare organization.*

- *I challenge us to protect and offer havens for academic scholars under death threats — those who jeopardize their lives simply because of their knowledge and willingness to speak out against tyranny.*
- *I challenge us to recommit to the hope of the IAUP/United Nations Commission on Disarmament Education, Conflict Resolution and Peace.*
- *I challenge us to forge new, two-lane bridges between the developed world and developing world — where ideas go both ways, understanding that no one owns the “right answers.”*
- *I challenge us to develop a new mosaic for demonstrating and documenting 21st-century understandings, insights or skills — however and wherever they are acquired.*
- *I challenge us to build new, dynamic, transforming communication networks that can bring us together in ways not dreamt of even a decade ago — networks that enhance ways to seek and find solutions to unsolved global challenges.*
- *Academics must be able to cross political boundaries with impunity. If we cannot, then there is no hope. I challenge IAUP to add a new phrase to the lexicon of our vocabulary: “Academic diplomacy.” We must come together to offer sanity amid chaos, to establish priorities after disorder and to provide direction out of confusion.*

*IAUP is the global voice of higher education. As individuals and as an organization, we must set examples of attitude, behavior and influence. Our volume must be amplified, our message must echo around the world.*

*On June 17, 1965, 120 university presidents, vice-chancellors and rectors processed up a dusty lane into Wroxton Abbey, in Oxfordshire, England and formed IAUP. That lane leads into this room today. On June 20, 2011, we confirm their pathway and their vision. Today, we inherit their legacy, and we inherit their responsibility.*

*Together, we must honor the past but create the future. Please join me across time and space to build bridges into a peaceful, prosperous future world.*

**Upon taking office**, IAUP's new president exhorted and inspired us all to fully occupy our leadership roles as the "Global Voice of Higher Education."

Dr. Adams had appointed Dr. Neal King (then President of Antioch University Los Angeles) as IAUP Secretary General for 2011-2014. The two had met in January 2009 at the IAUP North American Council's President's retreat in Chicago, hosted by Dr. Adams. This was Dr. King's first exposure to IAUP. There was an immediate chemistry and synergy of interests between the two presidents. They attended meetings together of the joint UN/IAUP Commission at Manhattan College, the Clinton Global Initiative University gathering at the University of Miami (including a "presidents' lunch" with Mr. Clinton) in 2009, the 2010 Executive Committee meeting in Tokyo, Japan, WISE2010 in Doha, Qatar, and the launch of the UN Academic Impact at the UN in 2010.

Dr. Adams also appointed Ambassador Enan Galaly (Denmark) as Chair of the Council of Senior Advisors, Dr. Carmen Lamanga, Vice Chancellor, American International University-Bangladesh (AIUB) as the 2011-2014 Treasurer, and Dr. Jason Scorza, Vice Provost, Global Learning at FDU (USA) as Deputy Secretary-General.

The 2011-2014 presidency will certainly go down as one of the more memorable, distinctive – and tragic – in IAUP's history, for our having lost so early in his tenure as president a true "force of nature" who was deeply committed – heart and soul – to the mission and potential of IAUP as a global force for Higher Education. The story of Dr. Adam's presidency cannot be fully told without first dwelling for a significant moment in his very active, foundational and productive presidency-elect.

During the entirety of Dr. Adam's tenure with IAUP, he and IAUP were blessed with his elegant and capable partnership with the "first lady" of FDU (and IAUP, albeit much too briefly), Susan Adams.

## **THE PRESIDENCY-ELECT, 2008-2011**

Dr. Adams had an unusually active presidency-elect, during which time he labored to lay a strong foundation for his presidency, reflecting his operating motto of "show up/ do the work/ focus on the relationship." Dr. Adams was then serving as chair of the IAUP North American

Council (NAC) and as a member of the Executive Committee and the joint UN/IAUP Commission on Disarmament, Conflict Resolution and Peace.

During this time, Dr. Adams worked very closely with Dr. Richard Bronson, Professor Emeritus of Mathematics at FDU, where he had served as Chair of the Department of Mathematics and Computer Science, Acting Dean of the College of Science and Engineering, Provost of the Metropolitan Campus, Director of Government Affairs, and Senior Executive Assistant to the President. Dr. Bronson had initially agreed to serve as Dr. Adam's Secretary-General during the 2011-2014 triennium, but later decided to retire after the 2011 triennial conference.

During a break in the activities surrounding the launch of the UNAI at the UN in 2010, Dr. Adams asked to meet with Dr. King, Dr. Bronson and Dr. Scorza at a cafeteria in the UN Headquarters building in New York City. It was at this meeting that Dr. Adams advised Dr. King of Dr. Bronson's intent to retire after the 2011 Triennial Conference, and asked Dr. King to serve as Secretary-General for 2011-2014. Dr. King was honored to accept. (Dr. Bronson has been kind enough to contribute to this report).

Dr. Adams was also assisted in the FDU president's office with IAUP matters by Tatsuro Tanioka, who was then a graduate student at FDU.

Elements of the foundation laid during the presidency-elect period included the following:

1. Resolution of IAUP's legal status with registry as a charity in the UK. Following the Executive Committee directive at the spring 2008 meeting in Baden/Vienna, a working group was established to incorporate IAUP as a Nonprofit or Charitable Organization and to initiate centralized banking services. On May 23, 2008, J. Michael Adams, Sven Caspersen, and Richard Bronson traveled to England to speak with lawyers and bankers. After meeting with Barkley's and HSBC, it became apparent that no banking agreements could be reached until after the Association became a legal entity in the United Kingdom.

Withers LLP in London was engaged to head our efforts to become a legal Charity. By October 2008, IAUP became a legal entity in the United Kingdom with permission from the Privy Council to use the word 'university' in our title, but Charity

status was still under review. After two years of negotiations between Withers LLP and the Charity Commission, Charity status was approved. Its registration number is 1138160. Formal approval of the IAUP General Assembly was obtained in June 2011 at the IAUP Triennial in New York City to merge the existing organization into the newly approved charity. From this point forward the Executive Committee became an advisory body and a new Board of Directors (BOD) was formed, which had legal and fiduciary responsibility for the organization under UK law. The BOD, per the adopted Articles of Incorporation, was comprised of the three current officers, the three officers-elect and the three immediate past officers, with the immediate past president serving as chair.

In April of 2011, J. Michael Adams and Richard Bronson traveled to London to interview Chris Christou of Leigh Christou LLP, Chartered Certified Accountants, Business Advisors & Statutory Auditor to become the accountant for the new Charity. The visit was a success and the firm was engaged.

With this done, the next step was to establish a bank account for the Charity. After much discussion, it was agreed to affiliate with JP Morgan Chase. Two separate bank accounts were opened: a multicurrency account in London as the general operating account for IAUP, while a second account in dollars was opened in the USA to serve the immediate needs of the presidency and the long-term needs of the IAUP North American Council, most members of which pay membership dues with dollar denominated paper checks rather than electronic transfers. It was decided that the three officers would have signing authority over the bank accounts, with approval of two officers required to execute any transaction.

2. Designation of the 20-25 member presidents as regional chairs worldwide, in consultation with incoming Secretary-General Neal King. This was a departure from the prior practice of fewer, larger regions and fewer regional chairs. The thinking here was that more regional activity was likely when the chair was more closely associated with the region. In practice, though the results were uneven, we did see several regional chairs sponsor semi-annual, regional and local events during our presidency, as reported in detail below.

3. Designation of the 6 semi-annual meetings, again in consultation with incoming Secretary-General Neal King, to be distributed in various parts of the world and to be open to all members and visitors from the region, rather than be solely meetings of the IAUP Executive Committee as they had been in the past.

Dr. Adams asked that Dr. King visit each of the host institutions ahead of the meeting that was scheduled there to work with the host president and her/his staff to organize meeting particulars. Dr. King conducted each of these visits as requested (with the exception of Baden, where no visit was required as a former meeting had been hosted here), first as Secretary-General and later as President. He was accompanied in Tbilisi by then Deputy Secretary-General Jason Scorza, and in China by Deputy Secretary-General Ling Lam. In Guadalajara, Dr. King was accompanied by Secretary-General Elect Alvaro Romo and his lovely wife Carmen, who had been members of faculty at the host institution.

4. Design and implementation of a new logo and visual identity for IAUP, in collaboration with Brazilian designer Marco Rezende. At the first WISE meeting in Doha, in 2009, it became apparent to all IAUP members that the existing logo did not reproduce well and looked insignificant when compared to other institutional logos. At the next Executive Committee meeting, J. Michael Adams recommended that the logo be changed. A motion to consider a new logo was approved.

At the next Executive Committee meeting, Gulsun Saglamer suggested opening a competition for a new logo from universities in the Association that had design departments. This was done and many potential logos were received. At the same time, J. Michael Adams contacted Dehne & Associates to obtain additional design ideas. Regrettably, the Executive Committee could not agree on any of them.

Dr. Eda Coutinho Barbosa Machado de Souza, President, Instituto de Educação Superior de Brasília and Chair, IAUP Brazilian Region then recommended a professional logo designer from Brazil, Mr. Marco A Rezende of Cauduro Associado who agreed to work pro bono with IAUP.

A meeting was held on March 10, 2011 in New York City between Mr. Rezende, J. Michael Adams, Neal King, Richard Bronson and Jason Scorza to establish criteria. An initial presentation was made to the IAUP Executive Committee in June 2011 during the triennial conference in New York. The final design was submitted and approved by the IAUP Board of Directors at the semi-annual meeting in Bogota, Colombia in March 2012.

5. Establishment of a strong personal and working relationship with the UN Secretary General (UNSG) and his office. Mr. Ban and Michael Adams established a personal relationship where they and their wives would occasionally socialize together, as well as a strong and very productive professional relationship, based on mutual respect. They presided together at the launch of the UNAI at the UN on November 18, 2010 (as described below).
6. Working with United Nations Under-Secretary-General Diarra, IAUP was also instrumental in creating a Universities of Africa program to provide graduate training for mid-level civil servants in Africa. The United Nations was responsible for formalizing the selection criteria and developing funding for recipients to live and travel to universities around the world for their graduate training. Unfortunately, funding was never achieved and the program was never started.
7. Creation and launch of the United Nations Academic Impact (UNAI). IAUP was the lead organization working directly with the United Nations to create UNAI, the United Nations Academic Impact, [www.AcademicImpact.org](http://www.AcademicImpact.org) . Academic Impact is a global initiative that aligns institutions of higher education with the United Nations in actively supporting ten universally accepted principles in the areas of human rights, literacy, sustainability and conflict resolution. The Academic Impact also asks each participating college or university to actively demonstrate support of at least one of those principles each year.

First introduced as a concept at the XIV IAUP Triennial in Thailand in 2005, Academic Impact was presented to the XV Triennial in Chile in 2008 by Ramu Damodaran, Chief, Civil Society Service, Outreach Division, of the United Nations as a

concept and potential founding project of IAUP. In 2008, IAUP formally endorsed the concept and encouraged its membership to actively participate.

From 2008-2010, Michael Adams, Richard Bronson and Jason Scorza worked on behalf of IAUP to assist the United Nations in formalizing the concept and encouraging other universities to join. IAUP agreed to host the UNAI website, which is housed at Fairleigh Dickinson University. The site was designed by the University's webmaster, William Kennedy. IAUP members Heitor Gurgulino de Souza, Alvaro Romo de la Rosa, Joseph Jabbra, and Keith Miller were instrumental in arranging for translations of the English version of the website into Portuguese, Spanish, Arabic and Chinese, respectively. IAUP assisted the United Nations in communicating with and recruiting other higher education organizations to join as partners for UNAI. Currently, there are more than 40 such organizations on the partner list.

The formal launch of Academic Impact took place at a two-day conference in New York City, November 18-19, 2010, highlighted by opening addresses from United Secretary-General Ban Ki-moon and IAUP representative J. Michael Adams, who was then IAUP President-elect. IAUP was officially represented by 2008-2011 Secretary-General Heitor Gurgulino de Souza.

8. Establishment of a strong personal and working relationship with the Institute for International Education (IIE). Dr. Adams was introduced to IIE CEO and President Allan Goodman by IAUP Executive Committee member and former NAC Chair Dr. James Roach. This became a most generative relationship where the seeds were planted for the multiple partnerships and collaborative efforts between IIE and IAUP that exist today.
  
9. Establishment of a strong personal and working relationship with the Qatar Foundation (QF), which included participating as one of the inaugural partner organizations in the design and development of the World Innovation Summit for Education (WISE), held for the fifth year in Doha in 2013, as well as collaboration with the Institute for International Education (IIE) and the QF in the Education Leadership Program for new university presidents from the developing world, held annually in Doha.

In 2008, IAUP was asked to be one of five partner organizations the others being the Institute for International Education (IIE), The Association of Commonwealth Universities (ACU), Agence Universitaire de la Francophonie (AUF), and The Rand Corporation working with the Qatar Foundation to mount WISE2009 in Doha, Qatar, in November 2009. At the request of 2008-2011 IAUP President Barham Madain Ayub, Michael Adams represented IAUP at the initial meeting in London, followed by a second meeting in Doha where IAUP was represented by Dr. Richard Bronson. All of the partner organizations assisted with the planning, programming, and recommendations for participation.

After the success of WISE2009, IAUP was again asked to remain a partner and assist in mounting WISE2010. A meeting of partner organizations was held in London on March 25, 2010, where IAUP was represented by Jason Scorza, and in Washington, D.C. on May 25, 2010, where IAUP was represented by Dr. Bronson. Subsequent partner meetings were held in Doha and Paris, where IAUP was represented by Dr. Jason Scorza.

IAUP and IIE jointly ran the first WISE Institute for Education Leadership Institute for the Qatar Foundation in October 2010. The Institute emerged from the 2009 World Innovation Summit on Education (WISE2009). The Institute was conceived by the IIE and IAUP as a mechanism for developing the administrative skill set of new presidents, vice chancellors, and rectors, and serve as an enabling environment for institutional change and improvement. A pilot program ran in Doha with new presidents from Ghana, Egypt, Iraq, Bangladesh, Palestine, India, Pakistan, Colombia, and Sudan.

Developed in partnership with the Institute for International Education (IIE), with cooperation from the Association of Commonwealth Universities (ACU) and Agence Universitaire de la Francophonie (AUF), the program was generously sponsored by the Qatar Foundation for Science, Technology and Education as part of its WISE initiative.

The program was conceived to provide peer mentoring and leadership training for newly appointed presidents, rectors, and vice chancellor from developing countries. Program topics included innovation as a leadership style, managing change, the

role of the university within local and global communities, self-awareness as a component of leadership, and the establishment of realistic institutional and personal goals. The program employs a variety of formats, including case studies and one-on-one mentoring, to achieve its objectives.

Participating IAUP members included Michael Adams, Ingrid Moses, Kakha Shengelia, Fernando Leon Garcia, Elizabeth Davis-Russell, Constantine (Dino) Curris, João Sebastião Teta, Tayeb A. Kamali, Mohammed Barkaoui, and Jason Scorza. The first WISE Education Leadership Program took place in Doha, Qatar from October 18-21, 2010.

10. Establishment of a strong personal and working relationship with Microsoft and initial implementation of the joint IAUP/ Microsoft Academic Summit program focusing on emerging technologies and their relationship to global tertiary education. Michael Adams, as president-elect, together with James Ptaszynski, Ph.D. Senior Director, World Wide Higher Education Strategy, Microsoft, conceptualized the joint program whose implementation will be described below.
11. Establishment of a strong personal and working relationship with University World News. Dr. Adams met in London with Yojana Sharma, Asia Director at University World News, "The Global Window on Higher Education." They discussed and explored together the commonality of their two organizations' purpose, goals and objectives and agreed to work closely together in the service of these ends. University World News has published several commentaries and feature articles on IAUP activities worldwide, which are enumerated below.
12. Establishment of a strong personal and working relationship the Council for Adult and Experiential Learning (CAEL), initially with CAEL VP Mark Campbell.
13. Academic Chairs for Africa. This proposal, initiated by Dr. David Strangway, former President of University of British Columbia (Canada) and Quest University (Canada), examines a realistic solution to Africa's complexity in Higher Education. This proposal is modeled on the very successful Canada Research

Chairs program that was created in Canada in the year 2000. In this program, 2,000 positions were funded across Canadian universities to meet the need of reinforcing Canada's competitiveness and reducing the brain drain.

14. New IAUP Website: Michael Adams and Richard Bronson worked with Mark Beck to create and house a new website for IAUP that would remain in one central location and not move every three years from one site to the next. The new website was activated at the end of March, 2010. It was completely reorganized under the direction of Jason Scorza in 2011. Behind the scenes, the website provides IAUP officers and staff access to a powerful database that is used to manage membership profiles and payments, as well as a communication suite which enables better communication with members.
15. World Bank: In the spring of 2010, agreement was reached with the World Bank on a partnership proposal with IAUP called REACHED: Regional Economic Accelerations Caused by Higher Education Development. The World Bank would have been responsible for funding. Unfortunately, progress was not made beyond the drafting of the original concept document.
16. International Faculty Achievement Award: The IAUP Executive Committee at its meeting in Tokyo in 2010 approved the creation of an International Faculty Achievement Award, proposed by Dr. Keith Miller, which recognizes extraordinary achievement in curriculum development, service, and teaching to prepare world citizens. The first four requests for awards were processed in the fall of 2010, with multiple additional awards made during the remainder of the triennium.
17. IAUP Archives: By 2011, all material received by June 2009 from former IAUP presidents Leland Miles, Donald Gerth, Sven Caspersen, and Ingrid Moses, had been arranged and preserved in 72 separate Hollinger boxes. Twenty-seven of those boxes have been inventoried by item and an Excel finding sheet has been developed for each box that identifies every item in the box. During the 2011-14 triennium, additional materials were forwarded to the archives from the UN/IAUP Commission on Disarmament Education, Conflict Resolution and Peace. The

main archive, located at Fairleigh Dickinson University, was relocated in 2012 due to flooding from Hurricane Sandy, but no materials were lost or damaged. More recently, Fairleigh Dickinson University has been working with Kyung Hee University (Korea) to develop a comprehensive inventory of IAUP materials, as much of the early records of IAUP are located there.

The following document comes from the Executive Committee Meeting in Casablanca in January 2011 and codifies the officers, roles and responsibilities and other matters that Dr. Adams felt important be agreed upon before assuming the presidency.

Of note, the position of "Chancellor" noted in this document is reflected neither in the Articles of Incorporation nor Byelaws approved by the Executive Committee as IAUP's governing documents as a charity under UK law. The title was never put into use by the organization.

### ***INTERNATIONAL ASSOCIATION OF UNIVERSITY PRESIDENTS***

#### *Executive Committee Member and Officer Position Expectations*

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*Confirmed by the Executive Committee Casablanca,  
Morocco January 16, 2011*

*Effective and successful organizations are based upon an inspiring vision, clear goals and concrete expectations. IAUP was founded in 1964 with an inspiring vision of uniting the power and influence of higher education leadership to be the global voice of higher education.*

*This document outlines the expectations of the following positions:*

- *Members of the Executive Committee*
- *President*
- *Secretary General*
- *Treasurer*
- *Vice President/Regional Chair*
- *President-elect*
- *Chancellor*

Of course, there are other roles and responsibilities within our Association. This summary describes the most active positions responsible to lead IAUP between Triennial gatherings.

### **Executive Committee Membership**

Each new international president appoints a new Executive Committee [EC] for the period of his or her leadership. Former IAUP Presidents, Secretary Generals and Treasurers are automatically EC members. Otherwise, each Triennium appoints EC membership based upon the work agenda and personal preference of the incoming leadership. This also includes confirmation or new appointments to the Council of Senior Advisors.

### **Presence & Participation**

The Executive Committee generally meets twice each year between Triennials. Members are expected to be present and active participants at each EC meeting. Of course, conflicts occur, but EC meetings are scheduled well in advance and we look forward to full presence and participation.

### **Meeting Conduct**

Our hope is to respond to the challenge identified by H.G. Wells in 1920:

“Human History becomes more and more a race  
between education and catastrophe.”

To that end we expect IAUP members to move across political and national boundaries with impunity. Without that capacity, there is no solution to the Wells' challenge. We must gather and work together with collegiality and shared principles.

In meeting discussions we value brevity over verbosity, and cherish most those who offer solutions and action versus vocabulary, longevity and verbosity.

### **Represent IAUP at National, Regional and International Meetings**

Executive Committee members are seasoned professionals whose primary identity is as the leader of an academic organization. We ask that EC members actively present two academic identities: One's own institution and IAUP.

It is expected that all Executive Committee members will prepare double-sided business cards, one side with their normal institutional

information and one side with the IAUP logo.

One example might be:



*International Association of University Presidents  
Mortimer Snerd Member of the Executive Board  
[www.iaup.org](http://www.iaup.org)*

*IAUP will provide data files for reproduction to EC members. IAUP will also provide actual business cards, upon request, for retired EC members. Each Executive Committee member should inform the IAUP President and Secretary General of upcoming events, conferences or activities within his or her purview. At those meetings, EC members should be empowered to represent the "Global Voice of Higher Education Leadership."*

## **PRESIDENT**

***Recognize, respect and continue the legacy of presidential predecessors***

*This means that any successful organization acknowledges its history and those individuals who set the foundation upon which current operations and activities exist. It also means that earlier Triennium Work programs must be maintained and pursued with committed leadership, unless deferred or removed as a priority by the General Assembly.*

## ***Define and direct a Triennium Work Agenda***

*Each new international president should present to the General Assembly a three-year Triennium Work Agenda. It should define specific goals and action priorities. For IAUP to retain its leadership role and attract additional members, it must demonstrate specific ongoing commitments and accomplishments that demonstrate relevance and vision.*

*The international president must then aggressively pursue that agenda in partnership with university CEO's around the world.*

***Appoint, lead and motivate a proactive Triennium Executive Committee***

*Between Triennial IAUP meetings, the Executive Committee is delegated, by the General Assembly, to manage the IAUP organization. Each new international president appoints his/her Executive Committee. Former IAUP Executive Officers are automatically Executive Committee members. Thereafter, the international president appoints Executive Committee members in line with the Triennial Work program. Members may be added or removed by the international president during the Triennium.*

***Demonstrate a conspicuous, active presence and long-term commitment to the United Nations and UNESCO***

*One of the IAUP founders was present, in San Francisco in 1945, at the signing of the UN charter. IAUP, at its foundational core, is committed to the United Nations, its intent, aspirations and goals.*

*This expectation means that the international president, or the president's personal designee, must be physically present within the context of the United Nations system. It also means proactive communication between the IAUP President with both the UN Secretary-General and the UNESCO Director-General in moving forward the agendas of all three organizations.*

***Represent IAUP at appropriate gatherings***

*During his or her Triennium, the international president is the concrete representation of global higher education. Conspicuous presence and presentation at major higher education meetings is expected. The international president must communicate the consistent message of "education as the only path to peace and human resource and economic development."*

***SECRETARY GENERAL******Facilitate Executive Committee Meetings***

*The Secretary-General works closely with the President to establish meeting sites and dates for the twice-yearly Executive Committee at least 18 months ahead. Work with the site host to ensure seamless, effective visits. Develop, with the President and Treasurer, the agenda for each Executive Committee meeting. Record action minutes for each meeting.*

***Coordinate and facilitate new member development***

*While all officers have a role in new member development, the Secretary General has the primary responsibility. This includes coordination and*

*communication with the Regional Vice Presidents, the array of print information and a cyclic outreach to the non-member database. The Deputy Secretary General plays a significant role in this area.*

**Manage IAUP's communication program**

*Build a global network with the goal of reaching and providing information and meaningful assistance to higher education CEO's around the world. This includes responding to individual communications, but also to proactively identify, facilitate and manage world-wide communication systems, between IAUP and its membership and also between IAUP and the leadership of all universities worldwide.*

*This also means working with Regional Vice-Presidents and higher education partner organizations to build and maintain active, engaged membership.*

*It is the intent to provide substantive, meaningful communication via web-mail to all members and partner organizations at least every four weeks. The Deputy Secretary General plays a significant role in this area.*

**Oversee IAUP's web and online presence**

*This means to manage, with the Deputy Secretary-General, currency and vibrancy of the IAUP web and online presence. The web page is the front-line view of our organization. As such, it must be a content-rich, up-to-date, positive message about IAUP.*

**TREASURER**

**Serve on the IAUP Executive Committee**

*Prepare an IAUP financial update for each meeting.*

**Supervise, review and confirm the annual IAUP budget**

*The Treasurer works with the international President and Secretary General to develop an annual budget.*

*The Treasurer is the primary contact person with the bank that services the IAUP account.*

*The Treasurer is responsible for paying or ensuring that payments are made from the IAUP central account to cover IAUP expenses.*

*The Treasurer is responsible for annual distribution of payments to each Regional Chair of \$100 per member per year for all IAUP members in his or her region.*

*The Treasurer works cooperatively with the Chairman of the North American Council to ensure all members in that region are billed annually.*

***Ensure maintenance of IAUP's Charity Status***

*The International Treasurer works closely with the IAUP accountant to ensure that all tax filings are submitted on-time to the appropriate government bodies so that IAUP's Charity Status in the United Kingdom remains in good standing. This includes overseeing the accountant and providing the accountant with the necessary information for the accountant to issue an audit as required by government offices.*

***VICE PRESIDENT/REGIONAL CHAIR***

***Maintain current IAUP regional membership by facilitating communication with and to regional members***

*Ensure accuracy of postal and e-mail contact information for all IAUP members in one's region, determine if international messages should be translated into appropriate language/s [and then ensure that messages are delivered].*

*Suggest regional information and topics that might be disseminated to the global membership on the IAUP URL or via normal e-mail messages. Each regional chair will provide IAUP with at least three news items from their region every semester.*

***Increase IAUP regional membership and participation***

*This means to introduce IAUP to new presidents, vice-chancellors or rectors with our print & digital materials, to request information material & invoice from the UK office [sent to possible new members] and to personally follow-up with each prospect to encourage membership. Each semester Regional Chairs will mail a minimum of 100 letters and IAUP brochures to university CEO's in their region encouraging them to join IAUP. Regional Chairs will arrange for printing of brochures locally from the PDF provided by IAUP.*

***Facilitate regional participation in the IAUP World Presidential Survey Series***

*Promote and manage delivery of each survey content [online versus paper] and be responsible for proportional responses from regional presidents to each presidential survey.*

*Invite regional leaders to submit focused research questions for potential inclusion and assisting with placement of results in regional media.*

***Reinforce IAUP's leadership position with the United Nations Academic Impact***

*The UNAI is a major joint initiative between IAUP and the United Nations. IAUP is the lead organization and manages the web page. We will highlight the Academic Impact as a critically important vehicle for global peace and human resource development. The United Nations hopes you will facilitate regional UNAI activities and an annual meeting of UNAI members [generally associated with a regularly scheduled IAUP regional gathering].*

***For North America Regional Chair Only***

*The North American Council [NAC] Chair has two additional responsibilities. The first is to invoice membership dues and receive checks from members in the United States and Canada. The second is to be the primary custodian for the IAUP Endowment, currently held with Wells Fargo Trust [the immediate past president, current president and president-elect are the other three custodians].*

***PRESIDENT-ELECT***

*Identify the Next Triennium Leadership Team*

*The President-elect selects his or her immediate leadership team, which includes the Secretary General-elect, the Treasurer-elect and other positions deemed necessary.*

***Primary Responsibilities***

*The primary responsibilities of the president-elect are to:*

- *Support the International President and the Triennium work agenda*
- *Identify a subsequent work agenda, building upon previous initiatives*
- *Attend all Executive Committee meetings*
- *Plan, prepare for and deliver the next IAUP Triennial*

***CHANCELLOR [IMMEDIATE PAST PRESIDENT]***

*The immediate past president moves to the position of IAUP Chancellor. In that role, his or her primary responsibility is to serve as Chair of the Board of Directors, which is the nine-member group with legal responsibility for management of IAUP's Incorporated Charity's affairs.*



*Generations of IAUP Leadership Together in Casablanca, January 2011  
(l-r) Heitor Gurgulino de Souza, Secretary-General, 2008-2011; J. Michael Adams, President-elect 2011-2014; Toyoshi Satow, President-elect 2014-2017; Barham Madain Ayub, President, 2008-2011; Neal King, Secretary-General elect, 2011-2014*

## THE 2011-2014 PRESIDENCY

At the 2011 Triennial Conference, Dr. Adams introduced the following carefully planned “Work Agenda” for his presidency, with assigned areas of responsibility, under his chosen theme of “Building Bridges Through Higher Education:”

**INTERNATIONAL ASSOCIATION OF UNIVERSITY PRESIDENTS**  
**BUILDING BRIDGES THROUGH HIGHER EDUCATION**

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**A WORK AGENDA**  
**PRIORITIES FOR PROGRESS — 2011-2014 TRIENNIUM**

**AS A BRIDGE FOR HUMAN DEVELOPMENT**

- The United Nations Academic Impact [Michael Adams, Ramu Damodaran, <http://academicimpact.org> ]
- Qatar Foundation/IAUP/IIE WISE Education Leadership Programme [Abdulla bin Ali Al-Thani, (Qatar Foundation), Michael Adams & Allan Goodman (IIE), <http://www.wise-qatar.org/>]
- IAUP/CAEL 21st Century Skills Commission [Mark Campbell (CAEL), <http://www.cael.org/>]
- IAUP/WTCA Global Health Communication Network [Michael Adams & Herb Ouida (World Trade Center Association), <http://world.wtca.org>]
- IAUP Executive Leadership Knowledge Exchange [Neal King & Jason Scorza]
- As a Bridge to Peace
- United Nations Alliance of Civilizations [Jason Scorza, Jean-Christophe Bas (Alliance of Civilizations), <http://www.unaoc.org/> ]
- IAUP/UN Commission on Disarmament Education, Conflict Resolution & Peace [Sister Francesca Onley & Dr. Elizabeth Davis-Russell <http://www.hfc.edu/iaup-un/>]
- IIE/IAUP Scholar Rescue Fund [Jim Miller (SRF), [http://www.scholarrescuefund.org/](http://www.scholarrescuefund.org)]
- As a Bridge for Sustainable Economic Development
- IAUP/Microsoft Academic Summit Initiative [James Ptaszynski (Microsoft) & Michael Adams]
- Academic Chairs for Africa [David Strangway, <http://www.iaup.org/official-activities/academic-chairs-for-africa> ]
- World Bank/IAUP Regional Economic Acceleration Caused by Higher Education Development (REACHED) [Jamil Salmi Tertiary Education Coordinator, COREHEG]

There was one face-to-face planning meeting for the new 2011-2014 team, in July 2011, a month after the highly successful triennial conference. The meeting took place at the FDU Florham campus and included J. Michael Adams, Richard Bronson (his last official meeting – a handoff to the 2011-2014 team before he retired), Jason Scorza, and Neal King.

Dr. Adams took ill the following month, only two months after presiding at the 2011 triennial conference in New York City. One of his last public and official activities as IAUP president was a highly prized joint appearance with the UN Secretary General in South Korea for the Pan-Pacific launch of UNAI, from August 9-12, 2011. Dr. Adams' keynote speech was delivered on August 15th. This event is described here in an article by World University News editor Yojana Sharma <http://www.universityworldnews.com/article.php?story=2011081917372397>. UN Secretary-General Ban's remarks at the same event can be found here: [http://www.un.org/apps/news/infocus/sgspeeches/statements\\_full.asp?statID=1266#.Uz7uPvIdWNA](http://www.un.org/apps/news/infocus/sgspeeches/statements_full.asp?statID=1266#.Uz7uPvIdWNA).

Dr. Adams remained as involved in all activities of IAUP as his health allowed until his untimely death in June of 2012, regularly conferring with his team, who managed the daily operations of the organization in his absence: Secretary-General Neal King, Treasurer Carmen Lamagna, Deputy Secretary-General Jason Scorza, and Ambassador Enan Galaly as Chair of the Council of Senior Advisors. Dr. Adams and Dr. King had a final face-to-face meeting over two days at Dr. Adams' home in May, 2012 – about a month before his passing.

### **J. MICHAEL ADAMS, IN MEMORIAM**

Dr. Adams died in the early morning of June 21, 2012, surrounded by immediate family. IAUP's memorial tribute to him can be found here: <http://iaup.org/component/content/article/45-frontpage/145-j-michael-adams>. UN Secretary General Ban was the first speaker at Dr. Adam's memorial service at Farleigh Dickenson University on June 29, 2012, followed by Dr. King on behalf of IAUP. The UNSG's recollections of Michael Adams were personal and professional, fond and respectful. The program for the service, below, included excerpts of Dr. Adam's Inaugural Address as IAUP president, barely a year prior.

"I believe we must provide new models of global inspiration and global education. The next generation must become world citizens.

World citizens understand global issues. They are comfortable in diverse environments and comprehend other viewpoints. They pay attention to what is happening in the world. They are able to embrace different identities, connect with those in other countries and collaborate with those from afar.

World citizens can see the world through the eyes of others.

World citizens understand they are part of a global community. They can look beyond themselves — beyond the local — and support causes larger than their own neighborhoods.

World citizens break down walls. World citizens build bridges. More world citizens are desperately needed. That must be part of the new responsibility and the role of the Academy.

Higher education must serve as a bridge for human development, a bridge to peace and a bridge for sustainable economic development.

Together, we must honor the past but create the future. Please join me to build bridges toward a peaceful, prosperous future world."

J. Michael Adams  
Inaugural Address  
International Association  
of University Presidents  
June 20, 2011

Memorial Service of  
J. Michael Adams  
President,  
Fairleigh Dickinson University  
June 29, 2012  
Lenfell Hall, Hennessy Hall  
College at Florham

## PROGRAM

### Invocation

Father Joseph Farias

### Welcome and Remarks

Pat Zenner  
Chair, Board of Trustees  
Fairleigh Dickinson University

### "Prayer of Saint Francis"

### Remarks

Ban Ki-moon  
Secretary-General,  
United Nations

Neal King  
Secretary-General  
International Association of University Presidents

Donna DelPrete Marki  
Trustee  
Fairleigh Dickinson University

Special thanks to soloist Stephanie St. Clair-Budelman  
and pianist Randy Hertzog

### "The Lord's Prayer"

### Remarks

Chris Johnson  
Board Member, New Jersey Chapter  
Leukemia & Lymphoma Society



*J. Michael Adams*

*October 22, 1947-June 21, 2012*

Peter Bartscherer  
Associate Dean, Antoinette Westphal College  
Drexel University

### **"There You'll Be"**

#### **Remembrances**

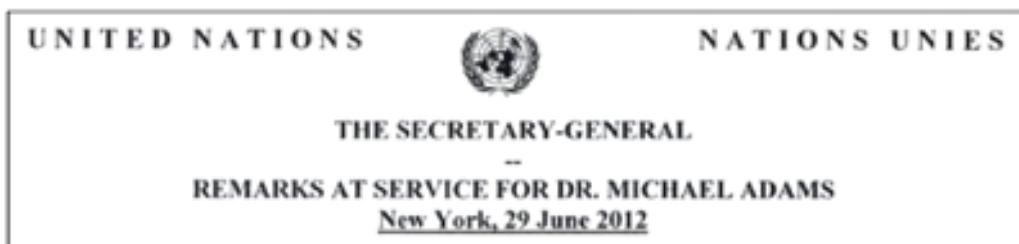
Spencer Hoffman  
Elizabeth A. Queen  
Ben Adams

#### **Benediction**

Father Joseph Farias  
"Amazing Grace"  
Union County Police and Fire  
Pipes and Drums  
"Reach Out and Touch Somebody's Hand"

The texts of both Ban Ki-moon's and Neal King's remarks at the service follow here:

#### ***UN Secretary General Ban Ki-moon Remarks***



*Dr. Zenner, Chairman, Board of Trustees of Fairleigh Dickinson University,  
Susan Adams and the members of your wonderful family,  
To your larger family, the Fairleigh Dickinson community,*

*I am profoundly honoured to share in this service. I travel to universities around the world and urge students to look beyond their immediate surroundings. My message is simple: Be a global citizen.*

*No one embodied that call more than Dr. Michael Adams. He did not just say it or teach it. He lived it. He lived it through his ideas and his action. He lived the words of St. Francis, which we have just heard. Where there was doubt – in the power of education or the possibility of*

*the United Nations – he brought faith. Where so many clamored only to be understood – he sought to understand.*

*In a world where so many strive only to acquire – he recognized that it is in giving that we receive. And in his brief, but very full, 64 years, he gave and gave and gave. And with each gift, the world gained. Dr. Adams was quite simply one of the best friends the United Nations has ever had. And he worked day and night to strengthen our bonds.*

*Thanks to him, Fairleigh Dickinson was the first university in the world to win special consultative status in the United Nations Economic and Social Council. He developed courses for newly arrived diplomats – and global conferences on issues out of the media spotlight.*

*He launched the “Pathways” conversations programme bringing UN Ambassadors and senior officials to campus. He revitalized the UN’s work with the University Presidents on disarmament, peace and conflict resolution. And he was the driving force behind our efforts to more deeply engage universities around the world through what we call the Academic Impact initiative.*

*The United Nations put forward the idea at a meeting of the International Association of University Presidents in 2005. Michael immediately saw the potential. He summoned creative minds. He made it happen. When the time came to formally launch our proposal, I knew there was only one place to do it. Right here. So I came to Fairleigh Dickinson in 2008.*

*What began as a noble idea four years ago is today a global program with more than 850 universities in 117 countries. We might call it Academic Impact. But I call its success the Adams’ Impact. Michael believed in the power of individuals to make a difference. That’s what he did. He was a man from a family that never had a college graduate and rose to become the President of the International Association of University Presidents.*

*He saw that same sense of potential in us all. He did not see a planet of seven billion people – he saw a planet of seven billion possible solutions.*

*When I last met him some months ago, he spoke of the many friends he had in my country of South Korea. He talked warmly, and in detail, of each. I wondered whether he did, in fact, know more Koreans than I did!*

*That is just what the Trustees of Fairleigh Dickinson University meant when they spoke of Michael's unique ability to make everything personal. I like to believe he drew that ability, in some measure, from the premise of the document he so cherished and believed in, The Charter of the United Nations, and its faith in the "dignity and worth of the human person." It was a dignity and worth he so effortlessly nurtured among all he knew and the many more for whom he cared. For all of that, I am honored to be here on behalf of the United Nations to say: Thank you, Michael*

**IAUP Secretary-General Neal King Remarks**

*I would like to add my condolences to Susan, Ben and all of Michael's family, personally and on behalf of my colleagues in the International Association of University Presidents, or IAUP, of which Michael was beloved as president. The family has of course lost a husband, father, brother, brother-in-law, uncle and grandfather. We have lost a treasured colleague, mentor and friend.*

*I met Michael in January 2009 at a retreat in Chicago for the North American Council of IAUP, of which he was then chair. Rich Bronson was there, as was Ramu Damodaran from the UN and several other IAUP members. Michael and I connected quickly and deeply and I felt the full force of what I later came to recognize as the Adams charm / cultivation offensive. I was struck by his intellect, his ambition, his confidence, his integrity, his vision and his warmth. He encouraged me to "try on" IAUP during the retreat and see if I felt compelled by its work and drawn to becoming involved. I did and here I am.*

*IAUP today is a fully volunteer organization of over 400 college and university presidents from around the world. We have 25 regional chairs who represent us and our work in their part of the planet. Michael brought a dynamic vision and belief in the potential of IAUP during his ten years of involvement with us. He has inspired us all to believe deeply in IAUP as the "Global Voice of Higher Education," a moral force employing the collective voice of university presidents around the world in the service of conflict resolution, disarmament, cross-cultural understanding and peace.*

*During his years with IAUP, Michael established partnerships with such diverse organizations as the United Nations, the Qatar Foundation, Microsoft and the Council for Adult and Experiential Learning (CAEL). He and Rich and Jason Scorza, together with Ramu Damodaran,*

*engineered the United Nations Academic Impact (UNAI), ten statements of principle to guide higher education globally -- that now has hundreds of university signatories around the world. Michael and the Secretary – General presided over the launch of the UNAI at the United Nations in 2010.*

*Michael was a natural mentor, reaching out to fellow presidents – both seasoned and new to the office - conveying a passionate “can do” confidence to all he met. He was a great believer in “showing up” and “doing the work,” as well as the power of personal relationship as the currency of doing good and making things happen. His standards were unforgivingly high, for himself and everyone around him. He was a great idealist who knew how to get things done in the world.*

*Michael loved IAUP, its members and its promise. IAUP loved him back. In the days since his death, IAUP members have spontaneously contributed a rich tapestry of tributes to Michael, which I have compiled and will leave with Susan for the family. I’d like to read some excerpts from them now, to give you all a flavor of who Michael was to IAUP and how he impacted our members, our partners and higher education globally.*

***Thandwa Zizwe Mthembu / South Africa:***

*This is the news I didn’t want to hear about. It is indeed, a sad day for all of us.*

*I wish Michael’s family and the whole extended family of IAUP members and other groupings he led the strength and wisdom that he had in abundance, as they deal with this great loss.*

***Sheik Abdulla bin Ali Al-Thani / Chair of the World Innovation Summit on Education (WISE) and the Qatar Foundation:***

*Dear Dr. King,*

*While I have always known the seriousness of the challenge he has been facing, I held out hope that his natural determination and perseverance would bring him through this ordeal. So it is particularly sad now to contemplate his end.*

*I offer my prayers for Michael, his family, and for all those who have worked closely with him as colleagues and friends.*

*As you note, Michael has always had a keen enthusiasm for the work of WISE and Qatar Foundation that was clear to us all. Thank you for your kind remarks regarding his unique vision and legacy. I certainly welcome your intention to continue his work with us.*

***Jim Ptaszynski / Director of Worldwide Education/ Microsoft:***

*I only knew Michael a short time compared to many... but he made it feel like a lifetime. He had an amazing ability to connect with people, to make them feel valued, to make them feel a part of something bigger than themselves and to be part of a larger community. You could be talking with Michael, surrounded by a hundred people at an event, and it seemed like that he was only focused on you...because he was. He cared deeply about IAUP and FDU but it all stemmed from caring about individuals....about people.*

*I once worked at a university that had as its motto "Pro Humanitate." Probably most often understood to mean for the sake of humanity, for the people of the world and it is often a call to community service. This is in part Michael's legacy. He will truly be missed but his work will continue. We honor him by continuing his work.*

*We all are feeling a great deal of sorrow in Michael's passing but we are all better persons for having traveled with Michael for the short time we were given.*

*My sincere condolences to Michael's family, friends and colleagues.*

***Joseph Jabbra / Lebanon:***

*Dear Neal, Colleagues, and Friends,*

*Our heartfelt condolences go to Michael's family. We lost a great man. His memory will continue to inspire us to carry on with his agenda of international education. It is very difficult to understand why we lose extraordinary people in their prime. While physically Michael is gone, the significance of his work, his dedication to changing the world for the better, and his caring for people, will continue to be a source of inspiration for all of us.*

*Neal, let's do something to perpetuate Michael's memory. May he rest in peace...*

**Sister Francesca Onley / USA:**

Dear Neal and IAUP Colleagues,

*It was with great sadness that I learned about Michael's untimely passing. What a tremendous loss for the countless people he touched throughout his amazing life. Michael was a remarkable, courageous and pioneering leader and is remembered with much love and respect by those who were fortunate enough to know him. It was an honor/privilege working with Michael and I am certain his legacy will continue for years to come. My thoughts and prayers are with Michael's family and friends during this difficult time.*

**Toyoshi Satow/ Japan (IAUP President-Elect):**

Dear Colleagues,

*My wife and I send our heartfelt condolences to Susan and the rest of Michael's family. Michael was truly a great global educational leader and his great works will surely guide us to a brighter world.*

*It is still very hard for us to believe we lost him, but he will remain as my good old friend.*

**Carmen Lamagna/ Bangladesh:**

*The passage of time never really heals the tragic memory of such a great loss, but we carry on, because we have to, because Michael would want us to, and because there is still light to guide us....We carry on his legacy...*

*My prayers, sympathy and condolences,*

**Salah and Kany Aziz / Iraq:**

Dear Neal and IAUP members,

*Our deepest condolences to all and especially to those closest to our dear friend Dr. Michael Adams.*

*Sometimes you meet an exceptional person and look forward to a long, meaningful relationship with such a person. My daughter Kany and I met Michael in October 2010 in Doha for the first time and we were both touched by his kindness and leadership. We wish we could have known him for a longer time.*

*May Allah reward him for his good deeds and give his family patience.*

**After Dr. Adams' passing in 2012**, the IAUP Board of Directors appointed Dr. Neal King President for the remainder of the 2011-2014 triennium. Dr. King in turn appointed Dr. Jason Scorza Secretary-General and Professor Ling Lam, Sofia University USA, Deputy Secretary-General. Dr. Carmen Lamanga remained as Treasurer, and Ambassador Enan Galaly as Chair of the Council of Senior Advisors.

The next month, UN Secretary General Ban received Dr. King alone with senior staff at the UN, where they agreed that the collaboration between the UN and IAUP that he and Michael established was extremely valuable and should be continued, which both pledged would be the case. Secretary General Ban was particularly keen that IAUP's work in support of the UNAI and in organizing a conference on "The Changing Nature of War," would have his strong support. (This proposed conference has iterated into a Plenary Session at the June 2014 IAUP Triennial Conference.)

Subsequently, Mr. Ban received IAUP 2014-2017 President-elect Toyoshi Satow at the UN on two occasions. At the first, Chancellor Satow presented him with a copy of Pathway to Peace, a new book on disarmament issues. The meeting was also attended by Mr. Peter Launsky-Tieffenthal, Under-Secretary-General for Communications and Public Information, Ms. Angela Kane, UN High Representative for Disarmament Affairs, Dr. Yoshiro Tanaka, Director of the United



Nations Academic Impact Hub at J.F. Oberlin University, and Professor Hiroaki Hatayama, Special Assistant to the Chancellor. Published under the auspices of the UN Academic Impact Initiative, Pathway to Peace includes interviews with three Nobel Peace Laureates: Joseph Rotblat, Bernard Lown and Jody Williams. It also includes a foreword by Secretary-General Ban, who writes that “[w]ith the stakes so high for global stability and human well-being, it is extremely important that the young women and men take a proactive stand to demand that their leaders rid the world of nuclear weapons and dramatically cut conventional weapons as well.” The late Michael Adams also contributed to the volume.

On the second occasion, in early 2014, Chancellor Satow and his colleagues invited the Secretary General to be the first recipient of the J. Michael Adams Memorial Service and Leadership Award at the June 2014 IAUP Triennial Conference in Yokohama. While honored, Mr. Ban indicated that he would be unable to attend the conference. Instead, a pre-recorded message from Secretary Ban will be played at the triennial conference and the award accepted on Mr. Ban’s behalf by UN Under-Secretary General for Communications and Public Information Peter Launsky-Tieffenthal.

Ordinarily, of course, an IAUP presidency has the entirety of its three-year presidency-elect to prepare and “ramp up” for its time in office. While Michael made extremely effective use of this period of time, those who were appointed to serve with him were for the most part not a part of the preparations made during this time, many of which rested upon very personal and deeply established relationships with Dr. Adams – or had been made in collaboration with Dr. Bronson. What the surviving team for the 2011-2014 presidency did instead was to focus on the execution of Dr. Adams’ vision and “work plan” for the triennium. The team was able to realize a great deal of Dr. Adam’s vision, honor his legacy and carry the work of IAUP forward, while also adapting to new opportunities. Partial description of our activities follows here:

A. Complete six semi-annual meetings as planned and envisioned by Dr. Adams:

1. October 14-17, 2011, Baden, Austria – co-hosted by Mr. Enan Galaly, Chair of the IAUP Council of Senior Advisors and Founder & President of Helnan International, Denmark and Dr. Gerald Reisinger, Chair, Central European Council and IAUP Representative to UNESCO,

and President, FH OÖ Management GmbH Upper Austria University of Applied Sciences. Business Meeting Only. Chaired by Secretary-General Dr. Neal King.

Dr. Adams was unable to attend this meeting and sent the following message to the attendees:



**INTERNATIONAL ASSOCIATION OF UNIVERSITY PRESIDENTS**  
***A Message from Michael Adams to the***  
***to the first Semi-Annual Meeting***

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October 14-17, 2011

*Six weeks ago I fully expected to stand before you today, enthusiastically welcoming you to a new model of leadership and participation for IAUP. That model was a transition from twice-yearly, small executive Committee meetings, to a larger, more inclusive series of semi-annual meetings.*

*I fully intended to stand here and express appreciation to our hosts for this weekend, Enan Galaly and Gerald Reisinger. We are so appreciative of your generosity, hospitality and friendship. Your confidence and commitment inspire us all. Thank you.*

*Six weeks ago I believed I would cite and encourage to action our three Commissions or Initiative meeting this weekend:*

***IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace***

*Led by Sister Francesca & Elizabeth Davis-Russell*

***IAUP/CAEL 21st Century Skills Commission***

*Led by Dr. Mark Campbell*

***IAUP/Microsoft Academic Summit Initiative***

*Led by Dr. James Ptaszynski*

*And I was sure that I would introduce, with my friend Toyoshi Satow, two topics for possible strategic conversation over the next two days:*

***Meeting the Completions Priority: Establishing an Education Leadership Commons***

*Discussion led by Bill Graves*

***Advancing Women as Global Academic Leaders***

*Discussion led by Molly Easo Smith*

*Unfortunately, events or obstacles can suddenly appear that change one's plans. It is with the greatest regret that I cannot be with you at this critically important meeting.*

*Allow me explain what is happening. As many of you know, six years ago I had a single-site, large B-cell Lymphoma. It was treated with Chemotherapy and then radiation. Five years ago I was declared cancer-free. All appeared good.*

*This past August, at the invitation of our friend, Young-Gil Kim, I flew to Seoul to speak at the UN Academic Impact regional conference. The meeting was a huge success and I flew home feeling fine. Ten days later I was exhausted — inordinately so. It was difficult to walk across the room without pausing to rest.*

*Test followed test until I was in the hospital. The diagnosis is Myelodysplastic Syndromes [MDS]. It is a result of the Chemo drugs I received six years ago. It affected the system that generates new blood.*

*There is a cure. A successful bone marrow transplant can return me to full health. I am aggressively taking action to that conclusion. I've cancelled all travel this fall. It is my hope to be through all procedures this fall, with a clear conclusion by early spring. It is also my hope to see everyone at our spring meeting in Bogotá, Colombia.*

*I have come to understand it is all about people. Successful organizations are not the result of org charts, job classifications or boxes on a piece of paper. Great organizations simply allow good people to do great things.*

*That is what makes IAUP so powerful. We are about people. We come together as individual leaders with our individual voices. We get to*

*know each other. We develop friendships and partnerships. Together, we form "The Global Voice of Higher Education." And that can be a powerful voice.*

*I've long spoken that academics must be able to cross political boundaries with impunity. If we know each other, we can offer helping hands to each other to take those steps. If we make it personal — if we make it about people, then we can change the world.*

*I wish you all well. I pray for a successful meeting. I hope for incremental actions against our work agenda. But also please enjoy each other.*

*You are the world's higher education leadership. Together we can indeed change the world. I will be back with you soon.*

**Michael**

**Meeting AGENDA – Baden/Vienna October 2011**

**Saturday, October 15th, 2011**

**08:45-10:45**

**IAUP Executive Committee and Council of Senior Advisors**

*Introductions & Remarks* Neal

*Review and Approval of Minutes from June Meetings*

*Announcements* All

*Reports:*

UNAI Ramu

IAUP/UNAI Conference in Japan Toyoshi

WISE Education Leadership Program Jason/ Kakha



**Group Photo 2011 IAUP Semi-Annual Meeting/ Baden (Vienna) / Austria, October 2011**

<i>Bogota Semi Annual Meeting, 2012</i>	<i>Carlos</i>
<i>Banking and Legal</i>	<i>Jason</i>
<i>Financials, General and Triennial</i>	<i>Carmen</i>
<i>Regional Chairs</i>	<i>Neal</i>
<i>Publications</i>	<i>Jason</i>
<i>Chairs for Africa</i>	<i>David</i>
<i>Logo/ Visual Identity Committee</i>	<i>Neal</i>

*Other Business*  
*Adjourn*

**Sunday, October 16th, 2011**  
**07:30-09:30**  
**Working Breakfast/ Regional Chairs**

*Report Out:*

<i>Regional Membership Drives &amp;</i>	
<i>Professional Activities/</i>	<i>Neal &amp; Chairs</i>
<i>Regional Meetings</i>	
<i>Best Practices</i>	

**09:45-11:00**

**IAUP Executive Committee and Council of Senior Advisors**

*Reports:*

<i>IAUPI UN Commission on Disarmament Education,</i>	
<i>Conflict Resolution &amp; Peace</i>	<i>Sr. Francesca</i>
<i>IAUPI Microsoft Academic Summit Initiative</i>	<i>Jim</i>
<i>IAUPI CAEL 21st Century Skills Commission</i>	<i>Mark</i>
<i>Regional Chairs &amp; Regional Meetings</i>	<i>Neal</i>
<i>2014 Triennial</i>	<i>Toyoshi</i>
<i>UNAI Europe</i>	<i>Gerald/Kakha</i>

*Other Business*  
*Adjourn*

**11:45-12.30**

**IAUP Board of Directors**

*Election of President Pro Tempore*  
*Approval of Minutes from June 20, 2011 Meeting*  
*Permission granted to absent directors*  
*Update HMRC application execution*

*Neal*  
*Carmen*

*Update on IAUP banking and accounting*

*Discussion of Draft policies from Withers*

- *Risk policy (and appendix)*
- *Data policy*

*Jason*

- *Campaigning and political activities policy (and appendices)*
- *Trustee role description - applicable to members of the Board of Directors (and appendix)*
- *Conflicts of interest policy and register of interest*
- *Trustee expenses policy*

*Discussion of Draft SOPs*

*Jason*

- *General IAUP Guidelines and Policies with Travel Expense Form*
- *Process for Invoicing Members for Renewal*
- *Process for Invoicing New Members*
- *Process for Receiving and Processing Dues*
- *Process for Semi-Annual Membership Drives*

2. March 16-18, 2012, Bogota, Colombia - hosted by Dr. Carlos Felipe Escobar Roa, Chair, Andine Region and President, El Bosque University. Chaired by Secretary-General Dr. Neal King.

This meeting was very successful in attracting rectors and leaders of Higher Education Associations from throughout the immediate region, persons who had not previously been directly involved with IAUP but for whom the meeting's proximity and relevant regional focus inspired them to attend and participate.

Dr. Adams was unable to attend this meeting; a greeting and update on his health were delivered to the attendees by Dr. King. This was the meeting where the Executive Committee recommended, and the Board of Directors approved, the new logo and visual identity for IAUP. Dr. King texted Dr. Adams immediately upon the final approval; Dr. Adams was delighted.

THEME: Issues and Opportunities for Collaboration in Higher Education in Latin America. Included were a special panel on Trends in Latin American and Oceania Education, whose presenters were as follows:

***Trends in North America and European Higher Education***

*Dr. Donald Betz, President, University of Central Oklahoma, USA*

*Dr. Sven Casperson, Chairman of the Board, Aalborg University, Denmark*

*Dr. Constantine W. Curris, Former President of the AASCU, USA*

***Trends in Latin American and Caribbean Education***

Professor Errol Morrison, President, University of Technology, Jamaica  
Dr. Fernando Leon Garcia, President, CETYS Universidad System, Mexico

***Trends in Middle East, Asia and African Education***

Professor Joshua Alabi, Rector, Institute of Professional Studies, Ghana  
Dr. Mohammed Barkaoui, Past President, Université Hassan II – Casablanca

Professor Thandwa Zizwe Mthembu, Vice-Chancellor and Principal, Central University of Technology, Free State [CUT], South Africa  
Dr. Janjira Wongkhamthong, President, Christian University, Thailand



*Group Photo/ IAUP Semi-Annual Meeting/ Bogota, Colombia,  
March 2012*

**MEETING AGENDA:****SPRING 2012 IAUP SEMI ANNUAL MEETING**

BOGOTÁ – COLOMBIA

*La Fontana Hotel*

**FRIDAY, MARCH 23RD, 2012**

7:00 pm *Opening Reception*

**SATURDAY, MARCH 24TH, 2012**

7:00 am – 8:00 am: *Breakfast*

8:00 am – 9:30 am: *Opening Plenary Session*

9:30 am – 10:00 am: *Colombian Coffee Break*

10:00 am – 11:30 am: *Executive Committee & Council of Senior Advisors*

11:30 am – 1:00 pm: *Trends in North American and European Higher Education*

1:00 pm – 2:00 pm: *Lunch*

2:00 pm – 3:30 pm: *IAUP/ CAEL Commission*

3:30 pm – 4:00 pm: *Colombian Coffee Break*

4:00 pm – 5:30 pm: *Trends in Latin American and Oceania Education*

7:00 pm: *Dinner in Bogotá / Location TBD*

**SUNDAY, MARCH 25TH, 2012**

7:00 am – 8:00 am: *Breakfast*

7:00 am – 8:30 am: *Working Breakfast for IAUP Regional Chairs*

8:30 am – 10:00 am: *Trends in Asian and African Education*

10:00 am – 10:30 am: *Colombian Coffee Break*

10:30 am – 12:00 pm: *IAUP/UN Commission*

12:00 pm – 1:00 pm: *Executive Committee & Council of Senior Advisors*

1:00 pm – 2:00 pm: *Lunch*

2:00 pm – 2:30 pm: *Photo Session*

2:30 pm – 3:30 pm: *IAUP Board of Directors*

2:30 pm – 6:00 pm: *Bogotá Tour / Cultural Activity (optional)*

7:30 pm: *Gala Dinner at El Bosque University*

**MONDAY, MARCH 26TH, 2012**

Attendees begin to travel from BOGOTÁ to their home universities; some will remain to tour Bogota; some will continue to participate in the Monday cultural program.

The official business of IAUP at the regional meeting will conclude on Sunday evening.

3. October 12-15, 2012, Tbilisi, Republic of Georgia – hosted by Dr. Kakha Shengelia, Chair, South-Eastern Europe & Caucasus Council and President, Caucasus University. Chaired by IAUP President Dr. Neal King.



*Group Photo/ Semi-Annual Meeting, Tbilisi, Georgia, October 2012*

*This was the first semi-annual meeting after Dr. Adam's death, and commenced with a very somber memorial session. Paradoxically, this was also the first meeting where we employed the new logo which he had championed.*



## **MEETING AGENDA:**

### ***IAUP Executive Committee & Council of Senior Advisors Meeting Saturday / October 12, 2012/ Tbilisi, Georgia***

#### **AGENDA**

*Memorializing J. Michael Adams*

*All*

<i>ANNOUNCEMENTS</i>	<i>All</i>
<i>Overview of the Meeting</i>	<i>Neal</i>
<i>Affirmation of Board Action RE: 2012-2014 Officers</i>	<i>Barham</i>
<i>Reports:</i>	
<i>President's Report</i>	<i>Neal</i>
<i>Carrying Michael's Vision Forward</i>	<i>Neal</i>
<i>Coming Semi Annual Meetings</i>	<i>Neal</i>
<i>Secretary General's Report</i>	
<i>WISE/ Qatar Foundation</i>	<i>Jason</i>
<i>Membership</i>	<i>Jason</i>
<i>Finances</i>	<i>Carmen</i>
<i>University World News</i>	<i>Neal</i>
<i>Microsoft/ Academic Summit</i>	<i>Neal</i>
<i>CAEL</i>	<i>Neal</i>
<i>Spring 2013 Semi Annual Meeting/</i>	
<i>Guadalajara</i>	<i>Jose Luis</i>
<i>2014 Triennial</i>	<i>Ichiro/ Alvaro</i>
<i>Chairs for Africa</i>	<i>David</i>

***Presentation:***

<i>IIE Scholar Rescue Fund</i>	<i>Jim Miller</i>
<i>New Logo/ Identity</i>	<i>Neal</i>

***Executive Committee & Council of Senior Advisors (2)******Sunday / October 13, 2012***

<i>ANNOUNCEMENTS</i>	<i>All</i>
<i>Presentation/ Discussion: The IAUP/ UN Relationship</i>	<i>Ramu</i>
<i>Reports:</i>	
<i>IAUP/ UN Commission</i>	<i>Elizabeth/ Sister F.</i>
<i>Board of Directors</i>	<i>Barham</i>

***IAUP Board of Directors Meeting******Sunday / October 13, 2012****Tbilisi, Georgia***AGENDA**

- (1) *Review of financial statements* *Carmen*
- (2) *Approval of proposal to change financial calendar* *Carmen*
- 4. March 13-17, 2013, Guadalajara, Mexico – hosted by Dr. Antonio

Leaño Reyes Rector, Universidad Autónoma de Guadalajara(UAG) and Dr. Fernando Leon Garcia, President, CETYS Universidad System, Mexicali, Mexico - Co-Chairs of the Mexico/Central American Region. Chaired by IAUP President Dr. Neal King.

*This meeting, like the one in Bogota, was also very successful in attracting rectors and leaders of Higher Education Associations from throughout the immediate region, persons who had not previously been directly involved with IAUP but for whom the meeting's proximity and relevant regional focus inspired them to attend and participate. The one day Latin American Conference, imbedded within the business meetings, was a particular success. Presenters included a mix of IAUP members, regional leadership and prominent thought leaders in higher education from different parts of the world.*

*This meeting included a poignant special presentation to Susan Adams in recognition of her personal contributions to IAUP. Susan was also named to the IAUP Council of Senior Advisors at this meeting.*

*Susan was able to be present as the committee headed by Dr. Jim Roach reported out its recommendation for honoring Michael Adams in perpetuity within IAUP to the Executive Committee, which in turn blessed the recommendation and advised the Board of Directors to approve it, which it did. The recommended award is to be called the J. Michael Adams Memorial Award for Leadership and Service. It will be presented for the first time at the 2014 Triennial Conference (in absentia) to UN Secretary General Ban Ki-moon, and at every subsequent triennial conference.*

*This was also the meeting where the Board of Directors accepted the recommendation of the delegation that had visited IAUP accountant Chris Christou in London in February 2013 that (a) we discontinue the legal retainer and Company Secretary relationship with Withers LLP and (b) appoint Christou Company Secretary, thus consolidating and simplifying the relationships with professionals operating on our behalf in the UK, and decreasing the cost of these relationships to the organization. It was also as result of the February 2013 meetings in the UK that the BOD was encouraged to liquidate the IAUP Foundation accounts in the US (and its accompanying 501(c) 3 organization) and consolidate both into its new legal and financial structure in the UK. This consolidation is nearly complete as of this writing.*

*THEME: a one day Latin American Conference for Thursday, March 14, 2013, incorporating six topics: Internationalization for Innovation; Technology Innovation for Quality Education; Intercultural Dialogue and Peace Promotion; Regional Development with Social Responsibility; Sustainability in Higher Education; and Successful Strategies for Optimizing Financial Resource for Higher Education Resources.*



*Group Photo/ IAUP Semi-Annual Meeting/ Guadalajara, Mexico,  
March 2013*

## **MEETING AGENDA:**

### ***IAUP Executive Committee & Council of Senior Advisors Meeting Thursday, March 14, 2013***

*Universidad Autónoma de Guadalajara (UAG)  
Guadalajara, Mexico*

#### **AGENDA**

8:30 AM	ANNOUNCEMENTS	All
	<i>Overview of the Meeting The FDU J. Michael Adams Scholarship Honoring J. Michael Adams in IAUP</i>	<i>Neal Susan Jim Roach</i>
	<i>Reports: President's Report</i>	<i>Neal</i>

<i>Secretary-General's Report</i> <i>WISE/ Qatar Foundation</i> <i>ACE (w/ Don Betz)</i> <i>Membership</i>	<i>Jason</i>
<i>UNAI</i> <i>2017-2020 Nominations Committee Report</i>	<i>Ramu</i> <i>Fernando</i>

**12 Noon    Lunch & Working Lunch, Board of Directors (1)**

<i>1:30 PM</i>	
<i>Finances</i>	<i>Carmen</i>
<i>IAUP/ UN Commission</i>	<i>Elizabeth/ Jackie</i>
<i>The Changing Nature of War Conference</i>	

**IAUP Executive Committee & Council of Senior Advisors (2)**  
**Saturday, March 16, 2013**

<i>7AM</i>	<i>Regional Chairs Breakfast</i>	<i>All Chairs</i>
	<i>8:30AM ANNOUNCEMENTS</i>	<i>All</i>
<i>9AM</i>	<i>September 2013 Semi-Annual Meeting,</i> <i>China</i>	<i>Shawn Chen</i>
	<i>Chairs for Africa</i>	<i>David S.</i>
	<i>NAC Retreat/ Chicago</i>	<i>Don B.</i>
	<i>2014 Triennial</i>	<i>Toyoshi/ Ichiro/ Alvaro</i>

**12 Noon    Lunch & Working Lunch, Board of Directors (2)**

<i>AGENDA: Board of Directors</i>	
<i>(1) Review of minutes and financial statements</i>	<i>Jason/ Carmen</i>
<i>(2) Resolutions, Discussion following the</i> <i>UK consultations</i>	<i>Neal, Ichiro, Alvaro</i>
<i>(3) Setting Board Policies</i>	<i>All</i>

5. September 23-25, 2013, Xinzheng City, Henan Province, P. R. China, hosted by Dr. Shawn Chen, Chancellor, Sias International University and President-elect, Association of Universities of Asia and the Pacific (AUAP). Chaired by IAUP President Dr. Neal King. This meeting was also very successful in drawing presidents of over 30 Chinese universities who had not previously been engaged with IAUP, several of which have since become members and several of which have now entered into formal partnerships with IAUP member institutions.



***Group Photo/ IAUP Semi-Annual Meeting/ Sias International University, Xinzhen City, Henan, PRC, September, 2013***

At this meeting, Dr. Kakha Shengelia, Chair, South-Eastern Europe & Caucasus Council and President, Caucasus University, was presented by 2017-2020 Nominations Committee chair Fernando Leon Garcia to the Executive Committee and Board of Directors as the recommended candidate for 2017-2020 IAUP President. The recommendation was accepted by the Board of Directors and will now go for a vote of approval at the General Assembly meeting at the June 2014 Triennial in Yokohama, Japan.

Dr. Shengelia indicated his intention to appoint Dr. Gerald Reisinger, Chair, Central European Council, IAUP Representative to UNESCO, and President, FH OÖ Management GmbH Upper Austria University of Applied Sciences, Austria as 2017-2020 Secretary General and Dr. Elizabeth Davis-Russell, Co-Chair, IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace, Co-Chair, The Changing Nature of War Project Commission, Faculty for the WISE/IAUP Education Leadership Program and President, William WVS Tubman University, Liberia as 2017-2020 Treasurer for IAUP.

THEME: Partnerships and Collaborations with Chinese Universities.

**MEETING AGENDA:**

**Executive Committee, Board of Directors  
& Council of Senior Advisors Meeting  
Tuesday, September 24, 2013**

*SIAS International University  
Xinzheng, Zhengzhou, Henan Province, PRC*

**AGENDA**

7:30AM – 8:30AM	Breakfast	
8:30AM – 9:30AM	Opening Plenary, Introductions & Overview	All
9:30AM-9:50AM	Keynote Speaker Presentation – 1	
9:50AM-10:10AM	Keynote Speaker Presentation – 2	
10:30AM		

**Reports:**

President's Report	Neal
Secretary-General's Report	Jason
2017-2020 Nominations	
Committee Report	Fernando
Presentation by the Nominee(s)	

**12 Noon    Lunch & Working Lunch, Board of Directors (1)**

1:30 PM	Finances	Carmen
2:00PM	IAUP/ UN Commission	Elizabeth & Jackie
	Honoring former chairs Sister Francesca & Eudora Pettigrew	
	The Changing Nature of War Conference (update)	
3:00PM	Coffee Break	
3:15PM	Partnership Seminar	Shawn
6:00PM	anquet & Performance	

**IAUP Executive Committee & Council of Senior Advisors (2)**  
**Wednesday, September 25, 2013**

7:30AM-8:30AM	Breakfast (All) & Regional Chairs	
	Breakfast	All Chairs
8:30 AM	ANNOUNCEMENTS	All
9AM-Noon	Jan-Feb 2014 Semi-Annual Meeting, Jamaica	Errol Morrison
	Chairs for Africa	David Strangway
	Regional Meetings	Thandwa, Eda, Dickson
	Presidency-Elect Report	Toyoshi/ Ichiro/ Alvaro

**12 Noon Lunch**

1:30-3:00PM	<i>Board of Directors Meeting</i>
3:00PM	<i>Partner Individual Meetings</i>
4:30PM	<i>Signing Ceremony &amp; Closing Ceremony</i>
6:00PM	<i>Dinner</i>

6. January 30 - February 1, 2014, Montego Bay, Jamaica – hosted by Professor Morrison Errol, Chair, Caribbean Region and President, University of Technology. Chaired by IAUP President Dr. Neal King. Like several of its predecessor meetings, this meeting was highly successful in drawing leadership and participation from many of the disparate institutions of tertiary education in the Caribbean region.

THEME: Challenges, Issues and Opportunities for Collaboration with the Tertiary Education Community of the Caribbean Region.



*Group Photo/ Semi-Annual Meeting/ Montego Bay, Jamaica,  
Jan-Feb 2014*

**MEETING AGENDA:*****Executive Committee, Board of Directors******& Council of Senior Advisors Meeting******Friday, January 31, 2014****University of Technology, Jamaica***AGENDA**

7:00AM – 8:00AM

*Breakfast*

8:00AM – 8:30AM

*Opening Plenary, Introductions  
& Overview**All*

8:30-10:00AM

*Reports:**President's Report**Neal**Secretary-General's Report**Jason**Finances**Carmen*

10:00

*Coffee Break*

10:30AM

*Presentations**CAEL**Pam Tate**UNAI**Ramu**World University Consortium**Heitor*

12 Noon

*Lunch*

1:00 PM

*Regional Forum*

4:00PM

*Networking Session*

6:00PM

*Dinner****IAUP Executive Committee & Council of Senior Advisors (2)******Saturday, February 1, 2014***

7:00AM-8:00AM

*Breakfast*

8:00 AM

*ANNOUNCEMENTS**All*

8:30AM-Noon

*Chairs for Africa**David Strangway**IAUP/ UN Commission**Elizabeth/Jackie**Regional Meetings**Eda, Dickson**WISE 2013**Leadership Program**Elizabeth**Conference**Toyoshi**Presidency-Elect Report**Toyoshi/ Ichiro/ Alvaro*

12 Noon

*Group Photo*

12:30

*Lunch*

12:30-2PM

*Board of Directors Meeting / Working Lunch*

2PM

*Cultural Activity. UTech*

6:00PM

*Gala Dinner*

B. Support and sponsor five regional meetings, all of which were themed around the UNAI and putting its concepts into practice.

1. Batumi, Republic of Georgia – hosted by Dr. Kakha Shengelia, Chair, South-Eastern Europe & Caucasus Council and President, Caucasus University & Dr. Gerald Reisinger, Chair, Central European Council and IAUP Representative to UNESCO, and President, FH OÖ Management GmbH Upper Austria University of Applied Sciences, 25-27th of February 2012. THEME: UN Academic Impact principle 7: "To advance peace and conflict resolution through education."
2. Linz, Austria – hosted by Dr. Gerald Reisinger, November 2012. THEME: UN Academic Impact Conference: "Building Bridges through Education: Fostering intercultural competencies in education, social service institutions and businesses."
3. Bloemfontein, South Africa – hosted by Professor Thandwa Zizwe Mthembu, Chair, Sub-Saharan Africa Council and Vice-Chancellor and Principal, Central University of Technology, Free State. THEME: "Global Citizenship and International Partnerships".
4. Brasilia, Brazil – hosted by Dr. Eda Coutinho Barbosa Machado de Souza, Chair, Brazilian Region and President, Instituto de Educação Superior de Brasília, November 11-12, 2013. THEME: "The impact of globalization and new technologies on Higher Education"
5. Livingstone, Zambia – hosted by the vice chancellors of Zambian Open University and the University of Zambia, the IAUP Africa Regional Conference was held April 3-5, 2014. IAUP's official representative was Professor Joshua Alabi, Rector, Institute of Professional Studies, Accra – Ghana and Chair, IAUP West Africa Council. It was reported that 19 vice Chancellors or their representatives attended and came from east, west and Southern Africa. Seven came from within Zambia and included three former vice Chancellors for state universities. All together 50 delegates attended. The Minister of Education was represented by the Permanent Secretary. THEME: "Higher education in Africa and beyond."

C. Continue and build our relationship with the UN, UNAI, and the Qatar Foundation, where the programs begun under Michael Adams will continue to mature.

1. The UNAI was celebrated at a UNAI event in Mr. Ban's native South Korea (described above) in August 2011, which was Dr. Adam's last public IAUP activity. Currently there are nearly 1000 universities worldwide who belong to UNAI. Several of the regional meetings described above were UNAI themed.
2. IAUP continues to partner with the UN through the IAUP/UN Commission on Disarmament Education, Conflict Resolution, and Peace. The Commission was established in 1990 under the sponsorship of the International Association of University Presidents in conjunction with the United Nations Center for Disarmament Affairs. Its overall mission is based on three major objectives: to promote peace in our global society; to promote a more equal distribution of wealth and social conditions; and to promote tolerance, mutual understanding, and respect. Membership consists of representatives from colleges and universities spanning six continents. The IAUP/UN Commission works with the United Nations Office for Disarmament Affairs (UNODA) and has received funding from UNESCO (United Nations Educational, Scientific, and Cultural Organization).

The first event of the Commission in 2011 was a documentary film screening, titled "In My Lifetime," Institute of International Education, New York, NY, USA. The Commission and UNODA co-hosted the NY premier screening. The event was led by Sergio Duarte, High Representative, UNODA and Robert E. Frye, Film Director and Producer. Honored guests included UN Ambassadors, representatives of UN Ambassadors, members of the UN Secretariat and NGO representatives

Subsequent meetings of the Commission were devoted to re-conceptualizing the Commission's objectives and planning two events.

The articulated objectives include:

Activities to increase the number of higher education institutions globally that offer studies in peace and conflict resolution. This would include activities in technologies and collaborations between institutions that do not have studies in peace studies. Curricula developed can be placed on the Commission's webpage for use.

- A collaborative conference focusing on the nature of war; its devastating effect on humans, and the culture of societies.
- Identifying and designating commission members or others who could serve as resource teams to troubled areas or post-conflict areas to assist them in the development of peace and conflict resolution strategies.
- That a commission member's institution accepts at least 1~2 students from conflict areas, and provides them with tuition-paid schooling, with a view to their returning to work as forces for peace and international cooperation in their home countries.

Several institutions reported existing peace studies courses or the development of such. They were asked to share with others.

One activity planned and implemented by the Commission was a program funded by UNESCO to provide training in English for primary school children in Zambia with the use of electronic tablets. This activity was coordinated by Sister Francesca Onley, President of Holy Family University (USA) and immediate past-chair of the Commission. Sister Francesca was recognized at the IAUP Semi-Annual Meeting in Montego Bay, Jamaica, for her service to IAUP and the United Nations as chair of the Commission. The commission has been co-chaired by Elizabeth Davis-Russell, President of William V.S. Tubman University (Liberia), and Jackie Jenkins-Scott, President of Wheelock University (USA) for over a year at this writing.

Another activity was the planning of the conference on *The Changing Nature of War*. The purpose of the conference is to increase awareness of the changing nature of war and its devastating impact on innocent civilians. The intended audience was colleges and universities. After several attempts to have the conference in New York, NY at the UN, the Commission then decided to embed it into the next Triennium. Therefore at the 2014 Triennium in Japan, a plenary session featuring presidents from around the world will address such topics as the use of rape as a weapon of war, the use of technology in war, the roles of children in war, and the impact of war on higher education. Higher education's role in promoting peace will also be explored.

3. Accept the December 2012 invitation – extended to IAUP President Neal King by ECOSCO president Milos Koterec - to

serve on the UN Economic and Social Council (ECOSOC) Multi-Stakeholder Advisory Group, which offers consultation to the president of ECOSOC. Dr. King was unable to attend the inaugural meeting, which was attended by Dr. Scorza in his stead. IAUP's invitation to the second meeting never arrived, and Dr. King attended the group's third meeting on April 7, 2014, where he was asked to continue as IAUP's representative to this body during his tenure as IAUP board chair, 2014-2017.

D. Academic Chairs for Africa. IAUP continues to advance the cause of 1000 Chairs for Africa, seeking support and funding from various branches of the United Nations, as well as from the African Union and regional development banks. The purpose of the 1000 Chairs for Africa initiative is to reverse brain drain from African higher education institutions by creating funded research chairs. This proposal, initiated by Dr. David Strangway, former President of University of British Columbia (Canada) and Quest University (Canada), examines a realistic solution to Africa's complexity in Higher Education. This proposal is modeled on the very successful Canada Research Chairs program that was created in Canada in the year 2000. In this program, 2,000 positions were funded across Canadian universities to meet the need of reinforcing Canada's competitiveness and reducing the brain drain. The creation of a network of chair holders and the presidents of their universities has many benefits. The Academic Chairs for Africa initiative has received conceptual support from many individuals and associations such as the United Nations, UNESCO, the World Bank and the African Development Bank. This concept continues to gain attention based on the advice and concern of those that experience Higher Education within Africa. Within IAUP, members of the Council of Senior Advisors, including Shuzaburo Takeda, André Oosterlink and Jan De Groot, have played a significant supporting role in advancing the initiative.

During this Triennial period, the following developments may be reported:

- A proposal has been submitted to the EDULINK program of the EU. We have requested 500,000 euros to prepare an implementation plan. IAUP is the sponsor and the proposal is submitted on behalf of the African Union. Partners in the proposal are the Association of African Universities (AAU) and the Association for the Development of Education in Africa (ADEA). The Network of African Science Academies (NASAC) is also a strong supporter of the proposal. (Unfortunately not funded)

- The 1000 chairs concept has been directly linked with the Pan African University, which has begun to open five planned campuses across Africa. Some of these are already starting to take in students.
- Mauritius has created a program of three research chairs. Kenya initiated a program of chairs. Tanzania, Botswana, and Angola have also indicated interest.
- David Strangway made a presentation at a major conference on STI in Africa held in Nairobi in March 2013. This meeting was cohosted by the African Development Bank, the African Union and UNESCO. The concept of Research Chairs was well represented. The concept has been incorporated in a new high-level report to the African Union on the future of science, technology and innovation in Africa.
- David Strangway was one of the external reviewers of the South African Research Chairs program. This has now been operating for well over 5 years and there are 160 positions at South African universities. This program is delivering excellent results at many universities in South Africa. The occupants of the chairs have been extremely successful at competing for national and international funds to extend their research capacity. An editorial on this will soon be published in "Science".
- A proposal has been submitted to the Canadian Department of Foreign Affairs Trade and Development. This will be for 10 chairs in natural resource studies to be held by the Nelson Mandela Institution for Knowledge Building and the Advancement of Science and Technology. They have three main campuses now focused on graduate and research excellence. This consortium consists of the Nelson Mandela African University of Science and Technology in Abuja, Nigeria, The Nelson Mandela African Institute of Science and Technology in Arusha, Tanzania and the International Institute of Water and Environmental Engineering in Ougadougou, Burkina Faso. There are plans for an African School of Mines in Mali and the Gulf of Guinea Oil and Gas Institute. They will be partnered with five Canadian universities, British Columbia, Alberta, Toronto, McGill and Montreal. Takeda is now the senior adviser to the Ministry of Education in Japan and he is exploring the concept at the highest level in Japan.
- The World Bank has recently funded 15 centers of excellence in West African universities. The concept of these centers has been taken directly from the concept of the Chairs for Africa program

by building capacity. They are considering an extension to east, central and southern Africa.

E. Show up and speak with our Global Voice in key venues around the world

1. *As an IAUP delegation attending the 100th Anniversary celebration of Henan University, Kaifeng, PRC, September 24, 2012, with IAUP President Neal King leading the delegation and offering invited remarks.*
2. *At the United Nations, participating in an event in the Faith, dialogue and integration (Unlearning Intolerance seminar series), which can be found here as a UN WEB TV broadcast: <http://webtv.un.org/search/faith-dialogue-and-integration-unlearning-intolerance-seminar-series/1990731316001?term=faith,%20dialogue>. Dr. King was an invited panelist, Drs. Romo and Tanioka from the 2014-2017 presidency were invited to contribute related literature from their respective cultures of origin. Dr. Scorza was also in attendance. Dr. King's remarks follow here:*

*Unlearning Intolerance*

*A seminar against intolerance and for respect and understanding  
Faith, Dialogue and Integration*

***Universities Worldwide: Preparing the Global Citizenry***

*Neal King, PhD  
President IAUP a*

*My thanks to the UN Department of Public Information, the United Nations Academic Impact (UNAI) and to the Permanent Mission of India to the UN for hosting and organizing this event.*

*I am honored to sit on this distinguished panel as the president of the International Association of University Presidents, or IAUP. The IAUP is an all-volunteer organization of presidents, rectors and vice-chancellors of colleges and universities around the world, founded in the UK in 1964, nearly 50 years ago. Today, our 400+ members are organized into 25 regional councils in various parts of our small world. We are the "global voice of higher education," the moral voice of the collective university presidency, across continents, cultures, languages and faith traditions.*

*We are proud to have been a founding partner of the UNAI and its ten guiding principles for global tertiary education. While IAUP embraces these ten principles with equal enthusiasm, for purposes of today's panel, I plan to speak primarily to two of them: · A commitment to encouraging global citizenship through education; and · A commitment to promoting inter-cultural dialogue and understanding, and the "unlearning" of intolerance, through education.*

*Linguistically, of course, the word "university" shares roots with "universe" and "universal" and the sense of a unifying force of identity derived from many elements. As presidents and rectors, we have both the honor and the responsibility of leading our institutions – individual and collectively - in ethical and socially responsible ways, as we prepare new generations of citizens.*

*Over the course of the last year, while visiting our member schools as IAUP president, I have had occasion to attend university commencement / graduation ceremonies in China, the Republic of Georgia, Jamaica and here in the US. While each was strikingly different in the language spoken, the music played, the native dress and the local customs which framed the event, more striking was the common elements across these cultural settings, from ancient China to newly independent Georgia and Jamaica. Graduates were uniformly scrubbed and formally coiffed; parents (many of whom themselves did not possess a college degree) were uniformly tearfully proud and reflective on their children's future; cameras were ubiquitous as similar configurations of family, classmates and professors were digitally recorded for posterity; too many speeches were given and most of them were too long; there was uniformly a felt sense that this was a very significant event, a doorway from one stage of life to another and from one level of possibility to another. The lives of the graduates and their families had been changed by the culmination of years of sacrifice and hard work represented in these ceremonies.*

*At the same time, I would guess that if we polled the faculties who had prepared their students for this auspicious occasion, and asked them what exactly had been their objective for the graduates as they assume their post-degree lives, we would find a varied and very interesting range of results.*

*In the USA today, there is a strong emphasis on preparing college students for careers. There is of course a venerable tradition in the international academic community that we prepare scholars and*

*researchers in particular disciplines. Many would contend, particularly those most imbued with the liberal arts traditions, that we prepare citizens to whom we entrust the future of the social order with a solid foundation in critical thinking and other habits of mind that serve throughout the life course as tools to navigate whatever unforeseeable life challenges and opportunities that might present themselves.*

*My sense is that our national systems by and large reinforce rather than challenge the orthodoxies and shared assumptions that continue to instill identities in our students that define us in distinction to – and as different from – others rather than identities that ground us in universalities or experiences of ourselves centering in felt commonalities. This – together with the underlying culturally specific socialization that precedes our formal tertiary education – is the heart of what needs to be “unlearned,” for it complicates true tolerance that is rooted in a deep understanding, appreciation, transcendence and ultimately celebration of difference.*

*A relatively new objective that has emerged in college and university mission statements is the preparation of “global citizens.” My observation is that for many schools this is addressed in sending and receiving students – and sometimes professors – in international exchange. This certainly is an important element of broadening individuals’ understanding of cultural relativity vs. a more parochial sense of the world as seen through one’s own cultural lens.*

*In my own experience as a young educator, I spent a year as a teacher in Laos, in Southeast Asia, and another in Algeria, in North Africa. I have often said that those two years have influenced my life view and values more than all of my formal education taken together. In Laos, I taught English to local Buddhist monks while the war in neighboring Vietnam would occasionally spill across our borders. One day they asked me who Christ was, and I replied that Christ was to Christians as Buddha was to Buddhists. This response was met with a loud chorus of “one Buddha” and I feared that I had somehow blasphemed in their view. Later, I asked some of the monks who had become friends to teach me about Buddha. They exchanged quizzical glances, and then one stated simply “be with us.”*

*In Algeria, not long after that former colony’s hard fought victory in a brutal war of independence with France, I lived and worked amongst the indigenous Berbers who had paid an inordinately high price for that independence. My students, who were mostly children of the war*

*dead, took me to visit their villages and the graves of their fathers and taught me about Berber customs and traditions, and the ways in which these were fundamentally distinct from the majority Arab and Muslim mores.*

*I returned to the US after these two years a profoundly changed and different young man than the one who had departed two years earlier. The comfort and security of my worldview – derived from my very privileged white Middle Class educated early life – had been shattered, never again to serve as foundational organizing principle for my identity.*

*As I observe us interact amongst ourselves within the IAUP, I have a number of reactions relative to today's topic.*

*One is, what a unique and wonderful laboratory we have to practice and refine our own global citizenship with one another – and then to take our “lessons learned” home to our own universities. We are, after all, African, Latin American, Asian, Indian, Pakistani, European and citizens of the Americas. We are men and women, Christians, Buddhists, Muslims, Jews, Hindi, agnostics and adherents of tribal faiths and customs that are not represented in the world’s major faith traditions. We are gay and straight. We suffer and navigate in microcosm the very divides and differences that we all see in the world around us. There are tensions between our Kurdish, our Shia and our Shite members. Some Japanese members of our recent delegation to the celebration of a Chinese member school’s 100th anniversary celebration elected at the last moment not to participate, on the recommendation of their Foreign Office, due to tensions at that time between Japan and China. We welcome participants from both north and South Korea. We struggle with the disproportionate distribution of wealth and income amongst our members and our regions of the world. Some of us drink alcohol or eat pork and others do not. We participate privately in our faith traditions in the various ways prescribed. Our LGBT members “walk softly” in the organization out of respect for the cultural sensitivities of many of our members.*

*Our member presidents alternately host our meetings at their home universities; during this triennium – we alternate the presidency every three years – we will have come together in the US, Austria, Columbia, the Republic of Georgia, Mexico, China and Jamaica. We visit one another when we travel in different parts of the world, we collaborate in regional programs, we serve as consultants and confidants to one another and we design exchange programs between our schools. We*

*hold panels such as this and symposia in our meetings addressing our common challenges and those of our particular regions.*

*My view is that we experientially and incrementally unlearn the intolerances and culturally imbedded assumptions of our early lives as we interact with one another. As a psychologist, I am informed by a few theoretical and conceptual constructs that assist me in this view. One is cognitive dissonance: we tolerate poorly holding two opposing views of reality simultaneously. We generally resolve this discomfort by shedding a prior view and embracing the one that is more consistent with our current experience. Another is the concept of a "psychic deep structure" promulgated by Carl Jung in the west and in ancient traditions around the world which posits that we all start from and return to the same shared/ universal soul or self or center of being and that our various experiences of difference are, in contrast, superficial and even illusory. So – any intolerance in our hearts is learned and obstructs our living fully from our true natures. The extent to which we are successful in then unlearning these pesky intolerances reveals and reunites us with our true and common and shared essence.*

*In my own institution, Sofia University, in Palo Alto, California, where I also have the honor to serve as president, one of our core values is that spirituality is fundamental to our shared nature and that the specific paths to living or integrating our individual experience of spirituality are equally deserving of respect and embrace. We therefore proceed from an overt value of tolerance, respect and understanding across faith traditions. We engage active dialogue and seek in our curricula to integrate multiple traditions both experientially and academically. My inauguration as president was framed in interfaith ritual where one of our founders, a Sufi Sheik, offered an opening blessing together with a visiting Tibetan Buddhist Lama, the Stanford Gospel Choir performed, the president of a major area Jesuit university brought a greeting and a ritual preceding my investiture designed by the Sofia community included an African priestess, a gay rabbi, a Wiccan priestess, a nurse become spiritual guide and a former Catholic priest. Sofia University remains nonetheless a bold experiment and a work in progress, as we all find in the day to day that we have a great deal of "unlearning" still to do and that we revert to our learned intolerances far more readily than we live from our aspirational deep affinities.*

*I recently met a gentleman named Ashok Kulkarni, Indian by birth and a Nuclear Physicist by training. Professor Kulkarni serves as Deputy President of the University of Technology in Jamaica, where we had the*

*opportunity to converse and compare notes in the hotel lobby prior to the recent graduation ceremonies there, where we wound up sitting next to one another on the stage. I loved our conversation and would have enjoyed more time together. Two of the professor's observations were particularly relevant to our topic today: one, that our disciplines, psychology and nuclear physics, share ultimately the challenge and the goal of seeking and realizing ultimate truths (albeit by very different paths) and two, that Hindu philosophy offers a wonderful tool and resource for our work together at Sofia University.*

*IAUP enjoys a very rich partnership with the Qatar Foundation, with whom we were one of the original architects of the World Innovation Summit on Education, or WISE, recently held for the fourth consecutive year in Doha. I was not able to attend this year, but have been deeply affected in prior years by the research findings presented, most particularly the direct and powerful correlations between education and life expectancy, diminishment of conflict, cultural understanding and standards of health, including reducing the spread of infectious diseases of various kinds.*

*Recently and relatedly, the World Bank released a restatement of their commitment to fighting poverty and helping developing countries invest in their education systems. The statement embraces the achievement of the Millennium Development Goals as its main priority and, particularly, "eliminating gender disparity in primary and secondary education." The World Bank has recognized that there is no investment more effective for achieving development goals than educating girls.*

*In perhaps an even more challenging frontier in unlearning intolerance, The United Nations Human Rights Office has recently released a new publication, *Born Free and Equal*, that outlines core legal obligations that countries have for their LGBT people – a value strongly embraced as well by the UN Secretary General. The guide is built around five core expectations: protect people from homophobic violence, prevent torture, decriminalize homosexuality, prohibit discrimination, and safeguard LGBT people's freedoms of expression, association, and peaceful assembly.*

*I would suggest that respect for all faith traditions, eliminating gender disparity and embrace of LGBT rights are all desirable attributes of the global citizenry that we aspire to create in tertiary education across the globe. At the same time, I recognize that we are all challenged at the enormity of what we must as individuals and in the collective "unlearn"*

*in each and all of these regards – and by the enduring vestiges of deeply embedded intolerances from our socialization and cultural traditions. My belief is that we begin where we are and take one step at a time on the path or unlearning together – and preparing a robust global citizenry through our formal educational processes and our own work-in the great spirit of Khwaja Moinuddin Chrisht, who has brought us all together today.*

3. At the International Symposium on Educating for Global Citizenship, on March 20, 2013, hosted by the Universidad del Turabo, Puerto Rico, with IAUP President Neal King, and UNAI Director Ramu Damodaran, Keynote Speakers. Dr. King's Topic was: Universities Worldwide: Preparing the Global Citizenry.
4. At the 3rd Forum of Societal Partnership held from 22-24 April 2013 titled "Scientific Research and Knowledge Exchange," sponsored by the Scientific Research Deanship & The General Secretariat of Research Chairs Programs of Imam Mohammad Bin Saud Islamic University, Riyadh, Saudi Arabia, with IAUP President Neal King offering invited remarks titled "Scientific Research and Knowledge Exchange: A Global Perspective." Dr. King's remarks can be found here: <http://www.universityworldnews.com/article.php?story=20130509160423251>.
5. Secretary-General Jason Scorza served as a member of a US Higher Education delegation to Cuba in October 2013, which will likely lead to an IAUP delegation of US presidents to Cuba in 2014 or early 2015 to meet with their Cuban counterparts. IAUP is working with the University of Havana to organize this meeting.
6. Participate in the Asia-Pacific Association for International Education (APAIE): Established in 2004, the Asia-Pacific Association for International Education Annual Meeting brings together higher education institutions from the Asia-Pacific region and beyond. This year, in Seoul, Republic of Korea, the meeting was attended by a delegation from the International Association of University Presidents (IAUP), including Secretary-General Jason Scorza, Vice Provost for International Education at Fairleigh Dickinson University, and Treasurer-Elect Ichiro Tanioka, President of Osaka University of Commerce.

7. In an invited article by Neal King in the UN Chronicle's first issue of 2011 focusing on HIV/AIDS The Fourth Decade. The issue can be found here: <http://unchronicle.un.org/issue/hivaids-fourth-decade/> and Dr. King's article here: <http://unchronicle.un.org/article/hivaids-and-education-lessons-1980s-and-gay-male-community-united-states/>.
- F. Grow the global membership in all regions. For the first time, perhaps, in its history IAUP boasts a greater number of international members than US members.
- G. Continue doing the work envisioned by Michael Adams, including
  1. Under the leadership of Secretary-General Dr. Jason Scorza, re-engage with the American Council on Education (ACE).
    - a. At the 2013 annual meeting in Washington DC, IAUP sponsored a panel discussion, titled "Global Engagement: The View from Latin America", which featured university presidents from Mexico, Brazil, and Chile, who discussed their internationalization strategies and responded to questions from the audience. Speakers included: Rúben Covarrubias, Rector, Universidad Mayor, Chile; Eda Coutinho Barbosa de Souza, Rector, IESB, Brazil; Fernando León García, President, CETYS University, Mexico; Francisco Marmolejo, Lead Tertiary Education Specialist, The World Bank.
    - b. At the 2014 ACE Annual Meeting, IAUP co-sponsored a special pre-conference symposium on cross-border relations between Mexican and US higher education institutions. Facilitated by Patti McGill Peterson, ACE Presidential Advisor for Global Initiatives, the session explored past, present, and future academic relations between the two neighbors and economic partners. The panel lineup also included IAUP Executive Committee Member Fernando Leon García, President of CETYS University (Mexico), Mara Tekach, US Minister Counselor for Public Affairs in Mexico City, Diana Natalicio, President of The University of Texas at El Paso, and Enrique Fernández Fassnacht, Secretary General of Asociación Nacional de Universidades e Instituciones de Educación Superior en México (ANUIES).
    - c. In both 2013 and 2014, IAUP also sponsored the ACE International Welcome and Networking Reception. The International Networking

Reception is a special welcome to international participants at ACE. President Neal King brought greetings on behalf of IAUP in 2013; President-elect Toyoshi Satow did the same in 2014. IAUP is partnering with ACE to promote international attendance, which represents a growing component of participation at the annual meeting, as well as additional international content in the annual meeting program. The International Networking Reception, in particular, helps to connect the record number of international participants with their US counterparts.

2. Engage with the Scholar Rescue Fund (SRF) of IIE, encouraging all IAUP members and their networks to support the vital work of the SRF. SRF Executive Director Jim Miller participated in the IAUP semi-annual meeting held in Tbilisi, Georgia, in October 2012, where he presented the work of the SRF and encouraged member participation in its programs.
3. Develop our new organizational structure and function according to the new Articles of Incorporation as a registered charity in the UK. In this vein, the following resolutions were approved by the IAUP Board of Directors during the 2011-2014 Triennium.



*IAUP Board of Directors  
Resolutions Approved 2011-2014*

### ***Resolutions Approved / December 2012***

#### ***RESOLUTION ONE: FUNDING FOR TRIENNIAL PREPARATIONS***

*The presidency-elect may request a funds transfer of up to 50% of the existing treasury, at any point after the midpoint of the presidency's term of office, as an advance (to be repaid to the treasury) toward preparations for its triennial conference. The request can only be granted upon a majority favorable vote of the Board of Directors.*

**RESOLUTION TWO: ADVANCE FOR THE 2014 TRIENNIAL**

*The 2014-2017 presidency-elect requests that the 2011-2014 presidency transfer the sum of US\$180,000 to the presidency-elect as an advance toward preparations for its 2014 triennial conference in Yokohama, Japan. This advance is to be returned to the IAUP treasury, along with any net revenue, at the conclusion of the Triennial. Final triennial accounts must be reviewed and approved by the Board of Directors. The 2011-2014 presidency assents to this request and recommends approval by the Board of Directors.*

***Resolutions Approved /March 2013/ GUADALAJARA, Mexico*****RESOULTION ONE: IAUP FUND ACCOUNTS**

*The IAUP Board of Directors hereby directs the president to (a) initiate dissolution of the IAUP Foundation and Foundation Account and (b) initiate consolidation of all IAUP assets under the auspices of the IAUP charity as established under UK law, by 30 April 2013. Further, the Board of Directors will determine which, how many, the identity of account signatories and in which currencies its accounts will be established as operational protocols dictate.*

**RESOLUTION TWO: FUND ACCOUNTS: FOUNDATION**

*The IAUP Foundation Directors hereby direct the president to (a) initiate dissolution of the IAUP Foundation and Foundation Account and (b) initiate consolidation of all IAUP assets under the auspices of the IAUP charity as established under UK law, by 30 April 2013.*

**RESOLUTION THREE: APPOINTMENT OF DIRECTORS**

*The IAUP Board of Directors hereby identifies the following as its members as of March 14, 2013: Barham Madain (Chair), Heitor Gurgulino de Souza, Jose Rodriguez, Toyoshi Satow, Ichiro Tanioka, Alvaro Romo, Jason Scorza, Carmen LaManga, Neal King.*

***RESOLUTION FOUR: EXPENSE REIMBURSEMENT***

*Funds allowing, the sitting officers and the Chair of the Board of Directors shall be entitled to reasonable expense reimbursement (air, hotel, meals, transportation) for their official representation of IAUP. Airfare will be reimbursed for economy class for local/ regional travel and business class for distance/ international travel.*

*Ordinarily, members in general, non-officer members of the Executive Committee, members of the Council of Senior Advisors and other members of the Board of Directors are not eligible for reimbursement of travel expenses. Funds allowing, exceptions are permitted at the discretion of the sitting president or upon recommendation of the BOD.*

***Resolutions Approved /January 2014/ MONTEGO BAY, Jamaica*****RESOULTION ONE: SIGNATORIES: IAUP FUND ACCOUNTS**

*The IAUP Board of Directors hereby specifies that the following individuals shall be the designated and only signatories on the noted accounts:*

1. *Operating Account: the three officers (President, Secretary-General, and Treasurer) of the current presidency. For the first six months of each new presidency, the immediate past officers shall also remain as account signatories to provide maximum continuity.*
2. *Investment Account: the three presidents (former, current and –elect) who sit as Directors on the Board of Directors.*

***Resolutions Approved /February 12, 2014/ (Electronic)*****RESOLUTION ONE: UN Alliance of Civilizations**

1. *Whereas the International Association of University Presidents (IAUP) was founded in 1964 as an association of university chief executives from higher education institutions around the world; and*

2. Whereas membership is limited to those individuals who serve as presidents, rectors or vice-chancellors at regionally accredited colleges or universities; and
3. Whereas IAUP is a NGO (Non-Governmental Organization) holding the highest (ECOSOC) consultation rights at the United Nations, as well as formal consultation rights with UNESCO and accreditation by the UN Department of Public Information; and
4. Whereas the primary purpose of IAUP is to strengthen the international mission and quality of education of these institutions in an increasingly interdependent world, and to promote global awareness and competence as well as peace and international understanding through education; and
5. Whereas IAUP is a unique worldwide platform that facilitates the exchange of professional experience through conferences, seminars, publications, and commissions; and
6. Whereas the IAUP has worked with and supported the agenda of the UN Alliance of Civilizations in the past;
7. It is resolved that IAUP shall enter into a Memorandum of Understanding with the UN Alliance of Civilizations to employ its network of higher education chief executives to endorse and promote the new UN-Alliance of Civilizations Civil Society Network; and
8. It is further resolved that IAUP will establish a taskforce of university presidents from diverse countries and institutional types to undertake this activity.

***RESOLUTION TWO: IAUP FEE STRUCTURE CHANGES***

*For the 2014-17 Triennium, IAUP membership dues shall be revised as follows. Low, Lower-Middle, and Middle Income Countries will be defined per World Bank (2012) as countries with per capita GNI of below \$4,383 USD (see attached list).*

**DUES FOR ACTIVE PRESIDENTS, ASSOCIATE MEMBERS, AND AFFILIATE MEMBERS**

*\$850 for one year  
\$1700 for three years*

**DUES FOR RETIRED PRESIDENTS AND PRESIDENTS FROM LOW, LOWER-MIDDLE, AND MIDDLE INCOME COUNTRIES**

*\$425 for one year  
\$850 for three years*

DUES FOR RETIRED PRESIDENTS FROM LOW, LOWER-MIDDLE, AND MIDDLE INCOME COUNTRIES

\$300 for one year  
\$600 for three years

LIFETIME DUES FOR MEMBERS WITH TEN OR MORE YEARS PAYING DUES: \$2000

4. Retain a dynamic partnership in areas of mutual concern with University World News. In February 2013, while in London to meet with newly designated IAUP Company Secretary Chris Christou, Neal King and representatives of the 2014-2017 presidency-elect (Álvaro Romo, Ichiro Tanioka and Tatsuro Tanioka) met with editor Yojana Sharma to solidify the relationship between the two organizations after the passing of Dr. Adams.

Among the articles by IAUP members published in University World News during the 2011-14 Triennium, are:

- Neal King, Creating global citizens, 28 March 2014
- Errol Morrison, Let us focus research on what we do best, 21 February 2014
- Neal King, Striving for a truly omnipresent science, 11 May 2013
- David Strangway, Philanthropy, innovation and the idea of the university, 04 May 2013
- Barham Madain, WISE 2012 to discuss 'collaboration for change', 11 November 2012
- Sister Francesca Onley, Mobile teaching assistance provides a model for teaching, 12 August 2012
- Carlos Felipe Escobar Roa, Bringing together the voices for university reform, 06 May 2012
- Hamid Shirvani, Jason Scorza, Khalid Alkhathlan and Fernando León García
- GLOBAL: The challenges of global online education, 27 November 2011
- Neal King, Change is the only constant - IAUP on WISE, 06 November 2011
- Michael Adams, US: Challenges facing university presidents, 19 June 2011

Among the articles published about IAUP in University World News during the 2011-14 Triennium, are:

- Yojana Sharma, WISE – Can universities keep up with the future?, 01 November 2013
- Matt Krupnick, Universities are trying to woo Northern students, 09 March 2013
- Yojana Sharma, Visionary IAUP president J Michael Adams dies, 23 June 2012
- Karen MacGregor, Academic summits on new technology in universities kick off, 04 March 2012
- Yojana Sharma, Academic Impact tackles 'unchartered waters,' 21 August 2011
- Yojana Sharma, UN Academic Impact a 'global enterprise,' 10 August 2011
- Obi Emekekwe, AFRICA: Where low technology solutions have value, 21 June 2011
- Obi Emekekwe, ARAB WORLD: Quality assurance: a simple definition? 19 June 2011
- Yojana Sharma, GLOBAL: Building bridges through education - IAUP, 12 June 2011

5. Continue representation and participation in each year's WISE conference and Education Leadership Program, continuing to inform each year's program and content in collaboration with the QF and its other partners.



*Dr. Neal King, Ambassador Enan Galaly and Microsoft's Dr. James Ptaszynski at WISE 2011*

a. WISE

I. 2011 – IAUP Delegation led by Secretary-General Neal King.

An interview on WISE 2011 with Dr. King by University World News can be found here: <http://www.universityworldnews.com/article.php?story=20111106083358933>

II. 2012 – IAUP Delegation led by Board Chair Barham Madain

III. 2013 – IAUP Delegation led by President-elect Toyoshi Satow

b. Education Leadership Program: Participating IAUP members have included Michael Adams, Neal King (planning and selection of participants for 2013), Ingrid Moses, Kakha Shengelia, Fernando Leon Garcia, Elizabeth Davis-Russell, Constantine (Dino) Curris, João Sebastião Teta, Tayeb A. Kamali, Mohammed Barkaoui, and Jason Scorza.

- The second WISE Education Leadership Program took place in Doha, Qatar from September 25 - 28, 2011.
- The third WISE Education Leadership Program took place in Doha, Qatar from October 7 – 10, 2012.
- The fourth WISE Education Leadership Program took place in Doha, Qatar, from October 25-28, 2013.

6. Continuation of the strong personal and working relationship with Microsoft and initial implementation of the joint IAUP/ Microsoft Academic Summit program, where Dr. King keynoted two events (one at the Microsoft campus in Redmond, Washington for IT, Higher Ed and Government Ministerial leadership from Mexico and the other in Washington, DC for Microsoft Higher Education clients from the eastern US) where the focus was on the imperative for policy and decision makers in Higher Education to play a direct role in integrating strategic and financial IT considerations into university practice. Unfortunately, due to budgetary pressures at Microsoft, this program was not able to continue beyond these two events.

H. Join the World University Consortium (WUC) <http://waticon.org/>, organized under the auspices of the World Academy of Art & Science (WAAS), with IAUP President Neal King appointed to the inaugural board representing IAUP as a founding member. The consortium seeks to identify key elements for needed paradigmatic shifts in global higher education and the means to begin with their implementation. WUC now has the following confirmed Charter Members:

1. Foundation for Culture of Peace – an international NGO founded by former UNESCO Director General Federico Mayor Zaragoza – represented on WUC Board by Federico Mayor
2. Green Cross International – an international NGO founded in 1993 by former Soviet President Mikhail Gorbachev with offices in more than 30 countries – represented on WUC Board by Alexander Likhotal, President
3. International Association of University Presidents – an association of more than 800 present and former university presidents, vice chancellors and rectors founded in 1964 – represented on WUC Board by Neal King, President of IAUP
4. Institute of Cultural Diplomacy, an international, not-for-profit, non-governmental organization founded in 1999 with headquarters in Berlin – represented on WUC Board by Emil Constantinescu, President of Academy for Cultural Diplomacy and former President of Romania
5. Institute for Person-Centered Approach, the largest psychological counseling and post graduate psychological education and training institution in Italy founded by Carl Rogers and Alberto Zucconi in 1979 – represented on WUC Board by Alberto Zucconi, President of IACP

6. Inter-University Centre – an international association of 170 universities based in Dubrovnik. Sigmund Gronmo is Chair of the Council, Ivo Slaus is Vice-Chair and Kruno Pisk is Director. All three as well as the Chair of the Board support membership in WUC though the official confirmation must wait until a formal meeting of their board next year.
7. Library of Alexandria – a UNESCO international center of knowledge and education in Alexandria, Egypt – represented on WUC Board by Ismail Serageldin, President
8. Mother' Service Society – a social science research and educational institution founded in 1970 based in Pondicherry, India – represented on WUC Board by Garry Jacobs, Vice President
9. World Academy of Art & Science – an international think tank established by eminent intellectuals in 1960 with more than 600 members from 80 countries – represented on WUC Board by Heitor Gurgulino de Souza, President of WAAS and former Rector, United Nations University; Garry Jacobs, Chief Executive Officer of WAAS; Winston Nagan, Chairman of the Board of Trustees of WAAS; Ivo aus, Honorary President of WAAS; and Alberto Zucconi, Member of the Board of Trustees of WAAS.

Plus the following initiatives/ activities:

1. Join IIE's *Generation Study Abroad* (GSA) Program as an "Association Partner" (2014). Dr. King happened to read an article in the New York Times in March 2014 describing this new program of IIE's and citing Daniel Obst, IIE's Deputy Vice President, International Partnerships in Higher Education, as its primary contact person. Upon inquiry with Daniel, and consultation with the IAUP Board of Directors, IAUP decided to become an "Association Partner" in this new venture. This new partnership was amongst topics discussed at the IIE offices in New York in April 2014 in a meeting with IIE President Allan Goodman and IAUP President-elect Toyoshi Satow, and members of their staffs. It now broadens the IAUP-IIE relationship to include GSA in addition to our support of the Scholar Rescue Fund (SRF) and our continuing collaborations with IIE as partners with the Qatar Foundation.
2. Prepare for an orderly transition to the 2014-2017 Presidency-elect of Chancellor Toyoshi Satow, including planning for the June 11-14, 2014 IAUP Triennial Conference in Yokohama,

Japan, whose topic is “Creating the Future of Higher Education,” and which will include dignitaries, thought leaders, and university CEOs from around the world. This transition preparation has included collaborative planning sessions involving different combinations of those responsible for the 2011-2014 and 2014-2017 presidencies in Tokyo, New York City, and at FDU in New Jersey (USA).

## **CONCLUSION**

Great thanks to the following individuals for their contributions to this report: Susan Adams, Dr. Richard Bronson, Dr. James Roach and Dr. Jason Scorza.

In his inaugural address, Michael Adams stated that “Higher education must serve: As a Bridge for Human Development, As a Bridge to Peace, and As a Bridge for Sustainable Economic Development.” Amidst several challenges to the membership, and the global academy, was this exhortation: *“As individuals and as an organization, we must set examples of attitude, behavior and influence. Our volume must be amplified, our message must echo around the world.”*

Dr. Adams was a great believer in all of us, in the vitality of our organization resting in honoring the past while never getting stuck in “doing things the way we have always done them,” in seeing and then boldly seizing and creating urgently needed new paradigms for tertiary education around the world. He believed in our leadership, and that it is greatly needed. It is the hope of those who inherited the 2011-2014 presidency that we have been bold, honored the past, amplified our volume and set examples of “attitude, behavior and influence” during the time that we were entrusted with the stewardship of IAUP.



## **CHAPTER SEVEN**

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THE XVII TRIENNIAL – JUNE 2014

THE TRIENNIAL 2014-2017

TOYOSHI SATOW

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**THE XVII TRIENNIAL – JUNE 2014**  
**THE TRIENNINUM 2014-2017**  
**TOYOSHI SATOW**

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## **INTRODUCTION**

This 2014-2017 chapter of the IAUP history Project only includes the period from June 11-14, 2014, the date of the 17th Triennial Conference held in Yokohama, Japan, to early 2015, the final planning phase of our 50th Anniversary meeting in Oxford and Wroxton Abbey, scheduled for May 22-24, 2015. Naturally, we also want to offer a glimpse of the rest of the triennium by commenting on the plans of this Presidency for the remainder of the triennium.

The now traditional ceremony of transition from the 2011-2014 Presidency headed by Dr. Neal King (USA) to the New Presidency, headed by Dr. Toyoshi Satow, President-Elect, IAUP, and Chancellor of J. F. Oberlin University, was held on June 14, 2014, as part of the special program for the General Assembly closing session, from 10:15am to 12:00 noon. The specific steps followed at this ceremony were as follows:

- (1) Dr. Barham Madain convened the meeting and made brief remarks.
- (2) Dr. Madain thanked retiring 2011-2014 presidency members and introduced Dr. Neal King as the new Board of Directors Chair.
- (3) Dr. Neal King made brief remarks.
- (4) Dr. King thanked retiring board members and President Toyoshi Satow presented certificates of recognition.
- (5) Dr. King invited the nominating committee for 2017-2020 to present their report.
- (6) Dr. King asked the General Assembly to ratify the Board of Directors choice.
- (7) The 2017-2020 President-Elect, Dr. Kakha Shengelia, of the Republic of Georgia, was introduced, accepted the appointment on behalf of his team and made brief remarks.
- (8) Dr. King introduced the new board of directors.
- (9) The transfer of presidency ceremony from 2011-2014 to 2014-2017 took place.

- (10) Dr. King introduced the new IAUP President, Prof. Toyoshi Satow.
- (11) Dr. Satow made his inaugural speech and then closed the General Assembly session and the very successful XVII Triennial Conference.

## **XVII TRIENNIAL CONFERENCE 2014**

### **Conference Program Agenda, June 11-14, 2014**

The XVII Triennial Conference of the IAUP attracted 462 people from 39 countries, with 94 Japanese universities participating. The meetings were held at the World-class Conference Center Pacifico Yokohama. The following is a brief summary of what occurred at the conference:

### **IAUP2014 Triennial Program-List of Speakers**

#### **Wed, June 11**

Continuing the close relationship between the United Nations and the IAUP throughout its history, Secretary Ban ki-Moon was awarded The inaugural J. Michael Adams Leadership and Service Award during the first plenary session on June 12, 2014. This award was established in honor of the late Dr. Michael Adams, who was a personal friend of Secretary General Ban ki-Moon and an international higher education leader, including President of the IAUP.

The UN Secretary General sent a video with his speech, which is fully transcribed below:

**UNITED NATIONS**

**NATIONS UNIES**

**Secretary-General's video message to  
the XVII Triennial Conference  
of the International Association of University Presidents (IAUP)**

**Yokohama, Japan, 12 June 2014**

I sincerely thank the International Association of University Presidents for bestowing on me its first J. Michael Adams Award for Global Leadership. I am deeply honoured to accept on behalf of the United Nations.

Dr. J. Michael Adams was a global force for progress, a tremendous advocate of the United Nations –and he was my personal friend. I am truly moved by this opportunity to be part of his international legacy.

Thank you all for supporting the United Nations, especially the UN Academic Impact, which has more than a thousand member institutions. I strongly value the power of education.

When I was growing up, Korea was devastated by war. UN agencies gave us help – including study materials. I never forgot those textbooks. They fostered learning – and proved the power of international solidarity to inspire hope. Those free textbooks taught me that when you help others to get an education, they can help themselves and our world.

I started the Global Education First initiative to put all children in school, give them quality learning and raise global citizens. I applaud your focus on creating the future of higher education. The United Nations is shaping a vision for development after the year 2015. I count on you to help us create an inclusive, universal agenda for a better future.

Thank you for educating so many people and supporting the United Nations. I wish you great success.

The J. Michael Adams Award consisted of a beautifully designed cristal work of art: it was the product of a Professor and Designer from Kobe Design University. The Award was delivered by Dr. Neal King and Prof. Toyoshi Satow, and Ms. Susan Adams who, in his role as Michael Adam's wife, worked side by side with him, with enthusiasm and dedication. She read the Citation especially prepared for Secretary General Ban Ki-Moon and then the text of the citation was also delivered, along with the Award, to Mr. Peter Launsky-Tieffenthal, Under Secretary-General, United Nations, who represented H.E. Ban Ki-Moon Secretary General, United Nations.

The text of the Citation is transcribed below:



**J. MICHAEL ADAMS LEADERSHIP AND SERVICE AWARD  
INAUGURAL AWARD TO H. E. BAN KI MOON,  
SECRETARY GENERAL, UNITED NATIONS ORGANIZATION  
CITATION**

WHEREAS, the International Association of University Presidents (IAUP) has unanimously approved the institution of the J. Michael Adams Leadership and Service Award, to be bestowed every three years upon an individual whose work is emblematic of President Adams' commitment to peace, to sustainable development, economic progress and social advancement, and to higher education as a bridge to these, and

WHEREAS, H. E. Ban Ki-Moon has played a key role in pursuing peace throughout the world through his dedicated efforts and negotiations with leaders globally, and

WHEREAS, he has supported responsible, sustainable development for all countries of the world in a devoted manner, and

WHEREAS, he has spent countless hours promoting the individual rights and aspirations of citizens of all Member States of the United Nations, and particularly those in disadvantaged regions and circumstances, and

WHEREAS, H.E. Ban Ki-Moon has recognized the role of university presidents and chancellors by launching the United Nations Academic Impact Initiative around the world,

THEREFORE,

The Board of Directors of the IAUP unanimously agreed to confer the inaugural J. Michael Adams award to H.E. Ban Ki Moon during the 2014 Yokohama, Japan, Triennial Conference of the IAUP.

Yokohama, Japan, June 12, 2014

At the conclusion of the XVII Yokohama Triennial Conference of the IAUP, Prof. Toyoshi Satow gave his Inaugural Address, when he assumed the Presidency of the IAUP. Dr. Satow, pointed out that since the last time the triennial was held in Japan (July 11-13, 1993) there had been the Kobe earthquake in 1995 and the Great East Japan Earthquake in 2011, and he expressed his gratitude for the support received from universities around the world during those sad times, and praised the creation of new support networks.

At this triennial in 2014, he noted that he was particularly pleased with the inclusion of voices of the future as one of the themes of this conference. We certainly need to hear the voices of the students. This is the first time in the history of the IAUP that students are in charge of a whole plenary session in the triennial conference program.

Dr. Satow announced that over the next three years at the IAUP, there would be an emphasis on the global strengthening of higher education worldwide by promoting diversity and mobility, through programs such as ASPIRE, to develop education in areas where it is poorly developed due to social disorder, for example through the IIE/IAUP Scholars Rescue Fund, and the development of new initiatives promoting partnership with regional universities. He noted that Africa deserves special attention, and would be given particular support.

Dr. Satow looked back at the history of inventions that have completely changed the world during the last century, while also witnessing major wars and conflicts, and stressed the importance of maintaining peace and harmony as we move forward. As everyone at IAUP knows, working on peace through education has been a longtime effort of our association. He noted that education has become much more accessible, but that at the same time great disparities remain in the world as a whole. He expressed his hope that the IAUP would continue to be a pioneer working for humanity and peace throughout the world.

With this speech, Dr. Satow brought the General Assembly to a close, looking forward to seeing all of the members in Oxford and Wroxton, United Kingdom, the following year of 2015 for the 50th anniversary celebrations.

According to tradition, the 2011-2014 Executive Committee and Council of Senior Advisors held its last meeting, just prior to the beginning of the triennial conference, from 1:00 to 4:30 pm, and they were recognized as a group with an appreciation dinner at a very nice local restaurant on June 12, 2014.

In turn, the new 2014-2017 Executive Committee members and Council of Senior Advisors met after the conclusion of the triennial conference to hold its first meeting. It was held at 1:00pm to 2:30pm on June 14. At this meeting, Dr. Satow, on behalf of the new Presidency, gave the following welcome speech to this Executive distinguished group:

2014-2017 EC and CoSA Meeting  
June 14, 2014  
Welcome by Chancellor Toyoshi Satow

Dear participants of this meeting:

I am honored and pleased to welcome all of you to the first meeting of the Executive Committee and the Council of Senior Advisors 2014-2017. I am very grateful that you have accepted to collaborate with me and my team during the next three years.

After the success of our Yokohama Triennial Conference we are confident that with your support we will be able to continue the good work that the past officers have done, and add new values to the IAUP with our own projects and ideas.

You have in your hands a copy of the new members of the Executive Committee (EC) and the Council of Senior Advisors (CoSA,) as well as a copy of our work agenda, which contains our priorities for the new triennium. In order to carry out our projects with the support of all of you, I have a picture in my mind of how to organize and manage these projects. First, I would like to ask Professor Ichiro Tanioka and Professor Teiichi Sato to support me as Vice Presidents. I am also thinking that some Regional Chairs in areas that have a significant number of IAUP members would be able to work with me as Vice Presidents. Since I mainly reside in Japan, I think it is reasonable and efficient to have such great leadership of Vice Presidents in the regions and countries far away from Tokyo. Similarly, I would like Dr. Alvaro Romo, Secretary General of the IAUP, to play a significant role of leading the new team. Alvaro lives in the U.S. and there are hundreds of IAUP members in the NAC region, which includes the USA and Canada. We have recently agreed that an assistant will help Alvaro in Texas with his work and with IAUP administrative management. This is just a rough sketch, and I will bring up this idea again in our next semi-annual meeting in Prague in September for approval.

Now, let me point out some specific new projects or ideas:

1.-The ASPIRE/IAUP Project is connected, as you now know, to the participation of students as part of our work. For the first time in the history of the IAUP we had a plenary session at our triennial where the students were the speakers. We intent to continue working with the students who represent the *raison d'être* of the university. Students should be the constant center of our attention.

2.-The celebration of the 50th Anniversary of the IAUP will capture our special attention for the year 2014-2015, culminating with the semi-annual meeting scheduled for May 22-24 next year in Oxford and Wroxton. This meeting in exactly the place where the Inaugural Triennial Conference of the IAUP was held in 1965, will mark the first half century of the IAUP. We are privileged to be leading our association during this happy occasion and into the begining of our next half century. We are grateful to our main host in Wroxton/Oxford, Dr. Sheldon Drucker, President of FDU, who is organizing a very special semi-annual meeting for all of us. I would like to ask all of you to mark this date in your calendars and register as soon as it is possible when registration opens. We also ask all of you to incorporate to any regional activity of IAUP orginized by any of you during 2014-2015 the 50th Anniversary IAUP logo.

3.-The History of the IAUP Project is closely related to the celebration of our 50th anniversary. In 1996, under the Japanese leadership, the "History of the IAUP: The First 30 Years" volume was published and distributed to all IAUP members. Dr. Ichiro Tanioka is the Chair of a commission in charge of reprinting that volume and writing, printing and distributing a second volume that covers from 1996 to the present. We're grateful to all former IAUP Presidents and Secretary Generals who are contributing to the writing of their respective triennium. We expect to be able to distribute the two volumes by the time we meet in Oxford/Wroxton next year.

4.-Of course we will continue, as I said before, with existing projects, as you can see on our work agenda. However, please allow me to add that we want to give special attention to not only keeping our current partnerships, but also to expanding them. At a recent meeting with the IIE, we agreed to work with them on a new project which we have called IIE/IAUP Partnership on Promoting Student Exchange.

With the support of our current and our new Regional Chairs, we want to link and collaborate with more regional and national important higher education associations and organizations. We are particularly interested in the Africa region, where we have scheduled one of our semi-annual meetings and where we can encourage expansion of the IAUP. With a closer relation with the United Nations, we also hope to open new sources of support for important initiatives, such as the one that David Strangway has been championing.

In conclusion, let us all join hands and put all our efforts together to make IAUP stronger both in numbers and in quality. I can assure all of you that the new Presidency team is ready to work hard and diligently during our term of office. We will also try our best to keep the great tradition of IAUP of working together in an atmosphere of friendship and camaraderie.

Thank you very much.

As part of the agenda of this meeting, after the above welcome speech and the introductions, there was a brief report on results of the triennial conference, the calendar of semi-annual meetings for the complete triennium was presented, as well as a work program, and a Budget for 2014 and 2015. Then several other reports were presented, including the Prague semi-annual meeting (Sept. 12-14, 2014,) the WISE 2014 Leadership Program and the 2014 Summit; a report on the upcoming Oxford/Wroxton meeeting (May 22-24, 2015) was presented by Dr. Sheldon Drucker and Prof. Jason Scorza. Finally, the History of the IAUP Project, one of the most important for this triennium, was presented.

The Work Agenda and Priorities for the Triennium were established as follows:

## **WORK AGENDA PRIORITIES 2014-2017 TRIENNIUM**

### **Looking at the Future**

- **The United Nations Academic Impact**  
[<http://academicimpact.org>]
- **ASPIRE/IAUP**  
[Yoshiro Tanaka]

- **Qatar Foundation/IAUP/IIE WISE Education Leadership Programme**  
[<http://wise-qatar.org>]
- **IIE/IAUP Partnership on promoting Student Exchange**  
[Alvaro Romo]

### **The Future of Peace Activities**

- **IAUP/UN Commission on Disarmament Education, Conflict Resolution & Peace**  
[Dr. Elizabeth Davis-Russell and Dr. Jackie Jenkins-Scott <http://www.hfc.edu/iaup-un/>]
- **IIE/IAUP Scholars Rescue Fund**  
[<http://www.scholarrescuefund.org/>]

### **The Future of Development**

- **Academic Chairs for Africa**  
[David Strangway, <http://www.iaup.org/official-activities/academic-chairs-for-africa>]
- **World Bank/IAUP Regional Economic Acceleration Caused by Higher Education Development (REACHED)**  
[Francisco Marmolejo, Tertiary Education Coordinator, COREHEG]

It was indicated that this program was open to improvements, by adding other activities or initiatives during the triennium.

The Executive Committee and the Council of Senior Advisors also approved the specific date for the 2017 XVIII Triennial Conference, to be held in Vienna on 5-8 July, 2017. This date was proposed by IAUP President-Elect Kakha Shengelia and Secretary General-Elect Gerald Reisinger and was unanimously approved.

Following this meeting, the IAUP Board of Directors held its formal meeting from 2:45 to 3:45pm on this same date, June 14.

A farewell dinner for all members of the Executive Committee and the Council of Senior Advisors was offered at 6:00pm at the "Karyu" Chinese restaurant. Everyone agreed that the hospitality of the Japan hosts was elegant and outstanding throughout the conference.

The calendar of the semi-annual meetings for the 2014-2017 triennium is provided below:

**Meeting Venues  
Triennium 2014-2017**

1. Prague Czech Republic, Sept. 12-13-14, 2014. Host: University of Finance and Administration (Rector Bohuslava Senkýrova) Status: Agreed.
2. Oxford and Wroxton, United Kingdom, May 22-24, 2015. Hosts: Wroxton College (President of FDU --Sheldon Drucker) and Kyung Hee University (President Inwon Choue) Special Forum hosted by Oxford University (Trinity College.) Status: Agreed.
3. Gold Coast, Queensland, Australia, October 15-17, 2015. Host: Bond University V.C. and President Prof. Tim Brailsford. Status: Agreed.
4. Alcalá de Henares, Spain, May 19-21, 2016. Host: University of Alcalá. (Rector Fernando Galván). Status: Agreed.
5. Cape Town, South Africa, Oct. 14-17, 2016. Co-Hosts: South African Technology Network (SATN,) Cape Peninsula University of Technology and Central University of Technology (CUT) (Vice-Chancellor Thandwa Mthembu) Status: Agreed.
6. Istanbul, Turkey, late February, 2017. Host(s): TBD. Status: Offered.
7. 2017 TRIENNIAL CONFERENCE: Vienna, Austria, 5-8. July 2017. Status: Confirmed.

**UNIVERSIA INTERNATIONAL MEETING**

Only one month after the Triennial Conference in Yokohama, an invitation was received by the new IAUP Presidency to attend a very important meeting of university Presidents, Rectors, Vice Chancellors. This was the UNIVERSIA International Meeting that was held in Rio de Janeiro at the end of July 2014. The Presidency decided that Prof. Alvaro Romo, as Secretary General of the IAUP should represent the leadership.

Universia is the biggest network of Spanish and Portuguese-speaking universities, and is one of Santander Universities Global Division's main areas of action. It is comprised of 1,216 educational institutions present in 23 countries, representing 11.2 million students and 888,500 professors. It is supported by the Conference of Spanish University Rectors (CRUE) and the Spanish National Research Council (CSIC). Universia works to provide a place to exchange knowledge, innovation and cooperation, to help create new opportunities for the university community in areas related to employment, on-going training and the creation of social networks.

It develops its work by promoting actions on and off line and its four strategic lines are: Employment, Training, Observatory and Social Networking. Within the framework of this mission, Universia has developed a portal ([www.universia.net](http://www.universia.net)) that offers specific contents and services for the university community.

The **III Universia International Meeting of vice-chancellors** took place at the end of July (July 27-29, 2014) in Rio de Janeiro, Brazil. Over 1,000 university chancellors were invited. The purpose of this meeting was to debate the cultural, political and economic challenges facing institutions and to find solutions ([www.universiario2014.com](http://www.universiario2014.com)).

In 2010, Universia had held the "2nd International Meeting of Universia Vice-chancellors" in Guadalajara, Mexico. The meeting brought together 1,000-plus universities, and led to the birth of the "Guadalajara Agenda" that details the conclusions to the meeting. And in 2005, Universia held the "First International Meeting of Universia Vice-chancellors", in Sevilla, Spain, with the assistance of Their Majesties, the King and the Queen of Spain.

In December 2010, the action programme approved at **the Ibero-American Summit on "Education and Social Inclusion", included Santander Universities as a key actor in the Ibero-American Knowledge Space**. It was the first time in the history of these summits that a private institution has received this recognition.

All these meetings are supported by Santander Bank through Santander Universities. The Rio de Janeiro Meeting offered exceptionally rich networking opportunities and many university Presidents/Rectors from the Latin American, as well as the Spain and Portugal regions were invited to join IAUP as members. IAUP brochures were extensively distributed. The highest authorities of Brazil, as well as of the Santander Bank and of Universia participated in the excellent program, as well as

Presidents/Rectors/Vice Chancellors of the most prestigious universities not only of the region, but of other regions as well.

### **MEETING IN LONDON, UK**

Immediately after this Rio de Janeiro Universia Meeting, as part of the transition from Presidency to Presidency, officers of the IAUP met in London on July 30 & August 1, 2014, according to the following agenda:

Meeting with Company Secretary Chris Christou  
Mayfair Millennium Hotel, London, UK

Attending: (2014-2017) Toyoshi Satow, President, Alvaro Romo, Secretary General, Yoshiro Tanaka, Deputy Secretary General, Hiroaki Hatayama; + Prof. Batten (2017-2020) Kakha Shengelia, President-elect, + Irena; (2011-2014) Neal King, Former-President & Chair, Board of Directors.

July 31, 2014 Dinner/ Hotel Restaurant 6:30PM

August 1, 2014 Meeting/ 7th Floor 9AM  
Lunch/ Hotel Restaurant 12:30PM  
Adjourn 4PM

As part of the many ongoing banking changes, including the closure by J.P. Morgan Chase of the two IAUP accounts, both the one in the U.S.A. and the one in the UK, the officers also had to visit a nearby branch of the HSBC Bank in London, which at the time was being considered as a possible alternative to Chase. All required personal documentation was presented at that branch during our visit to London. As reported later in this chapter, in the end HSBC was not the acceptable choice.

### **SEMI-ANNUAL MEETING, PRAGUE, CZECH REPUBLIC**

According to the established calendar, the Prague semi-annual meeting took place on September 12-15, 2014, having Rector and CEO of University of Finance and Administration (VSFS) Bohuslava Šenký ová as the gracious host. We had the patronage of the President of the Czech Republic, Mr. Miloš Zeman. A representative from the Presidency of the Czech Republic honored us with his presence at the gala dinner on September 14, 2014.

IAUP President Toyoshi Satow and Rector Bohuslava Šenkýrová both referred to the fact that this meeting marked the very first time that an IAUP meeting took place in Prague.

The program and agenda of this meeting was as follows:

**SEMI-ANNUAL MEETING  
PRAGUE, CZECH REPUBLIC  
SEPTEMBER 12-15, 2014**

**PROGRAM and AGENDA**

**Friday, Sept. 12**

Arrival and check-in at Conference Hotel

16:00 – 19:00 Registration

18:00 – 21:00 Welcome Reception and Dinner:  
Hotel Grand Majestic Plaza

Truhlá ská 16, 110 00 Prague 1 | [www.hotel-grandmajestic.cz](http://www.hotel-grandmajestic.cz)

Welcome remarks by host Rector and CEO of University of Finance and Administration Bohuslava Šenkýrová, attendance of local authorities

**Saturday, Sept. 13**

07:30 - 09:00 Breakfast

08:00 – 10:00 Registration

09:00 – 10:00 Opening Plenary Session: Introductions, Welcome remarks by Toyoshi Satow, Bohuslava Šenkýrová

10:00 – 10:30 Coffee Break

10:30 – 11:45 Business meeting: Executive committee & Council of Senior Advisors

a) Report by previous Presidency at closing of the fiscal year

b) Report by 2014-2017 Presidency on Triennial Conference results

c) Budget for 2014-2015: presented by IAUP Treasurer.

d) Report on transition and activities since Triennial to date, as well as upcoming events and plans for Triennium.

e) BOD report.

**11:45-12:00 Group photo**

12:00 – 13:00	Lunch (regional chairs meet concurrently)
13:00 – 13:45	Session 1: Special presentation by United Nations representative Mr. Ramu Damodaran on the 70th Anniversary of the United Nations and the 50th Anniversary of the IAUP in 2015: "The UN at 70: Defining new partnerships with university leadership and the students and faculty they lead" (regional chairs attendance)
13:45 – 14:15	Coffee Break
14:15 – 15:45	Session 2: Commissions report plans for new triennium

**Everyone:**

16:30 – 19:00	Prague Sightseeing tour for all participants
19:00 – 22:00	Dinner & Boat Sightseeing Tour

**Sunday, Sept. 14**

07:30 – 09:00	Breakfast
09:00 – 10:30	Business Meeting: Executive Committee & Council of Senior Advisors.
10:30 – 10:45	Regional Chairs report on plans for new triennium
10:45 – 12:15	Coffee Break
10:45 – 12:15	Business Meeting: Executive Committee & Council of Senior Advisors.
12:15 – 13:30	Presentation on 50th Anniversary meeting in Oxford and Wroxton, UK, May 22-24, 2015: President Sheldon Drucker, Dr. Jason Scorza, FDU, and Dr. Stephen Y.S. Park, Dean of International Affairs, Kyung Hee University
13:30 – 15:00	Lunch
15:00 – 16:00	Board of Directors meeting
	Meeting point: Opportunity for networking or free time

**Everyone:**

18:00 – 22:00	Gala Dinner
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## Accompanying persons:

09:00 – 16:00	Cultural trip to Karlštejn Castle, Lunch
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**Monday, Sept. 15****Departures or Optional Program**

The attendance to this meeting was substantial and, as it has now been customary, -in addition to Executive Committee Members and Advisory Council members- participation was open to all IAUP members. In fact, several local universities participated, as well as partner institutions of VSFS, some of which have since become IAUP members. We welcome them cordially. We had rich networking opportunities, which at least in one case led to an exchange agreement being signed during the event.

During this meeting we had the closing report by the 2011-2014 Presidency and the plans and potential programs for the triennium 2014-2017. It was expected that many of the existing programs of the IAUP would continue and new ones were already taking form at the time of this meeting. Everyone was encouraged to attend the IAUP 50th Anniversary semi-annual meeting to be held in Oxford and Wroxton, United Kingdom on May 22-24th, 2015.

It will be a very special and academically and culturally rewarding event, again with great networking opportunities. IAUP members were urged to plan attending. The full report on the planning of this meeting was presented during the IAUP Prague meeting. The IAUP two-volume History of the IAUP is expected to be ready for distribution to all members. The memories of the elegant hospitality extended by the University of Finance and Administration, led by Rector Bohuslava and her excellent team of collaborators are unforgettable.

As always, the presentation by Ramu Damodaran was very eloquent and, at times, even moving (it came as a surprise to many of us to know that Ramu had lived in Prague as a child.) His wit and style were profound and rich with content.

Dr. Kuniko Tanioka from Japan, Dr. Fernando Leon Garcia from Mexico and Dr. Eda Barbosa Machado de Souza from Brazil volunteered to be members of the task force for preparation/production of ideas and proposals for celebrating the 70th anniversary of the UN and the 50th anniversary of the IAUP.

## THE 11TH INTERNATIONAL CONFERENCE OF HACU

The Hispanic Association of Colleges and Universities (HACU) celebrated its 11th International Conference in Guadalajara, Mexico, from February 25 to 27, 2014, in Guadalajara, Mexico, under the auspices of the Universidad Autónoma de Guadalajara (UAG,) a long time member of the IAUP.

The Title of this conference was *100,000 Strong in the Americas: Challenges and Opportunities for a More Prosperous and Fair Hemisphere*. Guadalajara has been the site of several other successful international conferences and events. Around 250 participants were at this conference, which was followed by a Symposium on *Social Responsibility of Universities in a Global Society*, hosted by the University of Guanajuato.

HACU and the IAUP have decided to extend mutual invitations to their meetings, therefore initiating a new partnership between associations. HACU represents more than 400 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, and Spain. Although our member institutions in the U.S. represent only 10% of all higher education institutions nationwide, together they are home to more than two-thirds of all Hispanic college students. HACU is the only national educational association that represents Hispanic-Serving Institutions (HSIs).

Alvaro Romo, Secretary General of IAUP, was the official representative of the IAUP at this meeting and IAUP brochures were included in the meeting bags and considerable networking allowed further promotion of IAUP among all participants.

## THE ANNUAL SYMPOSIUM ON THE INTERNATIONALIZATION OF HIGHER EDUCATION, ANA G. MÉNDEZ UNIVERSITY SYSTEM, PUERTO RICO

The Ana G. Méndez University System of Puerto Rico invited the IAUP to participate in their Annual Symposium on the Internationalization of Higher Education and be a presenter in the official program. This Symposium attracts participants not only from Puerto Rico, but also from other parts of the world, including especially the United States, Central America and the Caribbean.

The Symposium will take place on March 25, 2015, and at the time of this writing, Prof. Alvaro Romo will represent IAUP and be the speaker at this yearly event of one of the most important private universities of Puerto Rico. It will also be a further opportunity to disseminate materials about IAUP and invite Rectors/Presidents who are participants to join IAUP as members.

### **THE AMERICAN COUNCIL ON EDUCATION 97TH ANNUAL MEETING 2015**

The 97th Annual Meeting of the American Council of Education (ACE) will be held in Washington, DC on March 14-17, 2015. As is customary, the IAUP joins ACE for a co-organized academic session, which this year will be held on March 14 at 3:00pm on the topic of Higher Education in the Middle East. At least one of the speakers this year will be an IAUP member: Dr. Haifa Jamal al Lail, President of Effat University, Jeddah, Saudi Arabia.

IAUP also co-sponsors the ACE/IAUP International Reception. The schedule for 2015 marks March 14 at 5:30pm as the date and time for this reception.

The ACE not only attracts most of the Presidents and CEOs' of U.S.A. Universities, but increasingly larger numbers of Presidents and officials from universities throughout the world. The networking makes it worth continuing this tradition to mutual benefit of ACE and the IAUP.

Of course many attending members from abroad stay through all or part of the meeting program, which runs into March 17.

### **THE IAUP 50TH ANNIVERSARY MEETING IN OXFORD AND WROXTON, UK**

The International Association of University Presidents returned to the location of its first ever meeting – Oxford and Wroxton, United Kingdom. Conference venues included Oxford University's Trinity College, which hosted one day of the historic 1965 meeting, and Fairleigh Dickinson University's Wroxton College, which hosted the other day. For five decades the International Association of University Presidents, or IAUP, had served by 2015 as the voice of global higher education, promoting peace, mutual understanding and respect through academic diplomacy

and fostering the vitality and reach of higher education institutions through energetic international partnerships.

In Oxford and Wroxton, United Kingdom, nearly 150 university leaders and other participants from 37 countries gathered on May 22-24, 2015, for its 50th Anniversary Conference Meeting to celebrate IAUP's achievements and consider the challenges facing higher education and the wider world in the next 50 years. University World News (UWN,) has been IAUP's media partner and reported on several presentations made during the conference, including a report by Brendan O'Malley, a distinguished and worldwide known journalist with UWN.

During the first day, Friday, May 22nd, during the Welcome Reception, Vice Chancellor Andrew Hamilton of Oxford University, as well as Mr. Sheldon Drucker, President of Fairleigh Dickinson University (FDU) and one of the co-sponsors of the whole event, and IAUP President, Prof. Toyoshi Satow welcomed the participants to this outstanding celebration.

Saturday, May 23rd included the following: IAUP Business Meetings at Wroxton College, Fairleigh Dickinson University; Networking Lunch at Wroxton College, Fairleigh Dickinson University; 50th Anniversary Keynote and Commemoration at Wroxton College, Fairleigh Dickinson University. The commemoration keynote speaker was Dr. Inwon Choue, President of Kyung Hee University (KHU,) who along with President Drucker was the co-host of the entire conference meeting. Both FDU and KHU were founding institutions of IAUP. Two other founding institutions participated: The University of Puerto Rico and the University of Liberia. A Gala Dinner was held at Oxford's Ashmolean Museum, that night, sponsored by Fairleigh Dickinson University.

On Sunday May 24th, an Academic Conference: Higher Education in 2065, was held at Trinity College, Oxford University with an impressive roster of worldwide known academic personalities. The conference featured a keynote address by Professor Sir Nigel Thrift, Vice Chancellor of University of Warwick. A Networking Lunch at Trinity College, Oxford University, was held after the conference. The day culminated with a Farewell Dinner at the iconic Rhodes House, sponsored by Kyung Hee University.

Other sponsors and partners included ELS English Language Schools, Seoul Cyber University, University World News, the Institute for International Education, and the United Nations Academic Impact Program. The proceedings were published the following year, 2016, by

Fairleigh Dickinson University Press, to complement the 1965 proceedings under the title: Higher Education as a Bridge to the Future, edited by Dr. Jason A. Scorza.

The 2014-2017 presented to all participants at this 50th Anniversary meeting, the two-volume History of the IAUP, covering from 1965 to 2015. Later the two-volumes were distributed throughout the world with the help of the regional chairs.



*From left to right, Sir Enan Galaly, Chair of the IAUP Council of Senior Advisors, and Neal King, Chair of the IAUP Board of Directors*



*Dr. Inwon Choue, President of Kyung Hee University, arrives at the 50th Anniversary Gala Dinner*



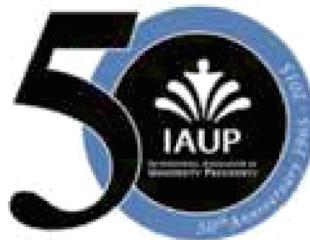
*From left to right, President Sheldon Drucker of Fairleigh Dickinson University, IAUP President Toyoshi Satow, Sir Andrew Hamilton, Vice Chancellor of Oxford University, and IAUP Secretary-General Alvaro Romo*



*From left to right, Professor Dame Glynis Breakwell, Vice Chancellor of University of Bath, Dr. Jason Scorza, IAUP Secretary General Emeritus, and Dr. Allan Goodman, President of the Institute of International Education*



*IAUP Executive Committee and Council of Senior Advisors at Fairleigh Dickinson University's Wroxton College on May 23, 2015*



The year was 1965. The place was Oxfordshire. It was there that five visionary academic leaders from five very different parts of the world convened a gathering of university presidents, rectors, and vice chancellors, who together would form the International Association of University Presidents (IAUP). Dedicated to strengthening the international mission and quality of higher education in an increasingly interdependent world, the IAUP also worked to promote global awareness and competence as well as peace and international understanding through education.

Now, five decades years later, we invite you to join in a celebration of this founding moment, as we look ahead to the next fifty years of global higher education. From 22 to 25 May 2015, the IAUP will return to where it all began, holding its Semi-Annual Meeting and 50th Annual Conference at Fairleigh Dickinson University's Wroxton College and Oxford University's Trinity College. Higher education leaders will not want to miss this special opportunity to celebrate the IAUP's five decades of contributions to global higher education and reflect on the crucial role of higher education and its leaders for the next fifty years.

### **Invitation by the Co-Hosts**

Dear Friends,

It is our great pleasure to invite university presidents, rectors, and vice chancellors from around the world to attend the IAUP Semi-Annual Meeting and 50th Anniversary Conference. From 22 to 25 May 2015, the IAUP will return to the place where it began its work, Oxford University's Trinity College and Fairleigh Dickinson University's Wroxton College, in the United Kingdom.

We have a terrific academic conference planned, focusing on what academic leaders today must do to prepare for Higher Education in 2065. We have also scheduled events commemorating the founding of IAUP and honoring its founding members, including Dr. Peter Samartino, President of Fairleigh Dickinson University (USA), Dr. Young Seek Choue,

President of Kyung Hee University (Republic of Korea), Dr. Rochefort Weeks, President of the University of Liberia, Dr. Jaime Benitez, President of the University of Puerto Rico, and Mr. Carlos P. Romulo, President of University of the Philippines.

But there will be plenty of time for socializing and networking, including a rare opportunity to visit Oxford's Ashmolean Museum after dark, for our Gala Dinner hosted by FDU, visits to Oxford University's Trinity College and Fairleigh Dickinson University's Wroxton College, where the idea for IAUP was conceived and nurtured, and a very special Farewell dinner at the Macdonald Randolph Hotel hosted by Kyung Hee University. We can assure you of a productive, enjoyable, and memorable meeting for both you and your guests.

*President Sheldon Drucker  
Fairleigh Dickinson University*

*President Inwon Choue  
Kyung Hee University*

### **Invitation from the IAUP President**

Dear Honored Colleagues,

For the past five decades, IAUP has served as the voice of global higher education, promoting peace, mutual understanding, and respect through academic diplomacy, and fostering the vitality and reach of higher education institutions through energetic international partnerships.

Indeed, the close relationship between Fairleigh Dickinson University and Kyung Hee University, which continues to this day, emerged from and was strengthened by the founding of IAUP in 1965. IAUP is grateful to President Sheldon Drucker of Fairleigh Dickinson University

and President Inwon Choue of Kyung Hee University for their ongoing work on behalf of the vision of our founders.

Please join us in Oxford for this very special event, which will also mark the publication of part two of the History of IAUP: 1996-2015 and the republication of part one of the History of IAUP: 1965-1995, by the IAUP 2014-2017 Presidency. Dr. Ichiro Tanioka, IAUP Treasurer and President of Osaka University of Commerce, is the Chairman of the History of the IAUP Committee for this project.

Sincerely,

*Dr. Toyoshi Satow*

*President of the International Association of University Presidents  
Chancellor of J.F. Oberlin University (Japan)*

### **Conference Highlights**

*Friday 22 May*

Opening Reception at the Macdonald Randolph Hotel, Oxford

*Saturday 23 May*

IAUP Business Meetings at Wroxton College, Fairleigh Dickinson University

Networking Lunch at Wroxton College, Fairleigh Dickinson University

50th Anniversary Keynote and Dedication at Wroxton College, Fairleigh Dickinson University

Gala Dinner at Oxford's Ashmolean Museum, sponsored by FDU

*Sunday 24 May*

Academic Conference: Higher Education in 2065, at Trinity College, Oxford University

Conference Keynote at Trinity College, Oxford University

Networking Lunch at Trinity College, Oxford University

Farwell Dinner at the Macdonald Randolph Hotel, sponsored by Kyung Hee University

*Monday 25 May*

Departure or sightseeing

### **The Spirit of 1965**

In addition to the distinguished assembly of university presidents from around the world, speakers of the historic 1965 meeting included historian Arnold J. Toynbee, financier Jean Paul Getty, economist Lady

Barbara Ward Jackson, international educator Kenneth Holland, and statesman Adlai Stevenson, who articulated the values that have informed the work of IAUP for the past fifty years and which will surely inform IAUP for the next fifty.

“Education should not make us specialists for some particular future professional job, but should make us citizens, social beings, citizens today of the whole world.” – Arnold J. Toynbee, Historian.

“There is another factor in man which has nothing to do with the multiplication of instances, and has nothing to do with those parts of his life which can be put into data processing instruments, or into statistics, and that is the fact that he is himself. He is one man who is born, who lives his life, who loves and suffers and acts and who dies, and this man is unique. There is no other. There is nothing that the computer can tell you about him.” – Lady Barbara Ward Jackson, Economist.

“Every university graduate should be aware of what we have come to call the ‘revolution of rising expectations.’ The peoples of Africa, Asia and Latin America have not sought independence so that they might enjoy deprivation under their own flags. They seek to build new societies, to achieve for themselves and guarantee for their children a share of the material benefits which more fortunate nations enjoy. They want an end of hunger and sickness and ignorance. They want an opportunity to fulfill their potentialities as individuals and to live in dignity.” – Kenneth Holland, President of the Institute for International Education.

“With the tremendous power of persuasion we enjoy in our respective societies, we must proclaim this truth that the genuine peace of the world is to be maintained not by armaments, but by the spirit of mutual understanding and co-operation – the sole foundation of a democratic and brotherly community of nations.” – Young Seek Choue, President of Kyung Hee University.

“There is excitement, enthusiasm and a spirit of progress. As the nations of the world come closer, the universities may be the instrument to unify them. Perhaps we, as heads of these institutions, may be a force for peace and understanding throughout the world. While we serve the needs of our countries and our own cultures, we can serve the cause of brotherly love that can bring greater understanding among all peoples.” – Peter Samartino, President of Fairleigh Dickinson University.

“The university education should qualify the individual to defend himself

against the strong and the unscrupulous, to make him strong and not weak, to respect those who have courage and not those who bow and kowtow . . . I think a university education should be a liberating influence. One cannot be educated in a community if he has a communicable disease; he cannot be educated and enjoy the benefits of a higher education if he does not understand the aspirations, the hopes and dreams of other people.” – Rocheforte Weeks, Chancellor of the University of Liberia.

By the time you read this, if you are already at the Oxford/Wroxton conference and have received your copy of the two-volume History of the IAUP, or if you read it after the conference in case you were not able to attend, but are an active IAUP member, the program may have changed a bit, but we are sure that it will have been a memorable, once-in-a-lifetime event.

### **THE HISTORY OF THE IAUP IN TWO VOLUMES**

One of the important contributions of the 1993-1996 Presidency, headed by Dr. Kan Ichi Miyaji as President and Dr. Yukiyasu Harano as Secretary General, was undoubtedly the publication of the volume “History of the IAUP: The First Thirty Years.” This volume covered from the time the IAUP was just an idea being discussed by our founding leaders, through the Inaugural Triennial Conference in 1965 in Oxford and Wroxton and to 1996, the year of the XI Triennial Conference, held in San Francisco, California, under the Leadership of Dr. Donald Gerth.

Basically, then we could say that the second volume covers from 1966 to 2015. Now under the leadership again of a Japanese President, Prof. Toyoshi Satow, a Japanese Treasurer, Prof. Ichiro Tanioka, who also is the Chairman of the History of the IAUP Committee, and with the help of Prof. Alvaro Romo, IAUP Secretary General (for the fourth time in his career,) the publication of the second Volume of the History of the IAUP, as well as the republication of the first Volume is published in a two-volume edition, nicely put in a special slipcase.

We all believe that the History of an association such as ours is a worthy contribution to a better understanding of our past and our present, in order to learn from our roots and to be faithful to the legacy of the IAUP, as well as to be inspired for our future work. We expect the publication of these two volumes to be before our 50th Anniversary celebration in Oxford and Wroxton in May (22-24) and to distribute it to all active

members of the IAUP, to partners, benefactors and other personalities that have influenced the development of our association.

### THE YEARS 2015 TO 2017

After the 50th Anniversary celebration of IAUP in May 2015, the remaining two years of the current Presidency 2014-2017 will witness the following activity:

-October 15-17, 2015: Semi-Annual Meeting in Gold Coast, Queensland, Australia, hosted by Bond University; Vice Chancellor and President Prof. Tim Brailsford will be the host.

-November 3-5, 2015: The 2015 WISE Summit will convene in Doha, Qatar. IAUP is one of the founding partners of this summit, as well as of the Education Leadership Program, jointly prepared by the Institute of International Education (IIE) and the IAUP. This Leadership Program is usually held just before the Summit, also in Doha, Qatar, under the auspices of the Qatar Foundation and it is designed for recently appointed University Presidents, Rectors, and Vice Chancellors.

-Other regional seminars, symposia or meetings may be organized during 2015 by IAUP members or regional Chairs, as well as by other international Associations, and IAUP may be invited and participate.

- March 12-15, 2016: The 98th Annual Meeting of the American Council on Education (ACE) will be held in San Francisco, California. The IAUP will, as always, join with ACE to participate in a program session and co-sponsor the International Reception.

-May 19-21, 2016: Semi-Annual Meeting in Alcalá de Henares, Spain, hosted by the University of Alcalá . Rector Fernando Galván will be the host of this meeting.

-October 14-17, 2016: Semi-Annual Meeting in Cape Town, South Africa, co-hosted by South African Technology Network (SATN,) Cape Peninsula University of Technology, and Central University of Technology (CUT.) Vice Chancellor Thandwa Mthembu will be hosting.

- Early November, 2016 (Exact date TBD:) The 2016 WISE Summit will convene in Doha, Qatar. It is customary to hold it during the first week of November. IAUP is one of the founding partners of this summit, as well as of the Education Leadership Program, jointly prepared by the Institute of

International Education (IIE) and the IAUP. This Leadership Program is usually held just before the Summit, also in Doha, Qatar, under the auspices of the Qatar Foundation and it is designed for recently appointed University Presidents, Rectors, and Vice Chancellors.

-Other regional seminars, symposia or meetings may be organized during 2016 by IAUP members or regional Chairs, as well as by other international Associations, and IAUP may be invited and participate.

-Late February, 2017 (Exact date TBD:) Semi-Annual Meeting to be held in Istanbul, Turkey. Details to be confirmed.

-March 11-14, 2017: The 99th Annual Meeting of the American Council on Education (ACE) will be held in Washington, DC. Again, the IAUP is expected to organize a joint session with the ACE as part of the program and to co-sponsor its International Reception.

-Other regional seminars, symposia or meetings may be organized during 2017 by IAUP members or regional Chairs, as well as by other international Associations, and IAUP may be invited and participate.

-July 5-8, 2017: XVIII Triennial Conference to be held in Vienna, Austria. The hosts will be the Presidency members of the 2017-2020 Presidency: Dr. Kakha Shengelia, President, Caucasus University, Republic of Georgia and incoming IAUP President; Dr. Gerald Reisinger, President Upper Austria University of Applied Sciences, Austria and incoming IAUP Secretary General; and Dr. Elizabeth Davis-Russell, President, Tubman University, Liberia, and incoming IAUP Treasurer.

The Triennial Conference in Vienna in 2017 will mark the transition from one Presidency to the next, from the 2014-2017 Presidency to the 2017-2020 Presidency, as is the long established tradition of the IAUP.

A new era in the IAUP history would then begin, after half a century of hard work in the association that is The Global Voice of Higher Education.

Prof. Toyoshi Satow  
President, IAUP 2014-2017  
Chancellor, J.F. Oberlin University, Japan

Prof. Alvaro Romo  
Secretary General, IAUP 2014-2017

Special Advisor to the President, Osaka University of Commerce

Prof. Ichiro Tanioka  
Treasurer, IAUP 2014-2017  
Chairman, History of the IAUP Committee



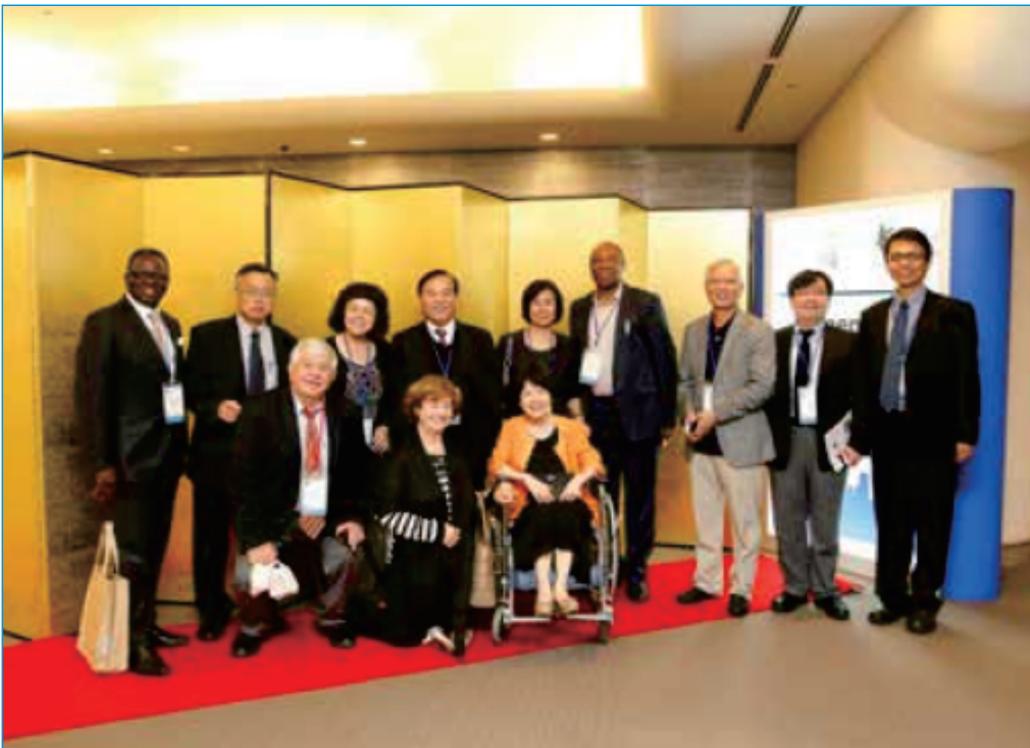
*Prof. Toyoshi Satow, President, IAUP, welcoming all Triennial participants to the Opening Cocktail Party, on June 11, 2014.*



*Japanese koto players, at the Opening Cocktail Party.*



*IAUP officers, plus UN Under Secretary-General and the sponsor of the Opening Cocktail Party, at the traditional sake barrel breaking (opening) ceremony.*



*International group of participants at the opening party.*



*The beautiful stage for the XVII Triennial Conference is set and ready.*



*Prof. Toyoshi Satow delivering his welcome address to the opening plenary audience, June 12, 2014.*



*Ambassador Teiichi Sato, Chairman of the Triennial Organizing Committee, welcomes all Yokohama Triennial participants and delivers his message.*



*Prof. Alvaro Romo, Secretary General IAUP, as Master of Ceremonies of the Opening Ceremony, 2014 Yokohama Triennial.*



*Dr. Ichiro Tanioka, IAUP Treasurer, delivering his thank you speech to the Gala Dinner sponsor on June 13, 2014.*



*Mr. Peter Launsky-Tieffenthal, Under Secretary-General, United Nations, presenting his address on behalf of UN Secretary General H.E. Ban Ki-Moon, June 12, 2014.*



*(Left to right) Prof. Toyoshi Satow, Ms. Susan Adams, Dr. Neal King, Mr. Peter Launsky-Tiefenthal, during the J. Michael Adams Award ceremony, June 12, 2014.*



*Mr. Nobuyuki Idei, Founder & CEO Quantum Leaps Corp. And Former President & CEO of Sony Corp. presenting his address on Global Education for the Future, June 12, 2014.*



Panel on “The Role of Women in Higher Education,” (l-r) standing: Dr. Sharon Hart, Dr. Eva Egron Polak, Dr. Elizabeth Stroble, Dr. Junko Hibiya; sitting: Dr. Gulsun Saglamer, Dr. Mariko Bando.



Plenary Session on “Peace Education – The Changing Nature of War,” (l-r) Dr. Elizabeth Davis-Russel, Dr. Jackie Jenkins-Scott, Dr. Salah Aziz, Dr. Joseph Isaac, Dr. Najib Stipho, Dr. Jim Miller.



Plenary Session, IAUP-UN Joint Panel “UN Academic Impact and Global Innovation in Higher Education,” (l-r) Dr. Masaru Ishizumi, Mr. Ramu Damodaran (UN,) Dr. Soon-Heung Chang, Prof. James McWha, Ms. Jessica Jiji.



Special Plenary Panel “Voices of the Future.” For the first time in its history, IAUP heard the voices of students at a Triennial Plenary Session, June 14, 2014.



*The welcoming group for the gala dinner, held on June 13, 2014 at the Yokohama Bay Tokyu. (L-r) Mrs. Reiko Tanioka, Dr. Ichiro Tanioka, Mrs. Carmen Romo, Dr. Alvaro Romo, Mrs. Yuan Yingming (wife of Dr. Satow,) Dr. Toyoshi Satow, Mr. Mark Harris, Dr. Teiichi Sato.*



*Mr. Mark Harris, President & CEO, ELS Educational Services, Inc. host of the spectacular gala dinner, welcoming all guests and offering the gala.*



*The Japanese shamisen virtuoso Hiromitsu Agatsuma, just a taste of the outstanding entertainment at the gala dinner.*



*Throughout the Triennial Conference a group of children constituted a Press Corps. They interviewed many important personalities from around the world, participating at the conference.*



*The Transfer of Presidencies ceremony at the closing session of the Triennial. In the center, Dr. Neal King clips the IAUP chain for Dr. Toyoshi Satow. Witnessing on the left, Dr. Carmen Lamagna and Dr. Jason Scorza and on the right Dr. Alvaro Romo and Dr. Ichiro Tanioka.*



*The Executive Committee and the Council of Senior Advisors 2014-2017.*

*IAUP Semi-Annual meeting group photo, Prague, Czech Republic, September 12-14, 2014.*



## VENUES OF IAUP MEETINGS 2014-2017



*Yokohama, Japan, venue of the IAUP XVII Triennial Conference, June 11-14, 2014*



*Prague, Czech Republic, venue of the Semi-Annual meeting on September 12-14, 2014*



*Trinity College, University of Oxford, one of the venues of the IAUP 50th Anniversary meeting, May 22-24, 2015*



*Gold Coast, Australia (Bond University,) will be the venue of the October 14-16, 2015 Semi-Annual meeting*



*University of Alcalá, Spain, venue of the May 19-21, 2016 Semi-Annual meeting*



*Cape Town, South Africa, venue of the October 14-17, 2016 Semi-Annual meeting*



*Istanbul, Turkey, venue of the late February,  
2017 Semi-Annual meeting*



*Vienna, Austria, venue of the XVIII Triennial  
Conference of the IAUP, July 5-8, 2017*

**AUP SEMI-ANNUAL MEETING,  
GOLD COAST, AUSTRALIA**



After the great success of the Oxford and Wroxton IAUP 50th Anniversary Conference, held on May 22-24, the third semi-annual meeting of this triennium (2014-2017) was held very successfully from October 14-17, 2015, in Gold Coast, Australia. Prof. Tim Brailsford, Vice Chancellor and President of Bond University was the gracious host and all meetings were held at the beautiful Bond University campus.

Nearly 30 delegates from 11 countries participated. At the Welcome Reception we had Mayor Tom Tate personally welcome everyone to Gold Coast. In addition to the working sessions of the Executive Committee and the Council of Senior Advisors, as well as the Board of Directors meeting, two panel sessions were held on Friday, October 16. As it is customary, any members of IAUP, independently of the region they come from, are welcome to all semi-annual meetings. It is a way to facilitate excellent and productive networking with all regions of the world.

The panel sessions focused on two of the biggest challenges facing universities today: Meeting Technology Challenges and Forging Successful International Partnerships. Participants heard from a panel of expert speakers discussions on how information technology continues to challenge and create opportunities for universities today and how it continues to impact on the evolution of higher education and institutions throughout the world. Special Session Two was on the topic of how international collaborations and partnerships, through a myriad of ways, have become integral to universities in supporting their international aspirations. There was also a presentation by a senior representative from the Australian Government on how universities and international education can help in contributing to soft diplomacy power.

The closing dinner on Friday 16th was memorable and most delegates departed Gold Coast on Saturday, October 17.



*Group Photograph, Bond University, Australia*



*Bond University view of the campus*

## IAUP SEMI-ANNUAL MEETING AT ALCALÁ UNIVERSITY, SPAIN



Alcalá University, Spain, headed by Rector Fernando Galván, was the venue of IAUP's fourth Semi-Annual Meeting of the triennium 2014-2017. With record attendance for a regular semi-annual meeting, as well as with an excellent program, this meeting was a resounding success. The Mayor of the city of Alcalá welcomed all participants personally.

The University of Alcalá (UAH) is one of Europe's oldest. Its origins can be traced as far back as the Studium Generale, or programme of university studies, that was instituted on 20 May 1293 under the protection of King Sancho IV de Castilla. The UAH is a modern, medium-sized institution, recognized as a trend-setter in Europe and the American continent. The City of Alcalá de Henares is in the Autonomous Region of Madrid, 30 km from Madrid on the Madrid-Barcelona motorway and 20 km from Madrid's international Adolfo Suarez-Barajas Airport. As usual, the working program included both IAUP business sessions and an academic program. The academic program had two panel sessions:

1.- "Universities and the Preservation of Culture: an International Challenge," with the participation of the following speakers:

Ramu Damodaran (United Nations)

Juan Ramón de la Fuente (UNAM, Mexico)

Remus Pricopie (SNSPA Bucharest, Romania)

2.- Panel Session 2: "Higher Education Institutions and Sustainability:"

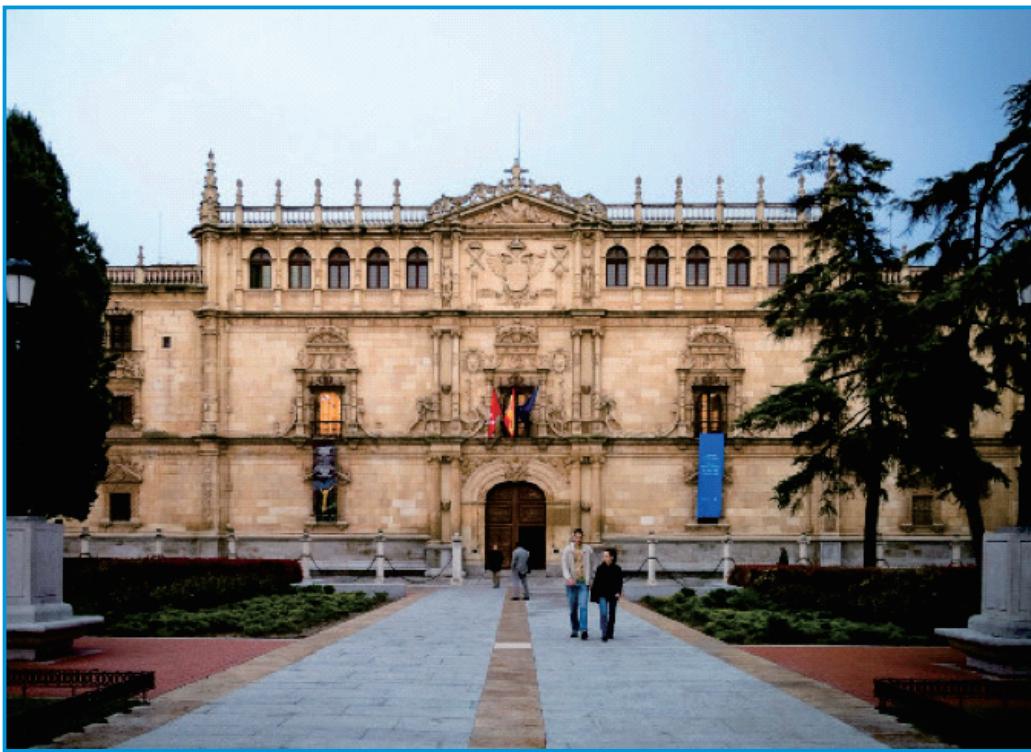
Carmen Z. Lamagna (AIUB, Bangladesh)

Daniella Tilbury (University of Gibraltar)

Fernando León García (CETYS, Mexico)

Both panel sessions triggered lively discussion.

There was also an excellent cultural program that provided an opportunity to catch a glimpse of the rich culture and history of Spain, including for all participants the beautiful cities of Madrid and Toledo. Networking opportunities aplenty were there for the picking, even with concrete signing of MOU'S between participating institutions.



*University of Alcalá*



*Delegates group photo*

## IAUP CAPE TOWN SEMI-ANNUAL MEETING



With healthy attendance and participation by representatives from all over the world, as well as the continent of Africa, over 40 participants met in Cape Town, South Africa, from October 13 to 16, 2016. Participants were welcomed by the representative of Ministry, as well as by the Mayor's office.

This IAUP fifth meeting of the 2014-2017 Triennial term was hosted by Central University of Technology, Free State (CUT) and Cape Peninsula University of Technology (CPUT). The Western Cape of South Africa is one of the world's most scenic regions and was a most appropriate venue for this second semi-annual meeting of the IAUP in the year 2016. Vice Chancellor Prof. Thandwa Mthembu, of Central University of Technology (at the time of the meeting already the brand new Vice Chancellor of Durban University) and Dr. Prinsloo Azwitevhelwi Nevhutalu, Vice Chancellor of Cape Peninsula University of Technology.

The substantive academic program featured two panel sessions:

Session 1: Innovation and International Partnerships for Sustainable Development.

Prof. Alvaro Romo

Prof. Irene Moutlana

Dr. Nico Jooste

Prof. Yusuf Sayed

Session 2: The role of Science and Technology in Addressing United Nations Sustainable Development Goals.

Dr. Phil Mjwara

Dr. Molapo Qhobela

Dr. David Phaho

Rich interaction with the panelists took place.

On the cultural side, Cape Town is hardly equaled in beauty and richness of its South African culture.



*Famous Table Mountain*



*Group photo*

## IAUP SEMI-ANNUAL MEETING IN SAN DIEGO, CALIFORNIA, AND TIJUANA, MEXICO



CETYS University, San Diego State University and the University of San Diego welcomed over sixty university leaders from the Americas, Europe, Asia, Middle East and to the beautiful region known colloquially as San Dijuana (San Diego-Tijuana), a region comprised of two countries and with a very unique dynamic. Presidents Fernando León, James T. Harris III and Elliot Hirshman were the three hosts of this unique meeting.

The San Diego and Tijuana region, is the largest bi-national urban area shared between the United States and Mexico, the second largest shared between the US and another country, and the fourth largest in the world. It is the third most populous region in the California-Baja California region.

The main purpose of the meeting was to discuss challenges and opportunities pertaining to innovation. This was the sixth and last IAUP Semi-Annual Meeting of the 2014-2017 triennium and took place on February 2-4, 2017. It was also the first time that a completely new format for the meeting was adopted, separating the business meetings (one day) from the academic program (two days.) San Diego was the place where we were lodged, but the final day took place in Tijuana, Baja California, where CETYS University has a large campus. It was the first time ever that an IAUP semi-annual meeting is held in two countries.

The program, in addition to the usual IAUP meetings and sessions, included addresses and two keynote plenaries with an emphasis on Innovation in Higher Education. With a packed and interactive schedule, attendees visited the three host universities and got a general sense of what the mega region has to offer. This one-of-a-kind event, in a two-country collaboration and host effort, was simply exceptional.

University World News (UWN) –Issue 446 of February 12, 2017– published an extensive article written by Dr. Fernando León García, with

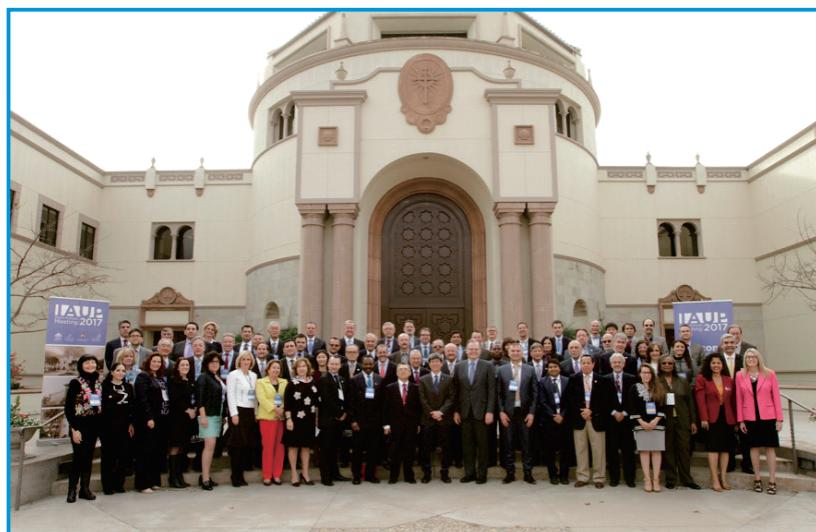
the title “Building bridges not walls will bring greater innovation,” with ample coverage of by Dr. León García about the IAUP Semi-Annual meeting held in San Diego, California and Tijuana, Mexico on February 2-4, 2017. We encourage anyone interested in reading more details to search for this University World News issue.

NOTE:

All preparatory steps of each semi-annual meeting were in charge of Prof. Alvaro Romo and Mr. Tatsuro Tanioka long before the date of each meeting.

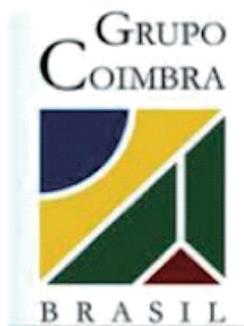


*Group photo*



*Group photo at University of San Diego*

## IAUP AND THE COIMBRA GROUP OF BRAZILIAN UNIVERSITIES



The Coimbra Group of Brazilian Universities (GCUB) invited IAUP to participate in its 7th International Seminary and 8th General Assembly, "Higher Education Innovation and Internationalization," held on 27-29 October, 2015. This academic gathering was hosted by the University of Manchester in the UK, and the IAUP had excellent representation with the participation of Dr. Fernando Galván Reula, Rector of the University of Alcalá, Spain. Dr. Galván attended also in his role as Chair of the Western and Southern Europe region of the IAUP.

Dr. Galván was in the program as a speaker in Round Table 2, on 28, October, on the topic "Higher Education, Science and Technology, Innovations and Internationalisation."



*Rector Fernando Galván Reula*

## IN MEMORIAM

We are saddened by the fact that we lost several members who had been extremely supportive of our organization during our triennial period. They are: Glenn Goerke, U.S.A., Heinrich Stremitzer, Austria, David Strangway, Canada, and Guido Declercq, Belgium. The first three were members of our Executive Committee and the fourth one was a member of our Council of Senior Advisors.

## RECOGNITION AND APPRECIATION

### Overview

All officers of the IAUP exercise their duties on a volunteer basis. IAUP depends on their members and their institutions to support IAUP activities, by hosting events such as semi-annual meetings, regional activities, and provide financial and in-kind support for IAUP's operation. Among our membership, members of the Executive Committee and of the Council of Senior Advisors are of particular importance to allow IAUP to achieve its mission. We are also fortunate to have been assisted over the last three years, by dedicated staff based at the academic institutions of the Presidency.



### Council of Senior Advisors

Mr. Enan Galaly, Denmark Founder and Chairman of Helnan International Hotels. In addition to his outstanding career as a hotelier, Galaly has been distinguished as "Knight of Dannebrog" by the Kingdom of Denmark. He has served IAUP as a senior advisor since 2000 and as Chair of the Council of Senior Advisors since 2011.

### General Members:

#### **Mrs. Susan Adams, U.S.A.**

She has been involved with IAUP since 2000 and has served as a member of the IAUP Council of Senior Advisors since 2012. Formerly an executive in the financial services industry.

**Mr. Ramu Damodaran – India**

Chief, United Nations Academic Impact (UNAI), Department of Public Information, United Nations Secretariat; Deputy Director for Partnerships and Public Engagement, UN-DPI; former Chief of its Civil Society Service, UN-DPI. Diplomat, writer, thinker, eloquent speaker.

**Allan Goodman, U.S.A.**

President and CEO, Institute of International Education; previously, he was Executive Dean of the School of Foreign Service and Professor at Georgetown University; author of books on international affairs published by Harvard, Princeton and Yale University Presses and *Diversity in Governance*, published by the American Council on Education. International Education leader recognized worldwide.

**Jan de Groot – Belgium**

President, European Association for Education Law and Policy, UNESCO  
Charge de Mission Arthur Goemaerelei 52, B-2018 Antwerpen, BELGIUM

**Mark W. Harris – USA**

Former President & Chief Executive Officer, ELS Language Centers; Former President of ELS Educational Services Inc.; Executive Vice President of Benesse Holdings, Inc. Previously he served as an Executive Vice President of Berlitz International, Inc. of Benesse Corp.

**Sang-Kyun Lee – Korea**

Board Chair, Shin-II Educational Foundation, Co-Chair, Seoul Cyber University, Seoul, Republic of Korea. Chairman of the Board of the Korea-Sweden Arts & Culture Society (2002.) General Manager of Shin-II Cultural Foundation (2000 to present)

**Se Ung Lee – Korea**

President, Shin IL Corporation and Shin IL Educational Foundation; chairman of the Board of Trustees of Seoul Cyber University; chairman of the Board of Directors of the Seoul Arts Center and the Korea National Ballet Company; former vice president of the Korean National Red Cross; and former board chairman of Sookmyung Women's University. Lee has contributed to the work of the IAUP since the late 1980's.

**Jose Ramos-Horta – Timor-Leste**

President of East Timor; Nobel Peace Prize Laureate, 1996; former prime minister, founder and former member of the Revolutionary Front for an Independent East Timor; former minister of external relations and information and permanent representative to the United Nations. Ramos-

Horta has been a speaker and participant at IAUP events.

**H.E. Fidel V. Ramos, Philippines**

Former president of the Philippines; key contributor to the association of South East Asian Nations (ASEAN); founder of the Ramos Foundation for Peace and Development, Inc.; co-founder and current chairman of the Board of Directors for the Boao Forum for Asia; and chairman of the Global Meeting of Emerging Markets Forum.

**Professor Teiichi Sato, Japan**

Senior Advisor for Academic Affairs, International University of Health and Welfare; Honorary Executive Director, Tokyo National Museum; Ambassador Extraordinary and Plenipotentiary to UNESCO (2003- 2006) Heitor Gurgulino de Souza – Brazil Secretary-General, IAUP 2008-2011; Former Rector, United Nations University, President of the World Academy of Arts and Sciences, Member of the Club of Rome.

**Mr. Michael C. Stevenson – United Kingdom**

President MC Stevenson Limited, author and speaker

**10.3 Executive Committee**

**PAST OFFICERS**

**Neal King – USA**

IAUP President, 2011-2014, Chairman of the Board, 2014-2017  
President Emeritus, Sofia University

**Jason Scorza – USA**

IAUP Secretary-General, 2011-2014  
Vice Provost, Global Learning, Fairleigh Dickinson University

**Carmen Lamagna – Bangladesh**

IAUP Treasurer, 2011-2014  
Vice Chancellor, American International University-Bangladesh (AIUB)

**Barham Madain Ayub – Chile**

(President, 2008-2011)  
President Emeritus, Universidad de Viña del Mar

**José Rodríguez Pérez – Chile**

IAUP Treasurer, 2008-2011  
Rector, Universidad Andrés Bello

**Pornchai Mongkhonvanit – Thailand**

IAUP President, 2005-2008  
President, Siam University

**Ingrid Moses – Australia**

IAUP President, 2002-2005  
Chancellor Emeritus, University of Canberra

**James McWha – Australia**

IAUP Secretary-General, 2002-2005  
Vice Chancellor, University of Rwanda  
Former Vice Chancellor, The University of Adelaide

**Sven Lars Caspersen – Denmark**

IAUP President, 1999-2002  
Former Chairman of the Board, Aalborg University

**Jef Van der Perre – Belgium**

IAUP Secretary-General, 1999-2002  
Former Secretary General, Flemish Inter University Council

**Donald Gerth – USA**

IAUP President, 1996-1999  
President Emeritus, California State University at Sacramento  
Roseville, CA, USA

**REGIONAL CHAIRS****Joshua Alabi – Ghana**

(Chair, West Africa Region)  
Rector, Institute of Professional Studies, Accra

**David Atkinson – Canada**

(Chair, Canada region)  
President, Grant MacEwan University

**Donald Betz – USA**

(Chair, U.S.A. Region)  
President, University of Central Oklahoma

**Shawn Chen – P. R. China**

(Chair, North East Asia Region)  
President, SIAS International University

**Fernando Galván Reula – Spain**

(Chair, Western & Southern Europe Region)  
Rector, University of Alcalá

**Fernando León García – Mexico**

(Co-Chair, Mexico/Central America Region)  
President, CETYS Universidad System

**Dr. Soon Heung Chang – Korea**

(Chair, Korea Region)  
President, Handong Global University

**Thandwa Zizwe Mthembu – South Africa**

(Chair, Soth Africa Region)  
Vice-Chancellor and Principal,  
Durban University of Technology

**Antonio Leaño Reyes – Mexico**

(Co-Chair, Mexico/Central America Region)  
Rector, Universidad Autónoma de Guadalajara

**Bohuslava Šenký ová – Czech Republic**

(Chair, Northern Europe Region)  
Rector, University of Finance & Administration (VSFS)

**Eda Coutinho Barbosa Machado de Souza – Brazil**

(Chair, Brazil Region)  
President, Instituto de Educação Superior de Brasilia (IESB)

**Janjira Wongkhamthong – Thailand**

(Chair, South East Asia Region)  
President, Christian University of Thailand

**GENERAL MEMBERS****Dr. Pedro Alejandro Basualdo – Argentina**

Academic Secretary,  
Alma Mater Studiorum Universitá di Bologna (Representation in  
Argentina)

**Dr. Inwon Choue – Republic of Korea**

President, Kyung Hee University,  
Seoul, Republic of Korea

**Constantine W. Curris – U.S.A.**

Former President, American Association of State Colleges and University (AASCU)

**Jackie Jenkins-Scott – U.S.A.**

(Co-Chair, IAUP/UN Commission on Disarmament Education, Conflict Resolution & Peace)  
President Emeritus, Wheelock College

**Eunjoo Lee – Republic of Korea**

President, Seoul Cyber University

**Keith Terrence Miller – USA**

President Emeritus, Virginia State University

**Professor Daniel Ricardo Pizzi - Argentina**

Rector, Universidad Nacional De Cuyo

**James Roach – USA**

Former President, Western Connecticut State University

**Gulsun Saglamer – Turkey**

Former Rector, Istanbul Technical University

**David James Schmidly – U.S.A.**

Former President, University of New Mexico

**Jei-Fu Shaw – Taiwan**

President, I-Shou University

**Sheldon Drucker – USA**

President, Farleigh Dickinson University

## SUPPORT STAFF



**DR. YOSHIRO TANAKA**  
DEPUTY SECRETARY GENERAL, IAUP



**MS. YUKIKO EBARA**  
ASSISTANT TO CHANCELLOR  
J. F. OBERLIN, UNIVERSITY



**DR. HIROAKI HATAYAMA**  
ASSISTANT TO THE PRESIDENT, IAUP



**MS. ARACELI GIACOMET**  
ASSISTANT TO THE SECRETARY  
GENERAL, IAUP



**MR. TATSURO TANIOKA**  
ASSISTANT SECRETARY GENERAL,  
DEPUTY TREASURER, IAUP



## **CHAPTER EIGHT**

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### **IAUP HISTORY FROM 2017 TO 2020 (PLUS 2021)**

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## MESSAGE FROM THE PRESIDENCY

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### MESSAGE FROM THE IAUP PRESIDENT



**Kakha Shengelia**  
Georgia  
IAUP President  
President,  
Caucasus University (CU)

#### Foreword

It's time for the next triennial conference and with it for the new leadership at IAUP. Thus, we gladly offer IAUP members this report of 2017-2021 operations. IAUP continues to meet the planned yearly events from the 2017 Triennial Conference held in Vienna, Austria to the 2020 Triennial Conference, now held in Mexico City, Mexico, from 29 July through 31 August 2021.

We are starting the next triennium 2021-2024 with incoming president Fernando León García, president of CETYS University, with his team consisting of Fernando Galván Reula, former president

of the University of Alcalá, as the secretary-general and Shawn Chen, president of SIAS University, as the treasurer. They are ready for the next three years and eager to grow and develop in a modern dynamic environment that holds great opportunities and expectations.

The current team of Gerald Reisinger, president of Upper Austria University, as secretary-general, Nicolette DeVille Christensen, former president of Arcadia University as treasurer, and myself as the president, have the honour of presenting in the following pages a summary of the past three years of activities and accomplishments. Please enjoy reading them and continue to contribute to the management and education system worldwide through your interactions with the IAUP management team. Your participation and engagement helps to ensure the continued success and development of the member higher education institutions.

#### Message

The new triennial term of 2017-2020 began with the development of higher education as usual as our main priority. The 2017 Vienna XVIII Triennial Conference, with innovations in education as the main theme, was attended by hundreds of participants from countries all around the

world. The conference was productive, filled with excellent speeches and captivating presentations, followed by engaged discussion and networking among participants, including a fascinating cultural evening. Furthermore, the students were an active part of the conversation, providing constructive feedback. The parallel sessions and student participation have become an increasingly integral part of the IAUP meetings. This follows the norm of the new millennium by providing more involvement and voice to the younger generation.

This has been a very busy and productive three years. As the very first president from Georgia to be elected at IAUP, I felt it was my responsibility to present Georgia in a favourable light by doing the best I could in leading IAUP. Furthermore, my team had the full support of the government of Georgia and the Georgian academic community. With deans of Georgian universities, representatives of the Ministry of Education and the chair of parliament's committee of education attending the Vienna conference, an excellent opportunity presented itself to introduce Georgian culture and capabilities to the IAUP community.

For this opportunity, I would like to thank my long-time friend and dear colleague, the late Michael Adams, former President of IAUP. This assignment provided me an opportunity to visit countries all around the world, promoting and disseminating goals of the IAUP and as well as sustainable development goals of the UN to promote economic development through better and more efficient education. In particular, I have initiated programmes for the development of education in Africa, a region of particular interest in the future development of education.

## MESSAGE FROM THE SECRETARY GENERAL



**Gerald Reisinger**  
Austria  
IAUP Secretary General  
President, FH Upper Austria

With reference to the statement of IAUP President Kakha Shengelia, I would like to point out the great meetings we had during the last three years. It was our goal, under the motto of "A Brighter Future", to work on special issues concerning UN development goals in accordance with the principles of the UN impact declaration. Every semi-annual meeting dealt with a particular development goal within the international higher education system, and I would like to thank every host, whether semi-annual meetings or regional

meetings, for their commitment to the idea of the IAUP. Besides that one of our goals was to give IAUP a modern and simplified structure by implementing a new data base to enhance the cooperation between members via implementing a cloud solution for cooperation in the organizational field. I would like to thank our treasurer Nicolette DeVille Christensen, Nikki, for her efforts in restructuring the financial structure under the challenging circumstances caused by the transferring our accounts from the US to England and moreover, for the work she has done together with our partner Chris Christou in building up the processes and structure for the new entity under British law. I would also like to thank president Kakha Shengelia for all the efforts he made to promote the idea of IAUP worldwide and convincing many new members to join the IAUP community.

Vienna was a starting point within the history of IAUP by integrating our students. With a special format into a triennial meeting we organized a young scientists conference parallel to the regular IAUP conference. It was a great experience for all these wonderful young people from all over the world with different cultural backgrounds and to discuss substantial issues with colleagues from their unique perspective. I hope this will be a norm-going unique selling point of the IAUP. Let me use this opportunity to thank Barbara and her team for organizing this event 2017 in such a great manner. And, I would like to thank Doris for everything she has done the last three years to keep IAUP going on administrative and operational level.

Wishing the team under the leader Fernando León García the best for the upcoming three years and a successful Triennial Mexico 2021.

### MESSAGE FROM THE IAUP TREASURER



Nicolette DeVille Christensen, USA  
IAUP Treasurer  
Arcadia University, Glenside  
Pennsylvania, USA, President until 2017

Although we have witnessed unprecedented challenges during the past four years, this time also represents a period of significant growth for the IAUP. Our commitment to UN sustainable development goals meant that, as the pandemic grew, we were well positioned to respond effectively to transnational issues. In view thereof that educators are not necessarily known for their ability to change, let alone rapidly, the swift

response of our member institutions at a time of tumultuous change is worthy of profound respect. In this difficult environment, our membership showed commitment to higher education, to the long-term sustainability of their respective institutions, and a humanistic approach to the health and safety of their staff and students.

Pre-pandemic, we launched the inaugural Leadership Institute in Aalborg, Denmark for new and emerging Presidents from around the world. I offer a special thank you to Enan Galaly for his generous support that made this endeavour possible. I also want to commend the members of the IAUP Board and colleagues for the gift of time and talent. Their contributions and presence ensured the success of this important initiative which will now be an ongoing IAUP service to our global community. I am grateful for the work of those leaders who preceded us, whose foresight in planning continues to benefit us today as a legacy gift in support of this initiative.

Furthermore, I want to acknowledge my respect and appreciation for the Herculean efforts of Secretary-General Gerald Reisinger, Doris Schiefermayr, and the whole Austrian team along with the Christou team in England. There were many staff involved in the financial realignment and infrastructure development of internal systems. Each one, without fail, exuded professionalism and personal investment in a complicated and complex process. We also navigated the Brexit perplexities and transitions under guidance of these teams. Collectively, we have moved the IAUP forward to a new performance platform.

Critical to our success were the ongoing enthusiastic and supportive efforts of President Kakha Shengelia and Irena Melua. Together, we have accomplished much more than any of us could have conceived individually. I am grateful to have been part of a team where professional obligations result in such personal rewards. I do not want to conclude these remarks without acknowledging my professional and personal debt to our late Chairman of the Board, Toyoshi Satow, whose wisdom, wit, august presence, and many kindnesses are already missed.

## MESSAGE FROM THE ADVISORY COUNCIL CHAIRMAN



**Enan Galaly**  
Chairman of the IAUP  
Advisory Council

Since the last Triennial held in Vienna – July 2017, the Advisory Council has participated in several IAUP meetings in many areas. Different topics have been discussed such as exchange of programmes...etc. Some of the IAUP events were hosted in Denmark, such as the strategic meeting held in 28-30 September 2017 at the Helnan Aarhus hotel, as well as the programme for New / Emerging Presidents that took place from 21-27 July 2019, at the same venue. A new generation of members with different nationalities have joined the Council. This will affect the Council's future performance by promising mission and vision.

According to my suggestion, it has been approved to change the Council's name from the "Council of Senior Advisors" to the "Advisory Council".

It has been noticed that the new policy which was adapted by President Kakha Shengelia, due to his active public relations and visits to different parts of the world, has strengthened the Council, especially as most of its members are currently acting as university presidents. As a member of the Advisory Council, the IAUP has supported Amr Ezzat Salama to be elected as the Secretary-General of the Association of Arab Universities which has its headquarters in Jordon and includes more than 323 universities.

During 2020, some meetings are planned to be hosted in Egypt. Through my different interviews with the international media as well as several speeches at events organized by recognized universities, I was able to highlight the role of higher education for developing communities and countries.

As a person active in the IAUP for more than 20 years and thus related to such remarkable and respectful organization, I have been honoured to witness the major positive changes that had already happened. This will pave the way to make the IAUP in a higher level which it deserves and to play an essential international role.

This can be achieved by implementing new organizational structures, fund raising, establishing a permanent headquarter and increase of members.

## XVIII TRIENNIAL CONFERENCE JULY 2017

### IAUP XVIII Triennial Conference, July 2017, Vienna, Europe

#### Theme: Innovation in Education and Sustainability

Every three years, the IAUP conducts a large scale conference where dynamic discussions related to higher educational fields take place. In 2017 the main themes of the conference were concentrated on the innovative fields of education. Namely, simulation based learning and training, innovation technology in learning and training, expectations from the industry to the education worldwide and new trends in education.

Furthermore, in 2017 a new dual-conference concept was introduced to actively share a culture of intellectual social responsibility and to demonstrate the commitment to the United Nations Academic Impact (UNAI) initiative. Alongside the main conference, IAUP provided early career scientists the same venue to hold their own gathering on sustainability in education. Those young scientists discussed mobility of the future and global challenges. While our main goal was to give the voice to early career researchers from around the world, we also created plenty of opportunities for intellectual exchange and possible future cooperation. The young scientists conference also offered opportunities for exchange with distinguished keynote speakers and university presidents during the sessions as well as during the social programme.

The results of this conference have been discussed with the UN representative during the closing event on Saturday. As is traditional, the programme had its IAUP General Assembly meeting as a part of the closing session. 24 contributions were submitted for the IAUP triennial conference and 28 for the young scientists conference. All these abstracts were published in a separate conference abstract booklet. To conclude, this programme included a variety of cultural and social events, which had been provided by the gracious hosts. Particularly, the Vienna and Georgian evenings and other multicultural events helped the participants to better understand international compatriots and acquire unique experience. In addition to an extraordinary opening ceremony and compelling keynote speeches, it was the first time that the Anton Bruckner University (one of the five Austrian Universities for Music, Drama and Dance) accompanied the entire triennial melodically by introducing each session with musical background.

**Greetings and video messages were delivered by:**

- Federal President of the Republic of Austria – Alexander von der Bellen
- European Commissioner – Johannes Hahn
- UN General secretary António Guterres.

We were also very pleased that many of the participants were joined by their partners and they enjoyed a special sightseeing programme during the conference days. In total, more than 300 university rectors and researchers from almost 50 nations and 140 different universities and research institutions took part in the IAUP Triennial 2017.

**Programme Highlights****Wednesday 5 July 2017, Opening Cocktail Party**

The Opening Cocktail Party took place in one of the most splendid monumental buildings in Vienna – the Vienna City Hall. Erected in Gothic style it serves as the head office of Vienna's municipal administration. The participants enjoyed speeches from the representative of the mayor, the IAUP General Secretary – Elect, the IAUP President elect and the Chairman of the IAUP Advisory Council. There was also a symbolic handover of the keys of the Hofburg, where the conference took place. The crowning conclusion was the performance of the Anton Bruckner University ballet.

**Conference Programme  
IAUP Triennial & Young Scientists**

## Thursday 6 July 2017/ Location: Hofburg Vienna

TIME	IAUP CONFERENCE PROGRAMME	YOUNG SCIENTISTS CONFERENCE
09:00 – 09:05 am	Introduction by the Anton Bruckner Private University Ensemble	
09:05 – 10:05 am	<b>Opening Ceremony</b>	
10:05 – 10:10 am	Short Intermission	
10:10 – 10:50 am	<b>Keynote Theme:</b> <b>GLOBAL TRENDS IN A HIGHER EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>A Snapshot of Transformative Trends and Knowledge Development in Tertiary Education</b>, Martina Gaisch – FH Upper Austria – Austria</li> </ul>	<b>Keynote I:</b> <b>EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>How Education can Promote Social Progress</b>, Christiane Spiel – University of Vienna – Austria</li> </ul>
10:50 – 11:25 am	Networking coffee break	
11:25 – 12:00 am	<b>Keynote Theme:</b> <b>SIMULATION-BASED LEARNING AND TRAINING</b> <ul style="list-style-type: none"> <li>■ <b>Hybrid Surgical Simulators in Medical Education</b>, Andreas Schrempf – FH Upper Austria – Austria</li> </ul>	<b>Keynote II:</b> <b>CAPACITY BUILDING</b> <ul style="list-style-type: none"> <li>■ <b>Theory and Methodology to Foster Socio-Emotional Development and Thriving in Youth</b>, Gil G. Noam – Harvard University – United States of America</li> </ul>
12:00 – 01:25 pm	<b>Session:</b> <b>SIMULATION-BASED LEARNING AND TRAINING</b> <ul style="list-style-type: none"> <li>■ <b>Novel Simulator for Cranial Graft Lift Training</b>, Marianne Hollensteiner – FH Upper Austria – Austria</li> <li>■ <b>Development and Assessment of the RealSpine Simulation System for Surgical Training</b>, Werner Korb – University of Applied Sciences Leipzig – Germany</li> <li>■ <b>Development of Validated Methods to Generate Haptic Feedback in Interventional and Therapeutic Needle Insertions</b>, Benjamin Esterer – FH Upper Austria – Austria</li> <li>■ <b>The Impact of Simulation-based Instruction on College Students' Understanding of Projectile Motion and Attitudes Towards Physics</b>, Yazan Alghazo – Prince Mohammad Bin Fahd University – Saudi Arabia</li> </ul>	<b>Session I:</b> <b>CAPACITY BUILDING</b> <ul style="list-style-type: none"> <li>■ <b>Social Development in Adolescence: The Impact of Family Conditions</b>, Katja Hofbauer – FH Upper Austria – Austria</li> <li>■ <b>Evaluation of the VISC Programme: Fostering Intercultural Friendships</b>, Elisabeth Stefanek – FH Upper Austria – Austria</li> <li>■ <b>Positive Development of Immigrant Youth: Validation of the Holistic Student Assessment</b>, Petra Gradinger – FH Upper Austria – Austria</li> </ul>
01:25 – 02:25 pm	<b>Networking lunch &amp; Lunch Session: EDUCATION AS A TOOL FOR DEVELOPMENT</b> <ul style="list-style-type: none"> <li>■ <b>Scientific and Industrial Strategy for the Socio-economic Development of Angola</b>, Eurico Ngunga – Agostinho Neto University – Angola</li> <li>■ <b>Impact of an Innovative Leadership Development Programme on Global Capacity</b>, Elisabeth Stroble – Webster University – United States of America</li> </ul>	
02:25 – 02:30 pm	Introduction by the Anton Bruckner Private University Ensemble	
02:30 – 03:10 pm	<b>Keynote Theme:</b> <b>MODERN TECHNOLOGIES IN E-LEARNING</b> <ul style="list-style-type: none"> <li>■ <b>Can We Use New Ways of Modelling Complex Systems to Optimise Student Learning?</b>, Robin Braun – University of Technology Sydney – Australia</li> </ul>	<b>Keynote III:</b> <b>EDUCATION FOR ALL</b> <ul style="list-style-type: none"> <li>■ <b>Educating the Mind and the Heart: Why Kindness Matters</b>, Tina Malti – University of Toronto – Canada</li> </ul>
03:10 – 04:10 pm	<b>Session:</b> <b>INNOVATION IN EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>Graduate Teaching Assistants Learn like PreService Teachers - A Novel Idea</b>, Seema Rivera – Clarkson University – United States of America</li> <li>■ <b>Waiting for the President to Leave</b>, Alan Davis – Kwantlen Polytechnic University – Canada</li> <li>■ <b>How Can Japanese Universities Contribute to the New System of Moral Education?</b>, Osamu Nakayama – Reitaku University – Japan</li> </ul>	<b>Session II:</b> <b>EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>Reaching Out and Connecting Learners Via Open Education – the Hamburg Open Online University</b>, Jakob Kopczynski – HAW Hamburg – Germany</li> <li>■ <b>“Minority Teachers”: Approaches for the Bavarian Teacher-Training Programme to Utilise their Capabilities for Primary School?</b>, Sybille Holz – University of Passau – Germany</li> </ul>
04:10 – 04:40 pm	Networking Coffee Break	
04:40 – 05:20 pm	<b>Keynote Theme:</b> <b>THE AUSTRIAN HIGHER EDUCATION AREA</b> <ul style="list-style-type: none"> <li>■ <b>The Austrian Higher Education Area</b>, Heribert Wulz – Ministry of Science, Research and Economy – Austria</li> </ul>	<b>Session III:</b> <b>SUSTAINABILITY</b> <ul style="list-style-type: none"> <li>■ <b>Tracking Nitrate Sources in Groundwater and Associated Health Risk for Rural Communities in the White Volta River Basin of Ghana Using Isotopic Approach</b>, Abass Gibilla – Kwame Nkrumah University of Science and Technology (KNUST) – Ghana</li> <li>■ <b>Sustainable Development and Sustainable City</b>, Tserendorj Davaaikhuu – Mongolian National University – Mongolia</li> <li>■ <b>The Sustainable Agriculture Imperative: Implications for South African Agricultural Extension</b>, Rendani Humphrey Khwizidzhi – University of Mpumalanga – South Africa</li> <li>■ <b>Collective Impact of Climate Change and Rapid Urban Development on Peripheral Rivers: A Case of Haldia River in Chittagong, Bangladesh</b>, Nureen Faiza Anisha – BRAC University – People's Republic of Bangladesh</li> </ul>

Friday 7 July 2017 / Location: Hofburg Vienna

TIME	IAUP CONFERENCE PROGRAMME	YOUNG SCIENTISTS CONFERENCE
09:00 – 09:05 am	Anton Bruckner Private University Ensemble	
09:05 – 10:05 am	<b>Keynote Theme: CHALLENGES FOR THE EUROPEAN SCIENTIFIC LANDSCAPE</b> <ul style="list-style-type: none"> <li>■ <b>Challenges for the European Scientific Landscape</b>, Paul Rübig – Chairman of the Scientific Committee of the European Parliament</li> </ul>	<b>Keynote IV: PEACE AND CONFLICT RESOLUTION</b> <ul style="list-style-type: none"> <li>■ <b>Youth and Terrorism: A Six Step Interdisciplinary Explanation</b>, Wim Meeus – University of Utrecht – Netherlands</li> </ul>
10:05 – 10:10 am	Short Intermission	
10:10 – 10:50 am	<b>Keynote Theme: SIMULATION, VIRTUAL &amp; AUGMENTED REALITY FOR EDUCATION &amp; TRAINING</b> <ul style="list-style-type: none"> <li>■ <b>New Enabling Methodologies and Technologies in and for Education &amp; Training</b>, Francesco Longo – University of Calabria – Italy</li> </ul>	<b>Session IV: PEACE AND CONFLICT RESOLUTION &amp; UN IMPACT</b> <ul style="list-style-type: none"> <li>■ <b>Nomadic Children in Kenya: Understanding the Conflict, Livelihood and Vulnerability Interface</b>, Ezekiel Mbitha Mwenzwa – Karatina University – Kenya</li> <li>■ <b>The Ten Basic Principles of the United Nations Academic Impact Initiative (UNAI): Can Personal Endorsement be Predicted from Value Orientations and Globalization? Findings from Austria, China, Cyprus, India, Nigeria, and Slovakia</b>, Andrea Nechelberger – Austrian Academy of Psychology – Austria</li> <li>■ <b>Euraxess</b>, Federal Ministry of Science, Research and Economy – Austria</li> </ul>
10:50 – 11:25 am	Networking coffee break	
11:25 – 12:05 pm	<b>Session: NEW UNIVERSITY MODELS</b> <ul style="list-style-type: none"> <li>■ <b>RLS-Sciences: A Multilateral and Multilevel Approach</b>, Sebastian Goers – Johannes Kepler University Linz – Austria</li> <li>■ <b>Interdisciplinary Doctoral Programmes to Address Major Technical and Societal Challenges</b>, Jimmy G. Cheek – University of Tennessee Knoxville – United States of America</li> <li>■ <b>Student Transformative Learning Record (STLR)</b>, Don Betz – University of Central Oklahoma – United States of America</li> <li>■ <b>Entrepreneurship 2020</b>, Keith Miller – Virginia State University – United States of America</li> </ul>	<b>Keynote V: SUSTAINABILITY</b> <ul style="list-style-type: none"> <li>■ <b>Sustainability and Circular Economy: Paradigm Shift in Polyolefin Markets</b>, Andreas Leitner – Borealis Polyolefins – Austria</li> </ul> <b>Session V: SUSTAINABILITY</b> <ul style="list-style-type: none"> <li>■ <b>The Influence of Business Models and Development Trends in the Field of Logistics to Promote Eco-Friendly Transport</b>, Eva Jung – FH Upper Austria – Austria</li> <li>■ <b>Subject-oriented Supply Chain Design and Execution</b>, Matthias Neubauer – Johannes Kepler University – Austria</li> <li>■ <b>Predictive Maintenance for Transport Systems – Employing Model Ensembles for Online State Detection</b>, Jan Zenisek – FH Upper Austria – Austria</li> <li>■ <b>Development of an Evaluation Method for the Selection of a Sustainable Business Location</b>, Markus Pajones – FH Upper Austria – Austria</li> </ul>
01:25 – 02:25 pm	Networking Lunch & <b>Lunch Session: CHALLENGES FOR EDUCATION IN THE 21<sup>ST</sup> CENTURY</b> <ul style="list-style-type: none"> <li>■ <b>Inclusion of Global Competence in Higher Education: Perspectives of Faculty in Saudi Arabia</b>, Yazan Alghazo – Prince Mohammad Bin Fahd University – Saudi Arabia</li> <li>■ <b>Preparing Educators to Meet the Challenge of Educating Immigrants and Refugees</b>, José Agustín Ruiz-Escalante – Prince Mohammad Bin Fahd University – Saudi Arabia</li> </ul>	
02:25 – 02:30 pm	Introduction by the Anton Bruckner Private University Ensemble	
02:30 – 03:45 pm	<b>Panel Session: INDUSTRY MEETS EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>Industry-University Collaboration: A Way for Innovation and Employment</b>, Md. Sabur Khan – Daffodil International University – Bangladesh</li> <li>■ <b>Education and Training Solutions for Disasters and Emergencies Management in Industrial Plants</b>, Francesco Longo – University of Calabria – Italy</li> <li>■ <b>Crisis, Innovation, and New University Models</b>, David Atkinson – MacEwan University – Canada</li> </ul>	<b>Keynote VI: RISK &amp; RESILIENCE</b> <ul style="list-style-type: none"> <li>■ <b>Supply Chain Disruption Response: Stages, Strategies and Behaviors</b>, Christoph Bode – University of Mannheim – Germany</li> </ul>
03:45 – 04:05 pm	Networking Coffee Break	
04:05 – 05:05 pm	<b>Panel Session: TRENDS IN EDUCATION</b> <ul style="list-style-type: none"> <li>■ <b>Four Nations, Five Innovative Institutional Perspectives</b>, Bonita Jacobs – University of North Georgia – USA, Fernando León García – CETYS University – Mexico Shawn Chen – SIAS International University – P.R. China, Tim Brailsford – Bond University – Australia, Les Wong – San Francisco State University – USA</li> </ul>	<b>Session VII: INTER-CULTURAL DIALOGUE</b> <ul style="list-style-type: none"> <li>■ <b>Supply, Operations and Logistics Resilience in Global Supply Chains: Contextual Conditions and Strategies</b>, Ila Manuj – University of North Texas – United States of America</li> <li>■ <b>A Grounded Theory Approach to Understand Supply, Operations and Logistics Resilience in Supply Chains</b>, Michael Herburger – FH Upper Austria – Austria</li> <li>■ <b>Monitoring Discrepancies in a Buyer-Supplier Relationship</b>, Alireza Faraz – FH Upper Austria – Austria</li> <li>■ <b>Education and Training Solutions for Disasters and Emergencies Management in Industrial Plants</b>, Antonio Padovano – Adres University of Calabria – Italy</li> </ul>

**Saturday 8 July 2017/Location: Hofburg Vienna**

TIME	IAUP CONFERENCE PROGRAMME	YOUNG SCIENTISTS CONFERENCE
09:00 – 09:05 am	Introduction by the Anton Bruckner Private University Ensemble	
09:05 – 09:20 am	<b>Keynote Theme: THE UN IMPACT</b>  ■ <b>Who makes an Academic Impact?</b> Ramu Damodaran – United Nations Academic Impact - United States of America	
09:20 – 10:35 am	<b>World Café</b>  ■ <b>Young Scientists meet IAUP Presidents</b> Forum Alpbach – IAUP Members & Young Scientists Participants	
10:35 – 11:00 am	<b>Plenary Session World Café</b>  ■ <b>Presentation of the World Café</b>	
11:00 – 11:05 am	<b>Farewell of Young Scientists</b>  ■ <b>Closing of Young Scientists Conference</b>	
11:05 – 11:30 am	Networking Coffee Break	
11:30 – 12:30 pm	<b>Closing Session &amp; IAUP General Assembly</b>	
12:30 – 01:30 pm	Farewell Lunch	

**PROGRAMME AND IMPRESSIONS OF THE CONFERENCE****OPENING COCKTAIL PARTY – WEDNESDAY****1<sup>st</sup> CONFERENCE-DAY – THURSDAY**



**UPPER AUSTRIA NIGHT WITH THE BRUCKNER ORCHESTRA  
IN ST. STEPHEN'S CATHEDRAL**

Thursday 6 July 2017 – Upper Austria Night. The University of Applied Sciences Upper Austria and the Councilor of Upper Austria invited the participants and the IAUP guests to a concert of the famous Bruckner Orchestra conducted by Dennis Russell Davies in the St. Stephen's Cathedral – the symbol of Vienna. A breath-taking backdrop awaited the conference participants who could listen to the sounds of Bruckner's 4th symphony in E-flat major, also known as "Romantic".



**2<sup>nd</sup> CONFERENCE-DAY – FRIDAY**



### *GALA DINNER "GEORGIAN EVENING" IN THE HOFBURG*

Friday 7 July 2017 – Gala dinner. The Gala dinner, was in the theme of Georgian Culture and took place in the marvellous Festsaal of the Hofburg, the official residence and workplace of the President of Austria. A number of speeches from the Vice Prime Minister of Education and Science of Georgia, the Chairman of the Scientific Committee of the European Parliament and the IAUP president elect were hold during the evening. The Folk Singing and Dancing Ensemble SEU from Georgia danced through the evening and delighted the guests in four different styles, Daisi, Mtiluri, Korumi&Ajaruli and Kintauri&Mukhambazi, with their dancing skills.



### *MICHAEL J. ADAMS AWARD – ALLAN E. GOODMAN (WINNER 2017)*

Another highlight of this evening was the presentation of Michael Adams Award, which has been awarded to the president and chief executive officer of the Institute of International Education (IIE) – Allan E. Goodman. He has spent countless hours of effort to support the cause of international education globally, promoting a diplomatic approach to establish a Scholars' Rescue Fund, to increase the numbers of American students going abroad and the participation of international students in USA higher education institutions. Furthermore, he has supported various programmes through the Institute of International Education (IIE) for all countries of the world for the benefit of students, faculty, researchers and threatened scholars in a devoted manner. Moreover, Allan E. Goodman has played a key role in advancing the cause of peace and international education, including the support of developing nations throughout the world through his dedicated efforts and service.



**3<sup>rd</sup> CONFERENCE-DAY – SATURDAY**



### GENERAL ASSEMBLY

The final agenda of the XVII. IAUP Triennial conference was the closing ceremony with the General Assembly. Traditionally, the IAUP Triennial is organized and hosted by the incoming President and marks the transition of responsibility from one team of officers to the next: The new president board:

- Kakha Shengelia, President of Caucasus University – IAUP President
- Gerald Reisinger, President University of Applied Sciences Upper Austria – IAUP General Secretary
- Nicolette DeVille Christensen – IAUP Treasurer



FAMOUS SALZKAMMERMUGUT AND SALZBURG  
(for those staying in Austria for an additional weekend)

### ACCOMPANYING PROGRAMME

#### Thursday 6 July "Capital of Viennese Musicians and Coffee Tradition"

The programme started with a city walk from the conference centre and followed the traces of all the famous Viennese composers and musicians, who lived and worked over centuries in Vienna. The highlight of that morning was a visit of the State Opera, where the participants experienced the special atmosphere of this opera house and its history. After Lunch the local guide talked about the very long Viennese coffee house tradition dating back to the turn of the 19th to 20th century, when the Cafes where the meeting place of the writers, artists and bohemians. Immersed into the world of Viennese Cafes with their international reputation, the participants went to find the largest diversity of coffee and the most famous coffee houses in town. At the end of the walk the participants enjoyed their own coffee with a piece of cake at the most traditional coffee house: The "K. & K. Hofzuckerbäckerei Demel".



#### Friday 7 July "Imperial Vienna"

The programme started with an extensive exploration of the Hofburg complex. The winter residence of the Habsburg Family was built over many centuries, which is recognizable within the many different architectural styles of the building. It was the centre of the Habsburg Empire for over 600 years. The Imperial Palace also houses the Spanish Riding School – home of the white Lipizzaner horses. This world famous riding school has a very long tradition leading back to the 16th century. The guests saw a show in the beautiful winter hall, designed by the well-known Baroque time architect, Johann Bernhard Fischer von Erlach.

During this show, they saw mares with their foals, young horses and a presentation of historical carriages. After their meal, they learned all about the extraordinary personality of Sisi, in the Sisi-Museum, continue to the Imperial Apartments to see where and how the Imperial Family lived and in the end the participants were guided through the Silver Chamber to find out everything about the court traditions concerning meals and festivities.

## STRATEGIC MEETINGS AND SEMI-ANNUAL MEETINGS FROM 2017 TO 2021

### STRATEGIC MEETING IN DENMARK September 2017 | Aarhus, Denmark

The IAUP's Denmark Semi-Annual Strategic Planning Meeting directly followed the IAUP's inaugural semi-annual meeting of the 2017-2020 triennial term, successfully held in Vienna on 5 July, thanks to the gracious hospitality of our Austrian hosts. As customary, the attendance was high, including both Executive Committee and Advisory Council members, as well as substantial attendance of general IAUP members and other attendees. At the executive and board meetings that were held in Vienna, a need for strategic change was revealed.

This necessitated the Denmark meeting, for which I would like to thank Enan Galaly for his excellent skill at planning and hosting the event, and thereby providing all with networking and collaboration opportunities.

During the meeting in Denmark, we had an extensive discussion regarding coordinating and reviewing IAUP activities and determining strategic aims and activities for the coming year. We, the IAUP's new leadership and board, had the pleasure to be involved in conversations on the IAUP as an organization, discussing its current standing and self-identity in the year 2018, as well as future developments and current mission, vision, and values of the organization. We also discussed in detail the traits of the organization and the influence of current external forces on international and regional levels that had resulted in the update and modification of our organizational strategy. The discussion moved into the IAUP's financial situation and corresponding issues, blending into the overview of IAUP partner activities, membership structure, renewing partnership with WISE and Format, and concluding with the scope of annual and semi-annual meetings. Furthermore, Fernando León García, our dear friend and colleague, had taken on the challenge of relaunching the IAUP Leadership Development Programme with a select group of participants and speakers from Japan, China, the Philippines, South Africa, USA, Canada, Mexico, Colombia, Austria, Georgia, the UK and Denmark.

The suggested programme covered different topics, including best practices, that impact the leadership of university presidents, offering the opportunity to listen to and learn from the vast array of talents and experiences of current and former presidents from around the world.

The LDP programme was supported by the IAUP strategic planning team and was successfully launched in 2019 by the generous support of our dear friend Enan Galaly. The meeting focused on organizational risk analyses and developing strategies for increased marketing reach, including an IAUP Newsletter, led by Gerald Reisinger and IAUP news under leadership of former IAUP president, Neal King. Furthermore, renewed strategies initiated the process of re-working the organization into a much more focused form, with regional representation and reporting to promote both organizational and local capacity building.

The full account of the Denmark meeting, including its outcomes, was communicated to IAUP stakeholders during the executive committee meeting in Guadalajara.



**2<sup>nd</sup> MEETING 2017 20-23 NOVEMBER 2017 | GUADALAJARA, MEXICO**

Host: UAG, CSU San Bernardino, and CETYS University.

Theme:

1. Universities Responsiveness to Changing Times
2. Challenges and Opportunities from a Cross-Regional Perspective
3. Innovation in Teaching
4. Innovation in Research and Outreach
5. Student Learning and Student Success
6. Using Data Analytics
7. Using Technology and Achieving Data Literacy

Countries represented: US, Korea, Georgia, China, Austria, Canada, Japan, Mexico, Russia, South Africa, Philippines, Spain, Costa Rica, Azerbaijan, Bangladesh, Iran, Iraq

**1<sup>st</sup> SEMI-ANNUAL MEETING 2018 18-20 APRIL 2018 | BAKU, AZERBAIJAN**

Host: Azerbaijan State Oil & Industry University

Theme:

“Globalization and new dimensions in higher education”

**REGIONAL MEETING 9-12 July 2018 | Surabaya, Indonesia****1st IAUP and AUAP joint international conference**

**Theme:** “Developing the Sustainability of Higher Education Institutions in the Digital Era”

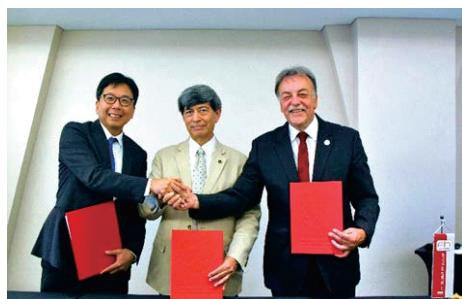
The conference theme focuses on building the sustainability of Higher Education Institutions (HEIs). The conference goal was to exchange and share the best practices of

HEIs in implementing various innovative programmes to strengthen and sustain their long term presence as educational institutions.

Paper Topics:

1. *Developing financial sustainability in the digital era*
2. *Developing socio-cultural sustainability in the digital era*
3. *Developing environmental sustainability in the digital era*
4. *Developing happiness in the workplace*
5. *Other sub-themes related to sustainability are welcomed*

During the 1st IAUP and AUAP joint international conference in Surabaya the three universities CETYS University / Mexico + Providence University / Taiwan + University of Applied Sciences Upper Austria / Austria signed a master programme agreement which started autumn 2018. The new created programme provides students from all involved 3 universities a triple degree within one study programme.



Three IAUP members signed  
triple-degree-master programme Agreement



IAUP Executive Committee and  
Advisory Council meeting



AUAP and IAUP welcomed 100 participants from more than 20 countries.



*Group picture after the BOD meeting with Host University representatives*

**2nd SEMI-ANNUAL MEETING 2018 7-9 November 2018 | Mendoza, Argentina**

**Host:** National University of Cuyo

**Themes:**

- 1.Design of university policies
- 2.Internationalization
- 3.Future of education

Followed up by:

**3rd INTERNATIONAL CONFERENCE ON FUTURE EDUCATION 12-14**

**November 2018 | Rio de Janeiro, Brazil**

**Theme:** “Latin American Perspectives”

**1st SEMI-ANNUAL MEETING 2019 23-26 May 2019 | Henan, P.R. China**

**Host:** Sias University, hosted by Shawn Chen (Founder)



*2nd IAUP & AUAP joint conference & 20nd anniversary Sias University*

## IAUP Executive Committee and Advisory Council meeting

### Theme:

“Future Higher Education Model and Artificial Intelligence: Opportunities & Challenges”

With 400+ members from Association of Universities of Asia and the Pacific (AUAP) and 300+ members from International Association of University Presidents (IAUP), the joint annual conference by these two organizations gave the opportunities to network with over 300+ familiar or yet unfamiliar fellows and possible partners from China and all over the world and to get the forefront knowledge, experience from the world-class and renowned experts & scholars in international higher education field.

Academic sessions focused on the item “Future Higher Education Model and Artificial Intelligence: Opportunities and Challenges” together with a great anniversary event. Semi - annual meeting with BOD and EC meetings.



## BOARD Meeting London December 2019

Members of the Board met at Airport Heathrow to discuss topics as Report by Search Committee for IAUP President-elect for Triennium 2020-2023 or Michael Adams Award.



**IAUP ONLINE GENERAL ASSEMBLY MEETING**

Due to COVID-19 PANDEMIC IAUP organized the extraordinary IAUP ONLINE General Assembly meeting on Tuesday 23 June 2020 and IT WAS HEREBY RESOLVED THAT:

1. Due to the impossibility of holding the IAUP triennial conference, and therefore also the IAUP triennial General Assembly meeting, the 2020 July triennial conference be postponed to the following year, summer of 2021.
2. Meanwhile, the current positions of governing and advisory organs of the IAUP shall continue for an extra year, until the summer of 2021, when the General Assembly will be able to confirm the next leadership team for the following three years.

The specific dates for the triennial conference of 2021 are 29-31 July

**1st SEMI - ANNUAL MEETING 2020 Spring, 2020 | Tbilisi, Georgia**

Ivane Javakhishvili Tbilisi State University (TSU), hosted by George Shervashidze and Caucasus University (CU)  
CANCELLED DUE TO COVID-19 PANDEMIC

**TRIENNIAL 2020 29 July – 1 Aug. 2020 | Mexico City, Mexico**

POSTPONED DUE TO COVID-19 PANDEMIC.  
To be held 29-31 July 2021 in Mexico City, VIRTUAL.

**1st IAUP ONLINE BOARD MEETING 18 January 2021 | Virtual**

The motion to close the US account + close the paper check option were approved unanimously by the Board.

**2nd IAUP ONLINE BOARD MEETING 15 April 2021 | Virtual**

The incoming presidency team 2024-2027: Shawn Chen (president), secretary-general and treasurer: tbd

## ACTIVITIES & COOPERATION 2017-2021

### 2nd International Conference on Future Education

Date: 16-18 November 2017, Rome, Italy

Chair at the session “Universities’ Perspective of Effective “Future Learning”



**National workshop on capacity building for localizing Sustainable Development Goals (SDGs) organized by KISS University & KIIT University in association with NITI Aayog and World Bank**

Date: 16-17 February 2018, India

Panelist and speaker: Discussion on education



**ACE Annual Meeting, Washington**

Date: March 2018



**2030 INTERNATIONAL CONFERENCE “2030 Agenda for Sustainable Development Exploring challenges and lessons learnt for the next level of ambitious implementation” organized by the parliament of Georgia**

Theme: “Translating the SDGs into Tangible Results: Implementing Agenda 2030”

Date: 28-29 May 2018, Tbilisi, Georgia

Keynote speaker on Creating synergies and networks:

The possibilities of multi-stakeholder cooperation at an international level to support the immediate implementation of sustainable development goals



**Changchun University of Finance and Economics CUFE - 30th anniversary – September 2018, China**





## 2018 World Education Dialogue

Date: 28 September 2018, Jinan, China

Presentation: "How to Build International Tourism"

## The 18th China-Qingdao Blue Economy International Professionals and industry-Academia-Research Cooperation Conference 2018

Theme: "Gathering High-Level Talent, Boosting High-Quality Development"

Date: 23-25 October 2018, Qingdao, China

Keynote Speech on "Developing the Sustainability of Higher Education Institutions in the Digital Era"



## 3rd International Conference on Future Education "Latin America Prospective" by the World Academy of Art and Science and the World University Consortium

Date: 12-14 November 2018, Rio, Brazil

Keynote speech: "Vision of the Future"

## Asian Civilization Dialogue Conference in Beijing, China

Theme: "Mutual Exchange of Asian Civilizations and a community of Shared Future for Mankind"

Date: 15-22 May 2019, Beijing, China

Presentation and speech on "Asian Civilization"



**American Council on Education (ACE), Philadelphia, USA – March, 2019**



**Third Siniangshan Mountain  
Outdoor Experts International  
Forum hosted by Sichuan  
Tourism College is located in  
Chengdu City, the capital**

Date: 18-20 October 2019, Sichuan, China

Speech: “Mountain tourism in Georgia and Caucasus”

**“China’s 70-Year Development and the Construction of the Community With a Shared Future for Mankind”, Think-Tank forum, hosted by the Chinese Government.**

Date: 6-7 November 2019, Shanghai, China  
Speech on “Ecological Civilization and Sustainable Development”



**Fourth International Conference  
on Future Education organised by  
the World Academy of Art and  
Science and the World University  
Consortium**

Date: 11-13 November 2019, Belgrade, Serbia  
Panel: Strategic Audits of New Education Challenges and Opportunities  
Presentation on “Challenges to higher education in the 21st century”

## PARTICIPATIONS UN MEETINGS

Heitor Gurgulino de Souza, Former President of WAAS and WUC and Former Secretary-General of IAUP, attended as IAUP Representative the UNESCO meetings and conferences, at least once a year in Paris. He was one of the organizers for World Academy of Art and Science (WAAS) in Rio de Janeiro, Brazil in November of 2019.

The President of the IAUP, Kakha Shengelia, and the Secretary - General of the IAUP, Gerald Reisinger attended the International Conference on Future Education.

## SELECT ACTIVITIES PRESIDENCY-ELECT JUNE – DECEMBER 2020

- United Nations Academic Impact. Gender Equality in Higher Education / 19 June
- Mexican Federation of Private Universities. “Internacionalización en Casa 5.0” / 22 June
- Times Higher Education (THE): Latin America Universities Summit / 7 July
- Hispanic Association of Colleges and Universities Leadership Development Seminar
- Resources and Best Practices in International Education / 22 July
- Santander Virtual Work Café. Transformacion de la Educacion Superior / 28 July
- Times Higher Education (THE). Presidents Panel on the Impact of COVID-19 across Universities / 1 September
- University of California San Diego (UCSD). U.S. Political Institutions and U.S. - Mexico Relations International Education / 12 Sep.
- Compostela Group of Universities Annual Meeting. The Impact of COVID-19 on Universities / 22 September
- Tijuana innovadora. “El futuro de la educación en la región” / 6 October
- Council of Latin American Schools of Business (CLADEA) 2020
- Promoviendo alianzas y proyectos colaborativos en tiempos de COVID-19 / 21 October
- HACU 34th ANNUAL CONFERENCE. “International Education: What’s Next After COVID-19?” / 28 October
- Council for the Advancement and Support of Education. Latin American Meeting 2020 / 28 October
- World Women University Presidents Forum. Higher Education in the Post Pandemic World Xi'an, China / 6-8 November 2020
- Annual International Forum on Higher Education 2020 Conference
- “Leadership Challenges for Universities in light of COVID - 19: The IAUP Global Survey”
- Zhengzhou, China / 20-22 November
- A Global Analysis of America’s President Elect: A Post – Election Panel Discussion. New Jersey City University / 16 Nov.
- Consortium for North American Higher Education Cooperation in Higher Education Moderator on Panel of Ambassadors / Higher Education from US, Canada, and Mexico Panel on Before, During, and After COVID-19: The IAUP Global Survey / 2-4 December

## UNAI

**The United Nations Academic Impact is informed by a commitment to support and advance ten basic principles:**

1. Addressing Poverty - A commitment to addressing issues of poverty through education;
2. Capacity Building - A commitment to building capacity in higher education systems across the world;
3. Education for All - A commitment to educational opportunity for all people regardless of gender, race, religion or ethnicity;
4. Global Citizenship - A commitment to encouraging global citizenship through education;
5. Access to Higher Education - A commitment to the opportunity for every interested individual to acquire the skills and knowledge necessary for the pursuit of higher education;
6. Human Rights - A commitment to human rights, among them freedom of inquiry, opinion and speech;
7. Intercultural Dialogue - A commitment to promoting intercultural dialogue and understanding, and the “unlearning” of intolerance, through education;
8. Peace and Conflict Resolution - A commitment to advancing peace and conflict resolution through education;
9. Sustainability - A commitment to promoting sustainability through education;
10. United Nations Charter - A commitment to the principles inherent in the United Nations Charter.

UNAI is aided in its work to advance these principles by hubs, UNAI member institutions that focus on a particular principle in their own activities and in cooperation with other members.

The following is a list of the current hubs and the principles they serve: IAUP member universities are representing different Hubs:

*Addressing Poverty - Bhanuben Nanvati College of Architecture for Women*

*Capacity Building - Handong Global University*

*Education for All - Education Above All*

*Global Citizenship - Ana G. Méndez University*

*Higher Education - TCS Education System*

*Human Rights - Paris 1 Pantheon-Sorbonne*

*Intercultural Dialogue - CETYS Universidad*

*Peace and Conflict Resolution – Pomona College  
Sustainability – Al Farabi Kazakh National University  
UN Charter – J.F. Oberlin University*

Activities related to IAUP's global survey and media engagement includes organizing IAUP Global Survey events with both English and Spanish speaking media featuring participants like Antonio Flores, Arturo Cherbowski, Fernando León García, and Fernando Galván Reula; releasing the "Leadership Responses to COVID-19. A Global Survey of College and University Leadership" in collaboration with Santander Universidades in December 2020; being covered by various media outlets such as University World News, Inside Higher Education, Times Higher Education, Education Dive, and Mexican publications like El Economista and El Heraldo de México on topics including universities' unpreparedness for COVID-19, revenue declines, and enrollment reductions; publishing articles like Fernando León García's "We must seize the chance to enhance internationalization in higher education" in Times Higher Education; featuring CETYS Universidad's rector in QS; contributing to IAU Horizons on post-pandemic higher education; and including a chapter on higher education in the Wilson Center's "North America 2.0" publication with university presidents and former officials.



**75 Minutes of Conversation: Rethinking Gender**

**75 FOR UN75**

**75 MINUTES OF CONVERSATION: RETHINKING GENDER**

10:00 A.M. - 11:15 A.M. EDT  
FRIDAY, 19 JUNE 2020

RSVP: <https://bit.ly/19junersvp>

As part of the United Nations 75th anniversary initiative (UN75), the United Nations Academic Impact (UNAI) is holding a global conversation with scholars, educators, researchers and students to discuss their priorities for the future, obstacles to achieving them, and the role of global academic cooperation in rethinking global issues. See below the program of online dialogues in the "75 for UN75: 75 Minutes of Conversation" series. Check back for updates, including speakers and registration information.

Friday, 19 June 2020  
Time: 10am to 11:15 am EDT  
Topic: Gender Equality and Higher Education: Ensuring Access and Creating Change

Introductory performance by Beth Nielsen Chapman

Speakers:

- Ms. Phumzile Mlambo-Ngcuka, Executive Director of UN Women
- Dr. Fernando León-García, President, CETYS University System, Mexico
- Dr. N'Dri Asasi-Lumumba, Professor, Africana Studies and Research Center at Cornell University, United States
- Dr. Mami Katsumi, UEA, Division of Institutional Strategies, Nagasaki University of Technology, Japan
- Dr. Don Betz, American Association of State Colleges and Universities and, former President of the University of Central Oklahoma, United States

## IAUP LEADERSHIP DEVELOPMENT PROGRAMME FOR NEW AND EMERGING UNIVERSITY PRESIDENTS

Dates: 21 July to 27 July

Place: Aalborg, Denmark

Venue: Helnan Phonix Hotel, Helnan Group, Aalborg, Denmark

### Programme Description

A global learning experience, individually tailored to enhance leadership and senior management skills required by incoming and emerging presidents facing the initial challenges as leaders of their institutions.

### Characteristics

Selective program for newly designated presidents, emerging presidents and / or presidents who are in their first or second year in office. Small cohort of up to 15 participants. Hybrid, intensive format, involving pre-session work, face to face group sessions, individual consultations, and long-distance work the semester after attending this programme. Expert advice and involvement of the broad IAUP network. Select speakers from partner organizations that cover specialized themes. Focus on knowledge and skills associated with successful presidencies. Use of best practices, case studies, and individual projects.

### Outcomes

Gain insight and understanding of the trends and key issues affecting leadership in higher education globally, and assess the strategic implications of these in their respective universities. Strengthen and polish the leadership skills of presidential participants through close interaction with, and advice from, seasoned mentors. Align strengths and expertise with institutional plans and opportunities. Design and / or finesse a high-performance team that complements the leadership style of presidential participants and potentially increase their overall impact and effectiveness. Establish the necessary leadership network to embark on a successful presidency.

<ul style="list-style-type: none"><li>◊ Total:11</li><li>◊ Countries: Africa, Philippines, China, Colombia, México, Japan, South Africa</li><li>◊ 61% President, Chancellor, Rector or Vice-Chancellor</li><li>◊ 39% Vice President, Dean, Director, Deputies</li><li>◊ Over 60% from Private institutions</li></ul> <p>1. Hiroaki Hatayama, President, JF Obirin University</p>	<ul style="list-style-type: none"><li>◊ Total: 11</li><li>◊ Countries: Georgia, Austria, Canada, United States, China, Egypt, Denmark, Mexico</li></ul> <p>1. Kakha Shengelia, President, Caucasus University, IAUP 2. NicoletteDeVille Christensen, Treasurer, IAUP 3. Joseph Burke, Senior Fellow, AGB</p>
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2. Tokozile Mayekiso, Vice Chancellor, University of Mpumalanga 3. Alberto Gárate, Vice President for Academic Affairs, CETYS University 4. Jessica Ibarra Ramonet, CETYS University 5. Carlos Natarén, President, University Autónoma de Chiapas 6. Luis Arriaga Valenzuela, Rector, ITESO 7. Isaac Z. Machi, Deputy Vice Chancellor, Durban University of Technology 8. Juan Camilo Montoya, President, Universidad Autónoma de Bucaramánga 9. Rhonda Tablada Padilla, President, Panpacific University 10. Hua Wu, Vice President, Sias University 11. Sonia Bacha, Director, FIMPES	4. Sue Cunningham, President and CEO, CASE 5. Fernando León García, President, CETYS University 6. Shawn Chen, President, Sias University 7. Gerald Reisinger, President, FHOO 8. David Atkinson, President Emeritus, MacEwan University 9. Arturo Cherbowski, Executive Director, Santander Universidades, General Director, Universia Mexico 10. Donald Betz, President Emeritus, University of Central Oklahoma 11. Brad Farnsworth, Vice President, Center for Internationalization and Global Engagement, ACE
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### Talks in detail:

- The Nature of the Presidency: David Atkinson, Nicolette De Ville
- Institutional Mission and Vision: Donald Betz, Kakha Shengelia
- Leading Organizations, Building Teams: Gerald Reisinger, Nicolette De Ville
- Governance of Colleges and Universities: Joseph Burke
- Financial and Managerial Challenges: Gerald Reisinger, Nicolette De Ville
- Institutional Innovation and the Role of Technology: Arturo Cherbowski Lask
- Quality Assurance, Accreditation, and Rankings: Fernando León García
- Diversity and Inclusion: Donald Betz, David Atkinson
- Developing Future Leaders and Succession Planning: Donald Betz
- Data Analytics and Institutional Responsiveness: Literature Review- Gabriela Rivera, Gerald Reisinger
- Pursuing Transformative Learning: The STLR (Student Transformative Learning Record), Donald Betz
- Institutional Advancement I: Friend Raising and Fundraising- Sue Cunningham
- Institutional Advancement II: Branding, Communications and Reputation Management- Sue Cunningham
- Internationalization I: A Focus on Student Mobility- Bradley Farnsworth, Nicolette DeVille Christensen
- Internationalization II: A Comprehensive Perspective- Bradley Farnsworth, Kakha Shengelia and Shawn Chen
- Presidential Leadership Challenges I: The Speaker's Perspective - David Atkinson, Sue Cunningham, Kakha Shengelia, and Shawn Chen
- Presidential Leadership Challenges II: The Participants Perspective - Tokozile Mayekiso, Rhonda Tablada Padilla, Juan Camilo Montoya, Carlos Natarén
- One-on-one discussions

With a select group of participants and speakers from Japan, China, the Philippines, South Africa, USA, Canada, Mexico, Colombia, Austria, Georgia, the UK, and Denmark, the International Association of University Presidents (IAUP) launched its inaugural Leadership Programme for New and Emerging Presidents held 21-27 July 2019 in Aalborg, Denmark.

The Programme offered the opportunity to listen to and learn from the

vast array of talent and experiences of current and former presidents from around the world, including best practices. Key within the programme were the individual mentoring sessions – where participants drilled down on topics and areas – of both interest and high priority at their respective institutions.

Overall, participants were able to identify the differences and similarities between the challenges and opportunities faced by universities within their own contexts. One of the salient convergences was the pressing need among current and potential university presidents to strengthen their knowledge of topics such as those offered by this programme, in order to help them be better prepared for the position and to serve their respective institutions successfully. The launching of the programme was made possible thanks to the generous support of Enan Galaly, Chair of the IAUP Advisory Council and president of the Helnan Hotel Group.



### NEW PARTNER ORGANISATIONS

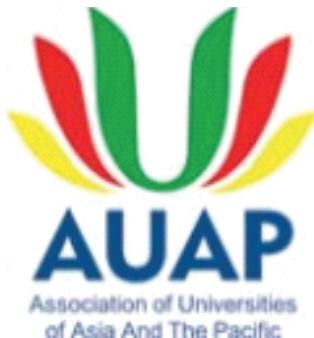
In addition to IAUP's long-standing partners such as UNESCO, The United Nations Department of Public Information (UN DPI) or Institute for International Education (IIE) to mention just a few, other promising partnerships have also been entered into since 2017, which we may list as follows:



Signing of a Memorandum of Understanding with IARSA – International Association of Research Scholars & Administrators



Signing of a Memorandum of Understanding with EURAS – Eurasian Universities Union



Signing of a Memorandum of Understanding with AUAP – Association of Universities of Asia and the Pacific during the 1st IAUP and AUAP joint international conference in Surabaya / Indonesia. The objective of this Memorandum of Understanding is to provide a cooperative framework within which IAUP and AUAP can develop and implement different kinds of programmes and activities related to the field of education.



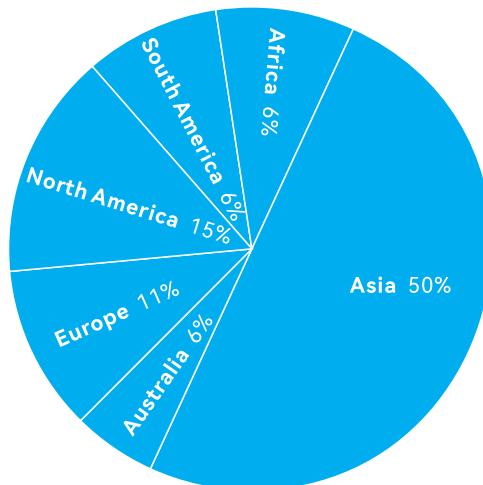
sponsoring and participation  
ACE is a membership organization based in Washington, D.C. which mobilizes the community to shape effective public policy and foster innovative, high-quality practice. IAUP representatives participated on the ACE Board and panel presentations.

## MEMBERSHIP, FINANCES AND IN MEMORIAM

### IAUP membership

Refers to the membership status as of January 2020, the composition of our global network of university presidents is as follows:

This pie chart illustrates the percentage distribution of IAUP membership status as of January 2020: Asia accounts for the largest share, making up 50%. North America takes up 15%, Europe 11%, and Africa, South America, and Australia each represent 6%.



### **The financial report for the year ending 30 June 2020**

The core activities focus on three areas: supporting UN agendas, promoting international understanding through higher education, and enhancing leadership capacity in the sector, particularly in the Global South. Financially, the total income reached £67,149, comprising £1,471 in donations, £36,621 in members' subscriptions, £29,057 in members' contributions, and £1,477 in investment income – compared to £52,882 in the previous year. Unrestricted reserves stood at £455,040 by the end of the period, up from £416,604 in 2019.

Governance – wise, IAUP is a limited company governed by its articles of association, with a 10 – member Board of Directors (each serving a maximum 9 – year term) and a 3 – member executive team (President, Secretary – General, Treasurer) elected every three years. Administrative support is primarily provided by staff at officers' host universities, with company secretarial and accounting services contracted to UK firms. Key registration details include Company No. 06706658 (England and Wales), Charity No. 1138160, and registered office at Leofric House, Binley Road, Coventry CV3 1JN.

Amid the COVID – 19 pandemic, we adjusted operations: the April 2020 Tbilisi conference was canceled with full refunds, the 2020 Triennial was postponed to 2021, and the current board's term was extended to 2021 via a virtual Extraordinary General Assembly on 23 June 2020.

### **In Memoriam**



**Jef Van der Perre, 2017 (1999-2002 IAUP Secretary-General)**  
He passed away on 25 September at the age of seventy eight. Jef Van der Perre was a proud supporter of IAUP, and he cherished the rich relationships he developed with many of its key members. We will always remember him for his great contributions to the IAUP.



**Juan Alejandro Tobias, 2018 (full member of IAUP)**  
Rector of Universidad del Salvador / Argentina. The highest authority of the educational establishment died at age 75. He left office after 33 years as the highest authority of the USAL. He passed away on 27 February. We will always remember him.



**Kan Ichi Miyaji, 2019 (1993-1996 IAUP President)**  
He passed away on 23 February at the age of ninety one. Miyaji was the first Japanese IAUP President and former Vice Minister, Ministry of Education, Science and Culture of Japan. We will always remember him for his great contributions to the IAUP presence in Japan.

**Toyoshi Satow, 2020 (2014-2017 IAUP President)**

He suddenly passed away on Sunday 18 October 2020. Chairman of the IAUP Board of Directors and Chancellor J. F. Oberlin University (Tokyo, Japan)

**Sister M. Francesca, 2021 (Patricia Onley)**

She passed away on 17 April at the age of eighty eight. Sister Francesca was a wonderful person, a faithful supporter of IAUP and a great University President. We will always remember her for her great contributions to the IAUP and her important work on the IAUP UN Commission on Disarmament Affairs and Education.





## CHAPTER NINE

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IAUP HISTORY FROM 2021 TO 2024

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## MESSAGE FROM THE PRESIDENCY

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### MESSAGE FROM THE PRESIDENCY



**PRESIDENCY 2021 - 2024**

### MESSAGE FROM THE PRESIDENT



**Dr. Fernando León-García**  
President, IAUP (2021-2024)  
President, CETYS University  
(Mexico)

During our tenure leading the International Association of University Presidents (IAUP), we have faced daunting challenges that have impacted higher education globally. Still fresh in our collective minds is the COVID-19 Pandemic and how it shook the foundations of and accelerated numerous changes in higher education.

Accordingly, our theme throughout 2021-2024 has been Recovery and Transformation: Innovation and Inclusion. The report that follows attempts to highlight the main activities that we were able to carry out on behalf of IAUP with broad participation of and support from our membership around the world, our IAUP Executive Committee, and our

IAUP Board.

It has been a pleasure working with and having as part of the 2021-2024 Team Dr. Fernando Galván as our Secretary General and Dr. Shawn Chen as Treasurer of the IAUP. I am thankful and acknowledge their commitment and effort to move IAUP priorities forward.

Starting with keywords that emerged from the Pandemic as a Black Swan type of event, that required universities to restore, rebuild, and recreate, to face rapid innovation and radical change, and to test resilience and the capacity for recovery, we all had to learn to pivot and understand that this was not a storm but the equivalent to a major climate change. As AGB (Association of Governing Boards) stated in the early days of the Pandemic, we potentially went through the following stages: Emergency, Transition, and Transformation. Our portfolio of activities included the IAUP Triennial, IAUP surveys on key topics, IAUP semi-annual and regional conferences, strategic activities for the period such as the Seminar on Leadership Development for New Presidents and Emerging Leaders, the Women's Leadership Initiative, Student Entrepreneurship Competitions, the IAUP Mobility Bank, among others. Our report provides further details on these activities.

The IAUP Triennial identified several key concepts that we needed to keep in mind as we were coping with the Pandemic and trying to move forward. These include: the notion of “nimbleness”; a bifocal leadership; making sure that we are moving towards programs that are short, accessible, and laser focused on skills and workplace; an emphasis on more personalized programs and more individual learning; student mental health and student success, the need to seek and develop talent (“Einstineins”); looking at diversity and inclusion as a strength; acting with empathy, solidarity, flexibility, and opportunity; being increasingly mindful of mission, quality, operational/financial sustainability, strategic in all we do; and acknowledging that we are moving from the university as we have known it to what will likely be a glocal multiversity.

The results of the different surveys that were conducted by IAUP, served as recurring themes across the different conferences. These included, in addition to those mentioned earlier: the role of faculty in helping institutions migrate to remote distance education and similar modes of delivery; identifying and discussing a broader perspective on internationalization (e-mobility, I@ Home, partnerships); acknowledging the short-term financial impact and moving towards long-term sustainability; and envisioning a future where face-to-face education will

increasingly incorporate technology and be accompanied by hybrid and online modes of delivery.

Through the numerous IAUP conferences and events, we were able to be in touch with, learn about the challenges and opportunities, and provide support as possible to our membership across Europe, Africa, the Americas, and Asia Pacific. Of particular significance and importance was the strengthening and diversification of the IAUP Executive Committee. More leaders from distinguished universities and higher education organization across the globe joined this key group, including more women.

Of special importance for the continued success of IAUP was the membership drive. As Secretary General Fernando Galván correctly states as part of this message, it was critical because of COVID-19 and recurrent challenges to work diligently and systematically to maintain current IAUP members, invite former IAUP members to return, and recruit new members to join IAUP. Through the involvement of members of the Board, the Executive Committee, and relevant connections and networks coupled with a more robust value proposition, IAUP membership grew during this triennium and is on more stable ground for future development.

Looking to the future and seeking to continue serving our students and our respective societies, as leaders we should acknowledge what is working, take note of what has failed, improve on what makes sense to do so, and seek to reinvent and innovate that which we must as we explore, extending the boundaries of what we know. We should strive to become better, of higher quality, responsive, relevant, resilient, more innovative and inclusive as we seek to achieve student success and greater welfare and well-being in our societies.

We are indebted to the following institutions for hosting and supporting our semi-annual or regional conferences: Universidad Autónoma de Bucaramanga (Colombia); Osaka University of Commerce (Japan); and Nottingham Trent University (UK). We are also appreciative of the Qatar Foundation for hosting IAUP at Education City in Doha, Qatar. A special recognition goes to Sir Enan Galaxy and the Helnan Group who hosted an IAUP event in Cairo, Egypt as well as the IV Seminar on Leadership Development held in Aarhus, Denmark. We are most thankful to Dr. Arturo Cherbowski and Santander Universidades for their strategic partnership across a broad spectrum of IAUP activities around the world over the 2021-2024 triennium.

We express and send our best wishes to Dr. Shawn Chen as he begins his period as IAUP President for 2024-2027, and extend a welcome to our future President for 2027- 2030, Dr. Tomás Morales. I extend my deepest gratitude to our members, partners, advisors, and collaborators, who have supported us in this endeavor. Your dedication, expertise and passion have been a driving force behind the accomplishments that are presented in this document.

## MESSAGE FROM THE BOARD CHAIR



**Dr. Kakha Shengelia**  
IAUP Chairman of the Board  
President, Caucasus University  
(Georgia)

Dear IAUP Members,

As we conclude the 2021-2024 term, it is a privilege to reflect on our shared journey during a time of significant transformation in higher education. The post - pandemic era has posed numerous challenges, but it has also underscored the importance of resilience, adaptability, and innovation within our institutions.

Our board members have shown exceptional engagement throughout this term, actively participating in meetings across various regions, from Europe to Asia and the Americas. Their contributions have been invaluable as we navigated complex global issues. We have also seen a remarkable increase in our membership, reflecting the growing interest in IAUP's mission and programs. This surge in membership is a testament to the relevance of our initiatives, which have included global forums and conferences on pressing issues such as generative AI in education, internationalization of academic programs, female leadership in academia, and strategies for fostering student success in a rapidly changing world. Our events and programs have provided critical platforms for dialogue, learning, and collaboration. Notably, our virtual and in-person conferences have enabled members to exchange ideas and best practices, reinforcing IAUP's role as a leader in global higher education discourse.

I want to express my deep gratitude to all board members for their dedication, to our global partners for their unwavering support, to the Executive Committee and Advisory Council, and to each IAUP member for their commitment to advancing the cause of higher education worldwide. Together, we have made significant strides, and I am confident that IAUP will continue to thrive a guiding light of leadership and collaboration in

the years to come.

Thank you for being part of this incredible journey.

## MESSAGE FROM THE SECRETARY GENERAL



**Dr. Fernando Galván**  
IAUP Secretary General  
President Emeritus,  
Universidad de Alcalá (Spain)

Our Presidency was initially marked by the pandemic and immediate post-pandemic. One of the worst consequences for IAUP was the dramatic fall in membership. Originally the previous Presidency (2017-2020), chaired by Dr. Kakha Shengelia, was due to finish in July 2020, and most memberships also expired in 2020. But, due to Covid, it proved impossible to organize the Triennial conference in July 2020 and it had to be postponed to July 2021.

Most memberships expired in 2020, and it was impossible to renew them during 2020-2021, because many universities in the world closed or discontinued part of their activities. Many members disappeared from our lists and the new Presidency had to face the delicate and hard task of trying to persuade our former members that it was worthwhile returning to IAUP.

Recovery took some time, and only through the new set of activities, webinars, seminars and other initiatives developed after 2022, as well as the support of colleagues and members of the Board and the Executive Committee, we succeeded in recovering a substantial number of former members and recruiting new ones. Fortunately, the situation of membership in October 2024 is now very good, with over 150 active members, even better than that of the pre-pandemic situation.

It is also important to notice that there are now more members than in the past from regions such as Africa, Europe and South America, which is very good news for the internationalization of IAUP. Among the reasons for this, we can mention the successful sessions of the Seminar on Leadership Development for New Presidents and Emerging Leaders, held in Denmark, Mexico, and Qatar.

The Executive Committee (EC) and the Board were also very active in this triennium. Nine meetings were held by the EC. The Board held ten meetings in different parts of the world, in addition to those held online.

We were present in England, Japan, China, Egypt, Colombia, Chile and Mexico. Many important decisions were taken during this period; one of them was an update of the IAUP Byelaws, in order to adapt them to changes and current requirements (approved in 2022 in Bucaramanga, Colombia). Another one was to move the deposit account we had in Austria to the UK, to Santander Bank. Although it was a complex and long bureaucratic process, due to the formal financial and banking restrictions affecting international organizations, it has eventually proved an excellent decision because the amount deposited in that new Santander account in the UK is now producing interest (in the last year the interest produced could pay for all the secretarial services IAUP needed, for instance).

I also wish to mention the excellent service IAUP is now offering through our website, updated by the CETYS group in Mexico. Plenty of information, which is being continuously updated, is presented on the website (<https://www.iaup.org>), not only about IAUP institutional activities, but also on those initiatives performed by IAUP members. Current weekly information from the news bulletin produced by the United Nations Department of Global Communication is also provided regularly, in agreement with our institutional cooperation with the UN and our current special consultative status as an NGO with the United Nations Economic and Social Council (ECOSOC). All this has also contributed to the dissemination of our activities worldwide through the specialized periodicals, such as, among others, University World News, which has been regularly publishing news about our activities in recent years.

Readers of this Triennial Report will find many details about this in the following pages. I hope you enjoy reading them. Should you have any queries, please do not hesitate to get back to the Secretary General of IAUP. We are here to help!

## MESSAGE FROM THE TREASURER



**Dr. Shawn Chen**  
*IAUP Treasurer / President Elect  
Chairman, SIAS University (China)*

As the Treasurer of the International Association of University Presidents (IAUP) for the 2021-2024 term, I am pleased to report on the financial health and achievements of our organization during this challenging yet transformative period. The COVID-19 pandemic posed unprecedented challenges to our institutions and to IAUP itself. However, through resilience, adaptability, and the collective efforts of our members, we have not only survived but also thrived. Our financial management

strategies have been instrumental in ensuring the stability and growth of IAUP during this time.

One of our key accomplishments has been the successful recovery of membership numbers. Despite the initial decline due to the pandemic, we have worked diligently to renew expired memberships, persuade former members to return, and recruit new members. The growth of members underscores the relevance and importance of our initiatives in the global higher education landscape.

Our financial stability has enabled us to continue supporting and expanding our programs and initiatives. From global forums and conferences on pressing issues such as generative AI in education and the internationalization of academic programs, to the Women's Leadership Initiative and Student Entrepreneurship Competitions, we have provided critical platforms for dialogue, learning, and collaboration among our members.

Looking ahead, we remain committed to maintaining our financial stability and continuing to support the growth and development of IAUP. We will continue to explore new opportunities and partnerships that align with our mission and vision for a more resilient, inclusive, and innovative global higher education community.

Thank you to all our members, partners, and collaborators for your unwavering support and dedication to advancing the cause of higher education. Together, we have navigated through challenging times and emerged stronger, ready to face the future with renewed vigor and purpose.

## ORGANIZATIONAL AND ADMINISTRATIVE STRUCTURE

The International Association of University Presidents (IAUP) is a globally recognized network comprising university leaders and institutions united by a shared commitment to advancing higher education for the betterment of the world. With a diverse membership representing institutions from various regions, the organization provides a platform for university leaders to connect, engage in meaningful dialogue, share experiences, promote best practices and embrace transformative initiatives that contribute to higher education on a global scale. In the 2021-2024 Triennium of the IAUP, the central theme has been “Recovery and Transformation: Innovation and Inclusion” .

### BOARD OF DIRECTORS

Current Officers, Officers Elect, and Immediate Past Officers make up the Board of Directors for the International Association of University Presidents (IAUP), a registered not-for-profit Charity in the United Kingdom. It is chaired by the Immediate Past President.

The Board of Directors is legally responsible for the management of the Charity and is the subject of Articles 15-17 of the Charity's Articles. The Board of Directors, along its general responsibility for the Charity's affairs, is the main forum for discussing issues relating to the Charity's structure and its policies and strategies, both internally and externally.



**IAUP Chairman of the Board  
and former IAUP President**  
**Dr. Kakha Shengelia**  
President,  
Caucasus University (Georgia)



**Former IAUP Secretary General**  
**Dr. Gerald Reisinger**  
President,  
University of Applied Sciences Upper  
Austria (Austria)



**Former IAUP Treasurer**  
***Dr. Nicolette DeVille Christensen***  
Former President,  
Arcadia University (USA)



**IAUP President**  
***Dr. Fernando León-García***  
President,  
CETYS University (Mexico)



**IAUP Secretary General**  
***Dr. Fernando Galván***  
President Emeritus,  
Universidad de Alcalá (Spain)



**IAUP Treasurer and President-Elect**  
***Dr. Shawn Chen***  
Chancellor,  
SIAS University (China)



**Secretary General 2024 - 2027**  
***Mr. Tatsuro Tanioka***  
Vice Chancellor,  
Tanioka Gakuen Educational  
Foundation (Japan)

**Treasurer 2024 - 2027*****Dr. Brent White***

Chief Global Officer,

University of Hawai'i at Mānoa (USA)

**Ex-Officio IAUP Member*****Dr. Nicholas Baldwin***

Dean and Director of Operations,

Wroxton College of Fairleigh

Dickinson University (USA)

## THE EXECUTIVE COMMITTEE

The Executive Committee is chaired by the President of the IAUP or, in his/her absence, by another officer nominated by the President. The Executive Committee is an advisory committee of the Board of Directors and in that capacity assists, advises and supports the Board of Directors, including the President. This Committee may be invited to provide input to the Board of Directors in relation to issues relating to the IAUP's structure, its policies and strategies, both internally and externally.

The Executive Committee is nominated by the President-Elect, on behalf of the Board of Directors, in advance of the beginning of his or her three-year period as president. Executive Committee Membership includes the Board of Directors.

### USA & CANADA

***Dr. Tomás Morales*****IAUP Vice President for USA & Canada**

President,

California State University, San Bernardino (USA)

***Dr. David Atkinson***

President Emeritus,

MacEwan University (Canada)



**Dr. Devorah Lieberman**  
President Emerita,  
University of La Verne (USA)



**Dr. Don Betz**  
President Emeritus,  
University of Central Oklahoma (USA)



**Dr. Elizabeth Stroble**  
Chancellor,  
Webster University (USA)



**Dr. Mildred García**  
Chancellor,  
California State University System (USA)



**Dr. Ramu Damodaran**  
Honorary Advisor,  
University for Peace (USA)



**Dr. Randy Frisch**  
President,  
City University of Seattle/ National University (USA)

## **MEXICO, CENTRAL AMERICA & THE CARIBBEAN**



**Dr. Ricardo Villanueva Lomelí**  
IAUP Vice President for Mexico,  
Central America and the Caribbean  
Universidad de Guadalajara (Mexico)



**Dr. Antonio Leaño Reyes**  
President,  
Universidad Autónoma de Guadalajara (Mexico)

**SOUTH AMERICA**

**Dr. Ignacio Sánchez**  
**IAUP Vice President for South America**  
President, Universidad Católica de Chile (Chile)



**Dr. Eda Coutinho Machado**  
President,  
Centro Universitário IESB / Campus Sul (Brazil)



**Dr. Gonzalo Mendieta**  
President,  
Universidad de las Américas (Ecuador)



**Dr. Juan Camilo Montoya Bozzi**  
President,  
Universidad Autónoma de Bucaramanga (Colombia)

**EUROPE**

**Dr. Pilar Aranda**  
**IAUP Vice President for Europe**  
President, Universidad de Granada (Spain)



**Dr. Edward Peck**  
President,  
Nottingham Trent University (UK)



**Dr. George Sharvashidze**  
President,  
Ivane Javakhishvili Tbilisi State University (Georgia)



**Dr. Gulsun Saglamer**  
President,  
European Women Rectors Association (Belgium)



**Dr. Ricardo Mairal-Usón**  
President,  
Universidad Nacional de Educación a Distancia (Spain)



**Dr. María Vicenta Mestre**  
President,  
Universitat de València (Spain)



**Prof. Mustafa Aydin**  
President,  
Eurasian Universities Union (Turkey)

## AFRICA



**Dr. Letlhokwa George Mpedi**  
**IAUP Vice President for Africa**  
President, Vice-Chancellor and Principal,  
University of Johannesburg (South Africa)



**Dr. Amine Bensaid**  
President,  
Al Akhawayn University (Morocco)

## ASIA & MIDDLE EAST



**Dr. Jiang Hongxin**  
**IAUP Vice President for Asia & Middle East**  
Chairman,  
Hunan Normal University (China)



**Dr. Anand Jacob Verghese**  
Chancellor,  
Hindustan Institute of Technology and Science (India)



**Dr. Carmen Z. Lamagna**  
President, American International  
University of Bangladesh (Bangladesh)



**Dr. Mohammad Sharif Malekzadeh**  
CEO, SITI1 International University  
and Organization (Iran)



**Mr. Tatsuro Tanioka**  
Vice Chancellor,  
Tanioka Gakuen Educational Foundation (Japan)



**Yunkeum Chang**  
President,  
Sookmyung Women's University (Korea)

## PARTNER ORGANIZATIONS



**Dr. Allan E. Goodman**  
President,  
Institute of International Education (USA)



**Dr. Marek Kręglewski**  
President,  
Compostela Group of Universities (Spain / Poland)



**Dr. Sue Cunningham**  
President,  
Council for Advancement and Support of  
Education (USA)



**Dr. Ted Mitchell**  
American Council on Education (USA)



**Dr. Carl Jubran**  
President, American College of the Mediterranean  
/ AAICU (France)

## THE ADVISORY COUNCIL

The Advisory council of the IAUP is composed of internationally distinguished leaders from the educational sector, the business world or the government sector, who actively support the causes for which the IAUP stands. Members, appointed by the President of the IAUP, provide:

- Advice to the IAUP on the association's strategic plans and how to implement them successfully.
- Views on how universities can collaborate better with industry, government and society in general.
- Advice on how universities can provide better global understanding and competency.

## MEMBERS

- **Dr. Enan Galaly (†)**

Chair, Council of Senior Advisors - Denmark

- **Dr. Álvaro Romo**

Former IAUP Secretary General - USA

- **Dr. Hassan Diab**

Former President American University of Beirut (AUB) - Lebanon

- **Dr. Se Ung Lee**

Shinil Educational Foundation - Korea

**SUPPORT STAFF FOR 2021-2024**

- **Dr. Noé Chirino Hernández**

Director of International Strategic Initiatives for the IAUP  
CETYS University

- **Ana Carlota Muñiz Guajardo**

Communications Manager for the IAUP CETYS University

- **Jillian Linnett**

Assistant  
Christou, Chartered Certified Accountants

- **Julian Yue Junliang**

Assistant to the IAUP Treasurer SIAS University

- **Nubia Cervantes**

Assistant to President of the IAUP CETYS University

## OVERVIEW OF THE TRIENNium: RECOVERY AND TRANSFORMATION: INNOVATION AND INCLUSION

In the years following the pandemic, institutions of Higher Education were called to embrace the unique opportunities and challenges that arose in such unprecedented times. For the 2021-2024 Triennium, the IAUP committed to leading this endeavor, through four key pillars that reflected the core focus and strategic direction of the organization:

### ***Recovery and Transformation: Innovation and Inclusion.***

The association has sought to support institutions in building resilience, overcoming disruptions and gaining stability while evolving to meet new demands, by emphasizing the importance of embracing innovation, ensuring inclusion, and strengthening leadership through global collaboration. This allows higher education institutions to deliver a transformative educational experience that not only impacts the present but also enables them to transcend, ensuring a sustainable and promising future for all.



## STRATEGIC INITIATIVES AND MEETINGS 2021-2024

### - REGIONAL CONFERENCES AND FORUMS

on Key Higher Education Issues at Select Locations Around the World

### - PERIODIC SURVEYS

on Select Themes of Global Interest

### - SEMINAR ON LEADERSHIP DEVELOPMENT

for New Presidents and Emerging Leaders

### - WOMEN'S LEADERSHIP

Empowering Women in Higher Education

### - STRATEGIC LINKAGES

with Higher Education Organizations Around the World

### - PILOT STUDENT COMPETITIONS

on Select Themes

## International Academic Dialogue

The IAUP's unwavering commitment to fostering academic dialogue on a global scale is a reflection of its mission to provide a platform where university presidents can share insights and best practices, ultimately strengthening the quality of higher education institutions. Through global meetings, strategic Board and Executive Committee sessions, and participation in a wide range of international forums, the IAUP unites thought leaders to engage in meaningful discussions, build partnerships, and chart new paths. By actively engaging in global conversations, hosting impactful webinars, and maintaining a media presence, the IAUP amplifies the voices of its members while cultivating a spirit of collaboration that transcends borders. These exchanges of ideas are the driving force behind innovation and transformation, enabling universities to lead with purpose and enhancing the quality of education worldwide.

### - XIX IAUP TRIENNIAL CONFERENCE 29-31 July 2021 | Virtual

“Innovation and Inclusion, Key Priorities for Higher Education in a Post Pandemic World”

430 SENIOR LEADERS + 40 COUNTRIES + 80 EXPERTS AROUND THE WORLD



**KEY HIGHLIGHT:**

Institutions must be committed to strengthening leadership and governance through continued collaboration and innovation, to better serve students and society in the post-pandemic era.





### KEY TOPICS:

Innovation/Technology, Accreditation/Quality Assurance, Internationalization, Inclusion/Social Responsibility, Leadership/Governance, Women's Leadership, and Fund Raising/Institutional Development.

The XIX IAUP Triennial Conference provided a robust platform for exploring the profound changes and challenges facing higher education during and after the pandemic. Key themes included the transformation of universities in response to a rapidly evolving educational landscape, with an emphasis on the adaptation of institutions to be more flexible and resilient.

Discussions focused on the impact of the pandemic on the exacerbation of social inequalities and the critical role of technology, internationalization and global collaboration in addressing these challenges. Strategic leadership emerged as a crucial factor in navigating the crisis, with sessions highlighting the importance of innovative governance, empathy, and inclusion in driving institutional success.

In addition to these broad themes, the conference delved into specific areas such as student empowerment, accreditation and rankings, Women's Leadership, fundraising, and social responsibility. The sessions

explored, for example, how institutions are integrating new technologies, creating personalized learning environments, and fostering global connections despite the constraints of the pandemic. The importance of inclusivity and social responsibility was also a major focus, with discussions on breaking down systemic barriers, promoting gender equality, and ensuring broader access to higher education. The conference concluded with a strong call for continued collaboration and innovation, as well as a commitment to strengthening leadership and governance to better serve students and society in the post-pandemic era.

#### **J. MICHAEL ADAMS LEADERSHIP AND SERVICE AWARD**

The IAUP has unanimously approved the institution of the J. Michael Adams Leadership and Service Award, to be bestowed every three years upon an individual whose work is emblematic of President Adams' commitment to peace, to sustainable development, economic progress and social advancement, and to higher education as a bridge to these.

#### **2021 WINNER: RAMU DAMODARAN, CHIEF OF THE UNITED NATIONS ACADEMIC IMPACT (UNAI)**



The Board of Directors of the IAUP unanimously agreed to confer the J. Michael Adams award to Ramu Damodaran during the 2021 Triennial Conference of the IAUP. Damodaran served as Director for the United Nations Academic Impact (UNAI), an organization that under his leadership fostered a diverse and vibrant global network comprising over 1,600 member institutions spanning more than 150 countries, impacting over 25 million individuals in the fields of education and research, and serving as a hub of innovative solutions and ideas that help advance the Sustainable Development Goals across different latitudes and disciplines.

#### **INQAAHE FORUM 2022 6 - 9 JUNE 2022 | Mexico City**

Co hosted by the INQAAHE, IAUP, FIMPES, and CETYS University  
“Sustainable Quality Assurance: Optimizing Synergies between Human and Artificial Intelligence”



150 participants from 32 countries in North America, Europe, Asia, the Middle East and Africa.

IAUP, the Federation of Private Mexican Institutions of Higher Education (FIMPES) and CETYS University co - hosted, along with the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), INQAAHE's 13th Biennial Forum held in Mexico City. With more than 150 attendees from 32 countries, the Forum covered topics related to educational quality, current trends and future challenges in education, the impact of data, and the use of artificial intelligence in quality assurance policies and processes, among other highly relevant aspects to achieve the sustainable development of higher education worldwide. It offered valuable insights into the global evolution of quality assurance post-pandemic, highlighting emerging mechanisms, educational shifts, and the integration of diversity, inclusion, gender equality, and sustainability into accreditation processes, while also providing participants an opportunity to learn from institutional best practices.



## SEMI-ANNUAL MEETING IN COLOMBIA 28-30 SEPTEMBER 2022 | Colombia

Universidad Autónoma de Bucaramanga (UNAB)  
“Recovery and Transformation: New Challenges for Leaders of Higher Education”





Participants from Mexico, United States, Austria, Costa Rica, Colombia, Spain, France, Chile, United Kingdom, Georgia, and Bangladesh.

#### KEY HIGHLIGHT:

Universities must be proactive and adaptive in responding to the changing needs of students and the ever-evolving role of higher education.



The Semi-Annual Meeting in Colombia featured over 20 international speakers, with participants engaging in six panels and a conference, networking opportunities, and various cultural experiences. The event centered on key leadership challenges for universities post-pandemic, with a focus on solidarity, empathy, innovation, and community. Participants

explored ways to reinvent higher education, emphasizing the importance of interdisciplinarity, lifelong learning and digital transformation. The concept of the glocal multiversity was also examined, addressing the evolving roles of universities in solving human, social, and economic challenges. Discussions also highlighted the significance of research and community outreach in achieving global sustainability, as well as the importance of supporting student's well-being, and employability. The meeting concluded with a call for universities to be proactive and adaptive in responding to the changing needs of students and the ever-evolving role of higher education.

**ACE 2023 American Council on Education Annual Meeting 13 - 15  
APRIL 2023**



Key events co hosted by the IAUP: Latin American and Global Dinner, Roundtable Discussion, Panel Session on “Best Practices in Higher Education Global Engagement from a Transatlantic and Global Perspective.”

1000 attendees from around the world



The IAUP took part in the 2023 American Council on Education (ACE) Annual Meeting held in Washington, DC attended by over 1,000 leaders in higher education from both the USA and around the world, organizing several activities in collaboration with Santander Universidades. Thanks to the support of ACE President and IAUP Executive Committee member Ted Mitchell and Santander Universidades Executive Director Arturo Cherbowski, the three organizations were able to convene and advance collaboration with colleagues from across the globe at events such as the Latin American and Global Dinner, which included a keynote delivered by the Ambassador to Mexico, His Excellency Esteban Moctezuma.

Other sessions organized by both the IAUP and Santander Universidades included a Roundtable Discussion held with representatives from the USA, Ibero-America, and Europe, which served as a basis for future collaboration between ACE, Santander Universidades, and IAUP, as well as a Panel Session on “Best Practices in Higher Education Global Engagement from a Transatlantic and Global Perspective”, which included panelists from Canada, UK, Australia, USA, and Ibero America. The IAUP was represented at the ACE2023DC by a diverse group of its members from around the world.

**V International Presidents Meeting - Universia 8-10 May 2023 | Valencia, Spain**

700 participants, 14 countries from the Americas, Europe, Asia and Africa.  
Key events co hosted by the IAUP: IAUP Presidents Roundtable



The V International Presidents Meeting - Universia, held in Valencia, Spain, brought together nearly 700 higher education leaders from 14 countries to discuss the theme “University and Society”. The event focused on the crucial role of universities as catalysts for social and economic development, with a strong emphasis on sustainability. Inaugurated by the President of the Government of Spain, Pedro Sánchez, alongside Ana Botín, President of Banco Santander and Universia, and IAUP Executive Committee Member Enrique Graue, President of the National Autonomous University of Mexico (UNAM), the meeting featured multiple panel sessions, including the IAUP Presidents Roundtable, where 20 speakers representing 10 countries from the Americas, Europe, Asia and Africa, shared their experiences and insights on the current and future landscape of higher education. Dr. Fernando León García, President of the IAUP, took part in Panel I, “Creating new frameworks and networks for mobility”. During the event, IAUP member institutions also formalized collaboration agreements.



**SEMI-ANNUAL MEETING IN EGYPT 11-13 MAY 2023 | Cairo, Egypt**

Helnan Dream Hotel

“Transforming Global Higher Education through Quality, Innovation, and Inclusion”

Participants from 18 countries in the Americas, Africa, Europe, and Asia

**KEY HIGHLIGHT:**

Inclusivity and excellence should be at the core of the university's effort. The focus must be on building solid institutions that empower and shape future generations.

The 2023 IAUP Semi-Annual Meeting in Egypt featured several panel sessions, cultural activities, and networking opportunities, with a focus on lessons learned from the pandemic and future challenges. Discussions emphasized the importance of international collaboration, higher education as a human right, and ensuring access to quality education for all students. Panel sessions covered a wide range of topics, including the UNESCO 2030 Roadmap, the global phenomenon of the Great Resignation, and the future of recovery and transformation in education, including a more student-centered approach. The importance of inclusivity, sustainability, internationalization, and the role of AI in education were highlighted as key factors for shaping the future of universities. The event also included a visit to October 6 University, fostering valuable discussions among global academic leaders, and the signing of several Memorandums of Understanding, furthering international collaboration and academic cooperation among IAUP members.



### SEMI-ANNUAL MEETING IN JAPAN 12-15 SEPTEMBER 2023 | Japan

Rihga Royal Hotel Osaka, Japan

Participants from 14 countries in the Americas, Africa, Europe, and Asia



**KEY HIGHLIGHT:**

Universities must be the leaders of positive change. The focus should be on transformational leadership.



The 2023 IAUP Semi-Annual Meeting in Japan emphasized the importance of promoting inclusivity within educational institutions, highlighting the need for universities to be leaders and agents of positive change. The concept of developing well-rounded graduates who are both employable and responsible citizens was explored, with a focus on balancing technical skills with a broader education. Women's leadership challenges and opportunities were also discussed, emphasizing the importance of diversity, equity, and inclusion in leadership roles. Global enrollment trends and the impact of AI and technology on education were key topics, with a focus on the long-term implications of these changes. The event also included the signing of several Memorandums of Understanding, along with panel sessions, cultural activities and networking opportunities that completed the program.

**SEMI-ANNUAL MEETING IN UK 7-9 MARCH 2024 | London and Nottingham, United Kingdom**

“Transforming Higher Education, Transforming Lives”

Nottingham Trent University

Participants from Europe, Asia, Africa, and the Americas

**KEY HIGHLIGHT:**

As transformations continue to take place in different areas around the world, universities must adapt to changing demands from students, governments and communities, impacting in their communities effectively, efficiently, and sustainably.



The 2024 IAUP Semi-Annual Meeting in the UK brought together over 40 higher education leaders from around the world to discuss the transformation of higher education. More than 20 speakers shared their insights on the evolving role of universities in the post-pandemic world in six panel sessions. Discussions emphasized the profound impact university presidents have on leadership, enrollment, student experiences and the global workforce. The meeting highlighted the importance of universities in transforming student lives, local economies, and the environment. A key focus was on the use of technology to meet funding demands and support student mental health, as well as the need for a clear path to sustainable transformation.

The preliminary results of the 2023 IAUP Survey on Leadership in the Post-Pandemic Era were also presented, providing valuable perspectives on evolving leadership priorities and institutional responses in the last few years. The event included an MOU signing ceremony and several networking opportunities.

### MEETING IN CHILE 17 JULY 2024 | Santiago, Chile

Pontificia Universidad Católica de Chile  
Participants from 16 countries



#### KEY HIGHLIGHT:

Universities are essential in addressing the common challenges humanity faces by promoting education and creating new knowledge. Internationalization plays a key role in this endeavor.



In this gathering at UC Chile, university presidents debated the role of higher education leaders and their impact on solving current global challenges. Sessions included a panel on “Leadership Challenges in Higher Education: A Comparative Perspective,” where institutional leaders shared their insights and experiences on the various challenges facing higher education today, and “Successful Strategies in Internationalization across the Globe”, which brought together vice presidents to discuss effective strategies for global engagement and ideas to enhance internationalization efforts. The event also included a guided tour of UC Chile’s Central Campus and the signing of memorandums of understanding, marking a significant advancement in international collaboration among universities.

#### **REGIONAL MEETING: Mexico, Central America and the Caribbean 4 SEPTEMBER 2024**

Venue: Universidad de Guadalajara



#### **KEY HIGHLIGHT:**

Universities must adapt to rapid technological changes through innovation, inclusion, and the integration of artificial intelligence, to foster societal progress and student success.



The IAUP regional meeting for Mexico, Central America, and the Caribbean, held on September 4, 2024, in the context of the Innova Forum at Universidad de Guadalajara, focused on the evolving role of higher education in a rapidly changing technological landscape. The discussions focused on innovation, student success, and the role of artificial intelligence in shaping the future of higher education. Academic leaders highlighted the need for universities to adapt to rapid technological changes and evolving societal needs, while promoting inclusive environments that provide support for both students and staff. The social responsibility of educational institutions was also discussed, with an emphasis on their role in enhancing quality of life through the generation of knowledge with a practical, positive impact. Additionally, participants stressed the importance of ongoing reflection in response to AI's increasing influence and the need to adopt creative, sustainable strategies that drive societal progress, all while maintaining their commitment to their core purpose: serving students.

### **Board and Executive Committee Meetings**

Between 2021 and 2024, the IAUP conducted eight Board and Executive Committee meetings, bringing together representatives from universities and organizations across the Americas, Europe, Asia, and Africa. These hybrid sessions, which combined in-person participation with virtual attendance, provided a platform for global collaboration and exchange of ideas. Meetings included comprehensive reports on activities from previous quarters and discussions on future agendas. Participants reviewed ongoing initiatives, provided regional updates, and addressed key matters, all while laying the groundwork for continued progress and collaboration, reinforcing existing partnerships and fostering new opportunities for innovation and growth in global education.

### **IAUP MEETINGS DURING THE TRIENNIAL 2021-2024**

#### **MEETING OF IAUP GENERAL ASSEMBLY**

- Meeting (virtual) from Mexico during the Triennial: July 30, 2021

#### **MEETINGS OF IAUP BOARD OF DIRECTORS**

- Meeting 1 (virtual): February 3, 2022
- Meeting 2 (hybrid), in Mexico City: June 8, 2022
- Meeting 3 (hybrid), in Bucaramanga (Colombia): September 28, 2022
- Meeting 4 (virtual): March 10, 2023
- Meeting 5 (hybrid), in Cairo (Egypt): May 12, 2023
- Meeting 6 (hybrid) in Osaka (Japan): September 14, 2023

- Meeting 7 (virtual): December 18, 2023
- Meeting 8 (hybrid), in Nottingham (UK): March 9, 2024
- Meeting 9 (hybrid), in Santiago (Chile): July 17, 2024
- Meeting 10 (hybrid), in Beijing (China): October 13, 2024

#### MEETINGS OF IAUP EXECUTIVE COMMITTEE

- Meeting 1 (virtual): December 17, 2021
- Meeting 2 (hybrid), in San Diego (USA): March 7, 2022
- Meeting 3 (virtual): June 3, 2022
- Meeting 4 (hybrid), in Bucaramanga (Colombia): September 29, 2022
- Meeting 5 (hybrid), in Washington, D.C. (USA): April 14, 2023
- Meeting 6 (hybrid), in Osaka (Japan): September 13, 2023
- Meeting 7 (hybrid), in London (UK): March 7, 2024
- Meeting 8 (hybrid), in Santiago (Chile): July 17, 2024



**IAUP Webinar Series with TCSPP**

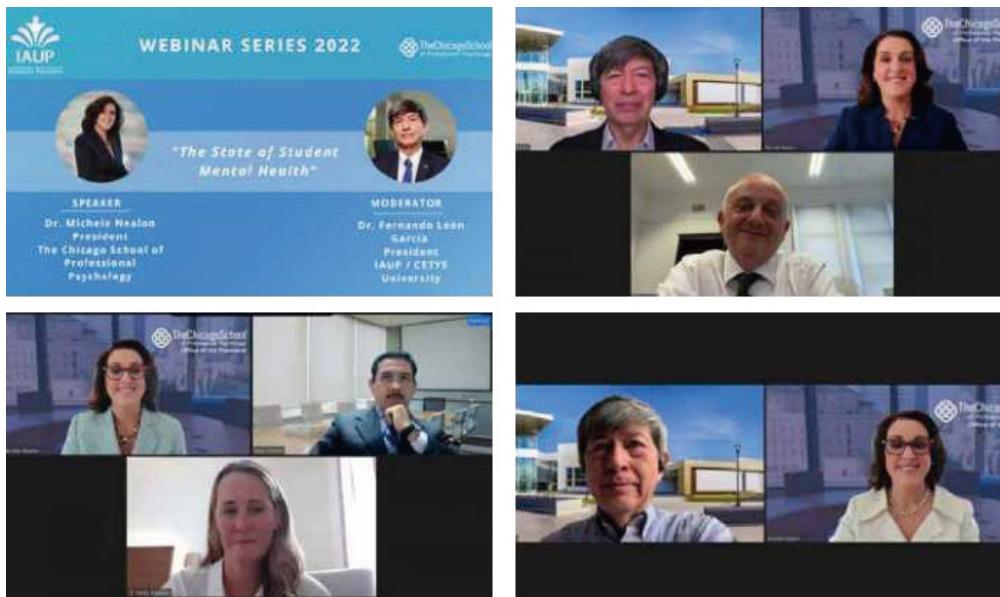
Close to 300 participants

From North and South America, Europe, Asia, and Africa.

**Key Topics:**

- The State of Student Mental Health
- Meeting the Escalating Demand for Mental Health Services: How Universities and Colleges can Shape the Workforce
- How Higher Education Institutions Can Meet Surging Demand for Mental Health Support

The IAUP co-hosted a Webinar Series on mental health together with The Chicago School of Professional Psychology (TCSPP), addressing the critical challenges faced by higher education institutions in supporting student well-being. The series featured Dr. Michele Nealon, President of TCSPP, who led insightful discussions on key topics. Beginning with the exploration of student's mental health after the pandemic, identifying systemic challenges as well as the need for universities to broaden and diversify resources in this area. The next session discussed what universities can do to increase both the number of trained mental health professionals and the size of community members each provider can support. Finally, in the last session, Dr. Nealon was joined by Dr. Edward Peck, Vice Chancellor of Nottingham Trent University and UK Student Support Champion, where both discussed the importance of sharing information within the institution, broader support networks, developing resilience, and the importance of Student Data Analytics in anticipating and identifying student mental health needs.



## IAUP - ASU Webinar Series

Close to 400 total participants  
From over 20 countries



### Key Topics:

- Leaders as Designers in Higher Education
- Resource Diversification and Financial Sustainability

The IAUP Webinar Series with the University Design Institute (UDI) from Arizona State University on Designs for Innovations in Higher Education led by Dr. Minu Ipe featured sessions on leadership and financial sustainability. The series began on March 30, 2022, with “Leaders as Designers in Higher Education”, led by ASU President Dr. Michael Crow, highlighting the role of leaders as designers who must rethink and reshape universities to better serve society, emphasizing the need for universities to be adaptive, entrepreneurial, and involved with their communities. On October 17, 2022, the session “Resource Diversification and Financial Sustainability” was delivered by Dr. Morgan Olsen, ASU’s Executive VP and CFO. Dr. Olsen discussed strategies for financial sustainability amid declining public support, highlighting the importance of strategic partnerships. He shared ASU’s approach to leveraging partnerships, advising institutions to embrace learning from mistakes and stay true to their values in these endeavors.



## IAUP Webinar Series

Close to 500 participants  
From Asia, Africa, Americas, Europe

The IAUP, together with Dr. Ramu Damodaran, Senior Advisor for the University for Peace (USA), launched a diverse webinar series that brought together a dynamic panel of global thought leaders. Covering a broad range of topics from technology and healthcare to sustainability, all relating to higher education, the series fostered a cross-disciplinary exchange of knowledge, providing fresh perspectives on global challenges and innovations. This initiative encouraged meaningful dialogue and collaboration, offering actionable insights for personal and professional growth. Speakers included personalities, such as Ambassador Zlatko Lagumdzija, Nobel Prize Nominee Cora Weiss, and G20 Sherpa Amitabh Kant, among many other experts who enriched this experience.



*International Day of Peace Virtual Panel*

The role of higher education institutions in building peace across nations.



*Investing in People*

The role of higher education in UNESCO's theme for 2023: "To Invest in People, Prioritize Education".



*Looking to the Future*

The role of higher education in fostering peace, emphasizing the importance of gender equality in leadership roles within academic institutions.



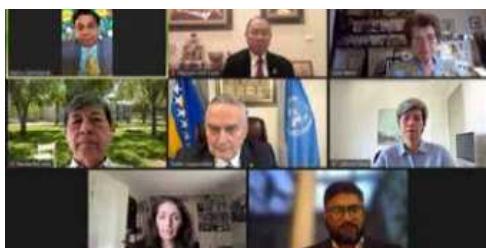
*United Nations Academic Impact: 12 Years and Beyond*

Reflections on the efforts and achievements of the United Nations Academic Impact (UNAI), which the IAUP led efforts to launch more than a decade ago.



*A Planet to Lose: Reflections on World Environment Day*

The vital role universities play in tackling global environmental challenges.



*Human Rights 2023: To Innovate, To Include*

Higher education and diplomacy, peace advocacy, gender rights, and the transformative power of music.

## PARTNERSHIPS AND ALLIANCES

Through a series of activities, the IAUP has successfully forged new strategic alliances and consolidated long-standing relationships with universities and organizations from different parts of the world, promoting academic collaboration and knowledge exchange.

The association has also facilitated spaces for the formalization of agreements between member institutions during different gatherings across the world, further strengthening the framework for ongoing cooperation and shared academic endeavors. Some examples include:



Visits to **California State University San Bernardino**, **Universidad de Valencia**, **Arab Academy for Science, Technology & Maritime Transport (AASTMT)**, **Al Akhawayn University**.



Framework agreement with **Compostela Group of Universities**.



**California State University San Bernardino (CSUSB), Krakow University of Economics (Poland) and Lviv Polytechnic National University (Ukraine)** sign a Trilateral Agreement.



Meeting with universities in South Korea (Seoul Cyber University, Taejae University, Chung-Ang University, Handong University, Hanseong University).



Various MOU signing ceremonies during Semi-Annual Meetings.

## PARTICIPATIONS AROUND THE WORLD



**August 2021**  
CAEI Conference | Virtual



**September 2021**  
Keynote Lecture on Higher Ed Policies | Mexico  
CETYS 60th Anniversary International Panel | Mexico  
Institut des Amériques Congrès | France



**October 2021**  
THE Leadership & Management Summit | Virtual  
3rd AUAP Zoom Forum | Virtual



**November 2021**  
International Forum on Governance | Colombia  
Leaders Forum on Green Internationalization | UK  
WISE Summit | Qatar  
CSUSB International Education Week | USA



**December 2021**  
WAAS International Conference | Virtual  
5th International Conference on Future Education | Virtual



**March 2022**  
ACE2022 Sponsorship | USA  
AIMA International Conference | India (Virtual)

CASE Latin America Congress | Mexico  
Universia Council Meeting | Mexico



**May 2022**  
2nd EWORA Workshop | Spain  
UNESCO World Higher Education Conference | Spain



**June 2022**  
Wenner-Gren Symposium | Sweden  
HACU Leadership Academy | USA



**July 2022**  
Legacy Conversations at LATAM Summit | Virtual Latin America Universities Forum | Virtual  
CASE Summit for Leaders in Advancement | USA



**August 2022**  
Silk Road Forum | China  
Caucasus University Awards Honorary Doctorate Degree to IAUP President | Georgia



**October 2022**  
HACU Annual Conference | USA  
SOCIN,22 Conference | Lithuania  
IAU General Conference | Ireland



**November 2022**  
Election of IAUP Treasurer as WFUNA President | Switzerland  
IV Academic Summit | Romania  
AUAP General Conference | Bangladesh



**January 2023**  
CIC Annual Conference | USA



**March 2023**

6th International Conference on Future Education | Virtual  
Global Excellence Award Bestowed to IAUP Chairman | Georgia

**May 2023**

XX FECIES Forum | Virtual  
World Women Presidents Forum | China  
Roundtable on Latin American & European Partnerships | Virtual

**July 2023**

Fifth Academic Summit LAC-EU | Spain

**September 2023**

11th Beijing Humboldt Forum | China  
China-Mexico University Forum | China

**October 2023**

CUMU 28th Annual Conference | USA  
Symposium on Social Responsibility in Higher Education | Mexico

**November 2023**

8th EWORA Conference | Turkey  
AASCU 2023 Annual Conference | USA  
CAEI 2023 | Virtual  
CASE Latin America Meeting | USA

**February 2024**

9th Eurasia Higher Education Summit | Turkey

**May 2024**

11th World Women University Presidents Forum (WWUPF) | China  
2024 NAFSA Annual Conference | USA



## MEDIA SPOTLIGHT

- Opinion: The Pandemic Has Transformed Higher Education. Where Do We Go From Here? – *The San Diego Union-Tribune*
- Innovation and Inclusion:  
Key priorities for higher education in a post pandemic world” – *UWN*
- International Mentorship For New University Leaders – *UWN*
- Higher Ed Globalization – *The EdUp Experience Podcast*
- The Higher Ed Worldview – *The EdUp Experience Podcast*
- The Post-Pandemic University: The View from the Top – *On The Horizon*
- More Schools, Students Brace for AI- Driven Classrooms – *The Korea Times*
- IAUP Promotes Cosmopolitanism In Higher Education – *The Korea Times*
- Universities Must Teach Employment, Betterment of Society – *The Korea Times*
- Latin American Universities Expand Indigenous Access Efforts  
– *Times Higher Education*
- Pearls of Wisdom: Expert Mentorship for New HE Leaders – *UWN*
- Understanding Local Needs Can Give Universities the Edge – *UWN*
- COVID Was a Wake-Up Call! Not All Universities Heard It – *UWN*
- University leaders' need to be better prepared for tough times  
– *Times Higher Education*
- Fortalecer alianzas globales, el compromiso de la IAUP – *Campus Milenio*

The collage includes the following elements:

- The San Diego Union-Tribune:** An opinion piece titled "Opinion: The pandemic has transformed higher education. Where do we go from here?" featuring a photo of a university campus.
- UniversityWorld News:** A news article titled "Innovation and inclusion are the future for public universities" by Karen McHugh, with a photo of a person in a graduation cap and gown.
- The Korea Times:** A news article titled "Universities must teach for employment, betterment of society" by Dr. Fernando Galvan, with a photo of a person in a suit.
- The EDUP Experience Podcast:** Episode #457 featuring Dr. Fernando Galvan, Secretary General of IAUP, with a photo of him in a suit.

## GLOBAL HIGHER EDUCATION SURVEYS

### LEADERSHIP RESPONSES TO COVID-19: A Global Survey of College and University Leadership (IAUP)

- 763 Respondents
- Senior leaders of colleges and universities from around the world
- 89 Countries

The IAUP partnered with Santander Universidades to design, develop, and implement a Global Survey to understand leadership responses to COVID-19 in higher education, expanding its scope and reach with help from organizations like HACU, CONAHEC, FIMPES, ANUIES, and AIU.

It focused on three key areas: Initial Institutional Reaction, Preparing for 2020-2021, and Looking Forward. Results were presented from global, regional, sectoral, and specific country perspectives.

#### KEY HIGHLIGHTS

**37%**

of respondents felt their institutions were ready for the pandemic.

##### Preventive Measures

Social distancing, sanitizing buildings, compulsory masks, and COVID-19 training for employees.

- Revenue, enrollment, and infrastructure investment.

- Financial aid for students and continuing education programs.



##### Financial Measures

Postponing hires, using reserve funds, and promoting early retirement.



##### Key Institutional Actions

Faculty training, addressing technology needs, maintaining academic standards, and providing mental health support.

**73%**

of institutions prepared for hybrid or mixed-mode learning for the 2020-2021 academic year.



##### Concerns of Leaders

Student success, financial stability and maintaining student engagement.



More institutions focused on addressing temporary needs rather than restructuring or reinventing.



Institutions concentrated on maintaining partnerships, virtual mobility, and internationalization at home.



Leaders foresee a future with a mix of online, hybrid, and face-to-face education models, with an increasing role of technology.

**LEADERSHIP RESPONSES TO COVID-19:  
Global Perspectives of College & University Leaders in the Post-Pandemic Era**

- 60 Respondents from select IAUP member institutions
- 30 Interviews
- Africa, Asia and Oceania, Europe, Mexico, Central America, and the Caribbean, South America, US and Canada.

As a follow-up to the previous report, “Global Perspectives of College & University Leaders in the Post-Pandemic Era”, IAUP partnered with Santander Universidades to explore evolving leadership priorities among IAUP members, drawing on survey data and interviews.

It provides insights into changes since the COVID-19 pandemic, identifying new priorities and challenges for the next 3 to 5 years.

**KEY HIGHLIGHTS**



**Impact on Financial Models**

Showcased institutional resilience and adaptation.



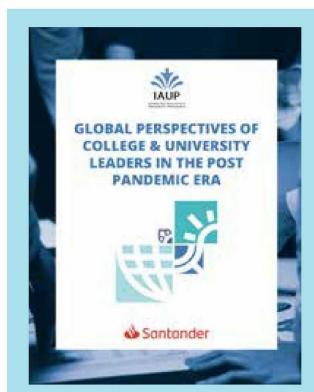
**Future Focus**

On agility, foresight, and enriching academic experiences while contributing to the global community.



**Aligning with SDGs**

Institutions emphasize sustainability, research impact, interdisciplinarity, and community well-being.



**Strategic Changes**

With efforts to globalize and expand institutional reach.



**Evolving Academic Experience**

In response to new priorities and regional differences.



**Global Competencies**

For the globalized workforce.



**International Partnerships and Digital Technologies**

for a student-centered educational experience.

## SEMINAR ON LEADERSHIP DEVELOPMENT FOR NEW PRESIDENTS AND EMERGING

**+60 participants from Americas, Europe, Africa, and Asia throughout the years**

**Topics such as:**

- Strategic Planning
- Governance
- Internationalization
- Inclusion
- Aligning with SDGs
- Current and Future Trends and Challenges
- Digital Transformation and AI
- Student Success
- Interaction with External and Internal Constituents
- Revenue Supplementation
- Crisis Management

*-Insights from seasoned experts*

*-Peer to peer learning*

*-Held in Mexico, Qatar, Denmark*

**The IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders is a global learning experience designed to enhance the leadership and strategic management skills of senior university leaders.** With its first edition being held in 2019 in Aalborg, Denmark, this selective, interactive, and experiential program was created to address current trends and future needs in higher education leadership. Over the course of four seminars, it has provided select participants with valuable peer-to-peer learning, insights from experienced university presidents, and opportunities to discuss complex issues, exchange practical knowledge, and propose innovative solutions for the challenges facing higher education today through a program that includes panels, mentoring sessions and other networking opportunities, participants are able to address specific issues in their institution and elaborate concrete action plans. We are most thankful for the strategic partnership and support for Sir Enan Galaly and the Helnan Group, Santander Universidades, the Shinil Educational Foundation, and the Qatar Foundation.

## MEXICO CITY, MEXICO JUNE 2022



## DOHA, QATAR 2023



## AARHUS, DENMARK 2024



## WOMEN'S LEADERSHIP

The IAUP Women's Leadership Initiative launched and supported by female members of the IAUP Executive Committee and currently led by Dr. Devorah Lieberman, President Emerita, University of LaVerne (USA), seeks to address the pressing need for greater gender diversity in higher education leadership. This initiative aims to create spaces of discussion and provide women with the tools, mentorship, and networking opportunities needed to excel in their academic careers. Various panels across diverse IAUP Meetings have also addressed this issue, drawing from the experiences and journeys of female presidents in IAUP member institutions.

### WEBINAR SPOTLIGHTING LEADERSHIP STRATEGIES FROM FEMALE PRESIDENTS AT IAUP INSTITUTIONS

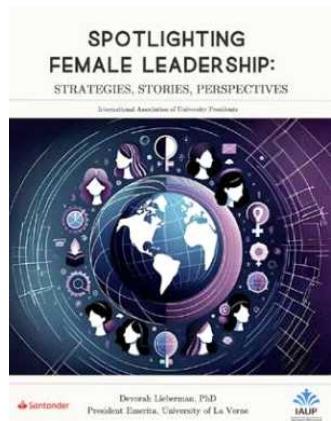


- May 31, 2024
- Participants from 26 countries

The IAUP hosted the Webinar "Spotlighting Leadership Strategies from Female Presidents at IAUP Institutions", featuring a panel of distinguished female university presidents from around the globe, including Dr. Sue Cunningham, President of the Council for Advancement and Support of Education (USA); Dr. Carmen Z. Lamagna, Former President of the American International University of Bangladesh (Bangladesh); Dr. María V. Mestre, President of Universidad de Valencia (Spain); Dr. Eun-jo Lee, President of Seoul Cyber University (Korea); and Dr. Elizabeth Stroble, Chancellor of Webster University (USA). The session was moderated by Dr. Devorah Lieberman, President Emerita of the University of LaVerne (USA), and introduced by Dr. Fernando León-García, IAUP President and President of CETYS University.

Participants from 26 countries signed up to join this webinar, part of the IAUP's Women's Leadership Initiative. The event underscored the significance of female representation in university presidencies, highlighting both the challenges and successes these leaders have faced in their journeys.

## SPOTLIGHTING FEMALE LEADERSHIP: STRATEGIES, STORIES, PERSPECTIVES.



- ✧ 10 Female Leaders
- ✧ Americas, Europe, Asia
- ✧ Key Overarching Themes:
  - Being the First Female Institutional Leader
  - Proving oneself
  - Dedication to a Higher Purpose
  - Importance of a Mentor/Coach
  - Essential Attributes Needed
  - Navigating External Perceptions
  - Imposter Syndrome
  - Importance of Listening Carefully

This publication covers the leadership experiences of ten female presidents, chancellors, and rectors from diverse higher education institutions that are part of the IAUP.

Despite the wide range of institutions—varying in size, age, location, and focus—common themes emerged in their leadership journeys. Each leader contributed insights on their institution, tenure, career trajectory, gender dynamics, successful strategies, and advice for current and aspiring female leaders.

Findings reveal consistent patterns in their paths to leadership, the influence of gender on their careers, and their shared strategies and recommendations, providing valuable perspectives on female leadership in higher education globally. The publication was compiled by Dr. Devorah Lieberman, President Emerita, University of La Verne (USA).

## IAUP GLOBAL MOBILITY

As part of its 2021-2024 Strategic Activities, the IAUP launched the Student Exchange Bank in 2023. Open to undergraduates at IAUP member institutions that joined the initiative, this program allows participants to engage virtually and/or in long or short stays, with tuition and fees waived by the host institution.

### *PARTICIPATING INSTITUTIONS*

- Al Akhawayn University - Morocco
- Almaty Management University - Kazakhstan
- California State University, San Bernardino - USA
- Caucasus University - Georgia
- CETYS University - Mexico
- Dafodil International University - Bangladesh
- Dokuz Eylül University - Turkey
- Hunan Normal University - China
- Nottingham Trent University - UK
- Panpacifc University - Philippines
- SIAS University - China
- Universidad Autónoma de Bucaramanga - Colombia
- Universidad Autónoma de Guadalajara - Mexico
- Universidad Nacional Autónoma de México - Mexico
- West University of Timișoara - Romania
- Woodbury University - USA



## IAUP INTERNATIONAL BUSINESS MODEL STUDENT COMPETITION

The IAUP International Business Model Student Competition was created in collaboration with CETYS University to encourage undergraduate students from IAUP member institutions to actively contribute to global sustainability through innovative business solutions that address real-world problems while aligning with one or more of the 17 Sustainable Development Goals (SDGs). There have currently been three editions held and each year a virtual Awards Ceremony is hosted where winners are announced. Winners receive a financial reward intended to support the development of their business idea. First prize receives \$2,500 USD, second place \$1,500 USD and the third place \$1,000 USD. This competition serves as a global platform for students to showcase their learning, creativity, and entrepreneurial skills, providing them with the opportunity to make a meaningful impact on the world.

**\$15,000 USD** TOTAL FINANCIAL INCENTIVE  
FOR WINNING IDEAS

**+130** REGISTERED STUDENT GROUPS

**3** EDITIONS

**14** COUNTRIES

### 2022



#### WINNERS

#1

**Chip Craftsman**, from Hunan Normal University, China.

#2

**World Academy for the Future of Women**, from SIAS University, China.

#3

**The Fantasy of Hunan Culture**, from Hunan Normal University, China.

## 2023



### WINNERS

#1

**Good Growth**, International University of Business Agriculture and Technology (IUBAT), Bangladesh

#2

**Reusing Greywater**, Technological Institute of the Philippines

#3

**Wastech**, Daffodil International University, Bangladesh

## 2024



### WINNERS

#1

**Mini Minds**, CETYS University, Mexico

#2

**HydroZen Labs**, Daffodil International University, Bangladesh

#3

**Save Reality**, Nottingham University, United Kingdom

## MEMBERSHIP AND FINANCIAL REPORTS

### Membership

TOTAL ACTIVE MEMBERS : 150 (BY REGION)

USA & Canada (34)

Mexico, Central America & The Caribbean (13)

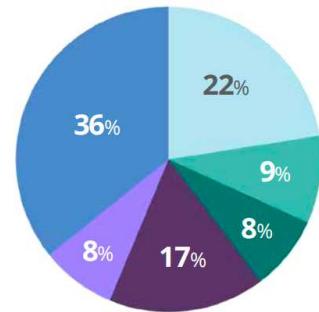
South America (12)

Europe (25)

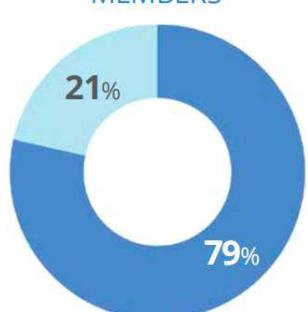
Africa (12)

Asia & Oceania (54)

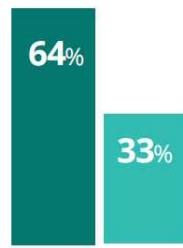
55 COUNTRIES



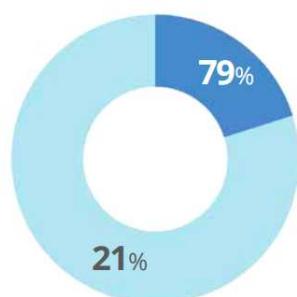
### ACTIVE MEMBERS



### NEW VS. RENEWALS



### MEMBERSHIP BY GENDER



### TOTAL MEMBERSHIP INCREASE



\*Each year begins on July 1st and ends on June 30th. Includes both New members and Renewals.

## Financial Report

### Report of the Trustees for the Year Ending 30 June 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The trustees have complied with their duty in Section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission. This report is prepared in accordance with the small company regime, Section 419(2) of the Companies Act 2006.

### Objectives and Activities

The “public” served by IAUP encompasses the students, staff and faculty of higher education institutions around the world, as well as the diverse communities served in turn by these institutions. The activities of the IAUP and its membership provides public benefit by

- (1)focusing the support of global higher education on behalf of issues on the agenda of the United Nations;
- (2)furthering role of higher education in promoting international understanding and global social change;
- (3)capacity building and leadership development within the higher education sector itself, particularly in the global South.

### Support for the United Nations

- IAUP is accredited by the UN Economic and Social Council (ECOSOC), the UN Department of Public Information (UN-DPI), and the UN Educational, Social and Cultural Organization (UNESCO), and works with several other UN departments and offices.
- Established in 1990, the IAUP/UN Commission on Disarmament Education, Conflict Prevention and Peace has been the only joint commission to be established by the UN with an NGO. The IAUP/UN Commission has worked in the past with the United Nations Office for Disarmament Affairs (UNODA) and has received funding from UNESCO, although in the year corresponding to this Report no activities were carried out due to the pandemic and post-pandemic problems.

### Promoting International Understanding and Global Social Change

- The IAUP continues to work closely with the Institute for International

Education (IIE), the Scholar Rescue Fund (SRF) program sponsored by IIE, which provides safe havens overseas for professors and research scholars threatened by domestic political conflicts.

- The IAUP has been instrumental in the development of the United Nations Academic Impact (UNAI), an initiative of UN Secretary General Ban Ki Moon. Academic Impact is a global initiative aligning institutions of higher education with the United Nations in actively supporting ten universal principles in the areas of human rights, literacy, sustainability and conflict resolution.

### **Meeting and Conferences**

*July 6-8, 2023 – IAUP President and Secretary General at the Fifth Academic Summit LAC-EU*

IAUP President Dr. Fernando León García and Secretary General Dr. Fernando Galván participated in the Fifth Academic Summit on Latin America, the Caribbean, and the European Union (LAC-EU) held at the University of Alcalá, Spain, taking part in a roundtable and a discussion group on the future of HE in the two regions.

*September 12-15, 2023 – IAUP Semi-Annual Meeting in Japan*

Participants from 14 countries in the Americas, Africa, Europe and Asia took part in the second IAUP Semi-Annual Meeting of 2023 at Rihga Royal Hotel Osaka in Japan from September 12-15, 2023, with discussions led by higher education experts. The program included several panel sessions as well as cultural activities, networking events, and the signing of several Memorandums of Understanding between IAUP members.

*September 13, 2023 - IAUP holds 6th Executive Committee Meeting for 2021-2024*

On September 13, 2023, the IAUP convened its sixth Executive Committee Meeting for the term 2021-2024. Representatives from universities and organizations in the Americas, Europe, Asia, and Africa were briefed on the IAUP's activities for the previous and upcoming semesters, as well as the budget for the following year.

*September 14, 2023 – IAUP holds a hybrid Board meeting, at Rihga Royal Hotel, Osaka, Japan.*

*September 17-18, 2023 – IAUP at 11th Beijing Humboldt Forum*

The 11th Beijing Humboldt Forum (BHF), hosted by the University of International Business and Economics (UIBE), held its annual meeting

from September 17-18, 2023. IAUP President Dr. Fernando León García delivered closing remarks at the event.

*September 18-21, 2023 - IAUP President Joins China-Mexico University Forum Exploring Higher Education Collaboration Strategies*

During the Fourth China-Mexico University Presidents' Forum in Beijing, held on September 18-21, 2023, Dr. León García addressed the topic of "Student and Faculty Mobility in Both Directions," shared the IAUP Survey "Leadership Perspectives on COVID-19," and participated in a panel titled "Faculty-Student Communication in the Post-Pandemic Era."

*September 21, 2023 - Looking to the Future: The Role of Higher Education in Fostering Peace*

In commemoration of the International Day of Peace on September 21, 2023, the IAUP held a virtual discussion titled "Looking to the Future." It featured prominent leaders from around the world and was organized with Dr. Ramu Damodaran, Advisor for the University for Peace.

*October 15-18, 2023 - IAUP Shares Insights on International Education on Urban Campuses*

Invited by the Coalition of Urban and Metropolitan Universities (CUMU), IAUP and CETYS President Dr. Fernando León García participated in a panel discussion during its 28th Annual Conference "Resilient Campuses. Resilient Cities," held in Washington, DC from October 15-18, 2023.

*November 2-3, 2023 - IAUP Executive Committee Members at 8th EWORA Conference*

The 8th EWORA Conference, held at Kadir Has University in Istanbul on November 2-3, 2023, brought together more than sixty distinguished academics to explore the theme of global female leadership, including Dr. Gulsun Saglamer, President of EWORA, and Dr. Elizabeth Stroble, Chancellor of Webster University, both IAUP Executive Committee Members.

*November 4-7, 2023 - Impactful Discussions: IAUP at AASCU 2023 Conference*

The IAUP participated in the American Association of State Colleges and Universities (AASCU) 2023 Annual Conference held on Nov. 4-7, 2023, in Chicago, Illinois. IAUP President Dr. Fernando León García, took part in a discussion centered around the Binational Dialogue on Regional and Workforce Development & Stewardship of Place; IAUP Executive Committee Members Dr. Mildred García, California State University President, and Dr. Tomás Morales, President of California State University

San Bernardino, were also part of the event.

*November 7, 2023 - Fostering Global Collaboration: CAEI 2023*

Under the theme “Future Horizons of Higher Education,” IAUP President Dr. Fernando León García took part in a presidents’ roundtable discussion during the 8th edition of the Conference of the Americas on International Education (CAIE) held in Las Vegas, Nevada on November 7, 2023.

*November 15, 2023 - IAUP President Leads CASE LatinAmerica Meeting*

On November 15, 2023, IAUP President Dr. Fernando León García chaired the meeting of the Council for the Advancement and Support of Education (CASE) Latin America in Washington, DC, led by CASE Global President and IAUP Executive Committee Member, Dr. Sue Cunningham.

*November 30 - December 2, 2023 - IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders in Doha, Qatar*

From November 30 to December 2, 2023, speakers and participants from over 20 countries took part in the third edition of the IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders in Doha, Qatar. Organized jointly with Qatar Foundation and Santander Universidades, the seminar featured daily sessions on themes such as leadership, governance, digital transformation of higher education, quality assurance, financial diversification, internationalization, equality, and inclusion, among others, as well as individual mentoring sessions.

*December 11, 2023 - Addressing Complex Global Challenges: “To Innovate, To Include” Human Rights Webinar*

The IAUP hosted the webinar “Human Rights 2023: To Innovate, To Include” on December 11, 2023, with close to 100 registered participants from over 25 countries. The panel featured a diverse group of speakers with expertise in various fields, offering a wide array of perspectives while addressing topics ranging from higher education and diplomacy to peace advocacy, gender rights, and the transformative power of music.

*December 18, 2023 - IAUP holds online Board meeting*

During this meeting of the IAUP Board, held online, two important decisions were taken: a) the awarding of the J. Michael Adams Leadership and Service Award for 2024 to Dr. Se Ung Lee, in recognition of his academic merits and his continuous and generous support to IAUP for a number of years; and b) the plan and budget of the IAUP 20th Triennial Conference, to be held in Beijing, China, on October 13-15, 2024.

*February 27-29, 2024 - IAUP at the 9th Eurasia Higher Education Summit*

The 9th Eurasia Higher Education Summit was held in Istanbul, Turkey, from February 27-29, 2024, bringing together approximately 2,000 attendees under the theme “Building Global Connections”. IAUP President Dr. Fernando León-García delivered opening remarks, and took part in a panel on leadership challenges and trends.

*March 7, 2024 - IAUP Holds 7th Executive Committee Meeting for 2021-2024*

On March 7, 2024, the IAUP convened its seventh Executive Committee Meeting for the term 2021-2024 in London. During the session, representatives from universities and organizations in the Americas, Europe, Asia, and Africa assessed the ongoing activities of the organization, examined trends in new membership growth, and outlined activities for the current year, which include the 20th Triennial Conference, among others.

*March 7-9, 2024 - Global Higher Education Leaders Convene in the UK to Discuss the Transformation of Higher Education*

More than 40 higher education leaders from Europe, Asia, Africa, and the Americas convened in Nottingham Trent University (NTU) for the 2024 IAUP Semi-Annual Meeting in the UK: “Transforming higher education, transforming lives”. Held from March 7-9 in both London and Nottingham, the event featured more than 20 speakers who shared their expertise and perspective on the profound impact university presidents have on leadership, enrolment, student experiences, the workforce, industries and the world itself as higher education continues to evolve post-pandemic.

*March 9, 2024 - IAUP holds a hybrid Board meeting at Nottingham Trent University, UK*

*April 8-12, 2024 - IAUP meets with university presidents in South Korea*

With Seoul Cyber University as the host, IAUP and CETYS University President Dr. Fernando León-García met with Presidents from various universities in South Korea. IAUP President Elect Dr. Shawn Chen and IAUP Secretary General Elect Tatsuro Tanioka were present as well. The meeting served as a platform for fostering closer ties between leading minds in education, signaling a promising trajectory for future partnerships and initiatives.

*May 24-29, 2024 - IAUP President Highlights Key Initiatives at the 11th WWUPF in Zhengzhou*

The IAUP took part in the 11th World Women University Presidents

Forum (WWUPF), held from May 24 to 29 in Zhengzhou, China. The forum, titled “Multicultural Backgrounds and Multinational Cooperation,” focused on promoting gender equality and advancing women’s roles in higher education leadership.

*May 28-31, 2024 - IAUP at the 2024 NAFSA Annual Conference: Celebrating Resilience, Renewal, and Community*

The IAUP participated in the 2024 NAFSA Annual Conference & Expo held in New Orleans, LA from May 28 – 31, 2024. This year’s conference celebrated international education and global leadership under the theme “Resilience. Renewal. Community.” The event facilitated meaningful connections among colleagues from around the world, fostering a collaborative environment essential for the advancement of international education.

*May 31, 2024 - IAUP Hosts Webinar on Female Leadership in Higher Education*

On May 31, 2024, IAUP hosted the Webinar “Spotlighting Leadership Strategies from Female Presidents at IAUP Institutions”, featuring a panel of distinguished female university presidents from around the globe. This event highlighted the collective wisdom and diverse experiences of female leaders in higher education, offering insightful advice and encouraging aspiring presidents to embrace opportunities and challenges alike. The webinar also announced an upcoming IAUP publication featuring ten female presidents from member institutions.

### **Public Benefit**

The IAUP has made a significant and positive difference to improve the quality and programs of its beneficiaries, the member institutions, and their staff and students. Through its members and through work with partner organizations, such as the United Nations, Institution of International Education, UN Academic Impact and UNESCO, as well as NAFSA, the IAUP also impacts global societies. Some of those impacts are reflected below in section “Achievement and performance” .

### **Achievement and Performance**

*July 2023 - Caucasus University Awards Honorary Doctorate to AlmatyU and UJ Presidents*

In July 2023, Dr. Kakha Shengelia, President of Caucasus University and IAUP Chairman of the Board, conferred the prestigious title of Honorary Doctor upon Asylbek Kozhakhmetov, Founder and President of Almaty

University, and Letlhokwa George Mpedi, Vice Chancellor and Principal of the University of Johannesburg, both IAUP member institutions.

*October 1, 2023 - Dr. Mildred García Begins Tenure as Cal State System Chancellor*

On October 1, 2023, Dr. Mildred García, former President of the American Association of State Colleges and Universities (AASCU) and IAUP Executive Committee Member, commenced her tenure as the 11th Chancellor of California State University (CSU). Dr. García is the first Latina to lead CSU, the largest four-year university system in the USA.

*October 19, 2023 - Global Experts Discuss Social Responsibility in Higher Education and Honor Distinguished Career*

Higher education experts convened at a symposium organized on October 19, 2023, by the Universidad Autónoma de Guadalajara (UAG) in Mexico. The event, titled “Social Responsibility in Education,” celebrated UAG President and IAUP Executive Committee member Lic. Antonio Leaño Reyes’ career, who has dedicated more than five decades to higher education.

*October 31, 2023 - Dr. Devorah Lieberman inducted into HACU Hall of Champions*

Dr. Devorah Lieberman, President Emerita of the University of LaVerne (ULV) and IAUP Executive Committee member, was inducted into the 2023 Hall of Champions by the Hispanic Association of Colleges and Universities (HACU).

*March 12, 2024 - Understanding Local Needs Can Give Universities the Edge*

In an article by Poorna Rodrigo titled “Understanding Local Needs Can Give Universities the Edge,” published in University World News on March 12, 2024, the importance of universities aligning their programs and initiatives with the specific needs of their local communities was emphasized, drawing insights from the IAUP Semi - Annual Meeting hosted by Nottingham Trent University in England (March 7-9, 2024).

*March 14, 2024 - COVID Was a Wake-Up Call! Not All Universities Heard It*

Published in University World News on March 14, 2024, Poorna Rodrigo’s article “COVID Was a Wake-Up Call! Not All Universities Heard It” reflects on the responses of universities to the challenges posed by the COVID-19 pandemic, based on insights from the IAUP Semi-Annual Meeting hosted by Nottingham Trent University in England (March 7-9, 2024).

*March 16, 2024 - Dr. Devorah Lieberman Awarded 2024 Legacy Woman of the Year by California State Senate*

On March 16, 2024, Dr. Devorah Lieberman, President Emerita of the University of La Verne (ULV) and IAUP Executive Committee Member, was awarded the title of 2024 Legacy Woman of the Year by the California State Senate.

*May 30, 2024 - IAUP International Business Model Student Competition Winners Announced*

On May 30, 2024, the IAUP hosted a virtual awards ceremony via Zoom to celebrate the achievements of participants in the III IAUP International Business Model Student Competition. The event, aimed at fostering innovation and collaboration among undergraduate students, drew more than 60 registrations and 40 final projects from 10 countries. Winners included: CETYS University, Daffodil International University, and Nottingham Trent University.

*June 16, 2024 - Mentorship and Leadership Strategies for Emerging Higher Education Leaders*

An article was published in University World News titled “Pearls of Wisdom: Expert Mentorship for New HE Leaders,” where Paul Cochrane explored the evolving strategies and insights of newly appointed higher education leaders as they address their most pressing challenges, drawing on experiences shared by participants at the III IAUP Seminar on Leadership Development for New and Emerging Leaders, held in late 2023 in Doha, Qatar.

### FINANCIAL REVIEW

Income and Endowments	30.06.24	30.06.21
	£	£
Donations	-	-
Members' subscriptions	46,741	19,856
Seminar fees	8,004	-
Investment income	29,577	160
Other income	-	-
	84,322	20,016

### Reserves policy

At the end of the reporting period, in 2024, £498,725 (2023 £443,802; 2022 £414,710; 2021 £430,125) remained in unrestricted funds in the IAUP account.

### Structure, Governance, and Management

The charity is controlled by its governing document, a deed of trust, and

constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

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IAUP is governed by a ten - member Board of Directors. This Board consists of the three current officers, the three immediate past officers, the officers elect, and (ex-officio) the Dean of Wroxton College, UK. Each Director serves a maximum of nine years in office, except for the Dean of Wroxton College, whose appointment is ex-officio. This provides both for continuity and for the regular regeneration of this important body. The Chair of the Board of Directors is the immediate past president. The activities of the Board of Directors are defined and guided by the Articles of Association and further defined and guided by the By-laws, which are subordinate to the Articles of Association.

The IAUP charity is managed by a three - member team of executive officers, including a President, Secretary - General and Treasurer. These officers are elected every three years by a General Assembly consisting of the entire membership of the IAUP, serving three years as officers - elect before being inaugurated. The most recent General Assembly was held via virtual format with Mexico City, Mexico as the base, on July 30, 2021. The next General Assembly is scheduled to be held on October 15, 2024, to coincide with the 20th Triennial Conference, in Beijing, China.

The IAUP does not maintain a permanent secretariat. Rather, most administrative support functions are undertaken by the staff at the universities at which the officers are based. Company secretary and accounting functions are contracted to an established firm in the United Kingdom. Legal services are provided on a fee - for - service basis by another established firm in the United Kingdom. This arrangement ensures cost-effectiveness and expertise in the administration of the IAUP business.

## RECRUITMENT AND APPOINTMENT OF NEW TRUSTEES

The constitution of the organization requires:

- *Section 6 of the Bylaws of the International Association of University Presidents Board of Directors*

6.1 The Board of Directors is legally responsible for the management of the Charity and is the subject of Articles 15-17 of the Charity's Articles.

The Board of Directors is comprised of ten persons: the President, Secretary General, and Treasurer from the current, immediate past, newly elected officers, and an ex-officio member. Elections take place every three years at the Triennial meeting of the General Assembly.

- *Section 15.4 of the Articles of Association of the International Association of University Presidents*

At each Triennial General Assembly Meeting, the General Assembly Members shall elect a President-Elect, Secretary General-Elect, and Treasurer-Elect. Each shall serve as such from the end of the Triennial General Assembly Meeting at which they are elected until the end of the next following Triennial General Assembly Meeting.

### **TRUSTEES**

K Shengelia Chairman  
F Leon-Garcia President  
F Galvan Reula Secretary General  
S Chen Treasurer  
G Reisinger Trustee  
N DeVille Christensen Trustee  
N Baldwin Trustee  
T Tanioka Trustee  
B White Trustee

### **COMPANY SECRETARY**

LCC Associates Limited

### **INDEPENDENT EXAMINER**

Chris Christou FCCA MAE  
Leigh Christou Ltd  
Chartered Certified Accountants  
Leofric House  
Binley Road Coventry  
CV3 1JN

### **REFERENCE AND ADMINISTRATIVE DETAILS**

*Registered Company Number*  
06706658 (England and Wales)

*Registered Charity Number*  
1138160

*Registered Office*  
Leofric House Binley Road  
Coventry CV3 1JN

### **Financial and Risk Management Objectives and Policies**

The principal asset of the company is its bank accounts which are largely built up as a result of its membership subscriptions. The bank accounts are regularly reviewed by the Trustees prior to any major commitment made in respect of expending financial resources. Access to the company's financial systems and membership database is limited with all expended resources requiring the approval of at least 2 Trustees.



## IN MEMORIAM

In loving memory of the esteemed members and former leaders of the IAUP who have recently passed, whose dedication to advancing higher education worldwide has left a profound and lasting impact in the association and beyond. Their vision, leadership, and unwavering commitment to fostering knowledge and innovation continue to inspire the global academic community. Their legacy lives on in the countless lives they have touched and the future generations who will benefit from their contributions.

### **SIR ENAN GALALY (CHAIR, ADVISORY COUNCIL)**



Sir Enan Galaly was a revered leader, businessman, and mentor, founder of Helnan Hotels, an active member of numerous worldwide associations and organizations, and Ambassador of Denmark for the Historical Relations to the Middle East. He served as Chairman of the IAUP Advisory Board with exceptional dedication, clear vision and strategic insight, and was an enthusiastic supporter of numerous IAUP conferences and initiatives.

### **DR. HEITOR GURGULINO DE SOUZA (ADVISORY COUNCIL, 1999-2002 IAUP VICE- PRESIDENT)**



Dr. Gurgulino de Souza was President of the Latin American University Group, and director of the Planning Commission of the Federal Council of Education in the Brazilian Ministry of Education. He was appointed the third Rector of the United Nations University (UNU) in 1987, served as Special Advisor to the Director-General of UNESCO from 1997 to 1999, and as Former IAUP Vice-President (1999-2002).

### **DR. JASON SCORZA (FORMER SECRETARY-GENERAL)**



Dr. Jason Scorza was Vice Provost for Academic and International Affairs, Professor of Political Science and Philosophy, and Director of the University's Core Program at Fairleigh Dickinson University (FDU) in the USA. He served in various leadership roles including Director of the School of Art & Media Studies and Director of the School of English, Philosophy, and Humanities at FDU. He was IAUP Secretary-General (2011-2014) and member of the IAUP Board (2014-2017).

### **DR. CHAROEN KHANTHAWONGS (FORMER SECRETARY-GENERAL)**



Dr. Khanthawongs was founder of Bangkok University, one of the leading private universities in Thailand, where he was President from its inception until 1988. He also served as Former Minister of Science in Thailand and was IAUP Secretary General for 1984-1987 and member of the IAUP Board (1987-1990).

## THE 20TH IAUP TRIENNIAL CONFERENCE

### Redefining the Role of Universities in the Era of AI: 20th IAUP Triennial Conference

From October 13 to 15, 2024, the International Association of University Presidents (IAUP) held its 20th Triennial Conference in Beijing, China. This globally relevant event brought together more than 700 educational leaders from 50 countries to analyze and redefine the future of higher education in the era of Artificial Intelligence (AI).



Under the theme “Generative AI and the Future of Higher Education,” the conference was the epicenter of discussions about the transformative role of AI in higher education institutions, with innovative proposals to reshape teaching and learning in this context. It marked a milestone in the discussion about technology and education worldwide, calling on institutions to rethink their role in a world where AI will be a determining factor in student success.



In his inaugural speech, Dr. Fernando León García, IAUP President 2021-2024, highlighted the need for institutions to not only adopt new technologies, but to lead in their implementation in an equitable and sustainable manner.

### **Innovating in education through AI**

Throughout the conference, panelists from various parts of the world shared applications of AI in teaching, curriculum development, student success, admissions, learning management systems, and administrative aspects, among others.



One example was the creation of personalized tutors available 24 hours a day, capable of adapting to the particular needs of each student.

The future scenario foresees transcending traditional classrooms, increasing international collaboration, adopting a personalized approach to each student, and close collaboration with technology, urging leaders to rethink the role of educational institutions in the context of this transformation.

Experts also emphasized limitations and challenges, such as data security and privacy, biases and privileges in algorithms, the need for standards and regulation, and the importance of an ethical dimension in the application and use of AI.

### Notable international speakers



The event featured the intervention of more than 60 speakers from the educational and technological fields, including prominent figures such as the 2013 Nobel Prize in Chemistry, Dr. Michael Levitt; UNESCO Assistant Director General for Education, Stefania Gianini; Dr. Ted Mitchell,

President of the American Council on Education (ACE); Dr. Fanta Aw, President of NAFSA; and Dr. Mildred García, Chancellor of the California State University System (CSU), among many others.

The participation of António Guterres, Secretary-General of the UN, through a written message, and the presence of Mexico's Ambassador to China, Dr. Jesús Seade, reaffirmed the importance of international collaboration in education and the impact of the responsible use of AI in higher education. Guterres called for AI technologies to strengthen critical thinking and creativity, and to benefit everyone, everywhere.

Dr. Paul LeBlanc, President of Southern New Hampshire University, remarked that AI is here to stay, and it will not just be integrated into what universities do, but it will revolutionize it.

### Innovation and collaboration



In addition to panel discussions, institutions solidified their partnerships by signing memorandums of understanding, fostering international relationships and advancing impactful collaborative projects. Attendees also had the opportunity to participate in the Science and Technology Forum, which offered a platform to discuss the latest technological advances shaping the future of education.

## Board and Executive Committee Meetings

In the context of the Triennial Conference, the Executive Committee and Board for 2021-2024 held their final meetings for the Triennium on October 13, 2024. Representatives from universities and organizations in the Americas, Europe, Asia, and Africa participated in a hybrid format, reviewing IAUP activities from June 2024 to October 2024, ongoing initiatives, membership updates, VP regional updates and other business. The Executive Committee and Board for 2024-2027 held their first meetings of the Triennium on October 15, 2024.

## Transformational leadership

The conference marked a pivotal moment for the association, as it concluded the 2021-2024 triennium led by Dr. Fernando León-García, President of CETYS University. León García, at the head of the IAUP, played a fundamental role in guiding institutions towards a vision of recovery after the pandemic and transformation, seeking to reduce inequalities of access through innovation.

Through initiatives like the 19th Triennial Conference, Leadership Development Seminars held in Mexico, Qatar, and Denmark, Regional Conferences in Colombia, Egypt, Japan, the UK, Chile, and Mexico, Global Higher Education Surveys, a focus on women's leadership, global mobility, and international student entrepreneurship competitions, the association advanced its mission of being a global platform that facilitates the exchange of professional experiences among educational leaders. Highlights of these initiatives were reviewed during the IAUP's General Assembly, held in hybrid format, as León García presented his Triennial Report.



During the event, members ratified Dr. León García as the incoming Board Chair and confirmed the Presidency - elect for the 2024-2027 term. The Presidency 2024-2027 also formally assumed their role, including Dr. Shawn Chen, Chairman of Sias University (China) as President, Mr. Tatsuro Tanioka, Vice Chancellor of Tanioka Gakuen Education Foundation (Japan) as Secretary-General and Dr. Brent White, Chief Global Officer of University of Hawai'i at Mānoa (USA) as Treasurer.

Dr. Tomás Morales, President of California State University, San Bernardino (USA) was ratified as President-Elect 2024-2027, Dr. Letlhokwa Mpedi, Vice-Chancellor and Principal of University of Johannesburg (South Africa) as Secretary-General Elect 2024-2027, and Dr. Sabur Khan, Founder and Chairman of Daffodil International University (Bangladesh) as Treasurer - elect 2024-2027.



## MESSAGE FROM THE PRESIDENT ( 2024-2027 )



It is with great honor and humility that I assume the role of President of IAUP for the 2024-2027 term. As we stand at the crossroads of a rapidly evolving global landscape, I am reminded of the profound responsibility we bear as leaders in higher education. These are indeed unprecedented times—a period marked by both extraordinary challenges and transformative opportunities. It is a moment that calls for us to rise above adversity, to innovate with purpose, and to lead with empathy and vision.

As we embark on this new triennium, I am guided by four pillars that will define our collective efforts: **Resilience, Innovation, Collaboration, and Global Citizenship**. These pillars encapsulate the essence of what we must prioritize as we reimagine the future of higher education.

1. **Resilience:** We must strengthen the capacity of our institutions to adapt to change, recover from disruptions, and remain steadfast in our commitment to excellence.
2. **Innovation:** We will embrace cutting-edge technologies, pedagogical advancements, and creative solutions to address the evolving needs of our students and societies. In particular, the transformative potential of Artificial Intelligence in higher education cannot be overstated.
3. **Collaboration:** We will deepen our partnerships with higher education organizations, governments, and industry leaders to foster meaningful dialogue and shared progress.
4. **Global Citizenship:** We will champion the role of higher education in nurturing ethical, inclusive, and globally minded leaders who can address the complex challenges of our interconnected world.

IAUP, as a global network, is uniquely positioned to lead this transformation. Together, we will amplify our impact by strengthening regional leadership, fostering cross-cultural understanding, and creating platforms for knowledge exchange. We will reaffirm our commitment to diversity, equity, and inclusion, ensuring that every voice is heard and every opportunity is accessible.

I am deeply grateful for the trust placed in me and for the support of the IAUP Executive Committee, our members, and our global network of colleagues. Let us move forward with a shared sense of purpose, united in our mission to empower higher education institutions to serve their students and communities with greater relevance, responsiveness, and innovation.

Together, we will not only navigate the challenges of today but also shape a brighter, more inclusive future for generations to come.

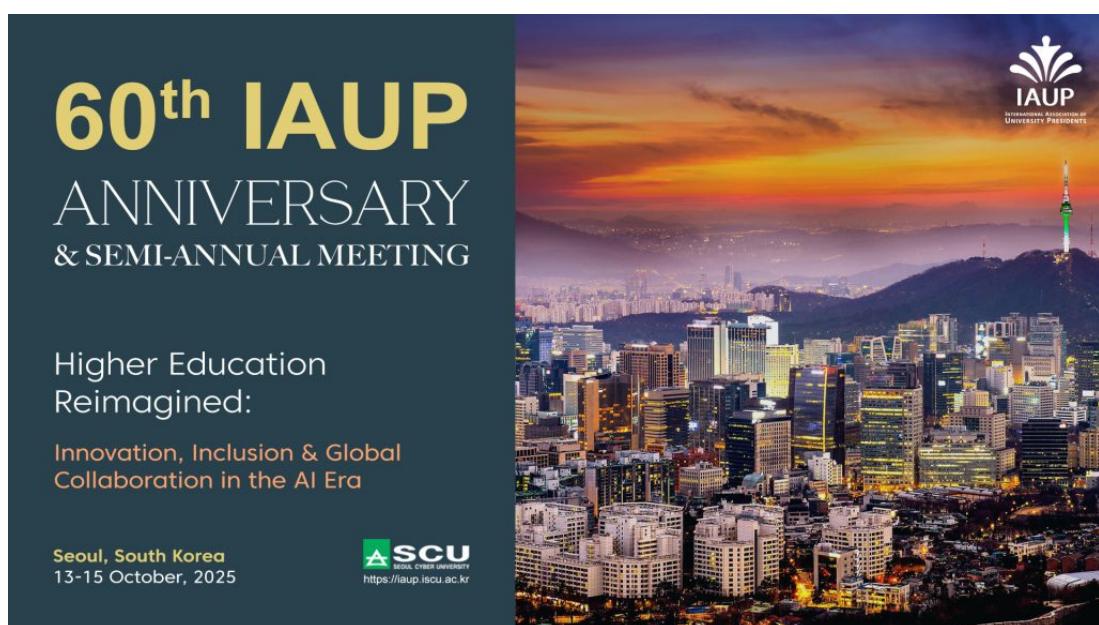
Warm regards,

**Dr. Shawn Chen**

President, IAUP

Chairman, Sias University

## IAUP 60TH ANNIVERSARY AND SEMI-ANNUAL MEETING



The poster for the IAUP 60th Anniversary and Semi-Annual Meeting features a dark blue background. On the left, the text "60th IAUP ANNIVERSARY & SEMI-ANNUAL MEETING" is displayed in large, gold-colored serif and sans-serif fonts. Below this, the tagline "Higher Education Reimagined: Innovation, Inclusion & Global Collaboration in the AI Era" is written in a smaller, gold-colored sans-serif font. At the bottom left, the location "Seoul, South Korea" and the dates "13-15 October, 2025" are listed. The bottom right corner contains the logo for Seoul Cyber University (SCU) with the text "SCU SEOUL CYBER UNIVERSITY" and a link "https://iaup.scu.ac.kr". On the right side of the poster is a large, vibrant photograph of the Seoul city skyline at sunset, with the N Seoul Tower visible in the background. The IAUP logo, featuring a stylized flower and the text "IAUP INTERNATIONAL ASSOCIATION OF UNIVERSITY PRESIDENTS", is positioned in the top right corner of the image.





For more information please contact  
[www.iaup.org](http://www.iaup.org)