

Higher Education for Development

Annual Report 2008





Higher Education for Development
2008 Annual Report
Knowledge, Partnerships, Results

Indonesian farmers develop low-cost solutions to increase tomato yield.

HED Mission

Higher Education for Development¹ diversifies and expands the engagement of higher education in international development, focusing on human capital development and institutional strengthening necessary for economic growth and social advancement.

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1. HED—formerly known as ALO—was founded in 1992 by the six U.S. presidential higher education associations: the American Association of Community Colleges (AACC), American Association of State Colleges and Universities (AASCU), American Council on Education (ACE), Association of American Universities (AAU), National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land-Grant Colleges (NASULGC).

The HED 2008 Annual Report covers activities from October 2007 through September 2008, and is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of HED and do not necessarily reflect the views of USAID or the United States Government. USAID Cooperative Agreement AEG-A-00-05-00007-00.

LETTER FROM THE BOARD CHAIR

As the new chair of the HED Board, I invite your attention to this 2008 report of Higher Education for Development (HED). If ever there was an organization that learned how to build human capital and institutional capacity in developing countries, it is HED. Readers of this annual report will learn that in the past year, HED has:

- Managed 66 partnerships in 28 countries.
- Conducted 16 site visits.
- Cited 536 examples of institutional capacity building in host countries.
- Monitored the development of 23 new higher education partnerships.



Higher education partnerships are based on the principle of true collaboration. Ownership of the programs resides with the host institutions which, aided by their U.S. partners, invest profoundly and lastingly in the solutions they create. Sustainability is a chief outcome of true collaboration, and sustainability is a hallmark of HED-managed programs.

Global perspectives are critical to solving contemporary problems, ensuring academic excellence, and preparing a world-class workforce. U.S. higher education institutions must position themselves to play a role in global issues, and HED partnerships provide rich opportunity for a wide variety of U.S. colleges and universities to commit their expertise to projects worldwide. Working side by side with counterparts at host institutions, U.S. educators, researchers, and administrators report effecting deeply significant change in the host country or region. And, clearly, it is not only the host institution and country that benefit from participation in HED partnerships, but also U.S. institutions, which are changed forever by the mutuality of the enterprises in which they participate.

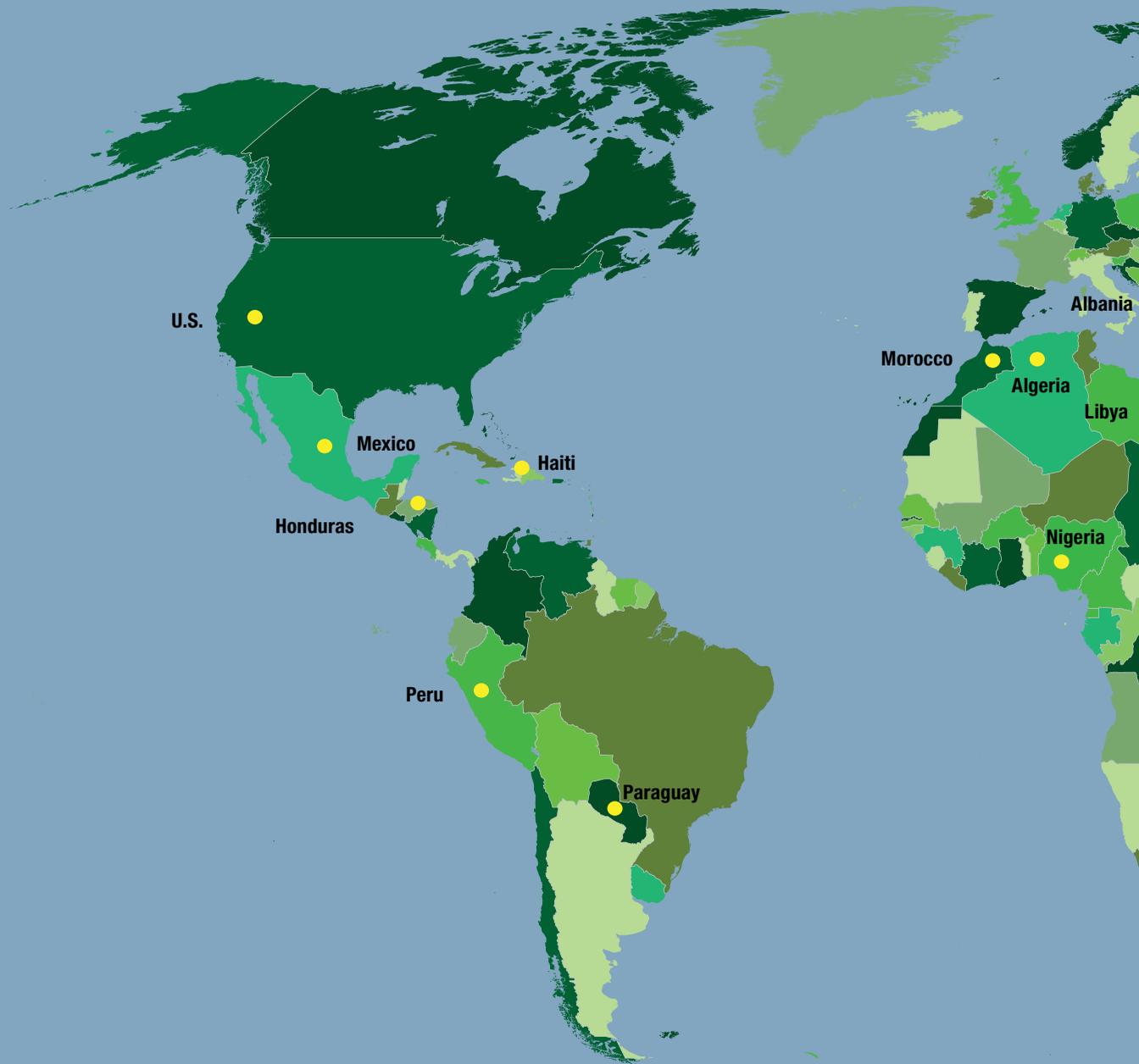
The United States Agency for International Development (USAID) has long recognized the important role U.S. higher education institutions have played to promote economic development in developing nations. HED works closely with USAID to promote effective outcomes. The higher education community in the United States expands its global development knowledge and the international dimension of its program through partnerships that USAID funds and HED nurtures.

You will find impressive developments made because of HED partnerships: a women's career network is flourishing in Algeria; 57 small business development centers are revolutionizing the way microenterprises are run in Mexico; Kenyan farmers have new techniques for improving crop production; and Kazakhstan hosted its first international conference devoted to direct marketing. These are some examples of the ingenuity and dedication of the people of U.S. and host country institutions. They better the world in which we live.

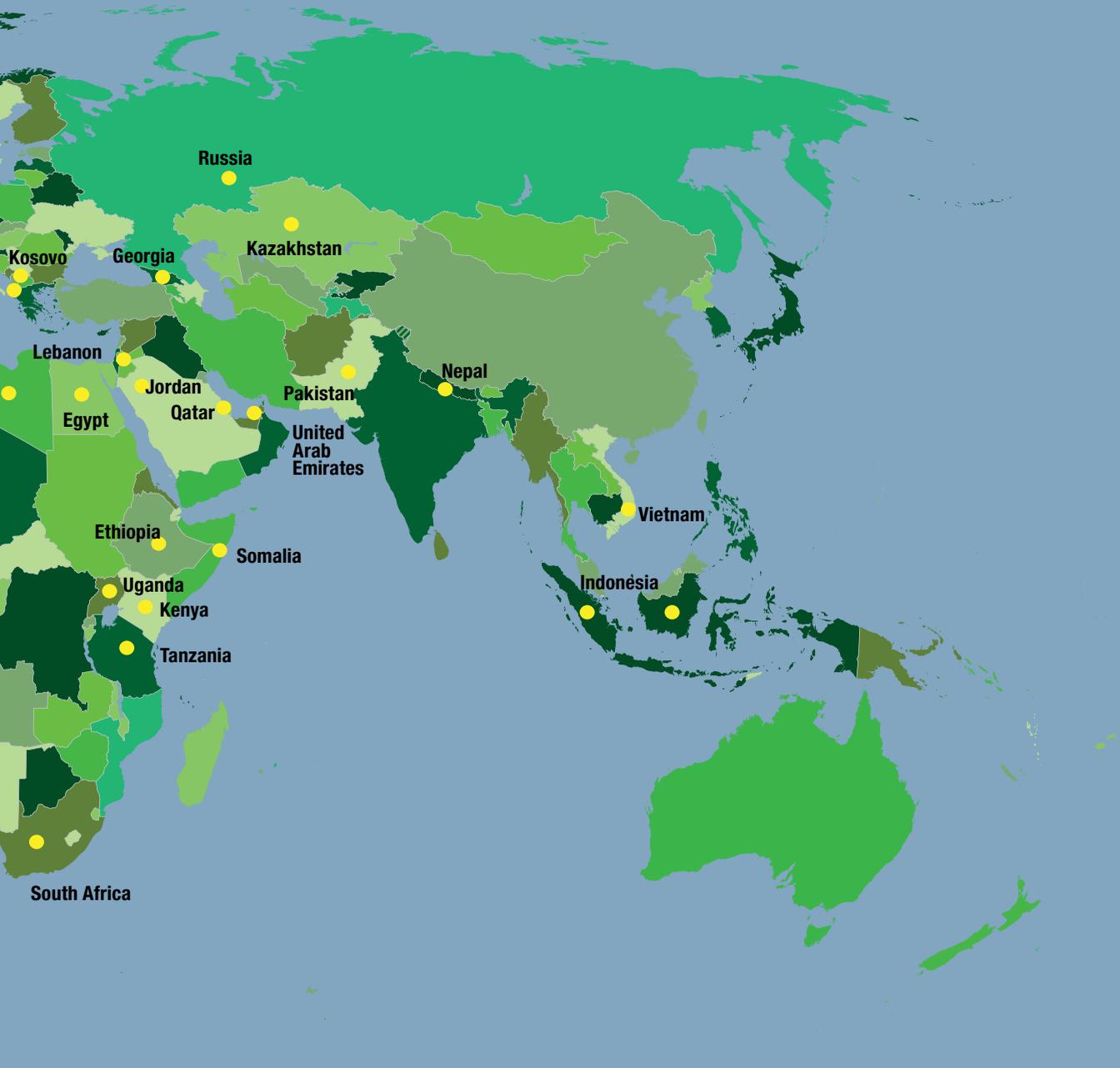
A handwritten signature in black ink, appearing to read "Terry W. Hartle". The signature is fluid and stylized, with a large, prominent "H" and "R".

Terry W. Hartle
Chair, HED Board
Senior Vice President, Division of Government and Public Affairs
American Council on Education

HED PARTNERSHIPS



HED supports and monitors innovative partnerships between U.S. colleges and universities and institutions of higher education in developing nations. HED's extensive operations bring together the resources of USAID and the expertise of the U.S. higher education community—the finest professors, researchers, and policy advisers—to address international development challenges. The partnerships created are highly effective, solution-oriented development programs that strengthen host institutions and countries.



HED partnerships address program priorities across USAID Mission portfolios, such as increasing the food supply in East Africa, improving basic and early childhood education in Indonesia and Jordan, increasing civic engagement for citizens in Morocco, and improving local governance in Mexico. HED's comprehensive services offer outreach to the higher education community, management of a competitive grants process, award selections by expert peer reviewers, monitoring, evaluation, impact assessments, and reporting.

ACTIVE HED PARTNERSHIPS AT A GLANCE

PROGRAM AREAS	DESCRIPTION	SECTOR FOCUS
<p>Collaborative Partnerships</p> <p>Region: Worldwide Funder: USAID/EGAT/ED and USAID Missions Active Partnerships: 12 Countries: Albania, Burundi, Egypt, Guyana, Jordan, Kosovo, Paraguay, South Africa, Somalia, Nigeria, Nepal, and Uganda New Partnerships in FY08: 10</p>	<p>This “matching” award program combines funding from USAID’s Office of Education in the Bureau for Economic Growth, Agriculture, and Trade (EGAT) with funds from USAID Missions in individual countries to mobilize the expertise and resources of U.S. and host country higher education institutions to address critical development challenges.</p>	<p>Agriculture, Agribusiness, Economics, Early Childhood and Mathematics Education, Health, Journalism, Telecommunications, Disaster Management, Peace Building and Conflict Resolution, Civil Society Strengthening</p>
<p>Civic Education Partnership Initiative (CEPI)</p> <p>Region: Middle East and North Africa Funder: MEPI, USAID/EGAT/ED, and USAID/DCHA Active Partnerships: 1 Countries: Morocco New Partnerships in FY08: 1</p>	<p>Bowling Green State University, Hassan II University in Casablanca, the Casablanca Teacher Training Institute, the Moroccan Center for Civic Education, and the California-based Center for Civic Education are introducing civic values and skills in Morocco’s education system through higher education, ministry officials, nongovernmental organizations, and other stakeholders.</p>	<p>Democracy and Governance, Civic Education</p>
<p>Executive MBA Program in Egypt</p> <p>Region: Middle East Funder: USAID/EGAT/ED and USAID Missions Active Partnerships: 1 Countries: Egypt New Partnerships in FY08: 1</p>	<p>Georgia State University and Alexandria University (AU) are improving the quality of business education for Egyptian executives by developing a quality executive MBA program at AU with the aim of stimulating the private sector. The partnership will review and develop the curriculum for the EMBA program; enhance faculty skills and knowledge through ongoing teaching, research, and advisory activities; and develop and implement a business plan for the program’s long-term financial stability. In January 2009, the first of two cohorts of 25 students will begin the program. An advisory council consisting of business representatives will provide a link to the business community for technical and financial support.</p>	<p>Economic Growth</p>
<p>Leadership Initiative for Public Health in East Africa (LIPHEA)</p> <p>Region: East Africa Funder: USAID Bureau of Global Health and USAID Avian Influenza Initiative Active Partnerships: 1 Countries: Democratic Republic of the Congo, Ethiopia, Kenya, Rwanda, southern Sudan, Tanzania, and Uganda New Partnerships in FY08: 1</p>	<p>Mid- and senior-level health professionals are gaining leadership skills to better plan, implement, and respond to East Africa’s health needs.</p> <p>Partners in the Leadership Initiative for Public Health in East Africa established a legally incorporated regional alliance for public health schools in the Democratic Republic of the Congo, Ethiopia, Kenya, Rwanda, southern Sudan, Tanzania, and Uganda. Collaborating with the U.S. Centers for Disease Control and Prevention, the countries’ ministries of health, the Red Cross, and other agencies, the alliance increases East Africans’ capacity to prevent and respond to natural and manmade threats, including potential epidemics like avian influenza.</p> <p>Web-based modules on leadership and management help disseminate information beyond the host countries’ borders.</p>	<p>Health, Disaster Preparedness, HIV/AIDS, Information Communications Technology (ICT)</p>

ACTIVE HED PARTNERSHIPS AT A GLANCE

PROGRAM AREAS	DESCRIPTION	SECTOR FOCUS
<p>Middle East Partnership Initiative (MEPI)</p> <p>Region: Middle East and North Africa Funder: USAID and U.S. Department of State Active Partnerships: 6 Countries: Algeria, Egypt, Lebanon, Libya, Oman, Qatar, United Arab Emirates New Partnerships in FY08: 2</p>	<p>MEPI partnerships create greater economic opportunities for youth and women in the Middle East and North Africa (MENA) region and promote civic engagement and open and transparent media. Partners promote excellence in education through the development of curricula relevant to the host nation's needs, the engagement of local communities with schools, faculty development, and workforce development. Innovative teaching practices introduced through these partnerships motivate students at the primary, secondary, and postsecondary levels and increase critical thinking skills.</p> <p>MEPI partnerships enhance U.S. understanding of the region and encourage interest among U.S. students in the study of critical languages, such as Arabic. They are also transformational experiences for faculty and students who have had no prior interaction with their MENA or U.S. counterparts. On a person-to-person and institutional level, barriers and stereotypes are overcome through collaborative engagement that enriches programs at colleges and universities at home and abroad.</p>	<p>Democracy and Governance, Rule of Law, Women's Empowerment, Economic Growth, Education, Information Communications Technology (ICT)</p>
<p>New IDEAS (Innovative Development and Engagement Across Sectors) Program</p> <p>Region: Worldwide Funder: USAID/EGAT/ED Active Partnerships: 10 Countries: Georgia, Honduras, Indonesia, Kazakhstan, Kenya, Peru, Russia, South Africa, Vietnam New Partnerships in FY08: 0</p>	<p>Innovative and unique approaches characterize New IDEAS partnerships. The open global competition that established the partnerships, which cut across all disciplines and development areas, allowed institutions to bring ingenuity and creative, cross-disciplinary approaches to address formidable development challenges. The program enabled U.S. colleges and universities to partner with institutions of their choosing, in locations anywhere in the world with a USAID presence. U.S. higher education gains an opportunity to become more globally connected and apply academic program strengths to address global development challenges, often building on existing relationships to solidify enduring results and address long-term sustainability.</p>	<p>HIV/AIDS, Climate Change, Food Security, Poverty and Hunger, Combating Corruption, Disaster Relief and Preparedness, and Economic Trade Opportunities</p>
<p>U.S.-Haiti Higher Education Partnership Program</p> <p>Region: Latin America/ Caribbean Funder: USAID/Haiti Active Partnerships: 4 Countries: Haiti New Partnerships in FY08: 4</p>	<p>Haitian and U.S. universities are supporting economic growth and workforce development by strengthening the Haitian universities' capacity to deliver undergraduate degree programs in agribusiness, business administration, finance and accounting, and computer science. Two of the partnerships offer the opportunity for Haitian students to complete their degrees in the United States after two years of study at Haitian universities.</p>	<p>Economic Growth, Workforce Development, Information Communications Technology (ICT)</p>
<p>U.S.-Mexico Training, Internships, Exchanges and Scholarships (TIES)</p> <p>Region: Latin America/ Caribbean Funder: USAID/Mexico Active Partnerships: 33 Countries: Mexico New Partnerships in FY08: 4</p>	<p>TIES enhances the capacity of higher education institutions in both the United States and Mexico to explore mutual development opportunities and challenges. TIES is HED's largest program, with 64 partnerships to date in this enormously successful countrywide model. The \$50 million, eight-year program is a key initiative of the U.S.-Mexico Partnership for Prosperity, launched in 2001. Now in its third phase, USAID/Mexico is contributing \$1.5 million to partnership initiatives and scholarships.</p> <p>HED's assessment visits to 11 TIES partnerships in fall 2007 revealed that partnership results have exceeded expectations. HED found individuals empowered to better protect their land and water resources; increased understanding and implementation of laws affecting formerly disenfranchised indigenous populations; health services to transient, at-risk populations to stem a health pandemic; and assistance to rural producers and ecotourism staff to earn livelihoods.</p>	<p>English-Language Teaching, Natural Resource Management, Information Communications Technology (ICT), Governance, Rule of Law</p>

2008 Highlights

Higher Education for Development is proud to report many successes over fiscal 2008.

This year, HED issued more highly specialized requests for applications (RFAs) than in any previous year—19 RFAs in 22 disciplines. Partnership objectives became increasingly defined and sophisticated to meet foreign assistance needs. Highly targeted partnerships address discrete goals among global development challenges.

The investment in higher education partnerships to address global development challenges remained cost-effective because the result—strengthened capacity—endures. HED managed 66 partnerships in 28 countries for 53 U.S. and 60 overseas host higher education institutions. Monitoring continues to be one of HED's strengths. Staff conducted 16 site visits in 10 countries. New partnership awards in 2008 addressed all of USAID's program areas, promoting higher education's contribution to worldwide development in agriculture and the environment, democracy and governance, economic growth and trade, education, health, and information communication technology.

HED convened and supported the coordination of several high-level development meetings including the Higher Education Summit for Global Development (described in detail on the next page).

HED also leveraged the expertise of U.S. higher education institutions by responding to eight requests for technical or advisory assistance. Among these are the production of a comparative study on the U.S. community college system with the Brazilian vocational and technical education system, accreditation assistance in the Middle East and North Africa, an assessment of eight partnerships in Ethiopia, and contributions to education data collection and a new knowledge-based software engine for Peru and Jamaica.



Pyramids of Giza during site visits to Egypt.

NETWORKING AND OUTREACH

HED facilitated a number of events in 2008 that brought together experts from higher education and development communities to share their knowledge and experiences to address global development challenges.

HIGHER EDUCATION SUMMIT FOR GLOBAL DEVELOPMENT

With an energizing story of the success of a young baker's business in Kigali, Rwanda, Henrietta Holsman Fore, director of foreign assistance and administrator of USAID, set the stage for the Higher Education Summit for Global Development, held in April 2008 in Washington, DC, with the support of HED. The gathering showcased new approaches to academic, education, business, and scientific collaborations to address global development challenges. Fore pointed out that the innovation in the baker's case was his use of a mobile telephone—his first phone of any kind—to expand the business he started from home.

Innovation was foremost on the agenda of the invitation-only summit convened by U.S. Secretary of State Condoleezza Rice. The 350 participants discussed innovative approaches as they sought to broaden partnerships and networks with one another and with corporate, foundation, NGO, and government representatives. One-third of the participants were U.S. higher education presidents, one-third were U.S. government officials and others, and another third were presidents, chancellors, and vice chancellors of international higher education institutions.

The summit featured plenary addresses by the President of the Republic of Rwanda, His Excellency Paul Kagame; Ismail Serageldin, the first director of the new Bibliotheca Alexandrina in Egypt; Sam Pitroda, chair of the National Knowledge Commission of India; Michael Leavitt, U.S. Secretary of Health and Human Services; Margaret Spellings, U.S. Secretary of Education; and Secretary Rice.

A highlight of the summit was the announcement that USAID will provide \$1 million to fund the Africa-U.S. Higher Education Initiative, which will provide 20 partnership-planning grants of \$50,000 to plan long-term collaborations between African and U.S. institutions of higher education. The initiative will help build African university capacity for instruction and problem-solving, agriculture, health care, science and technology, primary and secondary education, business, engineering, and economics. HED is pleased to support this long-term vision by managing the planning-grant competition and awards.

At the conclusion of the summit, participants overwhelmingly supported holding regional follow-up meetings in Africa, Asia, Latin America and the Caribbean, and the Middle East and North Africa. These meetings began in mid-fall 2008 and will continue into 2009.



Mexican entrepreneurs harvest mushrooms in a natural resource management partnership.

NETWORKING AND OUTREACH (continued)

ECONOMICS ROUNDTABLE—RELEVANCE IN THE TEACHING OF ECONOMICS: IN AND FOR DEVELOPING COUNTRIES

HED, in concert with the USAID Bureau for Economic Growth, Agriculture & Trade (EGAT), convened an economics roundtable in Washington, DC, in mid-May to look at the way economics is taught in U.S. doctoral programs. The event was moderated by USAID's Chief Economic Advisor Professor Arnold Harberger of the University of California, Los Angeles, who is renowned for his seminal work in public finance. Participants included well-respected economics professors John Taylor from Stanford University and Anne Krueger of Johns Hopkins University, as well as representatives from the International Monetary Fund. The economists examined the adequacy of the current approach to teaching economics to students who will advise governments, policy makers, and communities on economic development. Participants also made recommendations on a new sample curriculum for a doctoral-level economics program.

BRAZIL—U.S. VOCATIONAL EDUCATION ROUNDTABLE

In June 2008, HED convened a roundtable to launch the Brazil—U.S. Partnership to Strengthen Vocational and Technical Education. Educators from five U.S. community colleges and 10 Brazilian technical education centers met at the American Council on Education to learn from one another and create a sustainable collaboration between the two countries.

During the roundtable, participants described the context of vocational and technical education in each country and explored the role each educational system plays in workforce development and collaboration with the local business community. Program hosts and sponsors included HED's Director of Programs Jeanne-Marie Duval; Board member Maureen Budetti of the National Association of Independent Colleges and Universities; Director of International Programs of the American Association of Community Colleges Judy Irwin; as well as officials from the U.S. Agency for International Development and the U.S. Department of State.

The roundtable launched a bi-national exchange between the educators, following the completion of a comparative study on the two systems. It set the stage for sharing best practices from both countries that will help develop a workforce that meets the demands of a changing global economy.

HED PRESENTATIONS

Outreach to highlight higher education's role in global development was also a significant activity for HED staff in 2008. Staff made presentations at a variety of venues including NAFSA's international educators' annual conference; the American Council on Education's international events; the Latin American Congress of the International Association of University Presidents in Guadalajara, Mexico; the American Association of Community Colleges' Workforce Development Institute; a deans and directors' meeting for public health leaders in East Africa; the University of Virginia; and the Consortium for North American Higher Education Collaboration in Mexico. HED was also a presence at the annual conferences of its six founding associations to reach all of the U.S. higher education community.



Roundtable on the relevance of the teaching of economics in and for developing countries.



NEW FY2008 Partnerships

Haitian IT students will return to Port-au-Prince with degrees after studying at Virginia Tech for two years.

Improving Capacity in Agriculture to Increase Livelihoods and Promote Food Security

➤ **The University of Florida** and the Faculté d'Agronomie et de Médecine Vétérinaire at the **State University of Haiti** will build an agribusiness curriculum offering extension short courses, certification programs, and other outreach activities for women and local stakeholders.

➤ **University of Hawai'i at Manoa** and the **Agricultural University of Tirana (AUT)**, Albania, will strengthen quality graduate education in agricultural economics at AUT and offer training services to the Ministry of Agriculture, extension agencies, and producer associations in Albania.

➤ **South Carolina State University** and **Ngozi University (NU)** in Burundi are improving academic standards at NU to enhance and strengthen rural livelihoods. The partners are promoting experiential learning through academic assignments with agribusiness companies, community organizations, and local NGOs to address the needs of small farmers and local communities.

Promoting Good Governance Through Parliamentary Research, Conflict Resolution, and Transparent Journalism

➤ **Eastern Mennonite University** and **University of Hargeisa (UoH)** are working to promote peace and stability within Somalia by establishing

a School for Conflict Resolution and Peacebuilding. They are also strengthening UoH's research capacity, especially in indigenous conflict resolution.

➤ Parliamentary research and internship programs are being developed through a partnership between the **State University of New York, Uganda Martyrs University,** and **Islamic University in Uganda.** Students will provide technical support for parliamentary committees and issue-based parliamentary caucuses.

➤ **Ohio University** and the **University of Guyana's Centre for Communications Study** are partnering to strengthen the Centre's effectiveness in preparing undergraduate students for careers in media and communications. Partners are updating the Centre's curriculum, training faculty, and providing professional opportunities for students to promote balanced, accurate, and thorough journalism and news coverage.

Promoting Economic Growth

➤ **Alexandria University** in Egypt and **Georgia State University** are working together to strengthen Alexandria University's Executive Master's in Business Administration (EMBA) program. The partners are focusing on generating innovative marketing strategies, developing a business plan for long-term sustainability, and upgrading the EMBA faculty members' skills.

➤ **Georgia State and Cairo University (CU)** in Egypt are enhancing the quality of economics teaching and research at CU and strengthening CU's outreach so the university can serve as a regional hub and technical assistance provider in economics throughout Egypt and the Middle East Region.

➤ **Thunderbird School of Global Management** is partnering with **Zayed University (ZU)** in the United Arab Emirates to develop its Master of Science program in International Business and prepare ZU students to address real-world business and management issues in the UAE, the Middle East, and the world.

➤ **The University of Massachusetts, Boston** and the National Institute of Administration, Management, and International Studies (INAGHEI) at the **State University of Haiti** will deliver high-quality education in business administration by revising INAGHEI's curriculum and better preparing students for the business world.

Strengthening Computer Science Capabilities

➤ **Virginia Polytechnic Institute** and **State University and Ecole Supérieure d'Infotronique d'Haiti (ESIH)** are working together to strengthen the computer science capabilities at ESIH by providing key training, mentoring, and collaboration opportunities for ESIH faculty. The partners are creating opportunities for disadvantaged Haitian students to complete computer science degrees at Virginia Tech.



Indonesian students participate in a civic education course.

Empowering Women

► Pakistani women's access to academic programs in science, technology, and engineering will be increased through collaboration among **California State University, Fullerton**, **Fatima Jinnah Women University**, and **Sardar Bahadur Khan Women's University**.

► **University of Southern Maine (USM)** and **Zayed University (ZU)** in the United Arab Emirates are reforming higher education in the UAE by integrating the role of women in society into the curriculum. Partners will help students on both campuses learn about the varied roles of women in society from regional, comparative, historical, and contemporary perspectives. An interdisciplinary and culturally appropriate approach to employment and labor force development will be integrated in the new curricula.

► **Missouri Southern State University (MSSU)** and the **University of Quisqueya (UniQ)** in Haiti are strengthening the quality of UniQ's curriculum in finance and accounting. Talented undergraduate Haitian students from economically disadvantaged backgrounds will complete their baccalaureate degrees in accounting and finance at MSSU. Partners will focus on community workforce development and entrepreneurship, especially for Haitian women.

Enhancing Early Childhood Education in Jordan, Math Education in South Africa, and English-Language Teaching in Mexico

► **Georgia State University** and **Universidad Pedagógica Nacional (UPN)** in Mexico are strengthening UPN's English Language Teaching curriculum through graduate training at Georgia State, online training, and a distance learning program for in-service teachers.

► **Utah State University**, **University of Jordan**, and the **University of Petra** are strengthening the existing early childhood education undergraduate programs at the two Jordanian institutions to reflect best practices and integrate theory with classroom practice.

NEW 2008 PARTNER

► **The State University of New York, University at Buffalo**, and **University of Kwazulu-Natal** in South Africa are enhancing secondary mathematics teacher education to empower black South African teachers to increase their knowledge and pedagogical skills in mathematics.

Managing Natural Resources in Mexico and Nepal

► **Virginia Polytechnic Institute and State University** is working with **Tribhuvan University's** Institute of Forestry in Nepal to share current trends in natural resource management and to create a center that strengthens capacity in forestry and conservation.

► **Florida International University** is working with the **Centro de Investigaciones Interdisciplinarias para el Desarrollo Integral Regional (CIIDIR-Oaxaca)**, the National Forestry Commission (CONAFOR), Mexican NGOs, and grassroots organizations on a community-based conservation project. The partners will implement an action-research project on soil restoration, reforestation, nurseries for the conservation of germplasm, and payments for environmental services in community-protected areas and coffee farms.



Viewing coastal zone maps while visiting partners focused on water resource management in Thailand.

➤ **Michigan Technological University, Instituto Tecnológico de la Valle de Oaxaca, and Colegio de la Frontera Sur** will train a new generation of interdisciplinary experts in Chiapas and Oaxaca in managing forests. The sustainable approach aims to protect diverse ecosystems by balancing forest conservation and local economic development.

Sharing Health Information in Paraguay

➤ **Emory University and Andres Barbero Institute of Public Health, National University of Paraguay** are offering faculty development and curriculum support for postgraduate certificate programs in public health, epidemiology, and health statistics. The partners will develop training for health information systems personnel outside the universities. The training will be geared to the needs of a national health information system.

Developing Information Communication Technology (ICT) and Distance Learning

➤ **The University of Texas at Austin and the Universidad Veracruzana** in Mexico will develop educational programs to help poor communities in rural areas organize for economies of scale, add value to crop production, successfully market goods to consumers, and adopt appropriate information and communication technologies to support these outcomes.

➤ **The University of Pittsburgh and the University of Pristina (UP)** in Kosovo are working together to establish a graduate telecommunications program at UP. The program will offer experiential learning to help supply Kosovo with ideas and experts needed to construct a strong, modern economy and IT infrastructure system.



Vietnamese bike lot at a university working to mitigate the impact of rapid urban development.

2008 FACTS AND FIGURES

Fiscal 2008: Program Operations

New partnerships, 2008: 23

New awards funded by USAID Missions and Bureaus: \$8,094,997

New awards funded by the Department of State: \$569,757

Total new award amounts: \$8,664,754*

Active partnerships, 2008: 66

Total award amounts: \$22,932,912
(including new awards)

Total cost share: \$18,090,271

Countries: 28

U.S. institutions: 53

Overseas institutions: 60

Examples of institutional strengthening reported: 536

Individuals who received training as a result of partnerships: 10,365

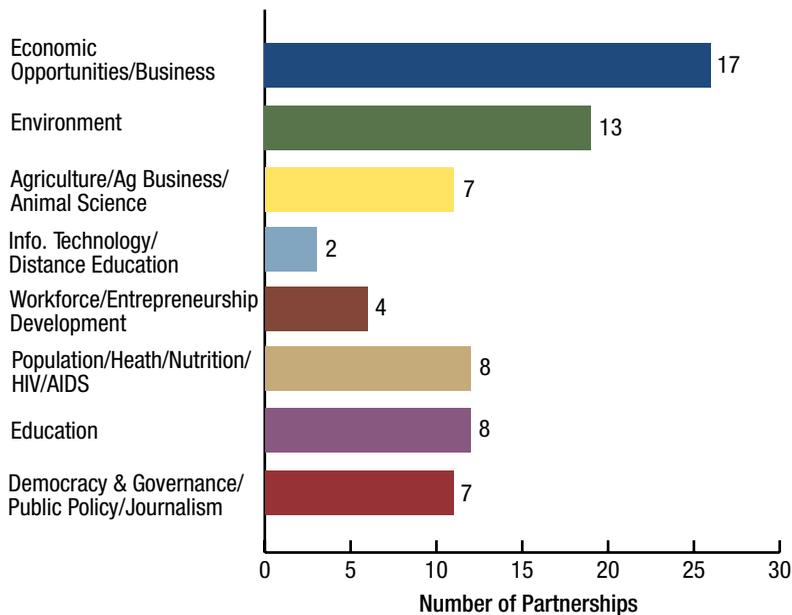
Competitions, 2008: 14

Peer review panels convened, 2008: 14

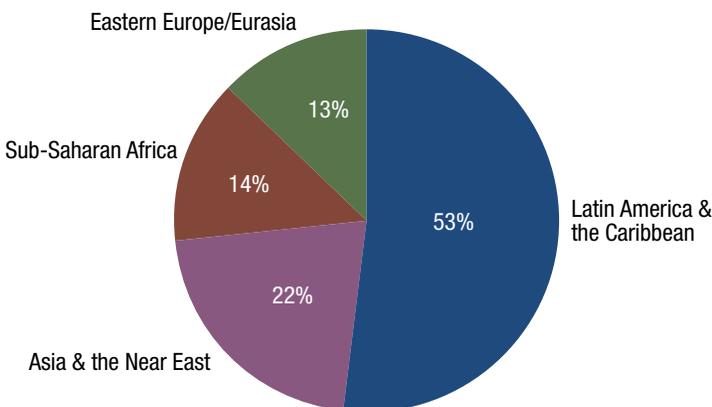
*At time of printing, five RFAs for partnerships are outstanding and are due to be awarded in FY 09.

NOTE: Information accurate as of September 30, 2008.

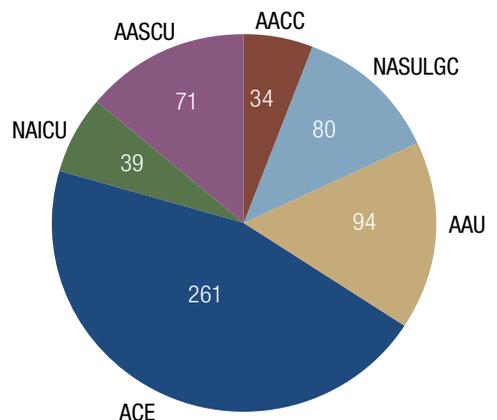
Active Partnerships, by Program Area



Active Partnerships, by Region



HED Partnerships, by Association



HED Board

Terry W. Hartle (CHAIR), Senior Vice President, Division of Government & Public Affairs, American Council on Education (ACE)
James McKenney, Vice President, Economic Development, American Association of Community Colleges (AACC)
George Mehaffy, Vice President, Academic Leadership and Change, American Association of State Colleges and Universities (AASCU)
John Vaughn, Executive Vice President, Association of American Universities (AAU)
Maureen Budetti, Director of Student Aid Policy, National Association of Independent Colleges and Universities (NAICU)
Kerry Bolognese, Vice President, National Association of State Universities and Land-Grant Colleges (NASULGC)

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HED Staff

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Clemson University/Universitas Sam Ratulangi

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Virginia Polytechnic Institute and State University/L'Ecole Supérieure d'Infotronique d'Haïti

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