



YOKOHAMA BAY BRIDGE, JAPAN (2014 TRIENNIAL)



HIGHER EDUCATION AS A BRIDGE TO THE FUTURE

TRIENNIAL REPORT

2011-2014



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

HIGHER EDUCATION AS A BRIDGE TO THE FUTURE

TRIENNIAL REPORT
2011-2014

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INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

MALLECO VIADUCT, CHILE (2008 TRIENNIAL)

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INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

BHUMIBOL BRIDGE, THAILAND (2005 & 1984 TRIENNIAL)

Foreword

Every three years, IAUP, on the occasion of its Triennial Conference and its attendant change of leadership, looks both forward and back and offers its members information for both reflection and inspiration.

The 2011-2014 presidency was perhaps the best-prepared presidency in IAUP history. In the ten years preceding assuming the presidency in 2011 - as chair of the North American Council and member of the Executive Committee and of the UN / IAUP Commission - and then as president-elect, Dr. J. Michael Adams lovingly and strategically engineered a dynamic and multifaceted foundation for what he envisioned as a great leap forward for IAUP. Michael loved and respected IAUP very much.

The team Michael chose to support and accompany him as the 2011-2014 stewards of the "Global Voice of Higher Education" – Jason Scorza, Carmen Lamagna and myself – with the expert assistance of Deputy Secretary General Ling Lam, now offers you this report on the 2011-2014 IAUP presidency – planned for and begun by Michael Adams.

Neal King, PhD
IAUP President



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

GEORGE WASHINGTON BRIDGE, NEW YORK (2011 TRIENNIAL)

In Memoriam



Dr. J. Michael Adams

Dr. J. Michael Adams passed away on June 21, 2012, just one year after his inauguration as the 14th President of the International Association of University Presidents. We shall always remember his dynamic leadership and belief in the power of higher education as a transformative force for good in the world.

Prior to his inauguration as IAUP president for the 2011-14 Triennium, Adams served the organization as Chairperson of the North American Council (NAC) and as a member of the IAUP Executive Committee. Under his leadership, IAUP was incorporated

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as a registered charity in the United Kingdom. The organization also embarked on bold new initiatives, including the WISE Education Leadership Program, which provides leadership training for newly appointed university presidents in the developing world, and the IAUP/Microsoft Academic Summit, which helps equip university leaders around the world to more effectively use technology to address institutional challenges.

Michael Adams possessed an unrelenting optimism in the power of higher education to build bridges to a more peaceful and prosperous future, and ultimately change the world. Indeed, he dedicated his IAUP presidency to the goal of building such bridges. Adams firmly believed that IAUP was uniquely positioned to assume a leadership role in this effort. As he said in his Inaugural Address, "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."

In addition to serving as president of IAUP, Adams served as President of Fairleigh Dickinson University (FDU). During Adams' presidency, FDU created a new global education mission; raised enrollment; established a new campus in Vancouver, British Columbia, Canada; dedicated \$135 million to new facilities and campus improvements; and successfully concluded the largest capital campaign in FDU's history. Adams launched the United Nations Pathways program, which brings members of the diplomatic corps to campus for interaction with students; and helped the institution gain nongovernmental organization (NGO) status with the United Nations Department of Public Information. FDU also became the first university in the world to earn "Special Consultative Status" with the United Nations Economic and Social Council (ECOSOC). And Adams helped develop and FDU was the first to join the U.N. Academic Impact, an alliance of universities committed to supporting U.N. projects and goals.

The United Nations issued this statement: "Dr. Adams was a strong United Nations champion and partner, and a personal friend [of U.N. Secretary-General Ban Ki Moon]. He brought his wisdom and energy,

and that of the institutions he led, to serve the greater global cause, in particular, through his meaningful contribution to the United Nations Academic Impact. The eloquence of Michael Adams' scholarship and writing had a democratic, inter-generational appeal which brought the power and promise of the United Nations home to so many in a world whose globalization he saw as a resource of strength and possibility. He will be deeply missed."

Prior to joining FDU in 1999, Adams served as Academic Dean of the Nesbitt College of Design Arts at Drexel University, in Philadelphia. During a 15-year tenure, Adams promoted the emergence of Nesbitt into one of the top design schools in the world. Before that, as Professor at the State University of New York at Oswego, he earned the Chancellor's Award for Teaching Excellence (which he often noted as his proudest achievement) and served as department head, director of research development, dean of the Alumni College, and a U.S. Congressional Fellow under Representative Carl Perkins.

Adams received his bachelor's degree from Illinois State University and would later continue his education, earning a master of science in education administration from the University of Illinois, and then a PhD in education administration from Southern Illinois University. The first member of his family to pursue higher education, he liked to ask what the difference is between a carpenter and a college president – the answer, always delivered with a smile, was "one generation."

As a veteran of the U.S. Army, Michael Adams was proud of his service. While stationed in Hawaii, Adams enjoyed his very first international experience, a trip to Japan. Since then, Adams enjoyed visiting dozens of foreign countries and sampling international cuisines. He was a proud gourmet and held a membership in the exclusive *Chaine des Rotisseurs*, the world's oldest international gastronomic society.

An author of nine books and many articles and chapters covering an eclectic wide array topics, ranging from career development to printing, Adams most recently published, with Angelo Carfagna, *Coming of Age in a Globalized World: The Next Generation*, which

explores the impact of globalization on education.

Adams also served as a Governing Council member of the United Nations University, a National Council member of the United Nations Association of the United States of America, a Steering Committee member of the World Bank's Researchers Alliance for Development, and Editorial Advisory Board member for International Educator, the flagship bimonthly magazine of NAFSA: Association of International Educators.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

BANPO BRIDGE, SOUTH KOREA (1968 TRIENNIAL)

In Memoriam



Dr. Young Seek Choue

Dr. Young Seek Choue, President-Emeritus of IAUP and Founder and Chancellor of Kyung Hee University System, passed away on February 18, 2012. We shall always remember Dr. Choue for his great knowledge and untiring life-long dedication to education and the peace movement.

Dr. Choue was born in Woon San, Pyungbook Province, Korea in 1921 and graduated from Department of Laws, Seoul National University in 1950. In 1951, he established Shinheung Junior College, and Kyung Hee University (KHU) in 1955. Since then, he has developed KHU into a comprehensive educational institution inclusive

of kindergarten to graduate school programs.

After successfully developing the Rural Enlightenment Movement in the early 1950s together with the faculties and students of KHU, Dr. Choue continued to initiate and carry out the following social programs and movements: the Better Living Movement, Rural Service Activities, Free Medical Service Activities, the GCS Movement, the World Peace Movement, and the Movement for Reconstructing Human Society. By doing so, he expanded and strengthened the function of the university to include social service activities as well as academic research.

Furthermore, to bring about academic development through friendly ties and mutual cooperation among universities and to promote world peace and human welfare through higher education, he proposed and co-founded the International Association of University Presidents (IAUP). Its inauguration conference was held in Oxford University, United Kingdom, in June 1965.

At the 4th Triennial Conference of the IAUP held in Boston, U.S.A. in 1975, Dr. Choue proposed “the Boston Declaration” to promote the Global Civil Society (GCS) Movement in full and worldwide scale. The ultimate goal of this GCS Movement was to overcome the adverse effects of contemporary materialistic civilization such as disrespect for human dignity and the alienation of human beings; and to improve modern human society into a better and more desirable one by harmonizing the spiritual culture and the materialistic civilization. Dr. Choue, the proponent and its first International President, was appointed as the Honorary President of the GCS International on November 4, 2006.

During the 1980s, when the superpowers were competing in a massive arms race by producing innumerable weapons of mass destruction, Dr. Choue proposed the establishment of the International Day and Year of Peace at the 6th Triennial Conference of the IAUP held in San Jose, Costa Rica in 1981. He contributed greatly to promoting world peace by playing a pivotal role in encouraging the UN to adopt his proposal and promulgate the UN International Day (the third Tuesday of every

September) and Year (1986) of Peace.

Dr. Choue received over 100 honors and awards from many countries and world organizations like the UN, wrote over 50 books including Democratic Freedom, The Creation of a Civilized World, Reconstruction of the Human Society, and Oughtopia, and presented and delivered over 120 papers and keynote speeches at national and international conferences. He has received 34 Honorary Doctorates from many world-renowned universities since the Honorary Degree of Doctor of Laws from Miami University, U.S.A. in 1959.

Dr. Choue is remembered within IAUP not only as its cofounder but also as one of its most visionary leaders, whose example continues to inspire. He served as acting president from 1971 to 1974, after Dr. Rocheforte Weeks of Liberia was chosen to serve as Foreign Minister, and, then, as president from 1974 to 1981.



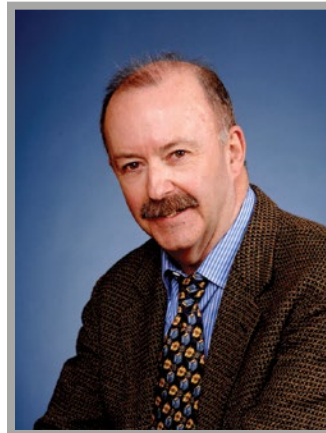
INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

SYDNEY HARBOUR BRIDGE, AUSTRALIA (2002 TRIENNIAL)

CHAPTER ONE

Messages

1.1 Message from the IAUP President



Dr. Neal King

An urgent conversation is taking place around the world about the future of higher education. What met the needs of prior generations is not working for emerging generations. Rapid shifts in technologies and demographics alone have created imperatives for new paradigms – which are still emerging.

In the US, an historic shift is taking place in where and when students enroll for undergraduate and graduate study. Potential students and their families are looking for the best return on investment not only for life preparation but for careers that will repay their debt and offer them an attractive standard of living. The social sciences are struggling. Working adults

are the largest segment of today's college students in the US.

The need to retrain an aging professoriate around the world that is steeped in older pedagogies and philosophies of education is increasingly apparent. Assessment of the potential of MOOCs, badges, partnerships, consortia and other non-traditional approaches is rampant. Efficient, effective, and strategic infrastructure – and personnel – decisions and investments weigh heavily on governing boards and CEOs.

Demand for access to quality education for all citizens in the developing world is growing, calling for a leveling of the playing field with the first world. Global citizenship is no longer a noble aspiration for those who are so inclined, but itself a fundamental imperative that must be designed into the very heart of new paradigms in order to prepare emerging generations for competence and success in the societies they will inherit. Curricula must be designed to integrate cultural competence and cultural fluency with knowledge and skill acquisition; there is less and less place for provincial or culturally unique/ specific education. Students have to be exposed in meaningfully experiential ways to multiple aspects of difference to sufficiently integrate the ingredients of global citizenship into their own identities.

IAUP as the “Global Voice of Higher Education,” and as a one-of-a-kind convening of university CEOs from around the world, is uniquely positioned to both facilitate and shape this vital conversation. We are needed and eminently qualified for today's and future generations.

We learn from and with one another and then take these learnings into our aggregate partnerships, leadership positions, faculty conversations, policy deliberations, professional organizations, and ultimately classrooms – powerfully touching the lives of tens of thousands of university students internationally. We are preparing new generations to succeed us and shape societies we cannot imagine and will not see. We have vital, compelling and exciting work to do.

Neal King, PhD
IAUP President

1.2 Message from the Chair of the IAUP Board of Directors



Dr. Barham Madain Ayub

It has been an honor and privilege to serve, after the last statutory modification, as the first Chair of the Board of Directors of IAUP.

As we know, the success of any business lies in having good ideas, intentions and projects with good people who carry them out; provided they have good administration and management.

The fact that the IAUP is now a legal entity in the UK and under the jurisdiction of British law, and that the UK Charity Commission, UK Companies House, and Her Majesty's Revenue

Service all, in their own way, require us to have a professional and efficient administration, will help IAUP prosper and be able to last over time.

In this period, under the presidency of Dr. Michael Adams first and then under the leadership of Dr. Neal King, we have consolidated the institution building solid foundations to contribute to the development of Global Higher Education.

As the legal governing body of IAUP, the Board has held sessions twice each year and has fulfilled all of its statutory and fiduciary obligations.

When looking back upon nine years of being in the forefront of the IAUP leadership, first as president-elect, then as president, and finally as chairman of the Board, I want to thank the extraordinary quality of the people in this institution and wishing every success to the new leadership.

Barham Madain Ayub, Ph.D.
IAUP Board Chair

1.3 Message from the IAUP Treasurer



Dr. Carmen Lamagna

With the expansion of higher education (HE), the IAUP plays a pivotal role as a “Global Voice of Higher Education.” The association offers an element of a vision for a renewed and socially responsible relationship between higher education, knowledge and society.

Experiences, ideas and perceptions through networking and partnerships between the association’s members are of great value as it tries to innovate to cope up with new challenges, offering a toolbox for stakeholders to move forward. The association hopes to be able to explore ways in which engagement enhances knowledge

production, mobilization and dissemination. It suggests directions for the transformation of higher education and exercises its social responsibility to citizens and societies globally.

Partnerships and networking are one of the most important forms of developing engagements that deals with higher education issues. They are ways of being and ways of working with others that implies mutual understanding of common good, reciprocity, collaboration in decision making and transparency regarding outcomes. Higher education institutions (HEI) have to connect different kinds and sources of knowledge and facilitate an understanding between different cultures, letting people become aware of the social, cultural, economic and political relations that exist.

IAUP invites the academic community to become members and actively participate in the transformation of higher education with the conviction that it is by taking action that we can introduce real changes in education and enlarge the transformative awareness of our societies.

Through our (IAUP) mission and vision, we see a future where HEIs become more effective engines of social and economic development, systematically partnering with non-government organizations, government agencies and private businesses to achieve positive impacts and academic excellence. Such partnerships will move society to a network of knowledge, capable of serving the societies and communities with innovative solutions to common issues.

Carmen Lamagna, Ph.D.
IAUP Treasurer

1.4 Message from the IAUP Secretary-General



Dr. Jason A. Scorza

Higher education has never been more global. Indeed, if we take student mobility as our measure of the globalization of higher education, we could easily become complaisant about what has been achieved. At least this is a common view in the United States where we celebrate the influx of international students and increases in the number of US students studying abroad. According to the Institute of International Education (IIE), 819,644 foreign students were enrolled in US higher education institutions in 2012-13, more than double the number that were enrolled just a two decades earlier.

The number of US students studying abroad more than doubled in just one decade, albeit from a much smaller baseline. It would be tempting, from this limited vantage point, to declare victory – “mission accomplished.”

Viewed normatively, however, the globalization of higher education must be about more than just moving student bodies. It should also

be about expanding access to quality higher education across the world, whether through international investment in national higher education systems, development of regional systems such as the Pan African University, or capacity building efforts through bipolar international partnerships. It should also be about the development of more impactful higher education leadership, the strengthening of international commitments to the freedom of inquiry, opinion, and speech, the elimination of barriers to higher education access based on gender, race, religion, ethnicity, income, or other extrinsic factor, the promotion of intercultural dialogue, and the advancement of peace and conflict resolution through education.

In 1965, the five founders of the International Association of University Presidents (IAUP) – Dr. Peter Samartino of Fairleigh Dickinson University (USA), Dr. Young Seek Choue of Kyung Hee University (Korea), Dr. Rocheforte Weeks of the University of Liberia, Dr. Jaime Benitez of the University of Puerto Rico, and Mr. Carlos Romulo of the University of Philippines – subscribed to this broader, normative understanding of the globalization of higher education. Early accomplishments by this group included the establishment of the UN/IAUP Commission on Disarmament Education, Conflict Resolution, and Peace and establishment of the UN International Day (the third Tuesday of every September) and, subsequently, the Year (1986) of Peace.

More recently, through its efforts in support of UN Secretary General Ban Ki-Moon's Academic Impact Initiative, IAUP has helped to create a platform for university engagement in this normative program of higher education globalization. We have also engaged in partnerships with Microsoft and CAEL to expand access to higher education through prior learning and technology. IAUP is committed to the Scholar Rescue program, which protects scholars at risk from political persecution. Through its Chairs for Africa campaign, IAUP strives to expand higher education capacity in Africa. And through the WISE Education Leadership Program and support for the Beyond the Glass Ceiling (Women Rectors) initiative, IAUP works to expand and improve higher education leadership around the world.

Of course, much more work remains to be done. As IAUP celebrates its 17th Triennial, and prepares to celebrate its 50th Anniversary, its membership stands ready to renew their commit to the organization's first principles and to being and becoming the change we want to see.

Jason A. Scorza, Ph.D.
IAUP Secretary-General



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

VIADUC DE L'EAU ROUGE, BELGIUM (1999 TRIENNIAL)

CHAPTER TWO

IAUP Organizational and Administrative Structure

2.1 IAUP Mission and Vision

The International Association of University Presidents (IAUP) is an association of university chief executives from higher education institutions around the world. Membership is limited to those individuals who serve as presidents, rectors or vice-chancellors at regionally accredited colleges or universities.

IAUP was founded in 1964 and has continued to strive for excellence in the following:

- to increase the exchange of experiences, levels of collaboration and networking between university leaders
- to provide a well informed forum for university leaders throughout the world.
- to contribute to a worldwide vision of higher education
- to strengthen the international mission of institutions throughout the world

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- to make every effort for the voice of educational leaders to be heard
- to support sustainable development in a context of global competency
- to promote peace and international understanding through education

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. It is a unique worldwide platform that facilitates the exchange of professional experience through conferences, seminars, publications, and commissions.

IAUP believes the best approach to achieve its aims are to:

- be independent of all ideological and political interests.
- contribute to international dialogue, tolerance and understanding in the promotion of international justice, co-operation and peace; and
- continue giving positive and creative support to its members, by providing an active global network and forum specifically for the heads of universities in which they can:
- share their valuable experiences and outcomes;
- contribute towards the development of universities in economically deprived regions throughout the world;
- respond to the need to widen access to university for students from disadvantaged backgrounds;
- help to introduce new qualitative developments in the wider university sector;
- extend and enhance the international dimension of their universities; and

- ensure that universities continue to support and reinforce cultural diversities that are vital for sustaining the development of personal identities, social cohesion and human creativity.

IAUP is a NGO (Non Governmental Organization) holding the highest (ECOSOC) consultation rights at the United Nations and formal consultation rights with UNESCO, as well as an NGO accredited by the United Nations Department of Public Information (UN-DPI) and a founding member of the United Nations Academic Impact program.

2.2 IAUP History and Heritage

The founding fathers of IAUP, were university leaders from the US, 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 and Wroxton, England in June 1965, with the participation of about 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 several hundred members from nearly 100 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**, of Spain and Queen Sofia; **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 Chulaborn of Thailand; **Prime Minister Toshio Kaifu**, of Japan; **Prime Minister J.L Dehaene**, of Belgium; **Prof. Dr. Emil Constantinescu**, President of Rumania; **Former Prime Ministers Harold Wilson**, of Great Britain; **Prem Tinsulanonda**, of Thailand; **G. Fitzgerald of Ireland**, M. Eyskens of Belgium; **Dr. Federico Mayor**, Director General of UNESCO; **J.M Gil Robles**, President of the European Parliament; **HRH Princess Maha Chakri Siridhorn**, of Thailand; **Former President Fidel Ramos**, of Philippines; **Nobel Peace Laureate José Ramos-Horta of East Timor**; **Dr. Jane Goodall**, of the Jane Goodall Institute and UN messenger for Peace, among many distinguished personalities.

Since the founding of the organization the leadership of IAUP has moved around the world, and has been located in every habitable continent -- North America, South America, Europe, Asia, Africa, and Australia

President

2012 – 2014 Neal King, United States
 2011 – 2012 Michael Adams, United States
 2008 – 2011 Barham Madain Ayub, Chile
 2005 – 2008 Pornchai Mongkhonvanit, Thailand
 2002 – 2005 Ingrid Moses, Australia
 1999 – 2002 Sven Caspersen, Denmark
 1996 – 1999 Donald Gerth, United States
 1993 – 1996 Kan Ichi Miyaji, Japan
 1990 – 1993 Rafael Catagena, Puerto Rico
 1987 – 1990 Luis Garibay, Mexico
 1984 – 1987 Nibhond Sasidhorn, Thailand

1981 – 1984 Leland Miles, United States
 1974 – 1981 Young Seek Choue, Korea
 1971 – 1974 Young Seek Choue (Acting), Korea
 1971 – 1971 Rocheforte Weeks, Liberia
 1964 – 1971 Peter Sammartino, United States

Secretary-General

2012 – 2014 Jason Scorza, United States
 2011 – 2012 Neal King, United States
 2008 – 2011 Heitor Gurgulino de Souza, Brazil
 2005 – 2008 Álvaro Romo de la Rosa, Mexico
 2002 – 2005 James McWha, Australia
 1999 – 2002 Jef Van der Perre, Belgium
 1996 – 1999 Maurice Harari, United States
 1993 – 1996 Yukiyasu Harano, Japan
 1990 – 1993 Álvaro Romo de la Rosa, Mexico
 1987 – 1990 Álvaro Romo de la Rosa, Mexico
 1984 – 1987 Charoen Khantawongs, Thailand
 1981 – 1984 William Allen, United States
 1974 – 1981 Won Sul Lee, Korea
 1971 – 1974 Won Sul Lee, Korea

Treasurer

2011 – 2014 Carmen Lamagna, Bangladesh
 2008 – 2011 José Rodríguez, Chile
 2005 – 2008 Suchart Uphatam, Thailand
 2002 – 2005 Denise Bradley, Australia
 1999 – 2002 Michael Daxner, Germany
 1996 – 1999 Robert Jones, United States

2.3 IAUP Articles of Association and Byelaws

The IAUP is a registered charity in the United Kingdom (UK). As such, it is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act of 2006.

The basic structure of IAUP is defined by its Articles of Association, which were adopted by the IAUP General Assembly in 2011. Only the General Assembly has authority to amend the Articles of Association. The structure and activities of IAUP are further defined and guided by its Byelaws, which are subordinate to the Articles of Association. The IAUP Board of Directors has authority, under the Articles of Association, to amend the Byelaws as needed between the triennial meetings of the General Assembly

The main governing body of IAUP is a nine-member Board of Directors. In accordance with the Articles of Association, this Board consists of the three current officers, the three immediate past officers, and the three officers elect. In case of a vacancy, the Board of Directors has the authority, under the Articles of Association to fill that vacancy. Each Director serves a maximum term of nine years in office. This provides both for continuity and for the regular regeneration of this important body. The Chair of the Board of the Directors, according to the Articles of Association, is the immediate past president.

The affairs of the IAUP are managed by a three-member team of 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 IAUP Articles of Association and the IAUP Byelaws are posted here: <http://iaup.org/about-iaup/what-is-iaup>

2.4 IAUP 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. The Board of Directors 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, among 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.

Neal King, USA, IAUP President
Former President, Sofia University (USA)

Jason Scorza, USA, IAUP Secretary-General
Vice Provost for International Education, Fairleigh Dickinson University

Carmen Lamagna, Bangladesh, IAUP Treasurer
Vice Chancellor, American International University-Bangladesh

Barham Madain Ayub, Chile, Previous IAUP President and Chairman,
IAUP Board of Directors and Former Rector, Universidad of Viña del Mar

Heitor Gurgulino de Souza, Brazil, Previous IAUP Secretary-General
Former Rector, United Nations University

José Rodríguez, Chile, Previous IAUP Treasurer
Rector, Universidad Santa Maria

Toyoshi Satow, Japan, IAUP President-elect
President, J.F. Oberlin University

Álvaro Romo de la Rosa, Mexico, IAUP Secretary-General-elect
Special Advisor to the President of Osaka University of Commerce

Ichiro Tanioka, Japan, IAUP Treasurer-elect
President, Osaka University of Commerce

2.5 IAUP General Assembly



According to the IAUP Articles of Association, all members of IAUP in good standing shall be members of the IAUP General Assembly. The Articles of Association describe the legal rights and responsibilities of the General Assembly, as well as the nature and frequency of its meetings.

- The Board of Directors shall convene a Triennial General Assembly Meeting at least once every three years.
- General Assembly Meetings other than Triennial General Assembly Meetings shall be referred to as Extraordinary General Assembly Meetings.

- Forty or more General Assembly Members, belonging to at least two different Regions, may request an Extraordinary General Assembly Meeting at any time and the Board of Directors must call an Extraordinary General Assembly Meeting if they receive a requisition by the General Assembly Members in accordance with the Act.
- A General Assembly Meeting must be called by at least 14 clear days' notice.
- Subject to the provisions of these Articles and the Act, a General Assembly Meeting may be called by shorter notice, if so agreed by all the General Assembly Members entitled to attend and vote at that General Assembly Meeting.
- The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. The text of all special resolutions to be proposed at the meeting must be set out in the notice.
- Subject to the provisions of these Articles and to any restrictions imposed on voting, the notice shall be given to the General Assembly Members and to the auditors of the Charity.
- No business shall be transacted at any General Assembly Meeting unless a quorum is present. A quorum shall be the lesser of fifty or one fifth of all the General Assembly Members.

2.6 IAUP Executive Committee and Council of Senior Advisors

According to the IAUP Articles of Association, "The Charity shall have an Executive Committee which shall, for the purposes of these Articles, be deemed to be a committee established by the Board of Directors.... The Executive Committee shall comprise the Officers, the Officers-Elect, the Former Officers, the Regional Chairs, Vice-Presidents appointed from time to time ... and such other persons as the

President may from time to time appoint."

The Executive Committee is chaired by the President of the IAUP or, in his 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 Charity's structure, and its policies and strategies, both internally and externally.



The Executive Committee:

- assists the Board of Directors in preparing draft policy and position statements on behalf of the Charity;
- prepares for approval by the Board of Directors the Charity's annual budget, as well as its audited annual accounts, which include the reserve fund mentioned;
- suggests additional Byelaws on any matter which it

considers necessary and, in particular, for membership accreditation categories, criteria and fees, as well as the granting of awards for approval by the Board of Directors;

- considers and suggests the categories of membership of the Charity and their accreditation;
- considers, if requested by the Board of Directors, conditions for the granting of Awards on behalf of the Charity;
- submits a proposal to the General Assembly, on candidates for the posts of Officers-Elect of the Charity, and approves in this process, the composition of the Search Committee for President-Elect, on a proposal from the President of the Charity;
- approves the conference theme and programme, the date and venue of Triennial Conferences;
- considers the outline and structure of the Charity's Annual Report; and
- advises the Presidency on the Charity's regional divisions and organisation.

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. All members of the Board of Directors are automatically members of the Executive Committee, as are all past officers.

The Council of Senior Advisors 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 IAUP stand. Members are appointed by the IAUP President-elect and serve for a period of three years.

- provide advice to IAUP on the association's strategic plans and how to implement them successfully
- provide their views on how universities can collaborate

better with industry, government and society in general

- give their advice on how universities can provide better global understanding and competency

A full list of members of the IAUP Executive Committee and IAUP Council of Senior Advisors may be found in Chapter Ten.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

GOLDEN GATE BRIDGE, USA (1996 TRIENNIAL)

CHAPTER THREE

The IAUP 2011-14 Triennium

3.1 Overview

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. Organized by Dr. Richard Bronson of Fairleigh Dickinson University, and co-hosted by Dr. J. Michael Adams, President of Fairleigh Dickinson University and IAUP President-Elect, and Mrs. Susan Adams, the 2011 Triennial attracted approximately 400 registrants from 58 countries.

Dr. Adams had appointed Dr. Neal King (then President of Antioch University Los Angeles) as the 2011-2014 IAUP Secretary General, Dr. Carmen Lamanga, Vice Chancellor, American International University-Bangladesh (AIUB), as the 2011-2014 Treasurer and Dr. Jason Scorza, Vice Provost for Global Learning at FDU, as Deputy Secretary-General.

With the untimely death of Dr. Adams in 2012, just one year into his term of office, the IAUP Board of Directors unanimously chose Dr. King to assume the presidency. Dr. King, in turn, selected Dr. Scorza to complete his term as Secretary-General and Mr. Ling Lam of Sofia University to serve as Deputy Secretary-General for the remainder of the 2011-14 Triennium.

3.2 Executing the Action Plan

With the support of the IAUP Board of Directors, the IAUP Executive Committee, and the IAUP Council of Senior Advisors, the reconfigured leadership team undertook to fulfill the vision of Dr. Adams for his presidency, carrying on and completing much of the extremely ambitious work agenda that had been originally presented at the 2011 Triennial Conference.

The items on this work agenda were aligned with the theme of the Triennial itself: Higher Education as a Bridge to the Future. Below you will find a list of the items on the action plan with a brief progress report. Ongoing activities are described in greater detail in Chapter Six.

Higher Education as a Bridge for Human Development

- **The United Nations Academic Impact** – The IAUP has been instrumental in developing and launching UN Secretary Ban Ki-Moon's Academic Impact program, which leverages the resources of global higher education on behalf of issues on the UN agenda. IAUP continues to work closely with the UNAI.
- **IAUP and the IIE Scholar Rescue Program** – The IAUP is pledged to support scholars at risk around the world and calls upon member presidents to host such scholars through the IIE Scholar Rescue Program. IAUP works closely with IIE to encourage the support of its members.
- **IAUP and the WISE Education Leadership Program** –

Working with IIE, the Qatar Foundation, and other partners, IAUP has assumed a leading role in developing and implementing a leadership program for newly appointed university presidents, rectors, and vice chancellors from developing countries. So far, four leadership seminars have taken place.

- **IAUP/WTCA/WHO Global Health Communication Network** – This ambitious concept for a worldwide health pandemic training and data sharing network attracted interest from prospective partners including the World Health Organization and the World Trade Centers Association. However, no progress has been made beyond the original concept document and the initiative may be considered dropped.

Higher Education as a Bridge to Peace

- **IAUP/UN: Commission on Disarmament Education, Conflict Resolution and Peace** – The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace continues to be a signature initiative of IAUP, and the only such joint commission between the UN and an outside entity.
- **IAUP Foundation Educating for Peace (Enabling Teachers with Conflict Resolution Skills)** – The IAUP proposed to create coordinate a worldwide network of teacher education colleges offering training in conflict resolution skills. Little progress has been made beyond drafting of the original concept document, although the IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace has resolved to assume ownership of this project.
- **IAUP Partnership with United Nations Alliance of Civilizations** – The mission of the UN Alliance of Civilizations, which promotes mutual respect, understanding, and cooperation among world cultures, is

closely aligned with that of IAUP. We continue to discuss with UNAOC possible modes of cooperation, including the establishment of UNAOC chapters on the campuses of IAUP members.

Higher Education as a Bridge for Economic Development

- **IAUP/Microsoft Academic Summit Initiative** – Working closely with Jim Ptaszynski of Microsoft, IAUP launched a series of executive briefings on institutional and academic technology for university presidents and their senior staff. Although two successful briefings were conducted during the 2011-14 Triennial period, no further briefings are scheduled.
- **World Bank/IAUP Regional Economic Acceleration Caused by Higher Education Development (REACHED)** – Working closely with Jamil Salmi, Director of Tertiary Education for the World Bank, IAUP proposed the establishment of a capacity-building network of university partnerships, wherein more established institutions would provide a wide range of technical assistance to less established institutions in developing nations. The proposal did not proceed beyond the original concept document and may be considered dropped.
- **IAUP and Academic Chairs for Africa** – IAUP continues to actively champion the proposal to establish 1000 new research chairs across Africa, as part of an effort to build higher education capacity and reduce brain drain. Efforts are coordinated by IAUP Executive Committee Member David Strangway, former President of Quest University (Canada) and the University of British Columbia (Canada).

3.3 IAUP and the UN: Building Upon Tradition

Since its founding, IAUP has identified and allied itself very strongly with the United Nations. The original IAUP logo was designed,

deliberately, in United Nations blue and with the visualization of the globe (as seen from above the North Pole) that appears in the General Assembly Hall at UN HQ. The mission of IAUP was also conceived as being complementary to that of the United Nations, with a focus on leveraging the strengths of international higher education on behalf of issues on the UN agenda. The formal address is 809 United Nations Plaza, New York City, NY, immediately across from the United Nations.



Under the leadership of Young Seek Choue, President of Kyung Hee University (Korea), IAUP was instrumental in the launch of the UN Day of Peace in 1981. IAUP has been recognized with Special Consultative Status at the United Nations, and also is recognized as an NGO by the UN Department of Public Information.

Beginning in 1990, IAUP has formally partnered with the UN through the IAUP/UN Commission on Disarmament Education, Conflict Resolution, and Peace. The Commission was established 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.

During the 2011-14 Triennium, the IAUP/UN Commission received funding from UNESCO (United Nations Educational, Scientific, and Cultural Organization) for a pilot program in Tanzania, directed by Sister Francesca Onley of Holy Family University (USA). The project, Bridging the Technology Gap: Bringing TeacherMates to Tanzania, seeks to ease the transition of students from primary (Swahili or Kiswahili language) to secondary school (English language) through computer assisted language training. By addressing this early transition, the Commission seeks to create a model that also increases readiness for higher education, promotes economic development, and reduces one underlying cause of conflict within Tanzanian Society.

More recently, the IAUP has been instrumental in the development of the United Nations Academic Impact program, an initiative of the Secretary General. Academic Impact is a global initiative that aligns 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. The Academic Impact also asks each participating college or university to actively demonstrate support of at least one of those principles each year. IAUP leaders assisted and advised the UN in developing the ten principles and IAUP became the first international higher education organization to endorse them. IAUP encourages its member institutions to participate actively in the Academic Impact program.

During the 2011-14 Triennial period, IAUP officers have engaged with the United Nations in a variety of UN forums and conferences, while individual IAUP members and their institutions have represented the organization in a variety of capacities in and around the UN.

- IAUP President Neal King attended the third meeting of

the Multi-stakeholder Advisory Group for the President of ECOSOC, in New York City, April 9, 2014.

- Secretary-General Jason Scorza attended the inaugural meeting of the Multi-stakeholder Advisory Group for the President of ECOSOC, in New York City, January 24, 2013.
- IAUP Executive Committee Member Gerald Reisinger organized a meeting on global education issues in partnership with the United Nations Academic Impact program, in Linz, Austria, 19-21 November, 2012.
- IAUP representatives, including President Neal King, Secretary-General Elect Alvaro Romo, and Treasurer-elect Ichiro Tanioka, participated in a seminar on Faith, Dialogue and Integration, organized by the United Nations Academic Impact program, in New York City, 26 November, 2012.
- Secretary-General Jason Scorza gave a presentation on the theme "Education for All" at the Conference of Nongovernmental Organizations (CoNGO) in Consultative Relations with the United Nations Civil Society Development Forum, New York City, 14 September, 2011.
- IAUP President Michael Adams gave the keynote address at a UN Academic Impact meeting in Korea, 10 August, 2011.
- Secretary-General Jason Scorza gave a presentation on the UN Academic Impact program at the CoNGO Civil Society Development Forum, Geneva, 29 June, 2011.
- IAUP President-elect Michael Adams participated in an ECOSOC Special Event on Philanthropy and Education, 28 February, 2011.
- IAUP President-elect Michael Adams represented IAUP as a panelist at the inaugural meeting of the UN Academic Impact program, New York City, 18 November, 2010.
- IAUP President-elect Michael Adams represented IAUP as a featured speaker at the III World Forum of Alliance of Civilizations in Rio de Janeiro, May 27-29, 2010.



- The United Nations Academic Impact (UNAI) and the International Association of University Presidents (IAUP) jointly sponsored a two-day colloquium on Global Citizenship and International Partnership, hosted by IAUP Executive Committee Member Thandwa Mthembu, in Bloemfontein, South Africa from August 19-20, 2013.
- In 2012, IAUP President-elect Toyoshi Satow of J.F. Oberlin University in Japan, in partnership with the DPI-led United Nations Academic Impact (UNAI), produced a new

publication aimed at high school and university students focused on disarmament issues.

- Fairleigh Dickinson University, an IAUP member institution, has maintained the Academic Impact's membership website (<http://academicimpact.org>) since the program's inception in 2010.
- J.F. Oberlin University (Japan), an IAUP member, was selected as the hub university for UNAI Principle 1.
- Handong Global University (Korea), an IAUP member, was selected as the hub university for UNAI Principle 5.
- Mr. Ramu Damodaran, Head of the UN Academic Impact program sits on the IAUP Council of Senior Advisors as a representative of the UN Secretary General.
- During the 2011-14 Triennium, meetings were conducted between representatives of the commission and critical offices of the United Nations, including the Office of Disarmament Affairs, the Office of Political Affairs, the Office for Children and Armed Conflict, and the Office of Peacekeeping Operations.
- In partnership with the Academic Impact program, IAUP has launched a series of mini-conferences on the Changing Nature of War.
- The IAUP President, the immediate Past President, and the IAUP Secretary-General have met with SG Ban Ki-Moon to discuss the Academic Impact initiative and other matters.
- The UN/IAUP Commission on Disarmament Education, Conflict Resolution and Peace, co-chaired by Elizabeth Davis-Russell and Jackie Jenkins-Smith, continues to engage branches of the UN concerned with these issues.
- IAUP maintains formal consultation rights with UNESCO, and executive committee members represent IAUP at UNESCO HQ in Paris and on the Geneva Portion for UNESCO, with former Secretary-General Heitor de Souza

and EC Member Gerald Reisinger serving as main contacts.

- The immediate past IAUP President served on the Board of Trustees for United Nations University until his death in 2012, and the immediate past Secretary-General served as president of UNU.
- The IAUP Secretary-General Jason Scorza served on the executive board of the Conference of Non Governmental Organizations (CoNGO) in Consultative Relations with the United Nations from 2011 to 2014.
- IAUP actively supports the UN Alliance of Civilizations program and representatives of IAUP are frequent speakers at AOC meetings and conferences.
- Working with United Nations Under-Secretary for Least Developed, Landlocked, and Island Nations, IAUP developed a Universities of Africa program designed to promote graduate training for mid-level civil servants in Africa.
- Working with the World Bank Office of Tertiary Education, IAUP developed an initiative called REACHED: Regional Economic Accelerations Caused by Higher Education Development to target five countries for assistance in developing their higher education capacity.

3.4 Laying Foundations for the Future

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.

As President-Elect and subsequently as President, Dr. Adams

advocated for changes in the legal status and organizational structure of IAUP. Registered in the United States as a not-for-profit (501c3) organization during the presidency of Donald Gerth (1996-99), the IAUP subsequently abandoned this legal status as the organization migrated from the USA to Europe to Australia to Asia and, finally, to South America. As each president in turn hosted the IAUP at his or her home institution, there appeared to be little need to maintain the IAUP as a legal entity in the USA.

Dr. Adams recognized, however, that lack of clear legal status was a disadvantage for IAUP, as it prevented the organization from maintaining bank accounts, employing staff, leasing permanent space for a secretariat, and applying for grants. He proposed that IAUP look to the United Kingdom for a legal home, since this was where the organization was originally established in 1965, during meetings at Oxford University and Fairleigh Dickinson University's Wroxtton College. The process of obtaining legal recognition in the UK was anything but straightforward. However, with the assistance of a British law firm, Withers LLP, and a British accountancy firm, Leigh Christou LLP, IAUP was registered as a legal corporation and as a Public Charity in the UK in 2011.

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 was opened 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. Subsequently, a third account was opened, through PayPal UK, to enable IAUP members to pay dues using credit cards. A fourth account, opened with Lloyds Bank, was established as an investment account for IAUPs growing

endowment.

The technology infrastructure of IAUP was also addressed. Michael Adams and Richard Bronson worked with Boulevard Associates, Inc., 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 subsequently reorganized under the direction of Jason Scorza in 2011. Behind the scenes, the website provides IAUP officers and staff to powerful database that is used to manage membership profiles and payments, as well as a communication suite which enables better communication with members.

In 2015, IAUP will celebrate its 50th anniversary and will reflect upon its achievements and contemplate its vision for the next 50 years. These prosaic measures have prepared a strong foundation for IAUP to embark on its next 50 years as the Global Voice of Higher Education.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

AKASHI KAIKYŌ BRIDGE, JAPAN (1993 TRIENNIAL)

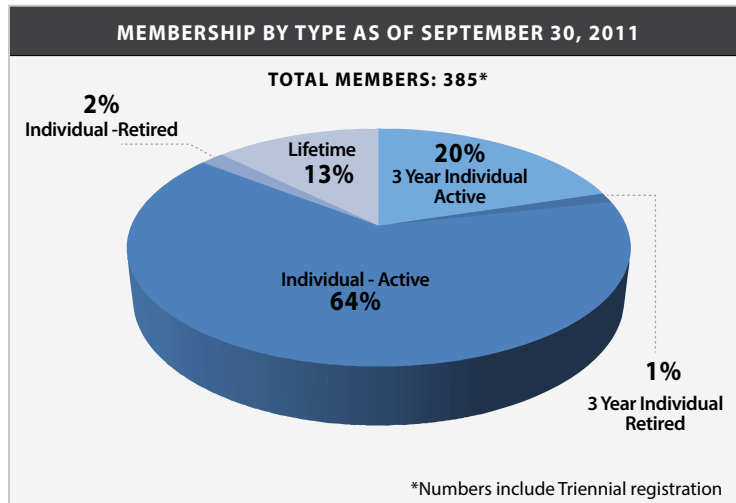
CHAPTER FOUR

IAUP Membership

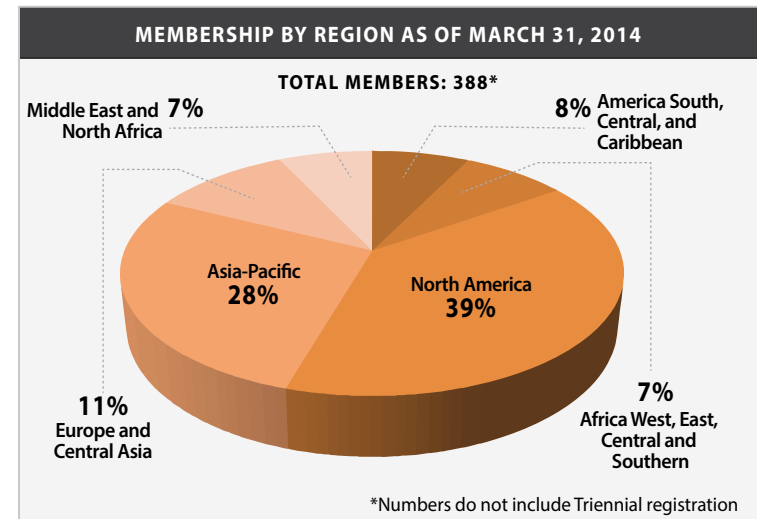
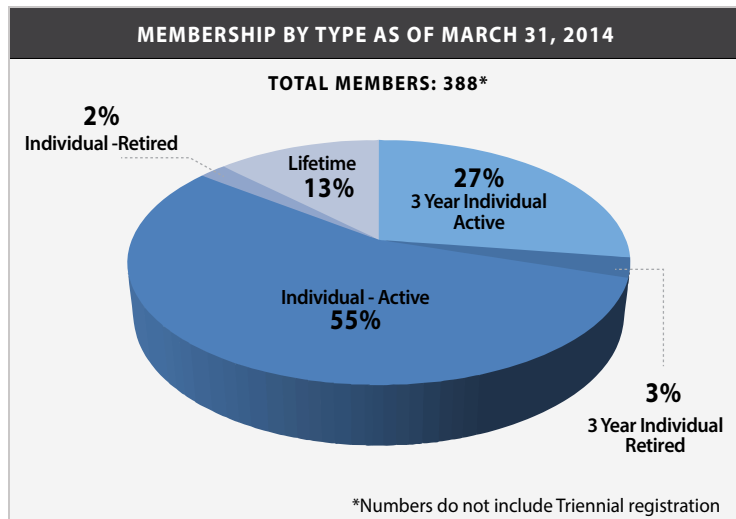
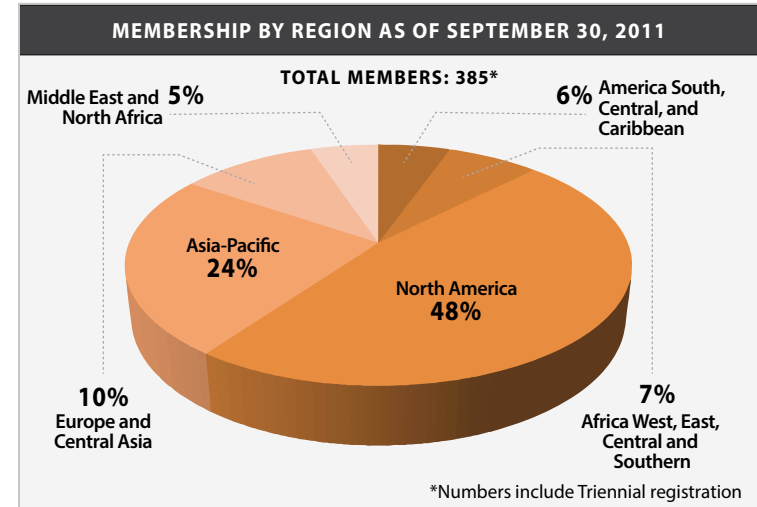
4.1 Overview

The founders of IAUP, representing regions of North America, Asia, Africa, the Pacific, and the Caribbean, recognized the importance of diverse membership. Today, the IAUP boasts members from eighty different countries, with less than fifty percent coming from North America. It is recognized, however, that membership from lower- and middle-income countries is not as strong as it might be. With this in mind, the Board of Directors and Executive Committee, has approved a new membership fee structure that will provide significant discounts to members from such countries. This new membership fee structure will be put into place on July 1, 2014.

4.2 Membership by Type



4.3 Membership by Region



4.4 Membership by Country

COUNTRY	SEP 30, 2011	MAR 31, 2014
Afghanistan	0	1
Angola	5	3
Antigua and Barbuda	0	1
Argentina	2	2
Armenia	1	1
Australia	16	14
Austria	8	6
Azerbaijan	0	1
Bahrain	2	4
Bangladesh	5	7
Belgium	4	4
Bolivia	0	1
Botswana	0	1
Brazil	7	5
Brunei Darussalam	0	1
Canada	11	11
Cayman Islands	1	1
Chile	3	3
China	9	18
Colombia	1	4
Costa Rica	2	1
Czech Republic	1	1
Denmark	6	5
Dominican Republic	1	1
Ecuador	1	2
Egypt	2	1
El Salvador	1	1
Estonia	0	1
Fiji	1	1

COUNTRY	SEP 30, 2011	MAR 31, 2014
Finland	2	0
Gambia	0	3
Georgia	2	2
Germany	1	2
Ghana	2	2
Greece	1	1
Hong Kong	0	1
India	11	11
Iran, Islamic Republic of	0	1
Iraq	1	1
Ireland	2	2
Israel	1	0
Jamaica	0	4
Japan	10	17
Jordan	1	2
Kazakhstan	0	2
Kenya	1	2
Korea, Republic of	9	8
Lebanon	4	4
Liberia	2	2
Lithuania	0	1
Macao	0	1
Malaysia	2	3
Mexico	7	4
Mongolia	0	1
Morocco	3	4
New Zealand	1	0
Niger	1	0
Nigeria	1	4
Norway	1	0

COUNTRY	SEP 30, 2011	MAR 31, 2014
Pakistan	5	3
Palestinian Territory, Occupied	2	3
Panama	1	1
Papua New Guinea	1	1
Philippines	9	6
Portugal	1	0
Puerto Rico	2	2
Romania	1	2
Saudi Arabia	2	3
Slovenia	1	1
South Africa	4	6
Spain	2	3
Sudan	1	0
Sweden	1	0
Switzerland	0	1
Taiwan	4	3
Tanzania, United Republic of	1	1
Thailand	8	7
Tunisia	0	1
Turkey	5	3
Ukraine	0	3
United Arab Emirates	2	4
United Kingdom	3	2
United States	172	141
Zambia	1	1
Zimbabwe	0	2
Grand Total:	385	388



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

AQUEDUCT OF SEGOVIA, SPAIN (1990 TRIENNIAL)

CHAPTER FIVE

IAUP Finances

5.1 Overview

Since IAUP was recognized as Company and Charity in 2011, the organization is subject to financial reporting requirements of UK law. The Official Accounts for FY 2011-12 and FY 2012-13, prepared by our accountants, Leigh Christou LLP, are provided below, along with Unofficial Accounts for Q1 through Q3 of FY 2013-14, prepared by IAUP staff on that same model. Beyond fulfilling the reporting requirements of UK law, IAUP prepares detailed internal financial reports that are presented to the Board of Directors and Executive Committee semi-annually.

5.2 Detailed Statement of Financial Activities

All amounts in Pound Sterling (£)

	AS OF MAR 31, 2014	AS OF JUN 30, 2013	AS OF JUN 30, 2012
	<i>Unofficial</i>	<i>Official</i>	<i>Official</i>
INCOMING RESOURCES			
Voluntary income			
Sponsorship		-	88,077
Subscriptions	51,318.50	75,589	37,133
IAUP Association transfer of assets		-	42,970
Consultancy income	36,744	37,980	39,161
Total	88,062.50	113,569	207,341
RESOURCES EXPENDED			
Charitable activities			
Postage and stationery	-	2,977	-
Advertising	2,738.04	2,784	433
Travel & conference costs	56,371.88	77,971	23,094
Subtotal	59,109.92	83,732	23,527
GOVERNMENT COSTS			
Accountancy	6,144	6,240	3,600
Professional fees	1,054.62	2,852	1,920
Legal fees	-	1,997	2,687
Secretarial fees	15,893.70	16,430	-
Insurance	4,525	-	
Subtotal	27,617.32	27,519	8,207
SUPPORT COSTS			
Finance			
Bank charges	2,418.79	3,847	1,937
Exchange rate variances	-	3,112	10,858
Subtotal	2,418.79	6,959	12,795
Total resources expended	89,146.03	118,210	44,529
NET (EXPENDITURE / INCOME)	(1,083.53)	(4641)	162,812

5.3 Statement of Account Balances <i>All amounts in Pound Sterling (£)</i>				
	AS OF MAR 31, 2014		AS OF SEP 30, 2011	
FUND	BALANCE in £	NOTE(S)	BALANCE in £	NOTE(S)
AVAILABLE FUNDS				
IAUP ASSOCIATION BANKED IN CHILE	0	A/c closed	49,781.42	Pending Transfer
IAUP TRIENNIAL BANKED AT FDU	0	A/c closed	85,732.38	Pending Transfer
IAUP NAC BANKED AT FDU	0	A/c closed	5,511.54	Pending Transfer
BCD TRAVEL TRIENNIAL ACCOUNT	0	A/c closed	0	A/c closed
IAUP CHARITY JP MORGAN CHASE US	251,377.23	Unrestricted	13,890.07	Unrestricted
IAUP CHARITY JP MORGAN CHASE UK	989.15	Unrestricted	(103.86)	Unrestricted
IAUP PAYPAL UK	2,728.75	For Credit Cards (Temp)		
Total	255,095.13		154,811.55	
RESTRICTED FUNDS				
IAUP FOUNDATION FUNDS WELLS FARGO	0	A/c closed	331,343.56	
IAUP INVESTMENT ACCOUNT LLOYDS BANK	300,790.42	Restricted		
Total	300,790.42		331,343.56	
GRAND TOTAL	555,885.55		486,155.11	

5.4 Endowment Funds

IAUP's savings/ investment funds (+/- USD 500,000) have remained intact during the 2011-2014 triennium. At the direction of the Board of Directors, the IAUP Foundation, under the oversight of the North American Council, has been dissolved and the funds transferred to an interest bearing account in the UK, and thereby integrated with the other funds of the organization. The intent going forward is to maintain an investments account under the supervision of the Board of Directors and separate operating accounts, which is managed by the current presidency, with oversight from the Board of Directors.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

BALUARTE BRIDGE, MEXICO (1987 TRIENNIAL)

CHAPTER SIX

IAUP Taskforces and Working Groups

6.1 Overview

Much of the work of the International Association of University Presidents (IAUP) is undertaken by formal and informal working groups and taskforces of members. Sometimes supported by staff from their home institutions, and often working in conjunction with external partners, these working groups and taskforces focus on issues of special interest to their members and of broad importance for global higher education. Hence, the IAUP serves, variously, as organizer, initiator, supporter, host, facilitator, convener, or sponsor.

6.2 IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace

IAUP partners 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

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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 future events.

Moving forward, the articulated objectives of the Commission 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 important 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. Moving forward, the commission will be co-chaired by Elizabeth Davis-Russell, President

of William V.S. Tubman University (Liberia), and Jackie Jenkins-Scott, President of Wheelock University (USA).

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.

6.3 Working Group on UWN Partnership

Establishment of a strong personal and working relationship with University World News was a part of Dr. Adam's foundational work in preparing for the 2011-2014 presidency. Dr. Adams met in London with Yojana Sharma, Asia Director at University World News (UWN), at "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. Subsequently, he and Secretary-General Jason Scorza met with Ms. Sharma and agreed that University World News would publish a series of commentaries written by IAUP members, as well as feature articles on IAUP activities worldwide.

The presidency worked to retain a dynamic partnership in areas of mutual concern with UWN throughout its tenure. In February 2013, Neal King and representatives of the 2014-2017 presidency-elect (Alvaro Romo, Ichiro Tanioka and Tatsuro Tanioka) met with editor Yojana Sharma to further develop the relationship between the two organizations after the passing of Dr. Adams.

University World News has continued to feature a number of commentaries and other articles pertaining to the work of IAUP, including one which invited IAUP President Neal King's commentary on "lessons learned" during the 2011-2014 presidency, as preparations were underway to transition leadership to the 2014-2017 presidency.

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

Elizabeth Davis-Russell

AFRICA: The role of a university after civil war
22 May 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

Alison Moodie

Universities sign up for UN Academic Impact

10 April 2011

6.4 IAUP/Microsoft Academic Summit Taskforce

The IAUP worked to maintain continuation of the strong personal and working relationship with Microsoft and participated in initial implementation of the joint IAUP/ Microsoft Academic Summit program, where Dr. Neal King keynoted two events (one at the Microsoft campus in Redmond, Washington for IT, Higher Education and Government Ministerial leadership from Mexico and the other in



Washington, DC for Microsoft Higher Ed 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. The IAUP remains committed to the exploration of technology as an essential building block both for delivery of academic programs and for strengthening institutional effectiveness.

6.5 Working Group on Presidential Leadership Development

The focus of this working group is to support the WISE Education Leadership Program. 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 have included Michael Adams, Jason Scorza, Ingrid Moses, Kakha Shengelia, Fernando Leon Garcia, Elizabeth Davis-Russell, Constantine (Dino) Curris, João Sebastião Teta, Tayeb A. Kamali, and Mohammed Barkaoui.

- The first WISE Education Leadership Program took place in October 18-21, 2010.
- 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 October 7 – 10, 2012.
- The fourth WISE Education Leadership Program gathered in Doha, Qatar, October 25-28, 2013.
- The group has discussed the possibility of expanding IAUP's leadership development activities to include regional seminars.

6.6 Working Group on 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 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 Groof, 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 Ouagadougou, 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.

6.7 Working Group on UN Academic Impact Program



IAUP served as the lead organization working directly with the United Nations Secretary General to create UNAI, the United Nations Academic Impact, www.AcademicImpact.org. The UN 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, drafting the statement of principles, and encouraging other universities to join. IAUP agreed to host the UNAI website, which is housed at Fairleigh Dickinson University. IAUP members Heitor Gurgulino de Souza, Alvaro Romo de la Rosa, Joseph Jabbara, 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, in addition to more than 1000 institutional members.



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 Nations 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.

Since then, IAUP members have organized hosted several global conferences in support of UNAI, including events in Japan, Korea, Austria, and Republic of Georgia. Additionally, under the auspices of the UN Academic Impact Initiative, Professor Toyoshi Satow, Chancellor of J.F. Oberlin University and President-Elect of IAUP, directed the publication of "Pathway to Peace," a textbook on disarmament issues, which includes interviews with three Nobel Peace Laureates: Joseph Rotblat, Bernard Lown and Jody Williams, along with a foreword by

Secretary-General Ban Kee Moon. Immediate past IAUP President Michael Adams also contributed to the volume.

6.8 Working Group on IAUP Visual Identity

In 2010, a small working group of IAUP Executive Committee and Council of Senior Advisors members was convened to review and make recommendations concerning the IAUP visual identity. The original logo of the International Association of University Presidents was adopted soon after its founding in 1965, and was thought to be a slightly archaic, as well as difficult to read when projected digitally. After an international competition, the Brazilian design firm of Cauduro Associates was engaged to propose a new design. Six different designs were proposed and reviewed by the working group in 2011, and a recommendation was subsequently made.



CLASSIC LOGO



NEW OFFICIAL LOGO

As a result of this process, a new Official Logo of the International Association of University Presidents was approved by the IAUP Executive Committee in 2012. It centers on an ornamental palmette, resembling the fronds or leaves of the palm tree. Common in ancient Egypt, Greece, and Rome, the palmette is long associated with ideals of peace, union, and human harmony through education. The blue color is retained in the seal to reflect the commitment of IAUP to the United Nations ideals of cosmopolitan peace. The Official Logo of the

International Association of University Presidents is used for official communication and correspondence, print and electronic publications, sponsorships, and other public business.

The original logo was retained to serve as an official seal. The symbolism of the seal combines heraldic elements, including the scroll, shield and, crossed ink pens, as well as uniquely modern elements, particularly the representation of planet earth as it might appear from polar orbit (a motif shared with the emblem and flag of the United Nations). The blue of the seal, reminiscent of the color used by the United Nations, is intended to reflect the commitment of IAUP to the UN and its ideals. The Official Seal of the International Association of University Presidents is proudly displayed at official meetings of the organization, particularly the Triennial meeting of the IAUP General Assembly, and is affixed on official IAUP documents, such as awards and other formal recognitions.

6.9 IAUP/CAEL 21st Century Skills Commission

Initially established in conjunction with Council for Adult and Experiential Learning (CAEL) Vice President Mark Campbell, the presidency worked to continue to nurture the partnership with CAEL, now with CAEL CEO Pam Tate, where the focus has been on a possible collaboration between our two organizations to devise an international model whereby prior learning (work and life experience) could be evaluated for academic credit toward a degree, thereby both honoring the range of the individual's learning and experience and potentially shortening the path to degree completion. Although the IAUP remains strongly interested in the development of alternative pathways to learning and credentialing in a global higher education context, the formal CAEL 21st Century Skills Commission has not been active.

6.10 Working Group on Scholar Rescue Fund

As part of the ongoing and multidimensional partnership between

the International Association of University Presidents (IAUP) and the Institute for International Education (IIE), Jim Miller, Director of IIE's Scholar Rescue Fund, attended and made a presentation at the Semi-Annual meeting in Tbilisi, Georgia. He generated a great deal of interest and a number of member institutions have engaged with in support of the program. Although the IAUP continues to promote the work of the Scholar Rescue Fund among its members, the formal Working Group on the Scholar Rescue Fund has not been active. During a subsequent meeting between IAUP President-Elect Toyoshi Satow and IIE President Allan Goodman, it was resolved that IAUP would redouble its efforts to support this praiseworthy program.

6.11 Working Group on Faculty Achievement

Each year IAUP recognizes faculty who make significant contributions in curriculum development for world citizenship and who prepare students for successful careers in our global economy. Each member president of IAUP may annually nominate one faculty member from his or her university for a certificate of acknowledgement that is signed



by IAUP's President and the member university president making the nomination. One award is given to each member university each year, but the time of the award aligns with each institution's cycle of an honors or award ceremony.

The IAUP Faculty Award affords each IAUP member the opportunity to recognize with a prestigious award from a distinguished international association those conscientious faculty who are making a difference at the university. Awards are printed individually and come in a handsome IAUP folder. 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.

The concept for the award was introduced to IAUP by Executive Committee Keith Miller, President of Virginia State University, and unanimously adopted as policy by the IAUP Executive Committee.

6.12 Beyond the Glass Ceiling



Initiated in 2008, during the Presidency of Barham Madain, the first “Women Academics Beyond the Glass Ceiling: Women Rectors across Europe” Conference was held with the attendance of 8 European and 10 Turkish participants on the 11th of November 2008. The second, third, and fourth conferences on “Women Academics Beyond the Glass Ceiling: Women Rectors across Europe” were organized and hosted by

Istanbul Technical University on 12-14 April 2010 and 21- 23 May 2012, and 15-17 May 2014 in Istanbul, and supported by IAUP.

The objectives of the “Beyond The Glass Ceiling: Women Rectors Across Europe, Women and Leadership In Higher Education” Conference are to examine the position and the experiences of women in higher educational administration and discuss the strategies that have been/ can be used to improve the inclusion of women at this level. The conference aims to achieve these objectives through analysis and comparison of different international practices and policies. One other goal of the conference is to attract attention of such higher education institutions as EUA (European University Association), IAU (International Association of Universities), IAUP (International Association of University Presidents) SEFI (European Society for Engineering Education) and CUM (Community of Mediterranean Universities) to women’s representation problems at administration and ask their support and help to create networks and platforms of collaboration regarding these objectives.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

SKY WALK, COSTA RICA (1987 TRIENNIAL)

CHAPTER SEVEN

IAUP XVI Triennial Conference, New York City

7.1 Theme: Building Bridges

The program committee for the IAUP XVI Triennial Conference, chaired by Dr. Richard Bronson of Fairleigh Dickinson University, called upon participants to think about their institutions, and higher education in general, as a bridge – both for our students and for global society as a whole. The program was further refined into sub-themes, including Creating Partnerships, Using Technology, Enhancing Access, Developing Capacity, Reducing Conflict, and Improving Quality.

7.2 Speakers

As is customary for IAUP Triennial meetings, the IAUP XVI Triennial Conference brought together speakers and attendees from academia, government, industry, media, and civil society, for explorations of the conference theme.

The distinguished roster of speakers, panelists, and moderators included representation from more than thirty countries:



FEATURED SPEAKERS:

J. Michael Adams, Fairleigh Dickinson University

Jean-Christophe Bas, UN Alliance of Civilizations

John Bell, European Commission

Bakyt Beshimov, Scholars Rescue Fund

Catherine Cornille, Boston College

Ban Ki-moon, Secretary-General of the United Nations (via video)

Edward Cardinal Egan, Archdiocese of New York

J. Adam Ereli, U.S. Department of State

William Graves, SunGard Higher Education

Bertel Haarder, Danish Minister of the Interior & Health

Bernie Meyerson, IBM

Mark Milliron, Gates Foundation

James Garner Ptaszynski, Microsoft Partners in Learning

Steven Rosenbaum, McGraw-Hill Author

John Switzer, International Baccalaureate Program

PANELISTS:

Mohammed Barkaoui, former President of the University

Hassan II (Morocco)

Adam Bryant, New York Times (USA)

A.J. Catanese, President, Florida Institute of Technology (USA)

Jimmy G. Cheek, Chancellor, University of Tennessee (USA)

Sasanne Daly, New York Times (USA)

Peter Dawkins, Vice-Chancellor and President, Victoria University (Australia)

Carlos Felipe Escobar Roa, Rector, Universidad El Bosque (Colombia)

Margaret Mary Fitzpatrick, President, St. Thomas Aquinas (USA)

Rafael Mojica Garcia, Rector, Universidad del Meta (Colombia)

Paul W. Gooch, President & Vice-Chancellor, Victoria University in the University of Toronto (Canada)

Edward Guiliano, New York Institute of Technology (USA)

Jeanette Hackett, Vice-Chancellor, Curtin University (Australia)

David J. Helfand, President, Quest University (Canada)

Greg Hill, Vice-Chancellor, University of the Sunshine Coast (Australia)

Joseph G. Jabbra, President of Lebanese American University (Lebanon)

Arvind Kumar, Vice-Chancellor,
Magadh University (India)

Fernando León García,
President, CETYS Universidad
(Mexico)

Mitch Leventhal, Vice-
Chancellor, SUNY (USA)

Hadi Mahfouz, President of
Kaslik University (Lebanon)

Richard K. Mibey, Vice-
Chancellor, Moi University
(Kenya)

Chuck Middleton, President,
Roosevelt University (USA)

Keith T. Miller, President, Virginia
State University (USA)

M. Alimullah Miyan, Vice-
Chancellor, International
University of Business Agriculture
& Technology (Bangladesh)

Thumbay Moideen, President,
Gulf Medical University (UAE)

Walid Mousa, President of Notre
Dame University (Lebanon)

Helena Nazare, VP of EUA
and Former Rector of Aveiro
University (Portugal)

Chan-Mo Park, Chancellor,
Pyongyang University of Science

& Technology (Democratic
Republic of Korea)

Thandwa Mthembu, Vice-
Chancellor and Principal, Central
University of Technology, Free
State (South Africa)

Eva Egron Polak, General
Secretary of International
Association of Universities
(France)

Katherine Ragsdale, President,
Episcopal Divinity School (USA)

Gulsun Saglam, Former Rector
of Istanbul Technical University
(Turkey)

Muhammed Sahin, Rector,
Istanbul Technical University
(Turkey)

Wolfgang Schütz, Rector of,
Medical University of Vienna
(Austria)

Robert A. Scott, President,
Adelphi University (USA)

Bohuslava Šenkýrová, Rector,
University of Finance and
Administration (Czech Republic)

Kakha Shengelia, President,
Caucasus University (Georgia)

Richard A. Skinner, President &
Vice Chancellor (retired), Royal

Roads University (Canada)

Deborah F. Stanley, President,
SUNY Oswego (USA)

Marja Liisa Tenhunen,
President, Central Ostrobothnia
University of Applied Sciences
(Finland)

Christina Ullenius, Former
Rector of Karlstad Universit
(Sweden)

Krista Varantola, Former Rector
of Tampere University (Finland)

Jeffrey von Arx, President,
Fairfield University (USA)

Margaret Wintermantel,
President of German Rectors'
Conference (Germany)

MODERATORS:

J. Michael Adams (USA)

Sven Lars Caspersen (Denmark)

**Elizabeth Davis-Russell
(Liberia)**

Fernando Leon Garcia (Mexico)

Allan Goodman (USA)

**Heitor Gurgulino de Souza
(Brazil)**

Neal King (USA)

Carmen Lamagna (Bangladesh)

Barham Madain Ayub (Chile)

James McWha (Australia)

Charles Middleton (USA)

Ingrid Moses (Australia)

Felice Nudelman (USA)

Gerald Reisinger (Austria)

**Alvaro Romo de la Rosa
(Mexico)**

**Carlos Felipe Escobar Roa
(Colombia)**

James R. Roach (USA)

Toyoshi Satow (Japan)

Ichiro Tanioka (Japan)

Jef Van der Perre (Belgium)

7.3 Traditions



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 occasion is marked by a solemn inauguration ceremony, during which the outgoing officers bestow upon the incoming officers the official IAUP seals of office. Typically, either full academic regalia, or at least academic hoods, are worn by the officers during this ceremony.

Under the IAUP Articles of Association, formally adopted in 2011, the outgoing President, Secretary-General, and Treasurer remain members of the IAUP Board of Directors for three years, with the outgoing President serving as Chair of the Board of Directors. In the future, outgoing Board members will also be recognized for their service to IAUP.

7.4 Inaugural Address

During the Triennial, the incoming IAUP President delivers an Inaugural Address and formally submits a Plan of Work to the General Assembly. The gathered membership could not have known that this would be both the first and the last time that J. Michael Adams would address them as President of IAUP, due to his illness and untimely death the following year. In order to honor President Adams and his vision for IAUP, we present his Inaugural Address in its entirety.



J. Michael Adams, President

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

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 poetical 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.

7.5 Business Meetings



The Triennial meeting marks the final meeting of the Board of Directors for the triennial period ending and the first meeting of the Board of Directors for the triennial period beginning. Eight such meetings are conducted during each Triennial period, including one organizational meeting at the Triennial, six semi-annual meetings, and a final meeting at the next Triennial.

The IAUP Triennial also marks the final meeting of the IAUP Executive Committee and IAUP Council of Senior Advisors for the triennial period ending and the first meeting of the Executive Committee and Council of Senior Advisors for the triennial period beginning. As with the Board of Directors, eight such meetings are conducted during each Triennial period, including one organizational meeting at the Triennial, six semi-annual meetings, and a final meeting at the next Triennial.

Perhaps most importantly, the IAUP General Assembly meets during the Triennial, when nominations for officers-elect are announced and

approved, having already been reviewed and vetted by a Nominations Committee, recommended to the Board of Directors and the Executive Committee, and finally referred to the full IAUP membership. Once approved by the General Assembly, the President-Elect makes a few remarks and announces the location for the next IAUP Triennial meeting, which will be his or her responsibility to organize and host.

The slate of new officers approved by the General Assembly in 2011 were:

President-Elect:

Professor Toyoshi Satow, President of J.F. Oberlin University (Japan)

Treasurer-Elect:

Professor Ichiro Tanioka, President of Osaka University of Commerce (Japan)

Secretary-General-Elect:

Professor Alvaro Romo, Special Advisor to the President of Osaka University of Commerce (Japan)

As the ultimate governing body for IAUP, any amendments to the company Articles of Association must, under UK law, be reviewed and adopted by the General Assembly. As the Articles of Association themselves were adopted at the 2011 Triennial, there were no amendments at that time.

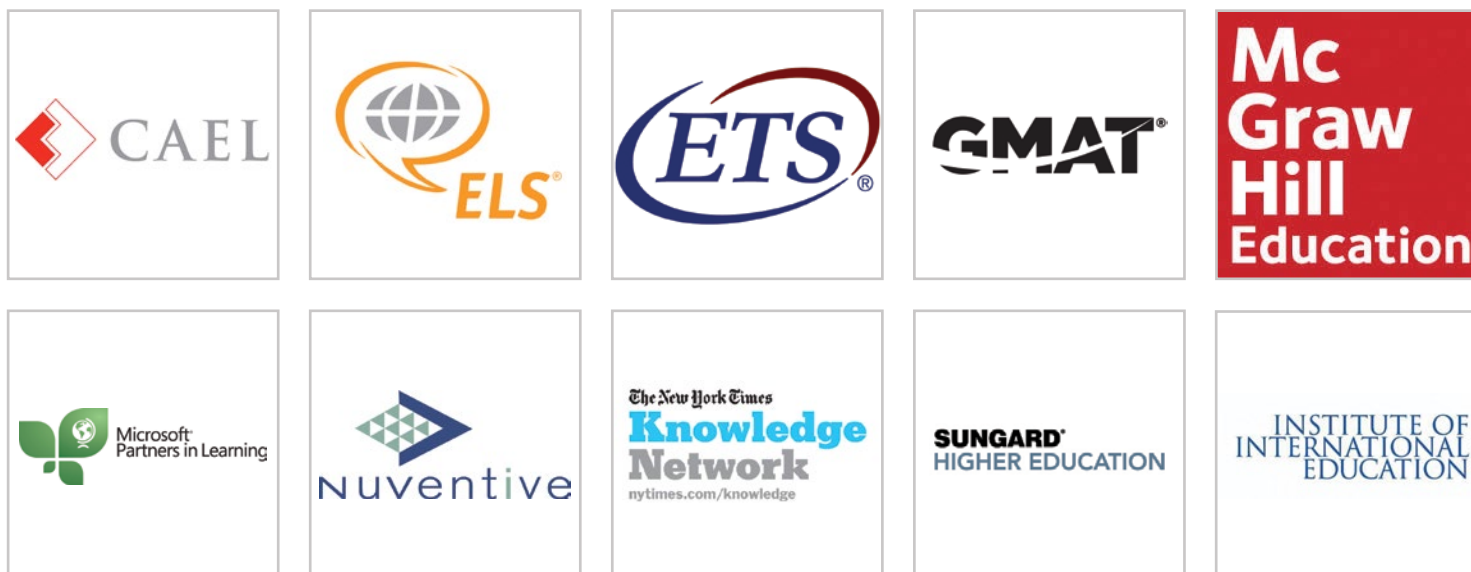
7.6 Friendships, Old and New

The IAUP Triennial brings together both longstanding members for whom the mission and traditions of IAUP are well-known, and who see each event as a kind of family reunion, as well as new members for whom IAUP Triennial represents an exciting opportunity to meet with peers from around the world, develop their professional networks, and develop new partnerships. The friendships that emerge from the IAUP Triennial are not only international and intercultural, but often also intergenerational.



7.7 Supporters

We are grateful to the corporate and organizational sponsors of the XVI Triennial Meeting. We are also grateful to Dr. Se Ung Lee, Member of the IAUP Council of Senior Advisors, for his financial support for travel to the Triennial by several IAUP members. Taken all together, more than \$200,000 was contributed to make the XVI Triennial a most memorable occasion.





SI-O-SE POL, IRAN (1978 TRIENNIAL)

CHAPTER EIGHT

IAUP Semi-Annual Meetings

8.1 Overview

IAUP Semi-Annual Meetings take place at locations around the globe and are organized to fill the gap between triennials. All IAUP members are invited and encouraged to attend these gatherings of higher education chief executives, which afford unique opportunities for the development of international partnerships. Each semi-annual meeting is hosted by a member or members of the IAUP Executive Committee and/or IAUP Council of Senior Advisors. Generally, meetings include sessions on topics of regional interest as well as meetings of the Board of Directors, Executive Committee, Council of Senior Advisors, and various formal and informal working groups. Time is always set aside for cultural programs and sightseeing and spouses frequently accompany members. During the 2011-14 Triennium, Semi-Annual Meetings were held in Baden (Austria), Bogota (Colombia), Tbilisi (Republic of Georgia), Guadalajara (Mexico), Henan (China), and Montego Bay (Jamaica).

8.2 Austria



The first IAUP Semi-Annual Meeting of the 2011-2014 Triennium was held at the Grand Hotel Sauerhof in Baden, Austria, from October 14 to 16. Hosted by Sir Enan Galaly, Founder and Chairman of Helnan International Hotels and Chairman of the IAUP Council of Senior Advisors, and Professor Gerald Reisinger, President of the Upper Austria University of Applied Sciences and Co-Chair of the IAUP European Council, the meeting featured presentations of particular regional interest, opportunities for networking and relationship development, as well as meetings of the IAUP Executive Committee, the IAUP Council of Senior Advisors, the IAUP Board of Directors. The following IAUP Commissions and Task Forces also met: IAUP/Microsoft Academic Summit Initiative, IAUP/CAEL 21st Century Skills Commission, and IAUP/United Nations Commission on Disarmament Education, Conflict Resolution & Peace.

Several new projects, including the IAUP Women's Leadership Initiative and an initiative to address the global challenge of college completion, called "Meeting the Completions Priority," were presented to the members during the general session. Another new project, the celebration of the 50th Anniversary of IAUP, was introduced by the Presidency-elect team, which proposed the publication of an IAUP 50-year book, along with the re-publication of the IAUP 30-year book, originally issued in 1996 by the then-presidency team of Japan.

IAUP President-elect Toyoshi Satow invited all members to attend the XVII IAUP Triennial Conference, to be held in Yokohama, Japan, June 11-14, 2014. Members also reviewed preparations for the next IAUP Semi-Annual Meeting, to be held in Bogotá, Colombia, March 23-26, 2012, presented by Professor Carlos Felipe Escobar, president of the Universidad El Bosque, who would serve as host.

8.3 Colombia



Hosted by Dr. Carlos Felipe Escobar Roa, Rector of Universidad El Bosque (Colombia), and Chaired by Professor Neal King, Secretary General of the IAUP and former President of Sofia University (USA), the second Semi-Annual meeting of the 2011-14 Triennium convened in Bogota, Colombia, from March 23 to 25, 2012.

The meeting, attended by several dozen rectors, presidents, vice chancellors, and guests, was organized around the theme of “voices of reform in higher education” and featured presentations and discussions of major reform efforts in Latin America, Southeast Asia, and Africa. Dr. Escobar set the tone for these discussions with a welcome address that highlighted the many voices – of students, families, businesses, governments, and the universities themselves – that inform the past, present, and future of higher education.

“Perhaps the most important voice is the one of those that seem not having one,” Escobar said. “Those 1.3 billion people living in extreme poverty in the in the whole world, who don’t even have how to argue about something called higher education and universities.... These silent voices claim our attention to do research to solve their needs and problems.”

IAUP Secretary-General-elect Alvaro Romo provided an update on preparations for the XVII IAUP Triennial Conference, to be held in Yokohama, Japan, June 11-14, 2014. Members also discussed plans for the next IAUP Semi-Annual Meeting, to be held in Tbilisi, Georgia, October 11-14, 2012, presented by Professor Kakha Shengelia, President of Caucasus University, who would serve as host.

The IAUP Columbia Semi-Annual Meetings also included meetings of the IAUP Executive Committee, the IAUP Board of Directors, the IAUP/ UN Commission on Disarmament Education, Conflict Prevention, and Peace, the IAUP/Microsoft Academic Summit Taskforce, the IAUP/CAEL 21st Century Skills Commission, and other special working groups.

8.4 Republic of Georgia



Hosted by Dr. Kakha Shengelia, President of Caucasus University (Georgia), and Chaired by Dr. Neal King, President of the IAUP and former President of Sofia University (USA), the third Semi-Annual meeting of the 2011-14 Triennium convened in Tbilisi, Georgia from October 12 to 14, 2012.

IAUP members were welcomed by H.E. Ms. Khatia Dekanoidze, Minister of Education of the Republic of Georgia, who discussed Georgia's system of higher education. She also discussed the importance of higher education for social and economic development in the Caucasus region, where brain drain remains a very serious problem. Conversation turned to the 2012 Georgian parliamentary elections which took place just a few days prior to the IAUP meeting, signaling the second peaceful transition of power in Georgia since it broke away from the Soviet Union. Ms. Dekanoidze, whose party lost the election, indicated that she fully expected her successor to continue the path of expanding higher education capacity in Georgia.

Dr. Shengelia, himself a former Member of Parliament, emphasized the importance of higher education in the consolidation of Georgian democracy and the advancement of the Georgian economy. According to Dr. Shengelia, Georgian university students should seek opportunities to study in other countries, through international exchanges, but should return home to contribute to the future of their homeland. Lending credence to this point, several international partnership agreements providing opportunities for student exchanges, as well as other forms of cooperation, were signed by IAUP member presidents, including Dr. Shengelia, during the conference.

IAUP President Dr. Neal King reported on the many initiatives and partnerships undertaken by the current Presidency in strengthening the role of IAUP as the global voice in higher education. IAUP Secretary-General-elect Alvaro Romo provided an update on preparations for the XVII IAUP Triennial Conference, to be held in Yokohama, Japan, June 11-14, 2014.



Members also discussed plans for the next IAUP Semi-Annual Meeting, to be held in Guadalajara, Mexico, March 13-16, 2013, presented by Dr. Antonio Leño Reyes, President of Universidad Autónoma de Guadalajara A.C., who would serve as host. Other presentations and discussions included collaboration between United Nations Academic Impact and IAUP, Chairs for Africa program, and IIE Scholar Rescue Fund. Attendees also memorialized Dr. Michael Adams, former President of the IAUP, who passed away in June, 2012.

The Georgia Semi-Annual Meeting also included meetings of the IAUP Executive Committee, the IAUP Board of Directors, the IAUP/ UN Commission on Disarmament Education, Conflict Prevention, and Peace, and other formal and informal working groups.

8.5 Mexico



Hosted by Dr. Antonio Leño Reyes, President of Universidad Autónoma de Guadalajara A.C. (Mexico), and chaired by Dr. Neal King, President of the IAUP and former President of Sofia University (USA), the fourth Semi-Annual meeting of the 2011-14 Triennium convened in Guadalajara, Mexico from March 14-16, 2013. IAUP members in attendance come from USA, Liberia, Brazil, Bangladesh, Jamaica,

IAUP President Dr. Neal King reported on the many initiatives and partnerships undertaken by the current Presidency in strengthening the role of IAUP as the global voice in higher education. IAUP President-elect Dr. Toyoshi Satow provided an update on preparations for the XVII IAUP Triennial Conference, to be held in Yokohama, Japan, June 11-14, 2014. Members also discussed plans for the next IAUP Semi-Annual Meeting, to be held in Xinzheng, Henan, China, from September 23-25, 2013 and presented by Dr. Shawn Chen, President of Sias International University, who would serve as host. Other presentations and discussions included collaboration between United Nations Academic Impact and IAUP, North American Council

Mexico, Japan, Belgium, Austria, Georgia, Spain, Denmark, Chile, China, Canada, Taiwan, France, El Salvador, and Zambia.

The Semi-Annual meeting includes a one-day Latin American Conference held on March 15, 2013. Attendees of the Latin American Conference were welcomed by Jaime Reyes Robles, Minister of Innovation, Science and Technology of the State of Jalisco, Mexico, who highlighted the importance of technology and innovation for social and economic development. Other presenters include: Dr. Madeleine Green, Senior Fellow, International Association of Universities; Dr. Keith Rajecki, Senior Director of Global Education and Research, Oracle; Dr. Steve Mital, Director of Sustainability, University of Oregon; Dr. Arturo Cherbowski, Director General of UNIVERSIA. Various members of the IAUP Executive Committee and Council of Senior Advisors also participated as panelists and presenters on a variety of topics including Internationalization for Innovation, Technology Innovation for Quality Education, Intercultural Dialogue and Peace Promotion, Regional Development with Social Responsibility, The Imperative of Sustainability in Higher Education, and Successful Financial Strategies for Higher Education Innovation.



Presidential Retreat in Chicago, The Changing Nature of War Conference, and Chairs for Africa program. Attendees also honored Susan Adams and unveiled the FDU J. Michael Adams Scholarship and J. Michael Adams Leadership Award.

The IAUP Mexico Semi-Annual Meeting also included meetings of the IAUP Executive Committee, the IAUP Board of Directors, the IAUP/UN Commission on Disarmament Education, Conflict Prevention, and Peace, and other special working groups.

8.6 China



Hosted by Dr. Shawn Chen, President of Sias International University, and chaired by Dr. Neal King, President of the IAUP and former President of Sofia University (USA), the fifth Semi-Annual meeting of the 2011-14 Triennium convened in Xinzheng, Henan, China from September 23-26, 2013. IAUP members in attendance come from Austria, Brazil, Czech Republic, Denmark, Republic of Georgia, India, Japan, Jamaica, Liberia, Mexico, Pakistan, South Africa, South Korea, Thailand, USA, and dozens of universities from China.



The IAUP attendees were welcome by Mr. Xu Ji Chao, the Vice-Governor of Henan Province who highlighted the economic potential of the province which accounted for 10% of China's entire population. The welcome speech was followed by a series of keynote addresses delivered by distinguished speakers including Professor Lin Jinhui, Director of Center for Research on Chinese-Foreign Cooperation at Xiamen University; Professor Lui Lin, Party Secretary and Executive Vice President of Beijing City University; Mr. Feng Gang, General Manager of Jin Jilie Overseas Education Corporation in Zhengzhou; and Mr. Li Jinsong, CEO of Tang Chinese Education and Technology Corporation. Various members of the IAUP Executive Committee and Council of Senior Advisors also participated in the discussions on a variety of topics including Current Situation and Development of Sino-

Foreign Education in China, Anticipated Changes and Development in Higher Education, Market Analysis of Studying Abroad and Prediction of Future Development, and Creating Platform for Communication in Chinese Language and Culture.

IAUP President Dr. Neal King reported on the many initiatives and partnerships undertaken by the current Presidency in strengthening the role of IAUP as the global voice in higher education. IAUP President-elect Dr. Toyoshi Satow provided an update on preparations for the XVII IAUP Triennial Conference, to be held in Yokohama, Japan, June 11-14, 2014.



Members also discussed plans for the next IAUP Semi-Annual Meeting, to be held in Montego Bay, Jamaica from January 30 to February 1, 2014 and presented by Dr. Errol Morrison, President of University of Technology, who would serve as host. Other presentations and discussions included nominations for the 2017-2020 IAUP Presidency followed by nominee introduction, updates from IAUP regional chairs, and the Changing Nature of War

Conference. In addition, an IAUP flag-raising ceremony was held in front of the Sias Administrative Building and dozens of international educational partnerships were signed by attendees from China and other countries.

The IAUP China Semi-Annual Meeting also included meetings of the IAUP Executive Committee, the IAUP Board of Directors, the IAUP/ UN Commission on Disarmament Education, Conflict Prevention, and Peace, and other formal and informal working groups.

8.7 Jamaica



Members of the International Association of University Presidents (IAUP), including its Executive Committee and Board of Directors, convened in Montego Bay, Jamaica, from January 30 to February 2, 2014, for its final Semi-Annual Meeting of the 2011-2014 Triennium. Hosted by Prof. the Hon. Errol Morrison, President of University of Technology (Jamaica) and Chair of the IAUP Caribbean Council, the meeting brought together academic leaders from around the world for discussion of issues of concern to higher education within

the region and beyond.

Highlights of the meeting included:

- Keynote speech by Hon. Rev. Ronald Thwaites, MP and Minister of Education of Jamaica
- Presentation of IAUP commendation to Sister Francesca Onley, President of Holy Family University (USA) for service

to the IAUP/UN Commission on Disarmament Education, Conflict Resolution, and Peace

- Presentation of University of Technology Chancellor's Medal to Mrs. Shelley-Ann Fraser-Pryce, renowned Olympian and UTech Alumnae
- Regional forum dedicated to higher education in Jamaica and the Caribbean, featuring Prof. Claude Packer, President, Mico University College, Dr. Winston Adams, President, University College of the Caribbean, Dr. Luz Longsworth, Director, University of the West Indies, Western Jamaica Campus, Dr. Trevor Gardener, President, Northern Caribbean University, Dr. David Hall, President of the University of the Virgin Islands, and Dr. Don Betz, President of University of Central Oklahoma
- Matchmaking sessions for institutions seeking partnerships (followed by signing ceremonies)
- Cultural experiences, including Jamaican music, history, dance, cuisine, and eco-tourism
- IAUP President Neal King and Secretary-General Jason Scorza reported on several key IAUP initiatives, among them the WISE Program on Education Leadership and IAUP sponsorship special international sessions the Annual Meeting of the American Council on Education (ACE). IAUP President-elect Toyoshi Satow, Chancellor of J.F. Oberlin University, reported on developing plans for the 17th IAUP Triennial Meeting in Yokohama, Japan (June 11-14, 2014).
- The IAUP Executive Committee took up the issue of membership dues and unanimously approved a proposal to offer IAUP membership on a sliding scale, offering presidents from lower and middle income countries (as defined by the World Bank) a reduced rate. The Executive committee also endorsed a discount of one-third for members joining for a three-year period. These proposals were subsequently approved by the IAUP

Board of Directors for implementation during the 2014-17 Triennium.

- The Jamaica Semi-Annual Meetings also include meetings of the IAUP Executive Committee, the IAUP Board of Directors, and various IAUP working groups. The schedule of Semi-Annual Meetings for the 2014-17 Triennium will be announced at the Triennial Meeting in Yokohama, Japan.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

LEONARD P. ZAKIM BUNKER HILL MEMORIAL BRIDGE, USA (1975 TRIENNIAL)

CHAPTER NINE

Regional Activities

9.1 Overview

With members and chapters around the world, much of the IAUP activity for each Triennial is organized regionally. During the 2011-2014 Triennial period, regional activities took place in North America, Latin America, the Caribbean, North Asia, Africa, Western Europe, Central Europe, Southern Europe, the Middle East, and the Pacific.

9.2 IESB-Brasilia Seminar

The IESB University Center in Brasilia, Brazil, held an International Seminar on “The Impact of Globalization and New Technologies on Higher Education.” This seminar was co-sponsored by the IAUP and the United Nations Academic Impact (UNAI) and took place on November 11-12, 2013. The attendees came from throughout Brazil as well as other countries.



The opening ceremony was hosted by Dr. Eda C.B. Machado de Souza, Rector of IESB and included Ms. Denise Lima, representative of the Higher Education Secretary of the Ministry of Education of Brazil, Dr. Neal King, the President of the IAUP, Mr. Ramu Damodaran, from the UNAI Program at the United Nations, and Mr. Marco Moutinho, of Santander Universities.

Special plenary session presenters and panelists on the first day of conference included Dr. Claudio Rama, former Director of the UNESCO Institute for Higher Education in Latin America and the Caribbean, Rector Antonio Leaño (of the UAG in Guadalajara, Mexico), President Kakha Shengelia (of Caucasus University, Republic of Georgia), Mr. Edson Machado de Souza Filho, Professor Frederic M. Litto (President of the Brazilian Association of Distance Education –ABED) and Professor

Francisco Botelho (of IESB).

Finally, there was also a presentation on the 2014 IAUP Triennial Conference by Professor Alvaro Romo and Mr. Tatsuro Tanioka (of Osaka University of Commerce, Japan). Presentations on the second day included: “UNAI, a New Perspective: Teaching for the United Nations,” by Mr. Ramu Damodaran and comments by Rector Eda C.B. Machado de Souza; a plenary panel on “The IAUP, Past, Present and Future” with the participation as speakers of the President of IAUP, Dr. Neal King, President Kakha Shengelia, and Professor Alvaro Romo, IAUP Secretary General-elect.

A final summary and comments were presented by Dr. Heitor Gurgulino de Souza, Emeritus Secretary General of IAUP and main coordinator of the activities of the seminar and Dr. Eda C.B. Machado de Souza.

9.3 IAUP/UNAI Colloquium in South Africa



The United Nations Academic Impact (UNAI) and the International Association of University Presidents (IAUP) jointly sponsored a two-day colloquium on Global Citizenship and International Partnership in Bloemfontein, South Africa from August 19-20, 2013. The event was hosted by the Central University of Technology Free State (CUT), with the gracious hospitality of Vice Chancellor Thandwa Z. Mthembu, a

member of the IAUP Executive Committee.

Many distinguished speakers from Africa and around the world participated in the colloquium program: Mr. Ramu Damodaran, Chief of UNAI and Deputy Director for Partnership and Public Engagement in the United Nations Department of Public Information's Outreach Division; IAUP Secretary General-Elect Dr. Alvaro Romo; and Dr. Hans de Wit, Professor of Internationalization of Higher Education, Centre for Applied Research in Economics and Management, Amsterdam University of Applied Sciences.



Immediately following the colloquium, the 17th Annual Conference of the International Education Association of South Africa (IEASA) was

held at Central University of Technology (CUT) from August 21-23, 2013. On Friday, August 23, a panel on Global Citizenship was held and included keynote addresses by Mr. Damodaran, Dr. Romo, Professor Mthembu, Dr. Henry Maitles (Professor of Education at the University of the West of Scotland), and Dr. Hans Georg van Liempd (President of the European Association of International Education).

A rich collection of presentations, including plenary panels on Brazilian international education, the Finnish System and the French System took place on August 22. The conference ended with a series of parallel sessions with presentations by local and international speakers.

9.4 IAUP at the American Council on Education Annual Meeting



A standing room only crowd gathered at the 2013 ACE Annual meeting in Washington DC on March 2 for a panel discussion titled Global Engagement: The View from Latin America. Co-sponsored by the International Association of University Presidents (IAUP) and the ACE Center for Internationalization and Global Engagement, the program 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 Leòn Garcia, President, CETYS University, Mexico

Francisco Marmolejo, Lead Tertiary Education Specialist, The World Bank

In March 2014, marking its second year of cooperation with the ACE Center for Internationalization and Global Engagement (CIGE), a delegation from IAUP including IAUP President-Elect Toyoshi Satow, Chancellor of J.F. Oberlin University (Japan), IAUP North American Council Chair Don Betz, President of University of Central Oklahoma, IAUP Treasurer-Elect Ichiro Tanioka, President of Osaka University of Commerce (Japan), IAUP Secretary-General Jason Scorza, Vice Provost for International Education of Fairleigh Dickinson University (USA), and IAUP Secretary-General-Elect Alvaro Romo, Special Advisor to the President of Osaka University of Commerce, attended the Annual Meeting of the American Council on Education (ACE) in San Diego.

One highlight of the meeting was 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 explore past, present, and future academic relations between the two neighbors and economic partners. Co-Sponsored by IAUP and CIGE, the panel lineup also included IAUP Executive Committee Member Fernando Leon Garcia, 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).

In both 2013 and 2014, IAUP also sponsored the ACE International Welcome and Networking Reception. The International Networking Reception serves is a special welcome to international participants at ACE. IAUP, through its North American Council, 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.

9.5 European Council Conference in Batumi



More than thirty universities gathered in Batumi (Republic of Georgia) for an IAUP regional conference hosted by Caucasus University. From 25-27th of February 2012, Presidents, Rectors, Vice-Chancellors, and invited guests gathered for the IAUP (International Association of University Presidents) Europe conference hosted by Caucasus University and organized in cooperation with its close partners Upper Austria University of Applied Science and University of Finance and Administration in Czech Republic. More than 50 participants from various universities from Caucasus and Black Sea Region as well as from Europe, United States, Africa and the Middle East were present to

discuss the activities and services of IAUP.

The conference also was attended by the members of Georgian Government, Vice-Mayor of Batumi, Ms. Natia Surguladze and the Chairman of the Supreme Council of Adjara, Mr. Mikheil Makharadze. The event was opened by the Deputy Minister of Education and Science of Georgia, Mr. Nodar Surguladze, who gave a warm welcoming speech and also attended the conference for both days. The meeting gave an excellent opportunity to the universities to introduce their institutions, discuss the activities of IAUP, share their knowledge and achievements, and, of course, ample possibilities for networking and development of international collaborations between institutions.

It was also an honor to have Ms. Eka Tkeshelashvili, Vice Prime Minister of Georgia and State Minister for Reintegration presenting on the topic of United Nations Academic Impact principle 7: "To advance peace and conflict resolution through education." A special value was added by adoption of a resolution addressing UN Academic Impact principle 7, proposed by Prof. Giuli Alasania, Founder of University of Georgia and Vice-Rector of the International Black Sea University.

9.6 IAUP/UNAI Building Bridges Conference in Austria

Taking inspiration from the 2011 Triennial meeting, Dr. Gerald Reisinger, Chair of the IAUP Central European Council and President of the University of Applied Sciences, Upper Austria, organized and hosted a conference in support of the United Nations Academic Impact (UNAI) on the theme of "building bridges." IAUP has been involved with UNAI since its very beginning, helping to draft its charter and principles and becoming the first organization formally to join the initiative.

Convening in Linz, Austria, from November 19 to 21, 2012, the conference brought together national and international representatives from social institutions, aid organizations, universities, as well as other research institutions, to discuss the engagement of higher education in global concerns. The conference also helped

launch a campaign within IAUP to encourage the institutions of its members to join the UNAI.



Commemorating the second anniversary of the program, Mr. Ramu Damodaran, Chief of the UNAI, said:



“One thinks of bridges as structures towards a determined destination, but the beauty of scholarship and imagination lies in the possibilities of their construction without any necessary precision of where they will lead. The human intellect offers the stone and cement with which they can be built, human inspiration dares the dreaming of where they may end and human skill and ingenuity allow the charting of a course even after a journey has commenced. When work on the bridge to a safe, just and equitable world began with the creation of the United Nations in

1945, few could have envisioned the many directions to which it would lead. Whether in the eradication of smallpox, or enhanced capacity to withstand natural disaster, or securing the educational foundations to forestall genocide, the United Nations charted its often unexpected course. In this, the global academic community proved a staunch ally and, at times, leader and it is that reality that informed the creation of the United Nations Academic Impact.”

Featured speakers included:

Christiane Spiel, University of Vienna (AT)

Melanie Killen, University of Maryland (USA)

Tina Malti, University of Toronto

Clements Sedmak, University of London (UK)

Barbara Herzog Punzenberger, Austrian Federal Institute of Research in Education BIFIE (AT)

The conference discussions contained innovative and daring approaches about an improved intercultural dialogue and better understanding. The different interesting personalities from all over the world and the excellent scientific presentations made the conference to a unique hot spot.

Participants noted a growing trend towards more cultural tolerance and the necessity of an equal access to education. A higher standard of education leads to more emphasis on tolerance, multiculturalism and understanding between peoples all over the world. The conference in Linz was also a further step of the necessity of a high quality educational system that is just, fair and instills universal moral values as basis of intellectual development and understanding.

9.7 IAUP at the World Innovation Summit on Education (WISE) in Qatar

Members of the International Association of University Presidents (IAUP) played major roles in planning and presenting the 2010 World Innovation Summit for Education (WISE), and continued to contribute each year as part of an academic partners advisory group. Other members of the group included the Institute for International Education (IIE), the Association of Commonwealth Universities (ACU), the Agence Universitaire de la Francophonie (AUF), The Rand Corporation, and the United Nations Educational, Scientific and Cultural Organization (UNESCO), who helped conference organizers select conference themes, speakers, and invitees.



In 2011, IAUP Secretary-General Neal King chaired a WISE “debate” session focusing on the challenges of reforming large education

systems. King also held a press conference to announce the new IAUP/Microsoft Academic Summit initiative, along IAUP senior advisors Enan Galaly, Founder and Chairman of Helnan International Hotels, and Jim Ptaszynski, Senior Director at Microsoft, World Wide Higher Education. IAUP members Hamid Shirvani, president of California State University - Stanislaus, and Fernando Leon Garcia, president of CETYS in Mexico, conducted a workshop on the challenges of delivering on-line courses across cultural boundaries, along with IAUP Deputy Secretary-General Jason Scorza, and Khalid Al-Khathlan, Vice for Accreditation at King Saud University. IAUP presented a unique framework for cross-cultural transfer of on-line programs, in the workshop titled, “Innovations in Digital Didactics: Crossing Cultural Boundaries.”

At WISE 2012, the IAUP delegation was led by Barham Madain, Chair of the IAUP Board of Directors, Enan Galaly, Chair of the IAUP Board of Senior Advisors, and IAUP Treasurer Carmen Lamagna, who also conducted an informal information session for rectors and presidents attending the conference. According to Madain, “WISE meetings – I’ve attended two of the three that have taken place so far – have opened my mind to new ideas and practical projects... Participants take back those ideas and experiences to their own countries. As a result, changes do take place over time.”

As part of the official WISE 2013 program, the IAUP organized a session titled “Tertiary Education Leadership: Innovating into the Future”. The focus was university leaders (presidents, rectors, vice chancellors) highlighting opportunities and imperatives to create dynamic and enduring institutions serving emerging generations with innovation and adaptation at the heart of their success. The panelists featured innovation as the force that will allow tertiary education leaders to charter the path to the future of their institutions, taking into consideration current trends in higher education. After the panel presentations, participants had an opportunity to provide their own input and reactions on the topic. Panelists from IAUP included Dr. Elizabeth Davis-Russell, President of William VS Tubman University (Liberia); Dr. Jackie Scott-Jenkins, President of Wheelock College

(U.S.A.); Dr. Gerald Reisinger, President of Upper Austria University of Applied Sciences (Austria). The IAUP delegation was led by Dr. Toyoshi Satow, President-elect of IAUP. Dr. Toyoshi Satow gave opening and closing remarks in his role as President-elect, while Dr. Romo provided assistance as moderator/organizer of the session.

9.8 Zambia Regional Meeting

More than fifty delegates, including approximately twenty active and former vice chancellors, gathered in Livingston, Zambia, just a few miles away from the legendary Victoria Falls, from 3 to 5, April 2014.



Co-hosted by Professor Moses Musonda, Acting Vice Chancellor of the Zambian Open University (ZOU), and Prof. Stephen Simukanga, Vice Chancellor of University of Zambia, the theme of the conference was Innovative Approaches to Implementing the Right to Higher Education, while touching on a variety of related issues of broad interest to higher education systems in Africa and beyond.

According to Professor Dickson M. Mwansa, immediate past Vice Chancellor of ZOU and principal organizer of the meeting, the conference was envisaged to “provide an opportune platform for delegates to dialogue formally as well as informally over various issues on higher education in Africa and elsewhere.” Professor Mwansa also delivered the inaugural speech, while an official welcome was given by the Zambian Ministry of Education, represented by its Permanent Secretary, Dr. Patrick Nkanza.

The meeting in Zambia marked the second regional meeting in Sub-Saharan during the 2011-14 Triennial, representing a strong showing and increased interest in IAUP from that region.

9.9 IAUP at 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.

The highlight of the four-day meeting was a special President’s Roundtable convened in the Grand Peace Hall of Kyung Hee University (KHU). Following welcome remarks from Dr. Gordon Cheung, President of APAIE, the keynote speech was delivered by Dr. Inwon Choue,

President of Kyung Hee University and son of IAUP co-founder and KHU founder Young Seek Choue.



The theme selected by Dr. Choue for the occasion was, “Humanity and University: What Happened to the Golden Rule?” Challenging the assembled academic leaders to resist the pressures of competition and survival, Dr. Choue invited attendees to commit themselves to rediscovering the primal purpose of the university: “to reflect upon life and humanity.”

Dr. Choue said, “It is [a] worry that while the foundational value is withering, the University is becoming a reactive social institution that puts its survival as the priority. The rationale for survival and competition [can be] said to be corroding, or defaming the core of the University.”

“[This] might sound old-fashioned in today’s world. It does so because the center of gravity for the University is believed to have shifted towards the knowledge, technology and information that

modern society requires. But if the foundation of academe is [the understanding of] humanity, the questions for the University are still very much relevant and meaningful.”

Following the keynote speech, Dr. Scorza convened and facilitated a roundtable discussion of distinguished university presidents, including Dr. Flora Chia-I Chang of Tamkang University (Taiwan), Dr. Ki-Pung Yoo of Sogang University (Korea), Dr. Rajata Rajatanavin of Mahidol University (Thailand), Dr. Tom Apple of University of Hawaii at Manoa (USA), and Dr. Yong-Goo Lee of Chung Ang University (Korea).

The theme of the roundtable, “Towards Conscious Higher Education: Challenges, Opportunities and the Emerging Role of the University for the Global Agenda,” had been proposed by Dr. Stephen Yong-Seung Park, Dean of International Affairs at KHU, who organized the program. Participants touched on some of the challenges facing modern universities, including the pressures of competition, the false incentives provided by the ranking systems, and difficulty of balancing the professional preparation of students with the education of the whole person through the arts, humanities, and social engagement.



Scorza called upon attendees to contemplate the meaning of the roundtable’s theme “conscious higher education.” Scorza said, “By ‘conscious’ we must mean ‘self-aware.’ That is to say, aware of our own strengths, weaknesses, values, and prejudices. And we also must mean ‘mindful.’ That is to say, considerate of the impact our choices, policies, and practices have on others.”

9.10 IAUP at the European Women Rectors Conference

Organized by the European Women Rectors Platform and Istanbul Technical University, and co-sponsored by the International Association of University Presidents, the 4th European Women Rectors Conference was held in Istanbul on May 15-17, 2014.



At prior conferences, higher education leaders from Europe and beyond “shared experiences and developed new ideas to improve the conditions for women academics to remove the barriers of horizontal and vertical segregation.” The fourth conference focused, more specifically, on the importance and role of leadership in achieving the structural changes needed for gender equality in academia. The theme of the conference was “Beyond the glass ceiling: Women rectors across Europe – the role of leadership in structural changes”.



The conference was chaired by Gulsun Sağlamer, former rector of Istanbul Technical University (ITU) and member of the IAUP Executive Committee.

Featured speakers included:

Prof. Louise Morley, University of Sussex

Prof. Teresa Rees, Cardiff University

Prof. Liisa Husu, Örebro University

Saniye Gülser Corat; Director; Division for Gender Equality, UNESCO

Prof. Merja Makinen, Middlesex University

Prof. Fanny M.C. Cheung, The Chinese University of Hong Kong

9.11 IAUP at the Education for Global Citizenship Symposium, Puerto Rico

IAUP President and Sofia University (USA) President Dr. Neal King served as a keynote presenter at the Education for Global Citizenship Symposium (Simposio Educación para la Ciudadanía Global) held in San Juan, Puerto Rico.

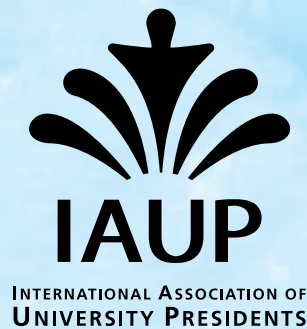
The symposium, held on March 20, 2013, was hosted by the Universidad del Turabo, San Juan, Puerto Rico and the Biblioteca Museo Gobernador Pedro Rosselló (BMGPR). The philosophy of the BMGPR is to organize conferences, symposiums, meetings and educational

gatherings in order to gain a deeper understanding of current issues that impact our modern society.



President King served as one of the keynote speakers, which also included: Ramu Damodaran of the United Nations Academic Impact Initiative (UNAI), Dan Mitchell of the CATO Institute, Francisco Oda Angel of Fundacion Ciudadania y Valores (FUNCIVA), Gibraltar, Spain, and Pedro Rossello, former Governor of Puerto Rico. King's presentation was titled, "Global Citizenship and Higher Education." King commented, "It is an honor to present with such a distinguished group of colleagues. This symposium is indicative of crucial conversations that need to happen globally. I am committed to continued participation in such conversations that are so important in higher education worldwide."

This particular symposium examined how globalization is transforming regular citizens of all countries and jurisdictions into global citizens; furthermore, the role that education plays in developing future generations into able and productive members of an internationally interdependent environment.



GABRIEL TUCKER BRIDGE, LIBERIA (1977 TRIENNIAL)

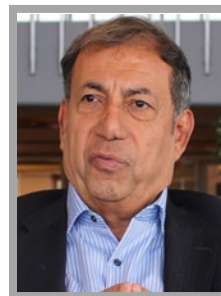
CHAPTER TEN

Recognition and Appreciation

10.1 Overview

Operating largely on a volunteer basis, the International Association of University Presidents depends upon its members to organize and host regional events, serve actively on working groups and commissions, and provide financial (through membership dues) and in-kind support for the organization. Among our membership, members of our Executive Committee and Council of Senior Advisors are particularly important for achieving the mission of IAUP. We are also fortunate to have been assisted, for the past three years, by dedicated staff based at the academic institutions of our three officers.

10.2 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.

Mr. Enan Galaly, Denmark

General Members

Mrs. Susan Adams, U.S.A.

Co-host of the IAUP XVI Triennial Conference in New York City, with her husband Dr. J. Michael Adams, Susan Adams has been actively 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, Susan Adams also took a prominent role in fundraising at Fairleigh Dickinson University.

Mr. Kenneth Brier, U.S.A.

Chairman and president, Seabord LCC and Seabord Holdings, Inc. A colonel in the U.S. Army Reserves, Brier received the Bronze Star Medal for service in Operation Desert Storm. He holds an M.P.A. from Harvard University and served in the office of the assistant secretary of defense at the Pentagon as a counterterrorism officer.

Dr. Mark P. Campbell, U.S.A.

Mark Campbell is president and CEO of Campbell Campaigns, LLC. He previously served as Vice President for the Council for Adult and Experiential Learning (CAEL), and as a high-level political strategist and national campaign consultant. He also has experience in the Academy as a Senior Vice-President of Government and Community Affairs.

Mr. Darryl Courtney-O'Connor, Australia

Executive Director & Founder, International College of Management, Sydney; Constellation Hotels Executive Chairman; former Executive Chairman of Touraust Corporation

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.

Mr. Ted A. Drauschak, U.S.A.

President Broadlands Financial Group, LLC, a global program and

construction risk management company specializing in renewable energy. He is a member of the American Society of Civil Engineers, the National Society of Professional Engineers, the Society of American Military Engineers, and the Urban Land Institute.

Dr. Allan E. 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.

Dr. Bill Graves, U.S.A.

Senior Vice President, Academic Strategy, Sungard Higher Education; professor emeritus of mathematics at the University of North Carolina at Chapel Hill (UNC); co-founding board member on the boards of the National Center for Academic Transformation and the Alliance for Higher Education Competitiveness.

Prof. Dr. Jan de Groof, Belgium

President of the "European Association for Education Law and Policy"; Professor at the College of Europe (Bruges, Belgium) and at the University of Tilburg (the Netherlands); Government Commissioner for Universities (Belgium, Flemish Community); UNESCO Chargé de Mission.

Mr. Mark W. Harris, U.S.A.

President & Chief Executive Officer, ELS Language Centers; 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.

Mr. Richard A. Hesel, U.S.A.

Senior Partner and Principal, Art & Science Group, LLC; President, North America Region, China America University-School Alliance (CAN-USA).

Dr. Se Ung Lee, Republic of Korea

Chairman and CEO, 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 early 1990s.

Prof. Dr. Ir. André Oosterlinck, Belgium

President-chairman University of Leuven Network (K.U.Leuven Association); Honorary rector K.U. Leuven; Past-Chairman of the Coimbra Group of universities (the 32 oldest universities in Europe); Dr. Oosterlinck has published more than 300 articles in scientific journals and proceedings, and possesses several patents.

Dr. James Garner Ptaszynski, U.S.A.

Senior Director, World Wide Higher Education, Microsoft Corporation; past Associate Dean at the Graduate School of Management at Wake Forest University; Ptaszynski has served on the U.S. Secretary of Education's Commission on the Future of Higher Education (Spellings Commission), the Middle East Institute for Higher Education as well as many other taskforces and as a trusted advisor to numerous educational organizations.

Dr. David F. Raney, U.S.A.

CEO, Nuventive; Dr. Raney had been involved in business creation since completing formal medical training. He has led large organizations, providing both operational and strategic leadership. Dr. Raney served in the leadership positions of both Chief Resident and Chief Fellow.

Dr. Jose Ramos-Horta, East Timor

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)

Dr. Shuzaburo Takeda, Japan

President of Takeda & Associates and Executive Director of The Business-University Forum of Japan since it was founded in 1992. He is also an advisor to the Office of the President as well as a Professor of Social System Intelligence Laboratory at Waseda University.

Ms. Pamela Tate, U.S.A.

President and CEO of the Council for Adult and Experiential Learning (CAEL). Some of her work at CAEL involves developing projects that addresses workforce shortages by partnering businesses, government, labor, and post secondary education.

H.E. Dr. João Sebastião Teta, Angola

State Secretary of Science and Technology of Angola; past Rector of the University Agostinho Neto, Angola; past President of the Association of Portuguese Language Universities (AULP).

10.3 Executive Committee



PAST OFFICERS

Dr. Pornchai Mongkhonvanit
— Thailand

IAUP President, 2005-2008
President, Siam University

Prof. Ingrid Moses — Australia
IAUP President, 2002-2005
Emeritus Chancellor, University of
Canberra

Dr. James McWha — Australia
IAUP Secretary-General, 2002-
2005
Emeritus Vice-Chancellor, The
University of Adelaide

Dr. Sven Caspersen — Denmark
IAUP President, 1999-2002
Chairman of the Board, Aalborg
University

Dr. Jef Van der Perre —
Belgium
IAUP Secretary-General, 1999-
2002
Flemish Inter-University Council

Donald Gerth — USA
IAUP President, 1996-1999
President Emeritus, California
State University

REGIONAL CHAIRS

Dr. Niaz Ahmad Akhtar —
Pakistan
Co-Chair, Sub-Continent Council
Rector, National Textile University

Professor Joshua Alabi —
Ghana
Chair, West Africa Council
Rector, Institute of Professional
Studies

Dr. Salah Aziz — Iraq
Co-Chair, Middle East Council
President, Komar University of
Science and Technology

Dr. Donald Betz — USA
Chair, North American Council
President, University of Central
Oklahoma

Dr. Carlos Felipe Escobar Roa —
Colombia
Chair, Andine Region
Past President, El Bosque
University

Dr. Fernando Leon Garcia —
Mexico
Co-Chair, Mexico/Central
American Region
President, CETYS Universidad
System

Dr. Ruben Hallu — Argentina
Chair, Southern Cone Region
(Argentina, Chile, Uruguay and
Paraguay)
Rector, Universidad de Buenos
Aires

Dr. Young-Gil Kim — Korea
Chair, Korean Peninsula Council
President, Handong Global
University

Dr. Yuangong Lou — P. R. China
Chair, Northeast Asia Council
President, Henan University

Dr. Vladimir V. Miklushevsky —
Russia
Chair, Eastern Russia Council
President, Far Eastern Federal
University

Professor M Alimillah Miyan —
Bangladesh
Chair, South Asia Council
Vice Chancellor, International
University of Business,
Agriculture and Technology

Professor Errol Morrison —
Jamaica
Chair, Caribbean Region
President, University of
Technology

Professor Thandwa Zizwe
Mthembu — South Africa
Chair, Sub-Saharan Africa
Council
Vice-Chancellor and Principal,
Central University of Technology,
Free State [CUT]

Dr. Jaafar Khalid Naciri —
Morocco
Chair, North Africa Council
President, Université Hassan II –
Casablanca

Dr. Gerald Reisinger — Austria
Chair, Central European Council
President, FH OÖ Management
GmbH
Upper Austria University of
Applied Sciences

Dr. Antonio Leaño Reyes —
Mexico
Co-Chair Mexico/Central
American Region
Rector, Universidad Autónoma
de Guadalajara (UAG)

Dr. Bohuslava Šenkýřová —
Czech Republic
Chair, Eastern European Council
Rector, University of Finance &
Administration

Dr. Kakha Shengelia — Georgia
Chair, South-Eastern Europe &
Caucasus Council
President, Caucasus University

Dr. Amarjit Singh — India
Co-Chair, Sub-Continent Council
CEO, RKDF Group of Educational
Institutes

Dr. Eda de Souza — Brazil
Chair, Brazilian Region
President, Instituto de Educação
Superior de Brasília

Dr. Janjira Wongkhomthong —
Thailand
Chair, South East Asian Council
President, Christian University

GENERAL MEMBERS

Dr. Mohammed Barkaoui —
Morocco
Past President, Université
Hassan II – Casablanca

Dr. Shawn Chen — P. R. China
President, Sias International
University

Dr. Constantine W. Curris —
USA

Past President of the AASCU

Dr. Elizabeth Davis-Russell —
Republic of Liberia
President, William WVS Tubman
University

Dr. J. Colin Dodds — Canada
President & Vice Chancellor,
Saint Mary's University

Professor Fernando Galvan –
Spain
Rector, Universidad de Alcala

Dr. Glenn A. Goerke – USA
President, Institute for Higher
Education, University of Houston

Dr. Paul W. Gooch — Canada
President & Vice-Chancellor,
Victoria University in the
University of Toronto

Dr. Edward Lee Gorsuch — USA
President, City University of
Seattle

Dr. Joseph Jabbra — Lebanon
President, Lebanese American
University

Dr. Jackie Jenkins-Scott — USA
President, Wheelock College

Dr. Henrik Toft Jensen —
Denmark
Past Rector, Roskilde University

Dr. Tayeb A. Kamali — UAE
Vice Chancellor, Higher Colleges
of Technology

Dr. Keith Miller — USA
President, Virginia State
University

Dr. Dickson Mwansa — Zambia
Vice Chancellor, Zambia Open
University

Felice Nudelman — USA
Chancellor, Antioch University

Sister Francesca Onley — USA
President, Holy Family University

Rev. Dr. Katherine Ragsdale — USA
President and Dean, Episcopal Divinity School

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Past President, Western Connecticut State University

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President, University of New Mexico

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President, Adelphi University

Dr. Hamid Shirvani — USA
President, California State University, Stanislaus

Dr. Molly Easo Smith — USA
Past President, Manhattanville College

Dr. David Strangway — Canada
Founder and Past President of Quest University

Dr. Heinrich Stremitzer — Austria
Past Rector, Vienna University of Economics and Business

Mr. Tatsuro Tanioka — Japan
Vice President of International Outreach, Osaka University of Commerce

10.4 Support Staff



Mr. Ling Lam, MA/MS
Deputy Secretary General

Ling Lam is an executive core faculty member at Sofia University and founding director of the hybrid: face-to-face/online M.A. in Counseling Psychology program.



Ms. Farhana Sabeth, MBA
Assistant to the Treasurer

With an MBA from American International University-Bangladesh (AIUB), Farhana Sabeth serves as an administrator in the Office of the Vice Chancellor at AIUB.



Ms. Tiara-Sufina Azly, MBA
Assistant to the Secretary-General

With a BA in International Studies and an MBA from Fairleigh Dickinson University, Tiara-Sufina Azly works as an NGO Specialist in the FDU Office of International Education.



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

BRIDGE OF SIGHS, UNITED KINGDOM (1965 TRIENNIAL)

Afterword



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.

PHOTO CREDITS: HWEI FUNG, HAZEL

Now, five decades years later, we invite you to join in a celebration of this founding moment. From 17 May to 20 May 2015, the IAUP will meet in Oxford and Wroxton, UK, the locations of the very first IAUP Triennial meeting.

There, we will celebrate the work of our five founders -- Dr. Peter Samartino of Fairleigh Dickinson University (USA), Dr. Young Seek Choue of Kyung Hee University (Korea), Dr. Rocheforte Weeks of the University of Liberia, Dr. Jaime Benitez of the University of Puerto Rico, and Mr. Carlos Romulo of the University of Philippines. We also will reflect upon the past fifty years of service by IAUP to global higher education, as we simultaneously look ahead to the next fifty years of global higher education.

Please save the dates and visit <http://iaup.org> for more information.



809 United Nations Plaza,
New York, NY 10017-3580

www.iaup.org