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**AUCC Partnership Grant (1996-1997)  
Final Narrative Report  
on Activities**

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The following report details key activities undertaken by AUCC between June 1996 and June 1997 with support from IDRC's AUCC Partnership Grant (Central File: 02621/95-0806).

These activities, to which AUCC and CIDA also contribute, have the overall goal of enhancing the role of North-South collaboration in Canadian universities. Specific initiatives for the June 1996 - June 1997 period are listed under the relevant objective, with each objective having an important role to play in achieving this goal.

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**1) Promoting institutional commitment to internationalization, with emphasis on the role of North-South collaboration**

*Book on Canadian Universities' Internationalization*

In 1995-96, AUCC, IDRC and CIDA began collaborating to produce a book on the internationalization efforts of Canadian universities. This initiative progressed in 1996-97 to the point where co-editors, Jean-Pierre Lemasson and Sheryl Bond, were selected by the AUCC-CIDA-IDRC steering committee. An editorial board was established. A draft introduction and conceptual framework for the book was developed by the co-editors and circulated to editorial board members for comment. They were also asked for the names of possible contributors to this major work. The book, to be published in 1997-98, will be a history of internationalization at Canadian universities and a collection of insights on what has been learned from university North-South partnerships and the internationalization process. It will point to emerging issues and propose means for pursuing internationalization in the coming decade.

*Scotiabank-AUCC Awards for Excellence in Internationalization*

In April 1996, AUCC secured Scotiabank sponsorship for three years for this awards program. Last fall, the first competition for the awards was launched. Forty-nine proposals were received for the five categories mentioned below. A selection panel comprised of George Pedersen, former president of the University of Western Ontario, Warren Jestin, Senior Vice-President and Chief Economist of Scotiabank, the Honourable Raynell Andreychuk, Senator, Grace White, President of CanJam Trading Ltd., Pierre Van Der Donckt, Executive Director of the Inter-American Organization for Higher Education, the Honourable Bill Winegard, and

Bernard Lamarre, Advisor to SNC Lavalin. The panel selected six winners for the five categories:

- student participation - École des Hautes Études Commerciales
- international partnerships - University of British Columbia
- university-private sector partnerships - York University
- curriculum change - University of Waterloo and École de technologie supérieure
- resources for internationalization - Simon Fraser University

All proposals were written up in a booklet called, "*Toward a more global campus*" (available upon request) that was distributed to university presidents and ILOs, key AUCC international and national contacts and government officials. This booklet received a great deal of attention in the university community and among key contacts. We believe it led to a significant level of learning about innovative internationalization initiatives being carried out by Canadian universities.

The winning universities were presented plaques and a modest sum of money at an awards banquet held in Ottawa on March 5, 1997 in conjunction with the AUCC biannual membership meeting and board meeting. Thirty diplomatic representatives to Canada plus senior DFAIT, CIDA and Scotiabank officials also participated in the banquet. Advertisements announcing the winners were placed in national and provincial newspapers.

According to letters and telephone calls from the university community and Scotiabank, this program was very well received. There was also some media coverage of internationalization in the *Globe & Mail* as a result of this initiative (see "Overseas studies help universities go international", March 31, 1997).

### *1996 International Conference*

AUCC's international conference, "Internationalization: moving from rhetoric to reality" was held in Ottawa on November 20-22, 1996. The conference drew 320 people, (approximately twice the attendance of previous years) including several speakers and participants from other countries who provided information on how institutions in their countries were internationalizing and gave tips for universities new to this area. Aside from two plenary sessions, there were 20 workshops, each with at least three speakers. Participants explored how their development cooperation activities, marketing, teaching and research contribute to the internationalization of their campuses. Pre-conference briefings, mainly on CIDA, DFAIT and IDRC policy and programs were held on November 20. Furthermore, a session on research's contribution to internationalization provided a forum to increase understanding of IDRC. Kirsten Sander of the evaluation unit was a speaker at this session. According to evaluations and participants' feedback, the conference was very much appreciated. A report, summarizing the workshops and plenaries is available upon request and will be posted on the AUCC WWW site.

### *Multistakeholder Survey and Report*

A report, called "*Internationalizing higher education: a shared vision?*" (available upon request) was published by AUCC, CBIE and ACCC in December 1996. It was based on a survey of "non-institutional" perspectives on the relevance of internationalization in the Canadian higher education system (e.g., representatives of the education, corporate and government sectors). The research was carried out by Jane Knight of Ryerson Polytechnic University, an authority in Canada on the process of internationalization. Among the report's findings were that various stakeholders sought more cooperation on several fronts:

- among the private sector and universities and colleges
- in marketing Canadian higher education abroad
- in processing foreign student's applications, visas and in determining their tuition fees
- and among the organizations such as AUCC and CBIE that deal with higher education.

The report was sent to IDRC, CIDA, presidents of universities and colleges and participants in the survey. It is for sale through Algonquin College's publishing department.

Follow-up is being undertaken by the three organizations through the development of a "national strategy" discussion paper for use in a series of meetings involving provincial and federal government departments and key national organizations.

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## **2) Facilitate policy development within the Canadian university community on North-South academic cooperation issues**

### *Meetings of AUCC's Standing Advisory Committee on International Relations*

The Standing Advisory Committee on International Relations (SACIR) is a standing committee of AUCC's Board of Directors. It is comprised of eight university presidents and meets twice a year. The committee met in October in Toronto, in Ottawa in March and the committee decided to hold a telephone conference call in June. Main issues discussed were: AUCC's efforts to provide the universities with more concrete information on accessing international financial institutions and developing a university approach to pursue IFI opportunities, as well as an AUCC statement on marketing Canadian universities abroad which speaks to the academic benefits of this activity (approved by the AUCC board of directors in June 1997).

Minutes of these meetings are available upon request.

### *Annual ILO Meeting*

The annual meeting of international liaison officers was held following the AUCC international conference on November 23, 1996 at the University of Ottawa. The main topics of discussion were related to the University Partnerships in Cooperation and Development program (Tier 2) -- how to fine tune administration of competitions so that application deadlines, feedback from

evaluators etc. coincide better with universities' schedules and needs. The meeting was also an opportunity for networking and to share ideas on issues facing ILO offices in each region of Canada. The meeting was attended by approximately 100 people.

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### **3) Improve the quality of Canadian university participation in North-South collaboration and the effects of this cooperation on the process of internationalization in Canada**

#### *Project Design and Management Workshops*

This year's workshops were held in Moncton, Regina, Montreal and Guelph on the themes of:

- development education
- results-based management
- and promoting greater impact of universities' activities in geographic regions (Maghreb, Southern Cone, East and Southeast Asia and Southern Africa).

These topics were chosen because development education is one of the four objectives of AUCC's University Partnerships in Cooperation and Development program and an ongoing concern for AUCC, its members and IDRC. The subject also relates directly to internationalization. Results-based management was also a theme since the university community sought more information following the 1996 workshops and pre-conference session in November 1996.

The workshops were attended by 111 people, plus representatives of CIDA and AUCC. In the development education section, two presenters per workshop contributed to participants' understanding of development education, its challenges and how to integrate it in a project proposal.

The CIDA representative (Barbara Macdonald of ICD-Unions, who replaced Robert Moore since he was ill during the first three workshops) gave an overview of the evolution of development education and how it has been and is being viewed by CIDA. The university representatives (Ian McAllister, Mathew Zachariah, Linda Slavin and Lucie Sauvé) told how development education was addressed by universities in their regions. They offered ideas on how to improve the impact of development education efforts. A question and answer period, followed by small group exercises also contributed to understanding of development education. Participants also considered how to integrate "deved" into a project they were presented as a case study. Project directors at the workshops in Regina, Montreal and Guelph explained how they had carried out deved activities. Finally, there was discussion of how to improve the UPCD guidelines to make the deved section clearer.

As for results-based management, there was an introductory session, followed by a half-day workshop to deepen understanding of how to implement RBM. These sessions were given by a consultant, then working for CIDA, Werner Meier.

The concluding section of the workshop focussed on geographic cooperation. Participants were provided with briefing papers or "regional frameworks" (available upon request) to enhance their understanding of the development needs of the regions and the activities being undertaken by other universities, other sectors and other bilateral and multilateral donors. In their discussions, they focussed on current university activities and how they might cooperate to improve the impact on development. Geographic regions discussed were the Maghreb, Southern Africa, East and Southeast Asia, and the Southern Cone.

Given the comments on participants' evaluation forms, these workshops were a success. Almost all rated them 8 on a scale of 10.

Participants seemed especially grateful for the RBM workshop and wanted even more training on results-based management.

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#### 4) **Facilitate constituency-building in Canadian universities in support of North-South research cooperation**

##### *UniWorld*

In 1996-1997, two issues of *UniWorld* were published as a biannual insert in AUCC's flagship publication, *University Affairs* (available upon request). The October 1996 issue focussed on how research contributes to international development. The issue highlighted several IDRC projects, such as: its Micronutrients Initiative with the University of Toronto; the work of Patricia Stamp of York University, noting that she was honoured by IDRC for her accomplishment; McGill University's breastfeeding research in Africa and its water purification project in China; Guelph's soil research in Zimbabwe; Dalhousie University's coastal resource project and the Waterloo Pump.

The February 1997 issue was devoted to the role students play in international development. This theme was timely given that International Development Week in February 1997 was aimed at youth and AUCC was working with CIDA and its partners on activities for the week.

##### *International Development Week*

Once again, AUCC participated as a partner in CIDA's plans for International Development Week in February 1997. For the second year, CIDA hired a consulting firm, Tremblay-Guittet, to work with partners including NGOs, AUCC and ACCC to prepare brochures, posters, videos and radio spots on international development. AUCC's objective in participating in this activity was to collaborate with CIDA and other partners to ensure the development materials were as effective as

they could be and to distribute them to AUCC members for their use in development education events during the week.

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## 5) Position the Canadian university community to leverage new opportunities for North-South cooperation

### *"Canadian universities and IFIs" project*

AUCC is working with its members to analyse and disseminate information on accessing funds for development cooperation activities from alternative sources such as the international financial institutions. Last year, following the request of international liaison officers (ILOs) during their 1995 annual meeting, AUCC struck a taskforce of ILOs to study IFI opportunities. The taskforce prepared a report which was reviewed by AUCC's SACIR committee. AUCC also gathered input from consultants and other sources and all of these reports were synthesized into one publication, *"IFIs: a hard nut to crack?"* which was published in April 1997 (available upon request). A fuller analysis of the potential opportunities and opportunity costs of pursuing IFI contracts from the university perspective is in production and will guide a dialogue on this subject within AUCC's membership. AUCC will be consulting with IDRC to see if there is possibility for collaboration between the two organizations on the IFI front.

### *Research Cooperation Program between Canada and Latin America*

Although this program is funded under another agreement between IDRC and AUCC, it is worth mentioning in this section because the program facilitates new opportunities for North-South collaboration.

This was the second year for AUCC to administer this IDRC-funded program. During the two years, grants were administered to 38 people in the following categories:

- \* Conference travel grants for Latin American Postgraduate Students
- \* Travel grants for Latin American lecturers
- \* Internships for Canadian graduate students
- \* Travel grants for Canadian faculty

AUCC and IDRC agreed upon renewal of this program for one year, making 33 grants available for 1997-98. IDRC also asked AUCC to manage the new Sabbatical Grants Program for Africa which will allocate two grants to Canadian faculty members.

## 6) Serve as an effective information broker

### *CUPID Database*

The database CUPID (Canadian University Projects in International Development) was made accessible on the AUCC WWW site, allowing Web browsers to conduct their own searches on university cooperation in developing countries. Some technological modifications were also made to the database to increase its efficiency. Meanwhile, AUCC staff continued to respond to requests for information and send CUPID reports, as well as CUE (Canadian University International Exchange Agreements) on average four a week from each database. Once again, ILOs will provide updated information on their university's projects so that the database can be updated in 1997-98.

AUCC also distributed country reports to Canadian missions abroad and to foreign embassies in Ottawa to keep the diplomatic community informed of Canadian university activity in their country.

### *Regional Frameworks*

In order to provide university development practitioners with useful information for more strategic design of development cooperation projects and to promote cooperation with other sectors in regions of the South, AUCC produced four briefing papers or "regional frameworks" on the status of higher education and development in the Maghreb, Southern Cone, East and Southeast Asia and Southern Africa (available upon request). The frameworks also described Canadian university, college, private sector and NGO collaboration in the regions. As mentioned on page 5, the frameworks were distributed to workshop participants and their feedback collected. They are being posted on AUCC's WWW site and ILOs will be informed of their availability shortly.

### *AUCC's WWW site*

In May 1996, AUCC established its own WWW site which provides extensive information on the organization and its members, including links to members' web pages. The international section of the site includes an overview of AUCC activities and programs, links to interesting sites such as IDRC's, an interactive element to promote on-line discussion of partnership issues, and access to AUCC's databases CUPID and CUE.

### *Information Provision and Dissemination*

AUCC has been sending information to ILOs and faculty members on potential linkage opportunities, IDRC activities, CIDA programs and policies, AUCC news, international financial institutions' activities, marketing events etc. on an electronic listserver called ILO-TALK that it set up three years ago. Approximately three messages a week are sent on the

listserver and members have the opportunity to send their own messages when they like; however, we find that 90 percent of the information comes from AUCC. About six mailings a year are also sent to ILOs, including materials received from IDRC (a big reduction from the 10-12 that used to be sent). On occasion faxes are sent. In addition, the university community has been provided access to the databases CUE and CUPID, as mentioned previously, and they can interact with AUCC staff on the association's Web site.

AUCC also published four *ILO Updates*, a newsletter informing ILOs of linkage opportunities, education fairs and conferences etc. and six issues of *News from AUCC*, a newsletter based on the AUCC president's letter to executive heads of member institutions. It updates readers on issues being followed by AUCC and the international items are of particular interest to the ILO network. Both these newsletters are sent electronically.

AUCC international staff also respond to approximately 15 information requests a day from the public, government departments, embassies and universities. Most of these are phone calls, although e-mails, especially through the AUCC Web site are becoming more frequent.

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## 7) **Promote a productive relationship between Canadian universities and IDRC**

During the past year, AUCC has promoted awareness of IDRC through its publications, especially *UniWorld* and *ILO Update*. The regional frameworks on the Maghreb, Southern Africa, the Southern Cone and East and Southeast Asia also described IDRC's role and the IDRC-funded projects in the regions. The association mailed items on behalf of IDRC and is accessible at any time as a conduit for information to be sent to the university community. AUCC provided its annual update to the centre's DAI CD Rom and staff from both organizations were in touch from time to time on information servicing items.