

The American University in Cairo
2008 AAICU MEETING

MINUTES

April 11 – 12, 2008
Semiramis InterContinental Hotel

AAICU Business Meeting: Consideration of New Members

Friday April 11, 2008, 12:00 noon - 1:30 pm

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents

Rapporteurs: Gaetan Damberg-Ott and Peter Wieben

Richard Jackson, President of the AAICU, expressed appreciation to the hosts for the visit to AUC's New Campus. Afterwards, he guided the consideration of three new candidates for membership: The American University in Kosovo and Al Akhawayn University in Ifrane for affiliate status and Central European University for regular membership. (It was noted that Central European University was unable to send a representative due to accreditation obligations.)

1. Presentation of the American University in Kosovo – David Huwiler

Dr. Huwiler stated that AUK was founded in 2003 and has accreditation through RIT. It currently offers an Associate Bachelor degree and one Master's degree. The university is applying for accreditation through Middle States (for this reason it does not qualify for full member status). It is not for profit and has an American-style curriculum. The committee agreed unanimously that they should be recommended for Associate membership.

VOTE by regular members on admission with 3 year probationary period.

VOTE passed by a simple majority.

2. Presentation of Al Akhawayn University in Ifrane – Joseph Jabbra

The university was established in 1993, with its first students admitted in 1995. It currently enrolls 1300 students in 6-7 undergraduate programs and 9 graduate programs. It has an American university mentality, and 3 religions coexist in harmony. It was established through a joint venture between the King of Morocco and the King of Saudi Arabia. The university is currently in the process of asking for accreditation status.

VOTE by members for affiliate status.

Affiliate status approved unanimously.

3. Central European University – Presentation by Jack Bailey

The AAICU Bylaws and Membership Committee has unanimously recommended membership. The university, located in Budapest, Hungary, was founded in 1991. It is accredited by Middle States and in Hungary.

VOTE on full membership application.
Membership approved unanimously.

Richard Jackson extended congratulations to all new members. He discussed the importance of the 5 committees that were formed the previous year in London. He added that it was a mistake to restrict committee membership to regular members, and hoped that everyone would attend the meetings on Saturday. He asked the Strategic Communications committee to draft a “Cairo Declaration” that would increase the visibility of the organization within the United States.

Forum: Community Outreach and Social Responsibility

Friday April 11, 2008, 2:30 - 3:30 pm

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents (Please see attached list), and Dr. Barbara Ibrahim and Ms. Dina Sherif
Rapporteurs: Fauzia Dawood and Kristina Hallez

David Arnold, President of the American University in Cairo, welcomed guests and introduced speakers. Barbara Ibrahim, Director of AUC’s Gerhart Center for Philanthropy and Civic Engagement, gave an introduction and acted as moderator for the event.

Center for Civic Engagement and Community Service Presentation – John Waterbury

- Discussed AUB’s un-structured history of civic engagement and involvement in relief efforts that address local and international disasters.
- Would like non-obligatory AUB community service to be a part of the curriculum.
- Future challenges will include maintaining AUB’s standards as a secular institution within a highly sectarian state.

AUC Gerhart Center Presentation – Barbara Ibrahim

- Emphasized bringing together civic engagement and campus activities into curriculum.

Community Based Learning Presentation and Civic Engagement – Dina Sherif

- Community Based Learning (Service Learning) is intended to incorporate service into academia and making it a proactive, not reactive, process.
- Discussed AUC’s incorporation of CBL in over 25 classes, goal to have one CBL course in each department, launch of AUC Literacy Program and Student Leaders for Service. Introduced the Gerhart Center’s partnership with the Social Research Center and the Ministry of Social Solidarity, in enhancing poverty research in society.

Talloires Declaration – David Arnold

- Introduced the 2005 statement by 29 university presidents concerning the civic role and responsibilities of universities and the recognition of service learning as a part of a university’s mission.
- Emphasized institutional self assessment and the possibility of selecting a theme for AAICU to focus on (such as literacy, the current global project of the Talloires Network) that affects all members. Community service can help to battle the great anti-American sentiment around the world.

A discussion session was held with prompts from Dr. Barbara Ibrahim: How do you structure on engagement in community service effectively as a guest in another country? How does faculty

deal with CBL, etc.? Do you have experiences that speak to them?

Presidents' Business Meeting

Friday April 11, 2008, 3:30 - 5:30 pm

Venue: Teeba Ballroom

Participants: AAICU presidents

Rapporteurs: Kelsey Norman and Celia Smalls

Mr. Richard Jackson requested that Dr. Erik O. Nielsen present the Report of the Treasurer. The following information was shared:

- Presently the AAICU account is in Massachusetts with Sovereign Bank. Should it be kept there or moved to an account in Switzerland?
- The account's current balance is \$14,598.11. This past year \$6,100 was garnered through revenue, \$4,857 was used for expenses and \$2,666 was used for website fees.

Mr. Jackson highlighted the issues to be discussed during the meeting. They include:

- The Cairo Declaration
- Whether membership fees should be increased
- AAICU's grant-writing capacity
- Whether AAICU should build a lobbying capacity in Washington
- A possible partnership with CCIU, the Coordinating Council for International Universities
- Dates for next year's meeting along with potential dates for a sports tournament

Mr. Jackson then called for other issues to be raised by members. Issues discussed include:

- The education summit in Washington at the end of this month. Five AAICU institutions will be attending
- AAICU's relationship with AMICAL

Mr. Jackson commented that there are two major avenues by which AAICU can proceed. Firstly, AAICU could maintain its separate relationship, or secondly, a sort of merger could take place whereby AMICAL and AAICU could meet several times a year and work together.

Two other issues were then discussed:

- AAICU should investigate several grant-writing agencies, choose the one that best meets AAICU's needs and then employ a part-time employee to lead AAICU forward. A comment noted that AAICU is not actually a non-profit in the US which may affect its ability to receive grant funding directly.
- Whether there should be an AAICU focus at the Global Education conference in Washington next month. It was agreed that AAICU should hold a conference in Washington in the future but that it will not be able to do so next month. Mr. David Arnold was asked by Mr. Jackson to help organize such a conference in collaboration with his colleagues.

Next year's AAICU conference will be held in Armenia. It was agreed that May is the best time of year although there may be a conflict with some institutions' commencement ceremonies in late May. Potential dates will be circulated by email (Note: May 22-25, 2009 was agreed on). The proposal for a sports tournament will be postponed until next year.

There was a consensus that membership fees should be raised. Mr. Jackson asked that Dr. Nielsen create a proposal requesting a raise in dues as well as an initiation fee for new members with a scale based on enrollment. Dues should be raised to an amount between \$500 and \$1500 depending on enrollment. A vote was scheduled to be held during the meeting on Friday.

Chief Academic Officers' Business Meeting

Friday April 11, 2008, 3:30 - 5:30 pm

Venue: Babylon Room

Participants: AAICU Chief Academic Officers

Rapporteurs: Kristina Hallez and Scott Nelson

Possible topic mentioned for April 12 meeting:

- Study abroad
- Faculty exchanges – hosting faculty between institutions
- This group could serve as an advisory board (with regards to AMICAL)
- Visiting summer programs – students and faculty from one institution will go to another campus and host a course that students from that campus can attend as well as outside students
- Joint grantsmanship – what would be there that would lend itself to this kind of activity??
- Student conferences – most schools have student conferences (with invitee students from other universities), particularly model UN or Model Arab League
- Institutional research and benchmarking – assessment (peer comparisons), might make more sense between members of AAICU
- Co-sponsorship of conferences or courses (team-taught courses, operating at more than one campus), video-conferencing and web-based supplementation
- Assessment of General Education Outcomes – would be helpful for institutions approaching accreditation

Outcomes included the creation of a listserv for chief academic officers (names and email addresses were collected). Emphasis on being strategic about picking topics on which to focus, to make the most of annual meetings. Decision to discuss *Academic Integrity*, *AMICAL-AAICU relationship* and *Self-Assessment* during the Meeting of the Academic and Inter-Institutional Cooperation Committee.

Concurrent Meetings of AAICU Committees

Saturday April 12, 2008, 9:00 – 11:00 am

1. By-Laws and Membership Committee

Venue: Babylon Room 1

Participants: John S. Bailey, David Huwiler, Joseph Jabbra, Richard Jackson

Rapporteur: Gaetan Damberg-Ott

Richard Jackson opened the meeting by discussing by-law issues. These included:

1. Moving associate and observer categories to affiliate without right to vote, without use of logo
2. Strengthen membership criteria, being member in resident country not enough (Letter from lawyer 9.11)

- A revision would provide more stringent criteria. “Free-standing” is unclear.
- A name change would require registering with MA. Revision will also require

compliance with current by-laws

Comments included:

- Agreement that “free-standing” is an unclear term
- Name is retained, and this should be registered with the MA charter organization

Following the comments, there was a discussion of the following topics:

- This is pro-bono work by the lawyer, should AAICU have counsel?
- Do we want to come up with a clause on condemnation and indemnation?

The classification “associate” is preferred to “affiliate” in terms of members without full membership privileges. Two different categories confuse the issue and it is better to simplify it by having only “associate members.”

Richard Jackson then stated that in Article 2 the “regular member” status is intended to be open to institutions outside the United States. He stated that this would be a useful clarification, because theoretically anyone could apply the way this is currently written. The following additional issues were discussed:

- Article 2, bottom page one: each case of “affiliates” it would be replaced by “associate members”
- Add “outside the United States”
- Clarification of the voting procedure, which seemed vague to some: “in this document when vote specified it may be executed by fax, letter, email or at appropriate meeting.”

It was decided that the changes to the by-laws amendment, Article 9 would be put to a vote in Yerevan, with a 2/3 majority needed to accept the changes to the by-laws.

It was also decided that: The wording of Article 2, Affiliate Point 4 is unclear, and it was suggested to rephrase as: “or as an alternative to the three suggestions above.”

Provision 5 might be reworded for clarification.

The wording at the beginning of Article 2, with regard to regular membership, was changed to: “New candidates for regular membership.”

A membership discussion was held, which included the following topics:

- Membership limited to universities outside the US that have an American-style of teaching
- The declaration needs to make it very clear that we have both associates and full members and that the Association will represent the interests of both groups.
- Discussion of inviting candidate institutions “in person” to field questions regarding membership application or having teleconferences. The issue of embarrassment over not including an institution after representatives travel to the conference was addressed.
- Concerns about AUK’s non-profit status and charter were raised in connection with AMICAL.

2. Marketing Committee

Venue: Babylon Room 2

Participants: Chris Hall, Ellen Hurwitz, Richard Jackson, Nanci Martin, Don Ross, Peter Heath
Rapporteur: Peter Wieben

Ellen Hurwitz opened the meeting and stated its purpose was to discuss marketing in the venues

of the website, publications, logo use, and AAICU's role in Washington. She noted that it would be important to decide how to discuss issues between meetings and promote the AAICU's primary mission to defend the brand of American higher education abroad.

Discussion of threats to the brand (and opportunities for the brand):

1. Takeovers (from larger institutions)
2. Bad Schools (degree mills)
3. Proprietaries
4. Branches (American universities with branches abroad)

Discussion of two questions to be brought to the larger committee:

1. How can we promote logo use?
 - Issues are raised concerning the use of AAICU logo on publications, websites, etc, due to concerns over brand confusion.
 - Possible solution is to include the logo on a special portion of each institution's website, perhaps under the heading of "Partnerships"
2. How can we strengthen our web presence?
 - More constant updates are needed
 - To achieve this, the updating process must be streamlined and simplified
 - There should be an employee of AAICU to manage and maintain the website.

OUTCOMES:

Mission Statement: *"AAICU is a leadership organization of American international universities, whose members provide responsible delivery and quality assurance of American higher education outside the United States"*

Target Audiences:

- Opinion Leaders in government and other funding sources in DC, and other political centers
- Recruitment vehicles for study abroad organizations (universities)
- US based universities (for partnership opportunities)

Coordination and Leadership:

- One person to serve as a part-time executive director. This person coordinates the web presence and wider marketing initiatives, as well as overseeing grant writing and other communication
- Each organization must update its institutional page, and everything else should go to Lena Markoudi: "mailto:elmar@act.edu"
- Lobbyist presence for AAICU
- Recommendation to post AAICU Logo on institutional websites and publications

3. Strategic Planning and Institutional Communications Committee

Venue: Babylon Room 3

*Participants: David Arnold, Paul Haidostian, Franco Pavoncello (Chairman), John Waterbury
Rapporteur: Scott Nelson*

The committee covered a range of issues concerning their role, activities to promote AAICU and the Cairo Declaration.

- After a several different proposals and discussion the name of the committee was changed to “The Committee of Strategies and Programs.”
- The change in the name symbolized a desire to shift the purpose of the committee from sharing experiences to action. The committee members acknowledged that the organization was changing and that they needed to be more active in advancing AAICU and their institutions.
- Several roles were discussed for the committee. One suggested role was to develop programs and serious work sessions for the next annual meeting. Another, to help determine how to regulate new members and the criteria they were evaluated by. However, the main focus for future efforts was on lobbying in DC on behalf of AAICU and member institutions for more federal support.
- After much discussion the idea of a trip to DC in the fall of 2010 was agreed upon to raise the AAICU profile with the new US administration. It was suggested that the targets of this lobbying effort would be to increasing funding for Pell Grants and to change the policies of NIH and NSF that discriminate against granting research funding to American style universities abroad. It was also agreed that well connected trustees from member universities should attend this trip to enhance AAICU’s voice and message.
- The lobbying trip to DC is just part of an effort to increase the public recognition of AAICU and a start to this committee’s role as an advocate for member institutions.
- Towards the end of the committee meeting the Marketing Committee sent in two representatives to share their work on a Mission Statement, a brief description of AAICU, who it represents and its purpose. (*Please see mission statement in Marketing Committee minutes*)
- The role of the Cairo Declaration was discussed. It was seen as a potentially inspirational text to be put on AAICU’s website and to be disseminated as part of the advocacy and publicity campaigns.

4. Accreditation Committee Meeting

Venue: Osiris Room

Participants: Barbara Britingham, Andrea Leskes, Jean Morse, Erik O. Nielsen, Winfred Thompson

Rapporteur: Kelsey Norman

Dr. Leskes reported that the committee has had a productive year with the assessment workshop and the drafting of the letter to C-RAC. Dr. Leskes hopes to discuss where AAICU should head. One proposal is offering to share information with accrediting bodies who are preparing to visit international campuses.

Ms. Morse led a discussion of the following challenges faced by organizations that accredit international institutions:

- Documents necessary for the visiting team not yet translated into English.
- Visiting institutions whose students do not speak English.
- Governments who do not support freedom of speech on university campuses as it is defined by U.S. standards.
- Governments imposing on or banning student affairs groups.
- Difficulties in encouraging assessment practices.
- Academic and institutional integrity.

A discussion ensued regarding issues of accreditation and AAICU’s role in the future. Topics

discussed include:

- The possibility of a different accreditation category for international campuses.
- The expectations of US accrediting bodies.
- The extent to which board members of US accrediting bodies possess international experience.
- Whether AAICU should make presentations to US accrediting bodies.
- Changes in finances affecting international institutions due to currency exchange fluctuations and the ways in which US accrediting bodies handle such changes.
- Whether AAICU should take on a 'quality assurance' role and whether it should allow universities that are in the early stages of development to become members.
- Increasing the consistency of international accreditation.
- The current standards required for entering AAICU and whether they should be raised.
- Whether AAICU should continue to invite potential members to AAICU meetings if it poses a conflict of interest.

It was agreed that the issue of AAICU's role as a quality assurance body should be discussed. Dr. Leskes asked Dr. Nielson to kindly write down some thoughts about AAICU's role as a quality assurance body as well as its role as a mentor to other institutions which are aiming to meet AAICU's standards.

The committee agreed to present the board with the following update:

- What has been accomplished by the committee during the past year.
- The challenges faced by accrediting institutions internationally.
- What direction AAICU should take in regard to quality assurance and mentorship.

5. Academic and Inter-Institutional Cooperation Committee Meeting

Venue: Osiris Room

Participants: Lucig Danielian, Ellen Hurwitz, Athanios Moulakis, Franco Pavoncello, Abdallah Sfeir, Tim Sullivan, Jean Morse and Barbara Brittingham

Rapporteur: Kristina Hallez

Tim Sullivan thanked attendees and looked forward to a productive meeting. He introduced the panel members, Jean A. Morse and Barbara Brittingham.

Ms. Morse presented an overview of the accreditation process. The discussion included the history and current state of accreditation, types of evaluators, who can serve as an evaluator, what you get as an evaluator, the Standards, and follow-up actions. A question and answer Session followed the presentation.

Ms. Morse and Dr. Brittingham invited all participants to share their own experiences during reaccreditation visits and called on certain representatives to discuss specific issues based on their expertise. Issues discussed included:

- The importance of preparation on both ends, internally and externally.
- Ensuring the visiting team that the school is still an American university existing within a different culture.
- The importance of having the visiting team read the self-study both sympathetically and critically prior to the visit.
- The importance of a strong chair who is familiar with the report in its entirety.
- The importance of the visiting team determining whether the board truly understands the

university's mission and whether their vision for the institution matches that of the administrators.

Ms. Morse referred those present to the 'team visit' handbook. On page 26 and 27, there is a check list for visiting team chairs on guidelines governing preparation for visits as well as requirements once the visit is complete. On page 41 and 42, there is also a template for the report on each standard. Ms. Morse then gave a presentation on the 'Focus of the Visit' which outlined the types of self-studies, the key standards and the institutional history and expectations.

She noted that during the visit, commission activities include a standards review, public disclosure of accreditation process, workshops with institutions, regional meetings, a new website, expanded information for the public.

Ms. Morse outlined the procedures which follow a team visit. They include:

- Completion of the Report (A Template can be found on pages 41-48)
- Commission Action (Including the Chair's report at the Evaluation Committee meeting)

Dr. Brittingham discussed the completion of the report in further detail, including accreditation as 'data reduction,' the characteristics of a good report, completing the report, making the report into a full draft, sending the report to the team and the Commission staff, sending the report to the institution to check for factual errors, and sending confidential recommendations to the Commission.

Dr. Barbara Brittingham then discussed institutional assessment and the need for accreditation to guarantee academic standards. A question and answer session followed, and the topics discussed included:

- Accreditation as a preventative measure
- Other countries have learning goals and standards; coordinating effort of standards and evaluation
- Levels of assessment include: classroom, effective teaching practices, professors, etc.
- Finding comparable "peers" to compare
- How to attract teachers into accreditation coordination
- How not to detract teachers from research goals and how to incorporate their goals into accreditation goals
 - Universities should look at handbook for tips and goals on how to attract teachers
- Public disclosure is a must; all information will be disclosed on the websites of accreditation institutions (mission, student body, program, resources, services, opportunities, cost, results)

Special Topic Session

Ms. Morse led a special topic session on 'Related Educational Activities' or standard thirteen. The re-accreditation visiting teams are concerned with ensuring that branch campuses, additional locations, and other instructional sites (including study abroad) are of the same quality as their home institutions. Ms. Morse commented that it is protocol to threaten that institutional accreditation is at stake if a branch location does not match institutional standards. Issues raised during this discussion included:

- Whether a short visit to a branch location will allow the visiting team to gauge its successes and failures.
- The ability of branch locations abroad to provide the quality of student life on American campuses.

- Whether visiting teams are able to determine if the university is having an impact on its surrounding environment.
- The practicality of having American accreditors accredit every American institution around the world.
- Student achievement, E forms, S forms and other methods of measuring student success.

Both Ms. Morse and Dr. Brittingham asked all participants to feel free to contact them at any time. Comments were made restating the importance of American accreditation at a time when international educational opportunities are rapidly increasing.

Reports from Committees

Saturday, April 12, 2008, 11:15 am - 12:15 pm

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents and others as invited

Rapporteur: Gaetan Damberg-Ott and Kristina Hallez

Bylaws and Membership Committee – Richard Jackson

- A more complete membership when we get to the end of the meeting.
- Call to pool our intelligence on potential candidates who would be an enhancement (possibly including the the two accreditation agencies, i.e.).

Committee on Strategies and Programs – Franco Pavoncello

- Decision to rename the committee approved.
- Decision to issue a declaration of shared values and aspirations (to be drafted by Dr. Moulakis) based on a document circulated before the meeting. Declaration could be presented late October / early November 2009.
- Support for further involvement in setting agendas for the various meetings, presidents should be involved in the committee.
- Support for the involvement of specific trustees in various institutions in advocacy and lobbying.
- Suggestion that certain issues of programs and funding and grants ought to remain the focus of AAICU (Pell grant, etc.).

Committee on Marketing – Ellen Hurwitz

- Circulation of draft of AAICU mission and a call for input from members.
- Definition of target audiences into three categories: Opinion Leaders in government and foundation world (based in Washington D.C. and elsewhere), Recruitment Agencies and Vehicles for Study Abroad, and Partner U.S. Organizations.
- Discussion around the methodology of delivering messages: support for the increased use of the AAICU logo as a form of identity sharing and input concerning improvement of material online (Lena Markoudi at American University at Thessaloniki can handle these materials).

Committee on Accreditation – Andrea Leskes

- Call for more committee members.
- Necessity of updating the portion on accreditation on the AAICU website.
- Decision to collectively clarify how accreditation standards apply to institutions abroad. Ms. Morse will follow up and circulate documents among the committee then share with the group.

- Possibility of AAICU representation at a C-RAC meeting and call for increased meetings and standardization among accreditors.
- Discussion concerning AAICU as a quality control vehicle and mentor, Dr. Nielsen will compile thoughts and circulate.
- Bylaw issues: need to specify the issue of quality and flexibility of interpretation.
- Possibility of accreditors meeting with campuses they accredit.
- Discussion regarding the AAICU mission within the context of AMICAL.
- Discussion around the possibility of granting Emeritus status to former presidents, deans, etc. (limited term, fee applicable). Suggested that each organization may submit nominees for Emeritus status and a larger group decides.

Committee on Academic and Inter-Institutional Cooperation – Tim Sullivan

- Decision to rename the committee approved.
- Decision to focus on issues in a strategic manner and plan in advance.
- Establishment of a listserv to circulate questions and create a forum for planning.
- Discussion around academic integrity: an issue of common concern, role of technology, prevalence of integrity issues being unevenly distributed – business and engineering.
- Discussion around AAICU-AMICAL relationship: possibility of coordinating overlap day (title: The Role of the 21st Century Library in Student-Centered Learning) facilitated by presenters between annual AAICU and AMICAL meetings.
- Decision that Chief Academic Officer’s Meeting could focus on assessment of student learning and that AMICAL approach the Mellon Foundation for interim meeting funding.
- Discussion around individual institutions’ experiences with an honor code: Dr. Sullivan shared information about AUC’s survey on Academic Integrity and penalties for cheating; Dr. Danielian supported everyone having a stake in feeling like part of the process; Dr. Sfeir emphasized that no culture condones cheating.

Lunch and Keynote Address by Dr. Larry Diamond, Distinguished Visiting Professor

The Spirit of Democracy: Can the Whole World Become Democratic?

Saturday, April 12, 2008, 12:15 - 2:00 pm

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents and others as invited

Rapporteur: Fauzia Dawood

A departure gift was presented to Winfred Thompson.

David Arnold introduced the keynote speaker, Dr. Larry Diamond of the Hoover Institution. He stated that Dr. Diamond is a renowned scholar on democracy and development. He added that Dr. Diamond joined the Hoover Institution in 1985 and has published in Foreign Affairs magazine.

Dr. Diamond discussed the following:

- The progress of countries from authoritarian governments, etc. to democracies since the 1970s (“The Democratic Boom”)
- A note on why Middle East countries have not adapted to democracy as easily as other countries
 - Does Islam have an effect on the success of democracies? No; Dr. Diamond cites various Muslim countries (non Middle Eastern) that have at least attempted democracy (Senegal, Mali, Indonesia)

- 2007 was the worst year for democracies with the price of oil increasing; 23% of global nations derive their earnings from oil and gas
 - Russia, Nigeria, Venezuela were democracies, but since the introduction of oil into their economies the level of democracy has fallen
- People see democracy as working against them, which works against democracy
- Why democracy is in danger?
 1. Weak Rule of Law
 - Corruption
 - Abuse of power
 - Abuse of independent rights, impunity
 - Violence, criminality, lawlessness
 2. Poor Education of Performance
 - Inequality, injustice, poverty
 3. Ethnic and religious divisions
 4. Weak and ineffective politician institutions
 5. Weak constraints on authoritarian leaders (civil society, international actors)

A Question and Answer Session Followed. Topics Discussed were:

- Has the Patriot Act eroded democracy in the United States?
- Are there global responsibilities for the success of democracy in various states?
- Is oil the enemy of democracies?
- Types of education and their effects on governments in various countries.
- Valid measures of democracy; what is democracy; how can democracy be taught?
- Rule of law versus democracy...what comes first?
- If China becomes a world power, how will that change the course of democracy?

Panel: Structuring an AAICU – AMICAL Relationship

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents and others as invited

Rapporteur: Fauzia Dawood

Richard Jackson called the panel to order and moderated the discussion on the following topics:

- The increasing overlap of AAICU and AMICAL; should the two be linked?
- The importance of appreciating AMICAL and using its strengths (libraries and IT networks)
- AAICU and AMICAL should fully harmonize membership requirements
- Affiliate membership for all AAICU members that are not AMICAL members
- AMICAL and AAICU *should* join forces for more political power and thrust

A Question and Answer Session Followed. Topics Discussed Included:

- Roadblocks to a successful AMICAL-AAICU partnership
- Partnership should be discussed in Dean's meeting
- How much overlap should there be? Where should the overlap lie? Etc.

Wrap-up Session

Venue: Teeba Ballroom

Participants: AAICU Chief Academic Officers and Presidents and others as invited

Rapporteur: Gaetan Damberg-Ott

The following motions were raised and passed:

1. Instituting AAICU application fee of USD 350
2. Increasing associate fee to USD 400

Other issues raised included:

- AMICAL and grants
- Formalizing a grant writing process.
- The lobbying capacity, back-up support, etc. involved in grant writing process.
- The Cairo Declaration was introduced. It asserted that institutions present are America's most representative organizations throughout the world; thus, they are deserving of both public and private funding for this endeavor. Institutions urge US organizations and corporations to bolster their support for American institutions abroad.
 - Some concerns/issues over Cairo Declaration were raised:
 - Use of the word "diplomatic" in the document
 - Document is too internally focused
 - The document does not capture the impressive nature of these institutions
 - Length is good; short and sweet
 - Logo should be added so it can be circulated worldwide
 - A few people could meet after meeting and go over editing and changes to Declaration
 - Document can be sent out electronically for people to add changes, comments, corrections, etc.

Vote to accept the current by-laws for the following year.