

**The Association  
of Commonwealth  
Universities**

# **Annual Report**

31 December 2010





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of Commonwealth  
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# Foreword



The ACU has made great strides in fulfilling its mission in the past year – this much is clear from this Annual Report.

The appointment of a new Secretary General, Professor John Wood, in mid-2010 brought new thinking, new ideas, and

new energy to the ACU. The Council's impression is that the ACU team has settled down and is working with renewed focus and energy. This Annual Report indicates that a number of new initiatives have already taken off and others are in the pipeline. One had to be terminated due to economic pressures: The Observatory on Borderless Higher Education was sold to International Graduate Insight Group in August 2010.

The Council is satisfied and happy that, through the concerted efforts of senior staff, initially led by Professor John Tarrant and subsequently by the new Secretary General, the ACU could achieve a financial turnaround. The financial statements for the last year show a modest surplus and the budget for the new financial year is likewise on a sound footing. This is by no means a small feat, nor is it something to be taken for granted. Higher education worldwide is under huge financial pressures, and this naturally impacts on the ACU, too. The global financial recession has shown itself to be more difficult to overcome, and small signs of recovery are very widely dispersed and in some areas not even visible yet.

The upcoming Conference of Executive Heads in Hong Kong in April 2011 therefore aptly focuses on the challenges that higher education faces in this turbulent and difficult environment. I am convinced that this theme and the interaction in Hong Kong will produce concrete and constructive road maps for the members of the ACU.

The challenges for the ACU, and specifically its Council and management, remain immense:

- Although governance structures and processes are in place and working well, constant vigilance is necessary for an organisation that stretches across the globe.
- Recruiting new members remains high on the agenda, but retaining present members (especially from the original founder countries) seems to present an even greater challenge.
- Constantly reviewing, changing, and improving membership services and value added is the lifeblood of the ACU. This must remain a priority.
- According to the new Charter and Statutes, a new Council will be elected in 2011 (see page 12). This is exciting, as the composition of the Council will change radically. On the other hand, care must be taken not to lose all institutional memory in the Council, which could have a detrimental effect on the ACU in the long term.

I would like to take this opportunity to thank management and the two Secretaries General who served the ACU in the last year for their efforts and to congratulate them on their successes. To my fellow Council members, specifically the Executive Committee, I express my gratitude, not only for their support, but especially for their dedication to the ACU, and their willingness to go the extra mile in the interests of the organisation.



**Dr Theuns Eloff**

Vice-Chancellor of North-West University, South Africa  
Chair of the ACU Council

# Secretary General's overview



W elcome to the  
ACU's 2010  
Annual Report.

It would appear that far from slowing down, the pace of change in higher education throughout the world is becoming ever more hectic. It can be easy for us, here at the ACU's offices, to forget that our members are in

the thick of it. While London's Tavistock Square (where we are located) is not quiet, due to noise from traffic, I do miss the buzz and immediacy of student life. (Although I suspect many members would think I should be grateful.) Recently, however, groups of students from around the UK decided to protest vigorously, particularly here in London, about the proposed new funding mechanisms for UK universities by which a substantial increase in student fees is to be implemented. In some cases, these demonstrations became quite ugly. Suddenly, as if from nowhere, students assembled themselves, communicating and planning their movements via Facebook and other forms of social networking. While these events have not encouraged my enthusiasm for the clamour of student life, they have brought to my mind a question: what are the potential opportunities in social networking and mobile telephony for ACU members? I have had discussions already with mobile platform operators and those who already communicate educational material in this way. Indeed, we hope to hold a fringe event with one such provider at the ACU Conference of Executive Heads in Hong Kong in April 2011.

Just what sort of things could the ACU offer members in this field? Before starting to answer that question, it is worth considering some of the wider issues. First, there is no stopping access to information and the ability to communicate with others around the world. The power of current technologies and communication methods is becoming increasingly apparent. Government attempts to censor are becoming more and more difficult; television news with video clips from demonstrations are now commonplace and, with the all-encompassing satellite surveillance systems available to governments, the ability to hide what is happening in the street is futile. As we

move from basic mobile phones to smartphones and beyond, the versatility and potential increases enormously. I am told that there will soon be phones with 3D cameras. Other incorporated sensors, such as for weather, velocity, and height, for example, will soon become normal. While those of us who are older might struggle with the basics of these devices and rue the day they became so complex, these gadgets will (if they have not already) become merely an extension of students' personae.

In our discussions to date, we have looked at three immediate areas where the ACU could add value for members in this context. The first is in making information about universities that might be of interest to potential students available via a simple application linked to our members' database. This can be taken further. One existing application, aimed at finding lively ways to support school students' understanding of mathematics, could also be linked to, enabling those students with particular mathematical talents to discover where those talents might best be fostered. For example, a student might have a particular interest in the statistical modelling of pandemics. A link to ACU member institutions, both local and national, which have academics working in this field would pop up, and a university with an active communications department could respond with a series of questions designed to encourage the student to investigate further. Visionary? No, the Amazons and Googles of this world are already active in this space.

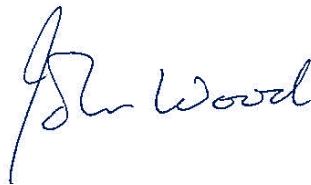
The second opportunity and challenge is when someone actually becomes a student at a university. I am hearing now that students are communicating with the virtual world during lectures and tutorials, such that they may find out facts and observations well beyond the experience of the university teacher. Students are now starting to ask informed questions which may have come from another continent during classes – questions which might start to call into question the competence of the teacher. Lecturers working in this environment can grasp the opportunity by setting the agenda at or before the start of a class, so that they become the conductors of a large orchestra of information, bringing ideas together and critically questioning the material and its validity. I have already seen the effectiveness of this approach using web-based personal computers where the traditional lecture becomes a self-learning experience. Staff using



this method have claimed that students become far more involved and retain more information, and the teaching efficiency increases markedly. So what can the ACU do in this space? We will try and share common experiences and highlight good examples. We will explore ways of adding value through existing communications and possibly workshops. Probably the best thing would be to connect like-minded staff, using a network similar to LinkedIn, to share examples of best practice.

Finally, and for me the most exciting of all, is the impact of new technologies on global research. The ACU is anxious to maximise the use of trained talent for the global challenges that face all societies. As the world population grows and resources diminish, we need to act together to find solutions that are fair and equitable for all. The bonds and values of the Commonwealth are an ideal channel for this. As indicated above, the ability of mobile telephony to capture and process information will increase. In my talks, I often use the example of an international biodiversity programme called Lifewatch. Data on biodiversity, climate, water quality, migration of species, and soil conditions are being collected from everywhere. A person sees an unexpected event – such as a new pest or a change in water quality – and decides to make this observation known. This might be entered via an application, photo, or measurement made. Assuming the observer has signed up to the protocols of the international research project, this data can immediately be communicated to a central data processing and management point, via satellite. In the case of Lifewatch, this is done at CERN, where the World Wide Web was first developed. This vast amount of data can then be fed into massive computer simulations which can, in turn, be used to inform policy decisions. This is just one of many examples of how a future virtual research environment might develop and, indeed, is already happening. The hope is that these developments in technology will mean that having limited resources, whether of equipment or infrastructure, will cease to be an impediment to taking part in global research programmes. The ACU is now looking at ways to encourage academic members of staff to realise the potential this offers.

The ACU is currently developing a future strategy, of which the above will be just one part. While I cannot claim that the threat and reality of a student demonstration enabled by social networking resulted in these ideas, it did help me realise how fast the world of higher education is changing. Students and staff should be hungry to push things to the limits and possibly beyond. That is the way society progresses. Mistakes and abuse will always happen, but the risk of trying to stop things and fossilise the march of higher education is too terrible to contemplate. I am looking forward to presenting our new strategy to the ACU Council in April 2011 – the above is just one new way in which we can give further service to our members.

A handwritten signature in blue ink that reads "John Wood". The signature is fluid and cursive, with the first letters of "John" and "Wood" being significantly larger and more stylized than the rest of the letters.

**Professor John Wood**

Secretary General of the ACU

# Membership

ACU membership spans 37 countries of the Commonwealth, including, by special arrangement, Fiji, Hong Kong and Zimbabwe.

Interest in the ACU and the benefits of membership continues to grow and, during the report year, 47 new institutions have been admitted. We have also been delighted to welcome back three former members.

529 institutions were in membership of the ACU on 31 December 2010 (see page 13 for details).

## Returning members

### Canada

University of Ottawa  
University of Waterloo

### Kenya

Kenyatta University

## New members

### Australia

Blue Mountains International Hotel Management School

### Bangladesh

Bangabandhu Sheikh Mujib Medical University  
Independent University  
Metropolitan University  
World University of Bangladesh

### Canada

Grant MacEwan University

### Ghana

Ghana Institute of Management and Public Administration

### India

Bhavnagar University  
Birla Institute of Management Technology  
BPS Mahila Vishwavidyalaya  
Central Agricultural University  
Chaudhary Charan Singh Haryana Agricultural University  
Deenbandhu Chhotu Ram University of Science and Technology  
Jayoti Vidyapeeth Women's University  
Kavikulguru Kalidas Sanskrit University  
Lovely Professional University

Maharishi Markandeshwar University  
Nirma University  
Sam Higginbottom Institute of Agriculture, Technology and Sciences  
Sathyabama University  
SRM University  
Swami Vivekanand Subharti University

### Malaysia

Management and Science University  
UCSI University  
Universiti Sains Islam Malaysia

### Nigeria

Covenant University  
Gombe State University  
Redeemer's University

### Pakistan

Air University  
GIFT University  
Institute of Business Administration, Karachi  
Institute of Business and Technology  
ISRA University  
Karakoram International University

### Papua New Guinea

Divine Word University

### Rwanda

Kigali Health Institute  
Kigali Institute of Science and Technology  
National University of Rwanda  
School of Finance and Banking

### Singapore

SIM University

### Tanzania

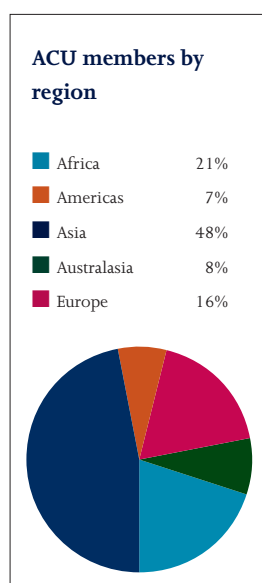
Muhimbili University of Health and Allied Sciences  
St Augustine University of Tanzania

### United Kingdom

British Institute of Technology and E-Commerce  
Buckinghamshire New University  
Liverpool Hope University

### Zambia

University of Lusaka  
Zambian Open University



# Networking and member services

## Conference of Executive Heads

In April 2010, executive heads and senior staff from 26 Commonwealth countries met in Cape Town, South Africa, to discuss the role that universities have played and can continue to play in working towards the Millennium Development Goals.

The conference, co-hosted by the Universities of Cape Town, Stellenbosch, Western Cape and Cape Peninsula University of Technology, heard concrete examples of how universities contribute towards achieving the goals, at both institution and department level, in areas as diverse as poverty, agriculture, water sanitation, environment and sustainability, food security, gender equality, conflict resolution, education, and health care.

## Higher Education Management Benchmarking Programme

The ACU's Higher Education Management Benchmarking Programme allows universities to benchmark their performance against a range of other universities across sectoral boundaries, such as geography, size, and degree of complexity. The 2010 programme addressed strategic alliances, student experience, and management of IT. 23 delegates from ten member universities attended the programme workshop, hosted by the University of Alberta, Canada, in August 2010.

## Gender Programme

The Gender Programme addresses the imbalance between women and men in the leadership and management of higher education. Its work concentrates, for the most part, on running management development or Training the Trainers programmes, using a series of training modules which deal with such key areas as research, governance, leadership, management skills, balancing personal and professional roles, and mentoring.

Having commissioned from a senior Sri Lankan academic (an alumna of the Gender Programme) a module on introducing gender mainstreaming in universities, an intensive workshop was held in Colombo in November 2010 at which the author, plus five other gender specialists from Sri Lanka, Malaysia and the UK, met to



edit and finalise the text, and to draw it to the attention of the wider academic community in Sri Lanka.

**A panel discussion session at the 2010 ACU Conference of Executive Heads**

## Recruitment and advertising

The ACU's Advertising Department assists members with publicising staff vacancies through its International Noticeboard, a combination of print and web-based advertising.

In 2009-2010, 87 institutions made use of the International Noticeboard service to advertise approximately 1,100 vacancies: 16 from Africa, 28 from Australia, 8 from Canada, 3 from the Caribbean, 6 from Hong Kong, 8 from New Zealand, 7 from the Pacific, 5 from the UK, 2 from Macau, and 1 each from Cyprus, India, Pakistan, and the United Arab Emirates.

## Low Cost Journals Scheme 2010

The ACU's Low Cost Journals Scheme is aimed at increasing the flow of print journals to African university libraries. Publishers participating in the scheme agree to offer their print journals at a 75-90% discount, giving ACU member universities the ability to purchase a much greater number of journals than their budget would normally allow. Nine universities took part in 2010, and 14 publishers:

- Brill
- Cambridge University Press
- Edinburgh University Press
- Intellect Books
- IP Publishing
- Johns Hopkins University Press
- Palgrave Macmillan
- SAGE Publications
- Springer
- Taylor and Francis
- University of Calgary Press
- University of Chicago Press
- White Horse Press
- World Scientific Publishing

# Professional Networks



The ACU's Professional Networks aim to provide services which are relevant to, and contribute to the development of, a wide range of today's university staff. There are currently six Professional Networks, guided by international steering committees; membership of the networks is free to staff of ACU member universities.

■ The **Human Resource Management Network**, which has over 600 members, has established a series of very well-attended biennial conferences, the most recent of which was held in Melbourne, Australia, in November 2010. For the first time, the 2010 conference was held in conjunction with the PR, Marketing and Communications Network conference, with a joint day focusing on internal communications. The network publishes *Capacity* magazine twice a year, as well as other periodic reports.

■ The **Graduate Employment Network** is the ACU's newest network, launched in November 2009. It already has 110 members from 83 institutions. The network aims to provide an interface between education and employment, enabling policymakers and careers personnel to discuss strategies and best practice in the light of current realities such as the economic recession, global employment markets, and the prominence of digital communications technologies. It publishes *Genius* magazine twice a year, has established a steering committee, and, in conjunction with the British Council, planned its first network event, on graduate employment and the role of international partnerships.



■ The **PR, Marketing and Communications Network** has over 400 members, and runs biennial conferences – most recently in Melbourne, Australia, in November 2010. It publishes *Impact* magazine three times a year, as well as providing information updates by email. The network also runs an annual awards competition to recognise achievements within the profession.

■ The **Global Research Management Network** comprises around 450 members in more than 40 countries. The goal of the network is to develop a global research management community that benefits those from developed and developing countries alike. Members include professionals in higher education, independent research, research sponsorship, and policymaking. All are engaged in efforts to ensure that research is managed in a way to maximise its effect. Members receive *Research Global* magazine and the *International Journal of Technology Management and Sustainable Development* three times a year, as well as regular email briefings.



■ The **Libraries and Information Network**, which has over 500 members, aims to raise the profile of libraries and librarians in higher education, demonstrating the critical roles they play in securing access to digital information and in supporting research and teaching. The network's magazine, *LINK*, is published three times a year, and regular electronic briefings are also offered. Together with the ACU's policy unit, the network undertook a study on the obstacles to accessing and using online journals in four African universities (*Growing knowledge: access to research in east and southern African universities*), and has continued to work closely with INASP to develop the Publishers for Development initiative, working with academic publishers to explore the specific challenges faced by universities in the south. A successful seminar in 2010 will be followed by a publishers' conference in December 2011.

■ The **University Extension Network** brings together over 500 practitioners in community engagement, knowledge mobilisation, outreach, and extension activity. The network focuses on disseminating policy and funding news, events related to community engagement, and case studies in university-community interaction, through its monthly e-newsletter, *Interact*. The network is a member of the Global Alliance for Community-Engaged Research (GACER), an umbrella group of national and international community-engagement bodies, and also works closely with the Development Partnerships in Higher Education (DelPHE) programme for university-collaborations in Africa and Asia.



# Communicating with our members

The ACU publishes a quarterly magazine – the **Bulletin** – which is distributed to all our member institutions, as well as other stakeholders. Articles cover current developments in international higher education, as well as the broad range of the ACU’s work.

**VC-Net** is the ACU’s electronic newsletter for vice-chancellors, senior managers, and other HE policymakers, covering news, trends and developments in international higher education, published ten times a year. The subject matter is wide-ranging but concentrates on issues of relevance for the leadership, management, governance and policy development of higher education institutions. Each issue provides brief analysis of recent developments, where possible highlighting parallel developments in different countries, and includes links to sources of further information and a selected bibliography of recent publications.

Each of the ACU’s Professional Networks also publishes a regular magazine and/or e-newsletter, with analysis, news and information specific to the readership. In addition, the ACU publishes the results of its research and policy analysis through in-depth reports and surveys, plus more succinct briefings and overviews.

## ACU publications



*Working in tandem: Identifying and responding to the issues facing our members – 2009 ACU consultation*

Jay Kubler and John Tarrant  
January 2010



*Higher Education Futures: Key themes and implications for leadership and management*

Jay Kubler and Nicola Sayers  
October 2010



*Growing knowledge: Access to research in east and southern African universities*

Jonathan Harle  
October 2010

## Symons Award 2010

The Symons Award is made by the ACU to honour individuals who have made an outstanding contribution to the ACU and/or to Commonwealth universities. It was awarded in 2010 to **Professor Crispus Kiamba**, Permanent Secretary of the Ministry of Higher Education, Science and Technology, Kenya.



*Professor Crispus Kiamba receives his Symons Award medal from its founder, Professor Tom Symons, former Chair of the ACU and former President of Trent University, Canada*



Magazine for  
**ACU members**



Magazine of the  
**Human Resource Management Network**



Magazine of the  
**PR, Marketing and Communications Network**



Magazine of the  
**Libraries and Information Network**



Magazine of the **Graduate Employment Network**



Magazine of the  
**Global Research Management Network**



# ACU Development Fellowships Fund

The ACU Development Fellowships Fund promotes mobility amongst Commonwealth university staff, through supporting fellowships, scholarships, and research and mobility grants.

## Titular Fellowships 2010

### *The University of Manitoba Fellowship*

**Dr Radha D'Souza**, Reader in Law at the **University of Westminster**, UK – to work on providing comparative perspectives on aboriginal studies, including understanding why dominant ideas of 'sustainable development', poverty alleviation, and new regimes of rights have failed the Adivasis, at the **University of Manitoba**, Canada.

### *The University of Oxford Fellowship*

**Dr Justin Jay Reid**, Head of the School of Education at the **Auckland University of Technology**, New Zealand – to study reciprocal relationships with schools and centres, with the aim of determining, from a school and institutional perspective, how the Oxford model is different and what its strengths are, at the **University of Oxford**, UK.

### *The Gordon and Jean Southam Fellowship*

**Dr Michelle Rae Faubert**, Associate Professor at the **University of Manitoba**, Canada – to study depression and melancholy in Britain 1660-1800, which will offer a modulated view of the cultural development and understanding of depression in a single geographical area across an extensive period, at **Northumbria University**, UK.

### *University of Wales Swansea Fulton Fellowship*

**Dr Raymond Ogunade**, Professor at the **University of Ilorin**, Nigeria – to research the relevance of undergraduates of religions in hospital chaplaincy, prison remand and physically-challenged homes visitation, at **Swansea University**, UK.

### *The George Weston Limited, Canada, Fellowship*

**Dr Muhammad Mushahid Anwar**, Head of the Department of Geography at **Islamia University, Bahawalpur**, Pakistan – to carry out research into ensuring sustainability and food security by adopting ecoagriculture in changing climates in the Punjab, at **Thompson Rivers University**, Canada.

### *The Jacky McAleer Memorial Fellowship*

**Dr Laura Czerniewicz**, Director of the Centre for Educational Technology at the **University of Cape Town**, South Africa – to investigate the relationship between e-learning and e-scholarship, in particular, scholarly communication in the light of current and emerging information and communication practices in higher education, at the **University of Sydney**, Australia.

### *Wighton Titular Fellowship in Engineering*

**Dr Rajkumar Durairaj**, Assistant Professor at **Universiti Tunku Abdul Rahman**, Malaysia – to study the development of innovative teaching methods and the expansion of laboratory facilities in the Department of Mechanical and Material Engineering at his home institution, at **King's College London**, UK.

## ACU/University of Westminster Scholarships 2010-2011

### *MA Human Resource Management*

**Esther Michael**, Senior Administrative Officer, Directorate of Postgraduate Studies at the **University of Dar es Salaam**, Tanzania

### *MA Business and Management*

**Abisha Bahorun**, Administrative Officer, Faculty of Engineering at the **University of Mauritius**

**Tirnesh Prasad**, Assistant Procurement Officer in the Finance Section of the **University of the South Pacific**

## British Academy/ACU Grants for International Collaboration 2010

**Dr Shantanu Banerjee**, Accounting and Finance Department, **University of Lancaster**, UK, and **Dr Xin Chang**, Division of Banking and Finance, **Nanyang Technological University**, Singapore – corporate governance, managerial ownership and capital structure choices.

**Dr Huw Barton**, School of Archaeology and Ancient History, **University of Leicester**, UK, and **Dr Timothy Denham**, School of Geography and Environmental Science, **Monash University**, Australia – Sundaland and Sahul: continents of plant managers.

**Dr Efrosyni Boutsikas**, Department of Classical and Archaeological Studies, **University of Kent**, UK, and **Professor Robert Hannah**, Department of Classics, **University of Otago**, New Zealand – myth, ritual and the cosmos: Greek astronomy in ancient Athenian culture.

**Dr Alison Donnell**, Department of English and American Literature, **University of Reading**, UK, and **Professor Evelyn O’Callaghan**, Department of English, **University of the West Indies** at Cave Hill, Barbados – breaking sexual silences: literature and the re-imagining of Caribbean sexualities.

**Professor N Keeble**, Department of Theology and Religion, **University of Stirling**, UK, and **Dr Tim Cooper**, Department of Theology and Religion, **University of Otago**, New Zealand – the autobiography of Richard Baxter.

**Dr Jacinta Nwachukwu**, The Business School, **University of Salford**, UK, and **Professor Chigozie Asiabaka**, School of Agriculture and Agricultural Technology, **Federal University of Technology, Owerri**, Nigeria – the nature and determinants of loan repayment in south-eastern Nigeria: the case of the Imo State Government supervised micro agric-loan programme.

**Dr Jane Setter**, Department of Applied Linguistics, **University of Reading**, UK, and **Dr Peggy Pik-Ki Mok**, Department of Linguistics and Modern Foreign Languages, **The Chinese University of Hong Kong** – the production and perception of juncture characteristics in three varieties of English.

**Dr Geraldine Smyth**, Faculty of Education, **University of Strathclyde**, UK, and **Professor Ninetta Santoro**, Faculty of Education, **Charles Sturt University**, Australia – diversifying the teaching profession to reflect and respond to diverse learners.

**Dr M Stuttaford**, School of Health and Social Studies, **University of Warwick**, UK, and **Professor Leslie London**, School of Public Health, **University of Cape Town**, South Africa – a learning network for the right to health: civil society and academic collaboration to contextualise human rights within an African perspective.

**Dr Claire Herrick**, Department of Geography, **King’s College London**, UK, and **Professor Susan Parnell**, Department of Environmental and Geographical Sciences, **University of Cape Town**, South Africa – the South African alcohol ‘problem’: governing complex vulnerabilities in Cape Town.



*ACU mobility grants supported staff from four ACU member universities to attend the Euro-Africa Cooperation Forum on ICT Research, held in Addis Ababa, Ethiopia, in February 2010*

# ACU Council

The ACU Council consists of (a maximum of) 33 members elected annually at the Annual General Meeting of members of the Association to serve for the following year. The meeting elects 29 executive heads to represent member institutions in different countries. A Chair, a Vice-Chair and an Honorary Treasurer are then elected by those 29.

The Council meets at least once a year face to face, with additional electronic meetings conducted should the Council's business demand it.

In October 2010, at a meeting of the Privy Council, Her Majesty The Queen approved changes to the ACU Charter and Statutes, as recommended by the ACU Council at their meeting in Hyderabad, India, in 2008. These changes included the adoption of a smaller Council of (a maximum of) 23, and will be implemented in 2011.

## ACU Council members as at 31 December 2010



**Chair**  
Dr Theuns **Eloff**  
North-West University,  
South Africa



**Vice-Chair**  
Professor  
E Nigel **Harris**  
University of the West Indies,  
Jamaica



**Honorary Treasurer**  
Professor  
James **McWha**  
University of Adelaide,  
Australia



Professor N  
M **Bhebe**  
Midlands State  
University,  
Zimbabwe



Baroness  
Tessa  
**Blackstone**  
University of  
Greenwich, UK



Professor  
Peter  
**Coaldrake**  
Queensland  
University of Technology,  
Australia

Professor Pran Gopal  
**Datta**  
Sheikh Mujib Medical  
University, Bangladesh



Sir Graeme  
**Davies**  
University of  
London, UK



Dr H M  
**Desai**  
Dharmsinh  
Desai  
University, India



Professor  
**Dzulkifli**  
Abdul Razak  
University of  
Science, Malaysia



Professor  
Roger **Field**  
Lincoln  
University,  
New Zealand



Dr Saeeda  
Asadullah  
**Khan**  
Fatima Jinnah  
Women University, Pakistan



Professor  
Malik  
**Ranasinghe**  
University of  
Moratuwa, Sri Lanka

Dr G **Subramanyam**  
Sri Venkateswara Institute of  
Medical Sciences, India



Professor  
M D **Tiwari**  
Indian Institute  
of Information  
Technology, India



Professor  
Lap-Chee  
**Tsui**  
University of  
Hong Kong



# ACU members

as at 31 December 2010

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## Australia

University of Adelaide  
Australian Catholic University  
University of Ballarat  
Blue Mountains International Hotel  
Management School  
Bond University  
University of Canberra  
Central Queensland University  
Charles Darwin University  
Charles Sturt University  
Curtin University of Technology  
Deakin University  
Edith Cowan University  
James Cook University  
La Trobe University  
Macquarie University  
University of Melbourne  
Murdoch University  
University of New England  
University of Newcastle  
The University of New South Wales  
Queensland University of Technology  
RMIT University  
Southern Cross University  
University of Southern Queensland  
University of the Sunshine Coast  
Swinburne University of Technology  
University of Sydney  
University of Tasmania  
Victoria University  
University of Western Sydney  
University of Wollongong

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## Bangladesh

University of Asia Pacific  
Bangabandhu Sheikh Mujib Medical  
University  
Bangabandhu Sheikh Mujibur  
Rahman Agricultural University  
Bangladesh Agricultural University  
Bangladesh University of  
Engineering and Technology  
Bangladesh Open University  
University of Chittagong  
University of Dhaka  
Independent University

International Islamic University,  
Chittagong  
International University of Business  
Agriculture and Technology  
Islamic University  
Jahangirnagar University  
Khulna University  
Metropolitan University  
National University  
University of Rajshahi  
Shahjalal University of Science and  
Technology  
World University of Bangladesh

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## Botswana

University of Botswana

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## Brunei Darussalam

University of Brunei Darussalam

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## Cameroon

University of Buea  
University of Dschang  
University of Yaoundé I

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## Canada

University of Alberta  
Athabasca University  
University of British Columbia  
Brock University  
University of Calgary  
Carleton University  
Concordia University College of  
Alberta  
Dalhousie University  
Grant MacEwan University  
Kwantlen Polytechnic University  
University of Lethbridge  
McGill University  
McMaster University  
University of Manitoba  
Memorial University of  
Newfoundland  
Université de Montréal  
Mount Royal University  
University of New Brunswick  
Nipissing University

University of Ottawa  
Queen's University at Kingston  
University of Regina  
Ryerson University  
Saint Mary's University  
University of Saskatchewan  
University of Toronto  
Vancouver Island University  
University of Victoria  
University of Waterloo  
University of Western Ontario  
Wilfrid Laurier University

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## Cyprus

University of Cyprus

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## Fiji

University of the South Pacific

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## Ghana

Ghana Institute of Management and  
Public Administration  
Institute of Professional Studies  
University of Cape Coast  
University for Development Studies  
University of Education, Winneba  
University of Ghana  
Kwame Nkrumah University of  
Science and Technology, Kumasi  
University of Mines and Technology

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## Guyana

University of Guyana

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## Hong Kong

The Chinese University of Hong Kong  
The University of Hong Kong  
The Open University of Hong Kong

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## India

Acharya N G Ranga Agricultural  
University  
Acharya Nagarjuna University  
Alagappa University  
Aligarh Muslim University  
Andhra University  
Annamalai University

Assam University  
Avinashilingam University for Women  
Awadhesh Pratap Singh University  
Baba Farid University of Health Sciences  
Babasaheb Bhimrao Ambedkar University  
Banaras Hindu University  
Banasthali University  
Bangalore University  
Barkatullah Vishwavidyalaya  
Berhampur University  
Bharathiar University  
Bharathidasan University  
Bharati Vidyapeeth  
Bhavnagar University  
Birla Institute of Technology  
Birla Institute of Management Technology  
Birla Institute of Technology and Science  
BPS Mahila Vishwavidyalaya  
Bundelkhand University  
University of Calicut  
Central Agricultural University  
Central Institute of Higher Tibetan Studies  
Chaudhary Charan Singh Haryana Agricultural University  
Chaudhary Charan Singh University  
Cochin University of Science and Technology  
Deenbandhu Chhotu Ram University of Science and Technology  
University of Delhi  
Devi Ahilya Vishwavidyalaya, Indore  
Dharmsinh Desai University  
Dibrugarh University  
Doctor B R Ambedkar Open University  
Doctor Babasaheb Ambedkar Marathwada University  
Doctor Babasaheb Ambedkar Open University  
Doctor Babasaheb Ambedkar Technological University  
Doctor DY Patil University  
Doctor Harisingh Gour University, Sagar  
Doctor N T R University of Health Sciences  
Dravidian University  
English and Foreign Languages University  
Gandhigram Rural University  
Gauhati University  
Gujarat University  
Gujarat Vidyapith  
Gulbarga University  
Guru Ghasidas Vishwavidyalaya  
Guru Gobind Singh Indraprastha University  
Guru Jambheshwar University of Science and Technology  
Guru Nanak Dev University  
Gurukula Kangri Vishwavidyalaya  
Hemchandracharya North Gujarat University  
Hindustan Institute of Technology and Science  
Himachal Pradesh University  
University of Hyderabad  
ICFAI University, Dehradun  
ICFAI University, Mizoram  
ICFAI University, Tripura  
Indian Institute of Information Technology  
Indian Institute of Science  
Indian Institute of Technology, Bombay  
Indian School of Mines  
Indira Gandhi Institute of Development Research  
Indira Gandhi National Open University  
Jai Narain Vyas University, Jodhpur  
Jain Vishva Bharati University  
Jamia Hamdard  
Jamia Millia Islamia  
University of Jammu  
Jawaharlal Nehru University  
Jawaharlal Nehru Technological University  
Jiwaji University  
Jayoti Vidyapeeth Women's University  
Kakatiya University  
Kalinga Institute of Industrial Technology  
Kannur University  
Karnatak University, Dharwad  
Karnataka State Open University  
University of Kashmir  
Kavikulguru Kalidas Sanskrit University  
University of Kerala  
Kurukshetra University  
Kuvempu University  
Lovely Professional University  
University of Lucknow  
Madhya Pradesh Bhoj (Open) University  
University of Madras  
Madurai Kamaraj University  
Magadh University  
Maharashtra University of Health Sciences  
Maharshi Dayanand University  
Maharshi Dayanand Saraswati University  
Maharishi Markandeshwar University  
Mahatma Gandhi University  
Makhanlal Chaturvedi National University of Journalism and Communication  
Mangalore University  
Manipal University  
Manipur University  
Manonmaniam Sundaranar University  
Maulana Azad National Urdu University  
Mohanlal Sukhadia University  
Mother Teresa Women's University  
University of Mumbai  
University of Mysore  
NALSAR University of Law  
National Institute of Pharmaceutical Education and Research  
Netaji Subhas Open University  
Nirma University  
North Maharashtra University  
North-Eastern Hill University  
Osmania University  
Padmashree Dr DY Patil University  
Panjab University  
Patna University  
Periyar University  
Pondicherry University  
Potti Sreeramulu Telugu University  
Pravara Institute of Medical Sciences  
Punjabi University  
University of Rajasthan  
Rajiv Gandhi University  
Rajiv Gandhi University of Health Sciences, Karnataka  
Rashtrasant Tukadoji Maharaj Nagpur University  
Rashtriya Sanskrit Vidyapeetha  
Sambalpur University  
Sam Higginbottom Institute of Agriculture, Technology and Sciences  
Sant Gadge Baba Amravati University  
Sardar Patel University  
Sathyabama University  
Saurashtra University  
School of Planning and Architecture  
Shivaji University  
Shreemati Nathibai Damodar Thackersey Women's University  
Shri Mata Vaishno Devi University  
Sikkim-Manipal University  
Sree Chitra Tirunal Institute for Medical Sciences and Technology  
Sri Krishnadevaraya University  
Sri Padmavati Mahila Viswavidyalayam  
Sri Ramachandra University  
Sri Venkateswara University  
Sri Venkateswara Institute of Medical Sciences  
SRM University  
Swami Ramanand Teerth Marathwada University  
Swami Vivekanand Subharti University  
Symbiosis International University  
Tamil University  
Tamil Nadu Doctor Ambedkar Law University  
Tamil Nadu Doctor M G R Medical University  
Tamil Nadu Veterinary and Animal Sciences University  
Tata Institute of Social Sciences  
Tezpur University  
Thapar University

Tilka Manjhi Bhagalpur University  
Tripura University  
U P Rajarshi Tandon Open University  
Utkal University  
Vinayaka Missions University  
Vinoba Bhave University  
Visva-Bharati  
Visvesvaraya Technological University  
VIT University  
Yashwantrao Chavan Maharashtra Open  
University

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**Jamaica**

University of Technology, Jamaica  
University of the West Indies

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**Kenya**

Catholic University of Eastern Africa  
Daystar University  
University of Eastern Africa, Baraton  
Kenyatta University  
Maseno University  
Moi University  
University of Nairobi  
Strathmore University

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**Lesotho**

National University of Lesotho

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**Malawi**

University of Malawi  
Mzuzu University

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**Malaysia**

International Islamic University, Malaysia  
Limkokwing University of Creative Technology  
Multimedia University  
UCSI University  
University of Malaya  
Universiti Malaysia Sabah  
Universiti Malaysia Sarawak  
Management and Science University  
National University of Malaysia  
Putra University, Malaysia  
University of Science, Malaysia  
Universiti Sains Islam Malaysia  
Sultan Idris University of Education  
University of Technology Malaysia  
University of Technology MARA  
Universiti Tenaga Nasional  
Universiti Tunku Abdul Rahman  
Utara University, Malaysia

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**Malta**

University of Malta

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**Mauritius**

University of Mauritius  
University of Technology, Mauritius

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**Mozambique**

Eduardo Mondlane University

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**Namibia**

University of Namibia

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**New Zealand**

University of Auckland  
Auckland University of Technology  
University of Canterbury  
Lincoln University  
Massey University  
University of Otago  
Victoria University of Wellington  
University of Waikato

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**Nigeria**

Abia State University  
Abubakar Tafawa Balewa University  
University of Ado-Ekiti  
University of Agriculture, Abeokuta  
University of Agriculture, Makurdi  
Ahmadu Bello University  
Ambrose Alli University  
Bayero University  
University of Benin  
Benue State University  
University of Calabar  
Covenant University  
Delta State University  
Ebonyi State University  
Federal University of Technology, Akure  
Federal University of Technology, Minna  
Federal University of Technology, Owerri  
Federal University of Technology, Yola  
Gombe State University  
University of Ibadan  
University of Ilorin  
University of Jos  
Kano University of Science and Technology, Wudil  
University of Lagos  
Lagos State University  
University of Maiduguri  
Michael Okpara University of Agriculture, Umudike  
University of Nigeria  
Niger Delta University  
Nnamdi Azikiwe University  
Obafemi Awolowo University  
University of Port Harcourt  
Redeemer's University  
Rivers State University of Science and Technology

Usmanu Danfodiyo University  
University of Uyo

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**Pakistan**

Aga Khan University  
Air University  
Al-Khair University  
University of Arid Agriculture, Rawalpindi  
Bahria University  
University of Central Punjab  
COMSATS Institute of Information Technology  
University of Engineering and Technology,  
Lahore  
Fatima Jinnah Women University  
Foundation University  
GIFT University  
Ghulam Ishaq Khan Institute of Engineering  
Sciences and Technology  
Institute of Business Administration, Karachi  
Institute of Business Management  
Institute of Business and Technology  
Islamia University, Bahawalpur  
ISRA University  
University of Karachi  
Karakoram International University  
Lahore University of Management Sciences  
Mehran University of Engineering and Technology  
Mohammad Ali Jinnah University  
NED University of Engineering and Technology  
National University of Modern Languages  
National University of Sciences and Technology  
North-West Frontier Province University of  
Engineering and Technology  
University of the Punjab, Lahore  
Quaid-e-Awam University of Engineering  
Science and Technology  
Riphah International University  
Shaheed Zulfikar Ali Bhutto Institute of Science  
and Technology  
University of Sindh  
Sir Syed University of Engineering and  
Technology

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**Papua New Guinea**

Divine Word University  
University of Papua New Guinea  
Papua New Guinea University of Technology

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**Rwanda**

Kigali Health Institute  
Kigali Institute of Science and Technology  
National University of Rwanda  
School of Finance and Banking

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**Sierra Leone**

Njala University  
University of Sierra Leone

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**Singapore**

Nanyang Technological University  
National University of Singapore  
SIM University

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**South Africa**

University of Cape Town  
Cape Peninsula University of Technology  
Central University of Technology  
Durban University of Technology  
University of Fort Hare  
University of the Free State  
University of Johannesburg  
University of KwaZulu-Natal  
Nelson Mandela Metropolitan University  
North-West University  
University of Pretoria  
Rhodes University  
University of Stellenbosch  
Tshwane University of Technology  
University of Venda  
University of the Western Cape  
University of the Witwatersrand, Johannesburg

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**Sri Lanka**

Buddhasravaka Bhiksu University  
Buddhist and Pali University of Sri Lanka  
University of Colombo, Sri Lanka  
University of Jaffna, Sri Lanka  
University of Kelaniya, Sri Lanka  
General Sir John Kotelawala Defence University  
University of Moratuwa, Sri Lanka  
Open University of Sri Lanka  
University of Peradeniya, Sri Lanka  
Rajarata University of Sri Lanka  
University of Ruhuna, Sri Lanka  
Sabaragamuwa University of Sri Lanka  
South Eastern University of Sri Lanka  
University of Sri Jayewardenepura, Sri Lanka  
Sri Lanka Institute of Information Technology  
University of the Visual and Performing Arts  
Wayamba University of Sri Lanka

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**Swaziland**

University of Swaziland

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**Tanzania**

University of Dar es Salaam  
Muhimbili University of Health and Allied Sciences  
Mzumbe University  
Open University of Tanzania  
St Augustine University of Tanzania

Sokoine University of Agriculture  
Zanzibar University

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**Trinidad and Tobago**

University of Trinidad and Tobago

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**Uganda**

Islamic University in Uganda  
Kampala International University  
Makerere University  
Mbarara University of Science and Technology  
Uganda Christian University  
Uganda Martyrs University

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**United Kingdom**

University of Aberdeen  
University of Abertay Dundee  
Aberystwyth University  
Aston University  
Bangor University  
University of Bath  
Bath Spa University  
Queen's University Belfast  
University of Birmingham  
Bournemouth University  
University of Bradford  
University of Bristol  
British Institute of Technology and E-Commerce  
Brunel University  
Buckinghamshire New University  
University of Cambridge  
Canterbury Christ Church University  
Cardiff University  
University of Chester  
Coventry University  
Cranfield University  
Durham University  
University of East London  
Edge Hill University  
University of Edinburgh  
University of Essex  
University of Exeter  
University of Glasgow  
Glasgow Caledonian University  
University of Greenwich  
Heriot-Watt University  
University of Hertfordshire  
UHI Millennium Institute  
University of Huddersfield  
University of Hull  
University of Keele  
University of Kent  
Kingston University  
University of Lancaster  
University of Leeds  
Leeds Metropolitan University  
University of Leicester  
University of Lincoln  
University of Liverpool  
Liverpool Hope University  
Liverpool John Moores University  
University of London  
Institute of Education  
King's College London  
Queen Mary, University of London  
School of Oriental and African Studies  
University College London  
London South Bank University  
University of Manchester  
Middlesex University  
University of Newcastle  
University of Northumbria  
University of Nottingham  
Open University  
University of Oxford  
University of Portsmouth  
Queen Margaret University  
University of Reading  
University of Salford  
Sheffield Hallam University  
University of Southampton  
Staffordshire University  
University of Stirling  
University of Strathclyde  
University of Sunderland  
University of Surrey  
Swansea University  
University of Ulster  
University of Wales  
University of Wales Institute, Cardiff  
University of Warwick  
University of the West of England, Bristol  
University of Westminster  
University of Worcester  
York St John University

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**Zambia**

Copperbelt University  
University of Lusaka  
University of Zambia  
Zambian Open University

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**Zimbabwe**

Africa University  
Bindura University of Science Education  
Midlands State University  
National University of Science and Technology,  
Bulawayo  
University of Zimbabwe  
Zimbabwe Open University

# Financial review

## Trustees' statement

The summarised financial information shows the income raised for our activities, the cost of raising the income and the amounts spent on our charitable activities. The information is taken from the full financial statements which were approved by the Trustees on 31 December 2010. In order to gain a full understanding of the financial affairs of the charity, the full audited financial statements, Trustees' Annual Report and auditors' report should be consulted. Copies can be obtained from the ACU.

Signed on behalf of the Trustees



**T Eloff**  
Chair

## Introduction

The ACU's financial statements conform to accounting standards approved for UK charities. Their primary expressions are a Statement of Financial Activities and a Balance Sheet. The Statement of Financial Activities shows all the incoming resources and all the resources expended for the year ended 31 July 2010. The Balance Sheet shows the ACU's assets and liabilities at 31 July 2010.

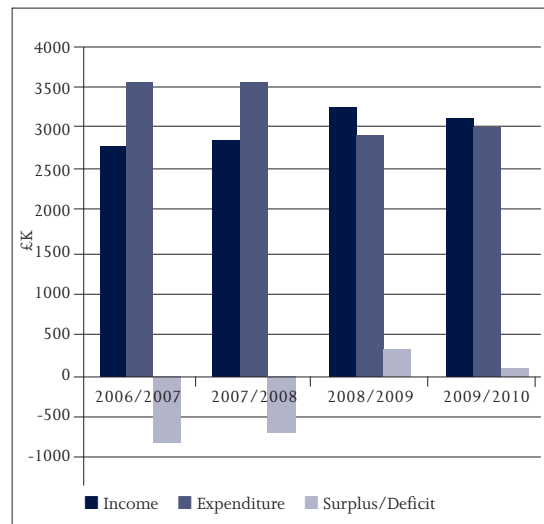
Both the Statement of Financial Activities and the Balance Sheet split the ACU's finances across four categories of funds:

1. Unrestricted Funds: those which the ACU manages for its own account.
2. Designated Funds: the finances of the Observatory of Borderless Higher Education, a joint initiative of the ACU and Universities UK.
3. Restricted Funds: grants or donations to the ACU for specific purposes, i.e. the funders or donors have restricted their use.
4. Endowment Funds: those which have been given to the ACU to provide long-term funding for specific purposes.

Each category of fund is summarised as follows:

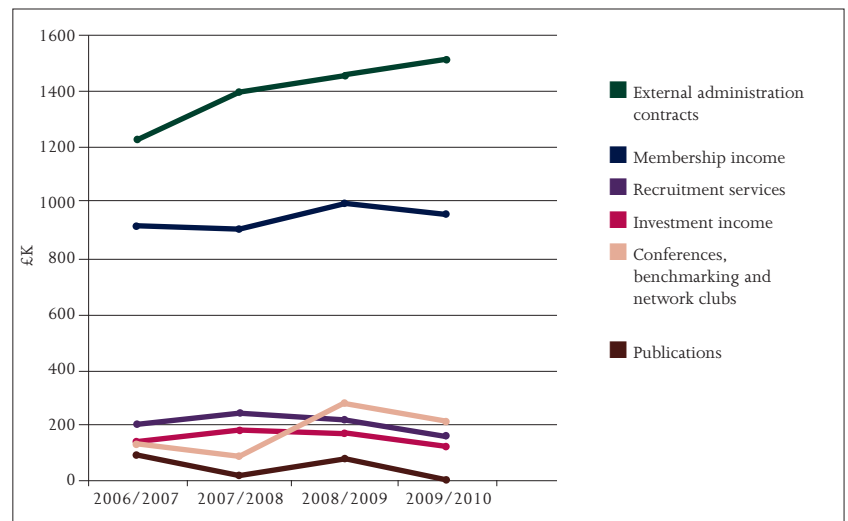
## Unrestricted Funds

**Figure 1**



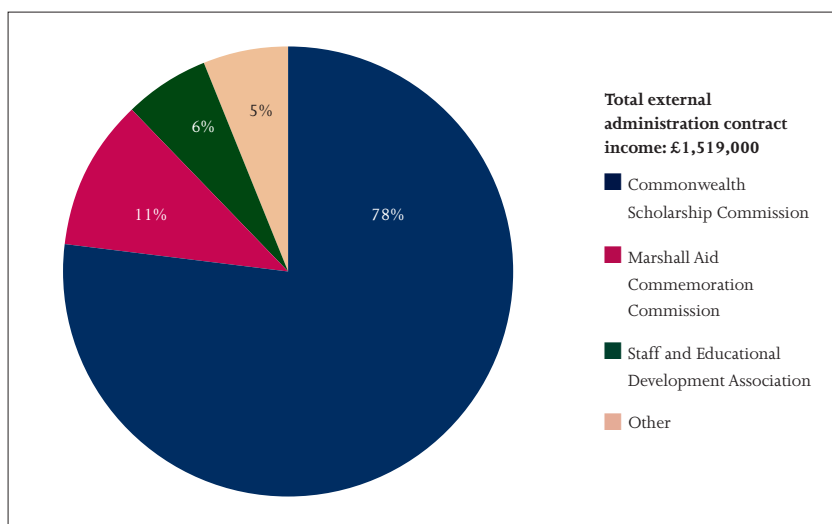
As Figure 1 shows, the ACU continued in 2009/2010 to operate at a surplus (£103k) following a period of deficits. The income each year is shown in Figure 2:

**Figure 2**



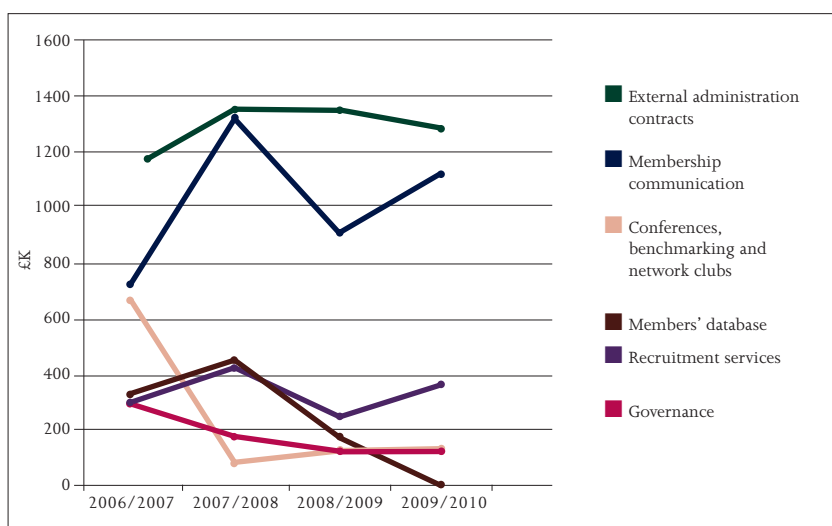
External administration contract income is shown in Figure 3.

Figure 3



The expenditure each year is shown in Figure 4.

Figure 4



Expenditure on the members' database is now incorporated in membership communication.

## Designated Funds

### The Observatory on Borderless Higher Education (OBHE)

was a joint initiative of the ACU and Universities UK (UUK). A review of its operation led the ACU and UUK to conclude that its future development was better placed outwith the structure of the ACU. Therefore it was sold to International Graduate Insight Group on 2 August 2010. The sale was accounted for in the financial year to 31 July 2010.

## Endowment Funds

The ACU holds five endowment funds. The largest (£3.2m at 31 July 2010) is the **ACU Endowment**, income from which funds ACU Development Fellowships, as described in Table 1.

The second largest endowment is the **CSFP Anniversary Endowment** (£1.5m at 31 July 2010). This was established to mark the 50th anniversary of the Commonwealth Scholarship and Fellowship Plan (CSFP) in 2009/2010. The fund will extend the scope of the CSFP to support more Commonwealth Scholarships in low and middle income countries.

The **Edward Boyle Endowment's** value was £85k at 31 July 2010. Its income contributes to medical elective costs for Commonwealth students studying in the UK.

The **Annenberg Foundation Endowment's** income is transferred to the Marshall Aid Commemoration Commission to fund a US scholar studying in the UK. The endowment's value was £403k at 31 July 2010.

The **Marshall Sheffield Endowment** is an expendable endowment – 5% of its value can be drawn annually. It funds postdoctoral fellows from the US at UK universities. The endowment's value was £547k at 31 July 2010.

## Restricted Funds

A brief description of the purpose of each of the Restricted Funds, together with an analysis, where appropriate, of the number of grants, awards, and fellowships made to individuals, is provided in Table 1.

Some grants are paid to individuals and/or the higher education institutions to which they are connected.

Table 1

Title of fund	Description	Total expenditure (£k)	Total value grants/awards/fellowships etc.	Number awarded
<b>ACU Development Fellowships</b>	The ACU's own endowment income is used to support small-scale collaboration between member universities through bursaries	133	104	42
<b>Marshall Sherfield Fellowship Scheme</b>	A programme to support US postdoctoral fellows at UK universities	33	19	1
<b>Annenberg Foundation</b>	Income from the Annenberg Foundation endowment is transferred to the Marshall Aid Commemoration Commission	21	19	1
<b>Mzuzu University, Malawi</b>	Support for Mzuzu University, Malawi	5	4	3
<b>Edward Boyle Medical Electives</b>	Medical electives supported by income derived from an endowment	3	3	6
<b>CAAST-Net project</b>	EC-funded Network for the Coordination and Advancement of Sub-Saharan Africa-EU Science and Technology Cooperation	223	–	–
<b>EuroAfrica-ICT</b>	EC-funded project to support policy dialogues and strengthen cooperation between Europe and sub-Saharan Africa on ICT research	15	–	–
<b>Africa Unit HE Partnerships</b>	Support for participation of African delegates at the Going Global conference (held in London, UK)	166	25	24
<b>CUSAC</b>	Commonwealth Universities Study Abroad Consortium – a programme to encourage and facilitate undergraduate study abroad exchanges between member universities	13	13	15
<b>Research management</b>	Variety of projects on management of HEI research	19	–	–
<b>Carnegie African research management capacity</b>	Carnegie-funded project to strengthen research management capacity in selected African universities	102	–	–
<b>Arcadia</b>	Survey to assess the need for digital information resources in African universities	50	–	–
<b>Symons Award</b>	Established by Professor T Symons, the Symons Award is made annually in recognition of major contributions to higher education in the Commonwealth	–	–	1
<b>Carnegie African participation</b>	Support for participation of African vice-chancellors and public affairs officers at conferences	–	–	–
<b>Communicating Research for Utilisation</b>	UK government-funded scoping study	49	–	–
<b>CSFP Governance</b>	Commonwealth Secretariat funding to support establishing the CSFP Anniversary Endowment	10	–	–
<b>African Social Sciences</b>	UK government-funded project to build capacity for better governance and social policy research	10	–	–
<b>Research and Innovation Management Improvement: Africa/Caribbean</b>	EC-funded project to improve quality research outputs; improve dialogue between researchers and policymakers; and strengthen institutional research capacity	17	–	–
<b>Canada Memorial Fund</b>	Scholarship programme to support UK students to study postgraduate degrees in Canada	20	18	1
<b>Wellcome Trust</b>	Used to increase participation of African delegates at the INORMS conference (held in Cape Town, South Africa)	12	12	10
<b>Miscellaneous</b>		3	–	–
<b>Total value and number of awards to individuals</b>		<b>904</b>	<b>217</b>	<b>104</b>

## Balance Sheet

The Balance Sheet at 31 July each year for the past two years is shown in Table 2.

**Table 2**

	2010 (£k)	2009 (£k)
<b>Assets</b>		
<b>Fixed assets</b>		
Tangible assets	3	13
Investments	10,459	10,034
Total fixed assets	10,462	10,047
<b>Current assets</b>		
Debtors	417	477
Cash at bank and in hand	1,770	338
Total current assets	2,187	815
<b>Creditors</b> (within one year)	(1,069)	(724)
<b>Net current assets</b>	1,118	91
<b>Creditors</b> (more than one year)	(252)	–
<b>Net assets</b>	<b>11,328</b>	<b>10,138</b>
<b>Funds</b>		
Unrestricted Funds		
General	4,755	4,472
Designated	–	29
Total Unrestricted Funds	4,755	4,501
Restricted Funds	857	815
Endowment Funds	5,716	4,822
<b>Total Funds</b>	<b>11,328</b>	<b>10,138</b>

## Investments

The ACU's investments are split between property, quoted investments, and term deposits/cash. This split reduces the exposure to any single asset class. The portfolio of quoted investments was managed by Newton Investment Management. Its performance suffered from the global downturn but, since early 2009, some of its lost value was restored. The ACU reviewed the performance of its investment manager, comparing it with several others, and concluded to move some of the portfolio to Sarasin. The transfer took place in October 2010.









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UK

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