



IAUP General Assembly Meeting/ AGENDA

NYC / 10:15AM – Noon / June 20, 2011

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| 1. Call to Order & Welcome | Neal King |
| 2. Report of the 2008-2011 Presidency | Barham Madain |
| 3. Resolution on Transfer of Assets | Heitor Gurgulino |
| 4. Resolution on Incorporation | Heitor Gurgulino |
| 5. Progress report on the new logo | Michael Adams |
| 6. WISE Leadership Workshop | Ingrid Moses |
| 7. UN Academic Impact Report | Ramu Damodaran |
| 8. IAUP Faculty Achievement Award | Keith Miller |
| 9. Resolution on the 2014-2017 Presidency-elect | Ichiro Tanioka |
| 10. Statement from the 2014-2017 President-elect | Toyoshi Satow |
| 11. Transfer of leadership of IAUP | Don Gerth |
| 12. Statement from the 2011-2014 President | Michael Adams |
| 13. Adjournment | |



IAUP General Assembly Meeting Minutes

**Marriott Marquis Hotel, New York City
June 20, 2011**

The IAUP General Assembly Meeting, which marked the transfer of leadership from the Presidency (2008-2011) of Barham Madain Ayub to the Presidency (2011-2014) of J. Michael Adams, was conducted during the 16th Triennial Meeting in New York City. (Please note: The Electronic Folder for this meeting with the agenda, the minutes, and attachments can be downloaded from the IAUP Website, under general documents, as a pdf file at this link: http://iaup.org/publications-and-documents/doc_download/nyc-general-assembly-june-20-2011-electronic-folder).

Provisional Agenda:

1. Call to Order & Welcome, Neal King
2. Report of the 2008-2011 Presidency, Barham Madain
3. Resolution on Transfer of Assets, Heitor Gurgulino
4. Resolution on Incorporation, Heitor Gurgulino
5. Progress report on the new logo, Michael Adams
6. WISE Leadership Workshop, Ingrid Moses
7. UN Academic Impact Report, Ramu Damodaran
8. IAUP Faculty Achievement Award, Keith Miller
9. Resolution on the 2014-2017, Presidency-elect Ichiro Tanioka

10. Statement from the 2014-2017, President-elect Toyoshi Satow

11. Transfer of leadership of IAUP, Don Gerth

12. Statement from the 2011-2014 President Michael Adams

13. Adjournment

Participants:

Presidents, rectors, and vice chancellors from 53 countries gathered in the Broadway Ballroom of the Marriott Marquis Hotel in New York City. At the beginning there were 127 qualified voting members present and a quorum was declared.

Proceedings:

1. Call to Order & Welcome, Neal King

At 10:20, the IAUP General Assembly Meeting was called to order by Secretary-General Elect Neal King.

2. Report of the 2008-2011 Presidency, Barham Madain

President Barham Madain presented highlights of the 2008-2011 Presidency.

Time has passed so quickly for this Presidency. It feels like yesterday when many of us were gathered in Viña del Mar, Chile for the last Triennial. Three years have gone by and now we are here in the Big Apple. I would like to thank each active member, to the Executive Committee and the Council of Senior Advisors, to our Regional Chairs, to our Treasurer and his team, to our Secretary General and Deputy Secretary General. I would like to begin by mentioning something very special that is happening to IAUP during this Triennial. The new Charter is one of the most important changes in IAUP since its inception.

The original Charter was revised during the former Presidency of Sven Caspersen and Secretary General Jef Van der Perre. A newly formed Charity in the United Kingdom was established with Articles of the Charity taken from the IAUP Charter. Lawyers in London helped write by-laws, which govern the Charity's operations, and the Executive Committee reviewed and sent detailed notes back regarding edits and additional information. The goal has always been for this General Assembly to approve both the Articles of the Charity and its by-laws.

Many people participated in getting this done but I would like to specially thank Michael Adams, Sven Caspersen, Richard Bronson, and Heitor Gurgulino for their efforts in getting the job done on time.

The first Executive Committee Meeting and its Seminar were held Alexandria, Egypt. Mr. Enan Galaly, member of the IAUP Council of Senior Advisors, generously hosted the meeting on the historical bay of Alexandria.

The second meeting and a Latin American Seminar were held in Rio de Janeiro, Brazil. Carlos Alberto Serpa de Oliveira, President of Fundacao Cesgranrio, provided hospitable support to all members that attended the meeting. Professor Paulo Alcantara Gomes, Rector of Universidade Castelo Branco, in Rio de Janeiro organized a fascinating IAUP Latin American Seminar on "Universities and Innovation".

The third meeting was hosted by President Toyoshi Satow of the J.F. Oberlin University and President Ichiro Tanioka of the Osaka University of Commerce. IAUP Senior Advisor Shuzaburo Takeda organized special meetings with government officials and Japanese University Presidents for us too and my appreciation goes out to him.

The fourth meeting was held in Casablanca, Morocco and it was hosted by former President Mohammed Barkaoui and President Khalid Naciri of the University Hassan II. A Conference on "Research in African Universities: Its Results and Impact in the Development of the Continent" was presented on behalf of his excellency Dr. Joao Sebastiao Teta, the State Secretary of Science and Technology of Angola.

IAUP was invited by the Qatar Foundation to participate on a World Innovation Summit for Education initiative. WISE is a unique global event whose ambition is to create a new international multi-disciplinary platform to shape education models for the 21st century. Opinion leaders and decision makers from around the world came together in Doha. At WISE 2009, Qatar Foundation endorsed and funded a proposal from IAUP and the IIE to create the WISE Institute for Educational Leadership and its inaugural workshop was in Doha, Oct. 2010.

The Academic Chairs for Africa proposal was raised by Doctor David Strangway, Founder of Quest University in Canada and fellow Executive Committee member, at our Meetings held in Alexandria. Academic Chairs for Africa 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. It has been exciting for this Presidency to support and be a part of David's highly ambitious goal and we hope his proposal will continue to succeed for the good of Africa.

I would like to congratulate Sister Francesca Onley and the IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace. They just received the approval of a \$20,000.00 US grant from the Participation Program of UNESCO to help implement the project “Bridging the Technology Gap: Bringing Teacher Mates to Tanzania”.

This Presidency was fortunate to witness the inauguration of Academic Impact, in the presence of UN Secretary General, thanks to the hard work of Michael Adams and his Presidency-elect team. It 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.

Women academics' under-representation at top levels of administration in universities is undoubtedly a serious problem across the world. “Beyond the Glass Ceiling: Women Rectors Across Europe, Women and Leadership in Higher Education” Conferences have discussed this problem. Prof. Dr. Gülsün Saglamer and Istanbul Technical University were responsible for these Conferences and we thank her and the university for their very valuable work.

George Dehne, President of George Dehne & Associates, Inc. and fellow Senior Advisor, offered his expertise in the field of surveys by creating and maintaining the first World Wide Global Survey of University Presidents. The hope is to get a clear picture of what a University President thinks about global issues and the role of Higher Education. Pornchai Mongkhonvanit, IAUP President Emeritus, and President of Siam University in Bangkok , Thailand, completed Academe Volume 1, Number 2. 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.

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IAUP has organized and sponsored several meetings and I would like to highlight some of them.

- IAUP Northeast Asia Conference, National University of Kaohsiung, Taiwan.
- 7th International Conference on ICT and Knowledge Engineering, Siam University, Thailand .

- UNIVERSIA, 2nd International Meeting of Presidents, Guadalajara, Mexico.
- 8th International Conference on ICT and Knowledge Engineering, Siam University, Thailand.
- IAUP Northeast Asia Conference, Zhejiang Gongshang University in Hangzhou, China.
- IAUP South East Asia Regional International Conference, Bangkok, Thailand.

A search committee started its work two years ago for the identification of the IAUP President-elect for the next period after Michael Adam's term. Upon recommendation of that committee It was decided at the Morocco Executive Committee Meeting to elect President Toyoshi Satow as the IAUP President for 2014-2017. We wish to thank and congratulate Mr. Satow for his commitment to IAUP.

During our Presidency, we are very pleased that membership grew. At the beginning of our Presidency we had 179 members and at this moment we have 351 paid active members to date. We began our presidency with over \$ 350,000 US dollars from the previous Presidency, and considering losses from the Chile Triennial and the worldwide economic crisis, we are pleased that our net income has reached almost \$ 320,000 US dollars.

In conclusion, IAUP is in the middle of an expected transformation in many ways that I have just explained. An active body of Higher Educational leaders supporting our new President, Dr. Michael Adams, can only do good and is highly needed by the present global society. On behalf of the IAUP Presidential team, for the period 2008-2011: Rector José Rodriguez, Treasurer, Prof. Heitor Gurgulino de Souza, Secretary General and Mr. Charles Gaukel, Deputy Secretary General; I would like to thank you for our term in office.

3. Resolution on Transfer of Assets Heitor Gurgulino

The resolution concerning transfer of assets from the IAUP Association to the newly established IAUP Charity, previously approved by the IAUP Executive Committee on 17 June, 2011, was read by Secretary-General Heitor Gurgulino. The motion was made and seconded, and the resolution was unanimously approved by the body:

THAT the purposes of the Association would be best achieved through the transfer of all of the assets of the Association to the Incorporated Charity, by way of charitable application, and the Association thereafter be wound up and all future activities be undertaken exclusively through the Incorporated Charity, and therefore, on the basis that the Association has no contractual or other liabilities and no assets other than cash at bank, to

approve in principle the irrevocable transfer of all of the assets of the Association (by bank transfer or otherwise) to the Incorporated Charity, the IAUP General Assembly, held in New York City, on June 20, 2011 authorizes the Board and the Executive Committee to take any step necessary to effect such transfer and winding up.

4. Resolution on Incorporation, Heitor Gurgulino

The resolution concerning the incorporation of IAUP as a not-for-profit Charity in the UK, which was previously approved by the IAUP Executive Committee on 17 June, 2011, was read by Secretary-General Heitor Gurgulino. The motion was made and seconded, and the resolution was unanimously approved by the body:

The Board of the Charity and the new IAUP Executive Committee, during the Triennium 2011-2014 are hereby authorized by the General Assembly of the IAUP in New York City, on June 20, 2011, to take all other necessary actions to fully complete the process.

NOTE: The Board of Directors for the IAUP Charity for the 2011-2014 Triennium are:

1. J. Michael Adams (USA)	President
2. Neal King (USA)	Secretary General
3. Carmen Z. Lamagna (Bangladesh)	Treasurer
4. Toyoshi Satow (Japan)	President Elect
5. Alvaro Romo de la Rosa (Mexico)	Secretary-General Elect
6. Ichiro Tanioka (Japan)	Treasurer Elect
7. Barham Ayub Madain	Immediate Past President
8. Heitor Gurgulino de Souza	Immediate Past Secretary-General
9. Jose Rodriguez	Immediate Past Treasurer

4.a Resolution Recognizing Outgoing Officers

The resolution concerning the appointment of the outgoing officers as emeritus officers, which was previously approved by the IAUP Executive Committee on 17 June, 2011, was read by Secretary-General Heitor Gurgulino. The motion was made and seconded, and the resolution was unanimously approved by the body:

The IAUP General Assembly expresses its deep appreciation for the work done during 2008-2011 by President Barham Madain Ayub, Secretary General Heitor Gurgulino de Souza and Treasurer José Rodriguez, and decides on their appointment as Emeritus Officers of the IAUP.

5. Progress report on the new logo, Michael Adams

IAUP President-Elect briefly reported that the international design firm Cauduro Associates, had agreed to develop a new visual identity for IAUP. These services are offered on a pro bono basis and details concerning progress would be forthcoming.

6. WISE Leadership Workshop Ingrid, Moses

Past-IAUP President Ingrid Moses reported on the WISE Education Leadership Programme which emerged from the 2009 World Innovation Summit on Education (WISE) as a major initiative of the Qatar Foundation. The purpose of the program, which was developed by IAUP in partnership with the Institute for International Education, is to prepare the next generation of global higher education leaders for the challenges that lie ahead. The program provides intensive leadership development and mentoring experience for newly appointed rectors, vice chancellors, and presidents from around the world. It focuses -- primarily -- on academic leaders from developing countries. The 2010 pilot program brought together a group of twelve newly appointed presidents from Colombia, Egypt, India, Pakistan, Palestine, Sudan, Ghana, Bangladesh, and Iraq. Mentors and presenters drawn from IAUP ranks. A full program with 20 to 24 participants scheduled for the coming Fall with IAUP again providing the mentors and presenters. Program is open to any rector, vice chancellor or president appointed AFTER March 2010. The application deadline is July 1.

7. UN Academic Impact Report, Ramu Damodaran

In the absence of UN Academic Impact director Ramu Damodaran, the report was presented by IAUP Deputy Secretary-General Elect Jason Scorza. The UN Academic Impact program was developed to engage higher education institutions around the world more concretely in issues on the UN agenda, particularly as they apply to higher education. The IAUP was instrumental in developing this initiative and maintains the official list of Academic Impact participants and the Academic Impact website (<http://academicimpact.org>). So far, more than 650 higher education institutions have pledged their support for ten universally accepted principles regarding educational access and equity and the role of education in addressing issues on the UN agenda. Each institution also has pledged to develop at least one new program initiative on behalf of one of those principles each year.

8. IAUP Faculty Achievement Award, Keith Miller

In the absence of Executive Committee member Keith Miller, the report was presented by Secretary-General Elect Neal King. The IAUP Executive Committee, at its 2010 meeting in Tokyo approved the creation of an International Faculty Achievement Award that will recognize extraordinary achievement in curriculum development, service, and teaching to prepare world citizens. The award is a certificate by IAUP that includes a faculty

members name and institution. Each member president can request one award per year. There is no monetary benefit with the award, just a certificate that university leaders can use by itself or in combination with other benefits that they provide through their home institutions. Requests for awards can be emailed to IAUP's Secretary-General Neal King. Each IAUP member is limited to one request per year.

9. Resolution on the 2014-2017 Presidency-elect, Ichiro Tanioka

The resolution concerning the appointment of incoming officers and officers elect for the 2011-2014 Triennium, which was previously approved by the IAUP Executive Committee on 17 June, 2011, was read by Treasurer Elect Ichiro Tanioka. The motion was made and seconded, and the resolution was approved unanimously by the body confirming the prior election of the Officers and ratifying the election the Officers Elect of the IAUP to serve for the triennium 2011-2014:

1. J. Michael Adams (USA)	President
2. Neal King (USA)	Secretary General
3. Carmen Z. Lamagna (Bangladesh)	Treasurer
4. Jason Scorza (USA)	Deputy Secretary General
5. Toyoshi Satow (Japan)	President-Elect
6. Alvaro Romo de la Rosa (Mexico)	Secretary General-Elect
7. Ichiro Tanioka (Japan)	Treasurer-Elect
8. Yoshiro Tanaka (Japan)	Deputy Secretary General-Elect

10. Statement from the 2014-2017 President-elect, Toyoshi Satow

IAUP President-elect Satow addressed the General Assembly as follows:

Dear Members of the IAUP,
Dear Officers and Leaders of the IAUP,
Ladies and Gentlemen,

It is an honor for me to address the General Assembly of the IAUP, during this Sixteenth Triennial Conference. I do so now in my position as President-Elect of the IAUP.

First, let me express my gratitude to all of you for your concern and condolences following the March 11 earthquake and tsunami in Japan. Thank you.

Next, regarding the IAUP, the President-Elect's team – also including Treasurer-Elect Ichiro Tanioka and Secretary General-Elect Álvaro Romo – wishes to express:

First, its commitment to attend all Executive Committee meetings and work side by side with the IAUP Presidency during this triennium 2011-2014 in order to secure the growth of the association and the continuity of its programs.

Second, its strong commitment to plan and carry out a successful Seventeenth Triennial Conference, to be held at the Pacifico Yokohama venue in Yokohama, Japan, on June 11-14 2014.

Finally, its firm intention to keep IAUP vigorous and active, and to make it grow and prosper, as it approaches its 50th Anniversary in the year 2015.

I look forward to welcoming all of you to Japan three years from now. Thank you for your attention.

11. Transfer of leadership of IAUP, Don Gerth

The transfer of leadership ceremony was conducted by past IAUP President Don Gerth. Academic hoods were placed on each of the incoming officers by the outgoing officers. Medals of office also were bestowed upon the incoming officers.

12. Inaugural Address from the 2011-2014, President Michael Adams

Michael Adams, IAUP President for the 2011-2014 Triennium, presented his Inaugural Address recalling the IAUP heritage and outlining the goals for the next three years.

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-lanes 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.

I have come to understand that successful organizations are about people — not org charts or boxes on a sheet of paper.

The 16th IAUP Triennial could not have been possible without the skillful hand and mind of Dr. Richard Bronson. He has been the talented architect who brought this event from idea to blueprint to reality. Thank you Rich.

BCD Meetings & Incentives and the Marriot Marquis have been the skillful contractors — adding excellence to a great plan.

But others have been involved:

Neal King, as incoming Secretary-General

Carmen Lamagna as incoming Treasurer

Jason Scorza, as incoming Deputy Secretary-General

And my wife, Susan Adams — thank you for your consistent intelligence, advice, encouragement and love.

Thank you all!

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.

It is my privilege to formally close the 16th Triennial gathering of the International Association of University Presidents. Thank you all!

13. Adjournment

The General Assembly Meeting Adjourned at 12 pm.



IAUP General Assembly Meeting - NYC / 10:15AM – Noon / June 20, 2011

Report of the 2008-2011 Presidency

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Bridges Across Time and Space: Honoring the Past, Creating the Future

XVI Triennial 2011, International Association of University Presidents
Inaugural Address, J. Michael Adams, President

New York City, N.Y.

June 20, 2011

www.iaup.org

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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-lanes 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.

Toyoshi Satow
General Assembly Remarks
New York, June 20, 2011

Dear Members of the IAUP,
Dear Officers and Leaders of the IAUP,
Ladies and Gentlemen,

It is an honor for me to address the General Assembly of the IAUP, during this Sixteenth Triennial Conference. I do so now in my position as President-Elect of the IAUP.

First, let me express my gratitude to all of you for your concern and condolences following the March 11 earthquake and tsunami in Japan. Thank you.

Next, regarding the IAUP, the President-Elect's team – also including Treasurer-Elect Ichiro Tanioka and Secretary General-Elect Álvaro Romo – wishes to express:

- First, its commitment to attend all Executive Committee meetings and work side by side with the IAUP Presidency during this triennium 2011-2014 in order to secure the growth of the association and the continuity of its programs.
- Second, its strong commitment to plan and carry out a successful Seventeenth Triennial Conference, to be held at the Pacifico Yokohama venue in Yokohama, Japan, on June 11-14 2014.
- Finally, its firm intention to keep IAUP vigorous and active, and to make it grow and prosper, as it approaches its 50th Anniversary in the year 2015.

I look forward to welcoming all of you to Japan three years from now.
Thank you for your attention.

Toyoshi Satow

IAUP President-Elect 2011-2014
President, J. F. Oberlin University, Japan
Chair, Board of Trustees, J. F. Oberlin University and Affiliated Schools



RESOLUTION FOR INCORPORATION OF IAUP AS A CHARITY IN THE UNITED KINGDOM

The IAUP Executive Committee recommended and the General Assembly approved in Chile, at the XV Triennial Conference in 2008, the incorporation of the IAUP, as established under its original Charter, as a legal entity – a Charity – in the UK. The Executive Committee has also approved the Articles of the Charity and its proposed Bye-Laws. The General Assembly of the IAUP is hereby receiving a copy of the bye-laws for its information.

The Board of the Charity and the new IAUP Executive Committee, during the Triennium 2011-2014 are hereby authorized by the General Assembly of the IAUP in New York City, on June 20,2011, to take all other necessary actions to fully complete the process.



International Association of University Presidents ('the Association')

Triennial General Assembly Resolution

New York City, 20 June 2011

Background

1. The General Assembly was reminded that the incorporation of a company called 'International Association of University Presidents' ('the Incorporated Charity') had been promoted by the Association in England and Wales to continue its work and activities in corporate form.
2. The General Assembly was further reminded that at its last Triennial General Assembly meeting in Chile, on 2 October 2008 it authorised the Executive Committee of the Association to wind up the Association after all of its assets and liabilities had been transferred to the Incorporated Charity.
3. It was then explained to the meeting that:
 - 3.1 the charity registration process had required certain changes to the objects of the Incorporated Charity, which had been made by Sven Caspersen and Michael Adams (as the sole members of the Incorporated Charity for convenience for the registration process) in cooperation with the Charity Commission for England and Wales. These changes had been duly registered and notified to the appropriate authorities in England and Wales;
 - 3.2 the Incorporated Charity had achieved registration with the Charity Commission for England and Wales on 23 September 2010 and the final stage of the registration process, an application for recognition as a charity for tax purposes, would be finalised in the coming months;
 - 3.3 the Incorporated Charity had adopted (or expected imminently to adopt) byelaws in the form noted with approval by the Executive Committee of the Association on 17 June 2011 which reflect the Association's Charter; and
 - 3.4 the Incorporated Charity would, immediately following the conclusion of this Triennial General Assembly meeting, amend its governing document in the

form noted with approval on 17 June 2011 by the Executive Committee of the Association, to appoint the Officers-Elect elected at this Triennial General Assembly meeting, and, for the purpose of administrative ease, limit the governing body- the Board - of the Incorporated Charity to the Officers, Officers-Elect and Former Officers only. The Regional Chairs would form a committee reporting back to the Board and therefore maintain a role in the governance of the Incorporated Charity, and an 'Executive Committee' would have an advisory role in the governance of the Incorporated Charity;

- 3.5 each member of the existing General Assembly of the Association had been invited to consent to membership in the Incorporated Charity. Any General Assembly Member who had not yet confirmed his or her consent may do so by signing up at or immediately after today's meeting; and
- 3.6 It was therefore now possible to finalize the transfer of assets to the Incorporated Charity and the winding up of the Association.

Transfer of Assets

This **Resolution** having been approved by the Executive Committee of the IAUP on June 17, 2001 is submitted for ratification by the General Assembly on 20 June 2011:

THAT the purposes of the Association would be best achieved through the transfer of all of the assets of the Association to the Incorporated Charity, by way of charitable application, and the Association thereafter be wound up and all future activities be undertaken exclusively through the Incorporated Charity, and therefore, on the basis that the Association has no contractual or other liabilities and no assets other than cash at bank, to approve in principle the irrevocable transfer of all of the assets of the Association (by bank transfer or otherwise) to the Incorporated Charity, the IAUP General Assembly, held in New York City, on June 20,2011 authorizes the Board and the Executive Committee to take any step necessary to effect such transfer and winding up.



1. RESOLUTION ON THE RATIFICATION OF IAUP OFFICERS

By vote of the Executive Committee, the following Officers of the IAUP were elected to serve for the triennium 2011-2014:

- | | |
|---|--------------------------------|
| 1. J. Michael Adams (USA) | President |
| 2. Neal King (USA) | Secretary General |
| 3. Carmen Z. Lamagna (Bangladesh) | Treasurer |
| 4. Toyoshi Satow (Japan) | President-Elect |
| 5. Alvaro Romo de la Rosa (Mexico) | Secretary General-Elect |
| 6. Ichiro Tanioka (Japan) | Treasurer-Elect |

The IAUP General Assembly hereby ratifies the vote of the Executive Committee for the election of these officers.

2. RESOLUTION ON THE APPOINTMENT OF EMERITUS OFFICERS

The IAUP General Assembly expresses its deep appreciation for the work done during 2008-2011 by President Barham Madain Ayub, Secretary General Heitor Gurgulino de Souza and Treasurer José Rodriguez, and decides on their appointment as **Emeritus Officers of the IAUP**.