



# **THE TALLOIRES NETWORK: HIGHER EDUCATION RESPONDING TO SOCIAL NEEDS**

## **THE ROCKEFELLER FOUNDATION'S BELLAGIO CENTER**

**MARCH 23-27, 2010**



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## EXECUTIVE SUMMARY

With the generous support of the Rockefeller Foundation, the Talloires Network convened its key leadership and international partners at the Bellagio Center on March 23-27, 2010. These higher education leaders assessed the current state of higher education civic engagement, including the efforts of the Talloires Network to date, mapped the regional opportunities and challenges to the implementation of strategies to engage universities in social change and poverty alleviation, and plotted a strategic course for future action. Though the Talloires Network has made considerable progress toward realizing its goals in the first five years since its establishment, it was crucial for the Network to reflect on and to deepen its engagement in each region of the world.

The meeting in Bellagio addressed the following topics:

- How to strengthen the global movement in higher education civic engagement while being responsive to local and regional needs
- How to incorporate civic engagement into higher education in different social, economic, and political contexts
- How to elevate social, governmental, and university support of civic engagement in higher education
- How to facilitate bilateral and multilateral university partnerships focused on civic engagement both within and across regions
- How to maintain relationships among regional networks and to strengthen communication and collaboration among the networks and the global Talloires Network

With the expertise and advice of its leadership and partners from around the world, the Talloires Network has now sharpened its strategies for future action. Next steps include:

- Continue to advance civic engagement globally through the dissemination of best practices, encouragement of innovation, development of communities of practice, and policy advocacy
- Collaborate with regional partners and member institutions to develop frameworks, toolkits, trainings and other resources that are informed by global best practices and contextually relevant
- Expand student programming and exchange opportunities
- Foster peer communities of professors and researchers by providing regional trainings and events
- Identify and disseminate compelling case studies, examples and stories from around the world to spotlight the powerful impact of university-community engagement
- Assist in the creation of impact evaluation tools and the collection of data on university-community engagement
- Expand and diversify the Steering Committee and create an Advisory Group

The Bellagio meeting was a significant opportunity to strengthen working relationships for the Talloires Network leadership and to solidify plans for continued success. The Network will refine the programmatic ideas that emerged in Bellagio and work to implement them with regional partners from around the world.

## INTRODUCTION

With the generous support of the Rockefeller Foundation, the Talloires Network convened a group of 20 leaders in higher education civic engagement at the Foundation's Bellagio Center in Italy on March 23-27, 2010. The participants represented nine countries from the global north and south and included Talloires Network staff and Steering Committee members, regional partners, and funders. In keeping with the Bellagio Center's mission of "bringing together people of diverse expertise and backgrounds in a thought-provoking and collaborative environment to promote innovation and impact on a wide range of global issues," the participants discussed a range of key issues in the field of higher education civic engagement.

Established in 2005, the Talloires Network is an exciting international initiative that works to ignite civic engagement within institutions of higher education. Its members – representing 170 universities in 56 countries – strive to harness the enormous potential residing within colleges and universities to respond to the most pressing needs of communities around the world.

The Talloires Network convened the Bellagio meeting in order to develop a vision for the global movement in higher education civic engagement over the next five years, encompassing the role of global and regional networks, policy advocacy, communications, service-learning, student engagement, professional development of faculty, institutional leadership, and funding.

The Talloires Network would like to express sincere thanks to all the conference participants whose immense experience in the higher education sector contributed greatly to our strategic vision for expanding university-community engagement. The Network is also grateful to the Rockefeller Foundation for its generous support and to the Bellagio Center staff for their professionalism and hospitality.

"For the past 20 years higher education all over the world has been focused on job preparation and economic development. We must not also lose sight of one of the original purposes of higher education – preparing students to be active and engaged citizens in their societies."

- Lawrence Bacow, President of Tufts University and  
Chair of the Talloires Network Steering Committee

## HIGHER EDUCATION CIVIC ENGAGEMENT AND SOCIAL RESPONSIBILITY: A GLOBAL MOVEMENT

Bellagio meeting participants, representing each region of the world, shared their expertise on the state of higher education civic engagement in their respective regions in order to highlight promising practices, the policy environment, and cultural and political influences in university-community engagement.

### AUSTRALIA

Janice Reid, Vice-Chancellor of the University of Western Sydney, explained that with the election of a Labor Government there has been a greater focus on educational reform and social justice. This, and an increase in public funding for universities, has led to a renewed focus on expanding access for disadvantaged groups. There is recognition within government that higher education assists in providing opportunities for socio-economic advancement for marginalized individuals and communities and that universities have a central role to play in community and national development. In the absence of dedicated public funding streams for the community engagement of universities, and recognizing the importance of inspiring and involving students and staff in community outreach and partnerships, higher education leaders in Australia are increasingly integrating community engagement into their teaching and research.

"Recognition and reward are so important. If all presidents and prime ministers gave awards for university service, we would see celebration of the value of civic engagement by universities just as we now do in research accomplishments."

- Janice Reid, Vice-Chancellor, University of Western Sydney

Martin Fitzgerald reported that the Australian University Community Engagement Alliance (AUCEA), of which he is President, is spearheading a national effort to network universities with a shared interest in community engagement. One major focus for AUCEA is benchmarking and evaluating civic engagement. Australian universities have begun measuring their civic engagement work against the benchmarks developed by AUCEA, helping to set some national standards for this work. Another focus for AUCEA is broadening its international reach through strategic alliances with the Talloires Network and other international groups, as well as business and government partnerships. In addition, AUCEA is working to develop an agenda for engaged scholarship that meets the same rigorous standards as all other higher education scholarship. It is essential for universities to have data on impact and outcomes that can be used to convince senior leadership and policy makers.

### THE MIDDLE EAST AND NORTH AFRICA

Barbara Ibrahim, Director of the John D. Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo, is an expert on the Arab context for civic engagement. Universities in the Middle East and North Africa, she noted, have traditionally had a culture where young people are not encouraged to be active participants or leaders. While there is a



strong tradition of charity in the region, there has been less emphasis on genuine development and social change. Despite this, there is a great sense of hope and dynamism among many young people who want to be more active in their communities. The Ma'an Arab University Alliance for Civic Engagement, which is hosted by the Gerhart Center, is working to capitalize on this interest in engagement. Some goals for the Ma'an Alliance include increasing south-south connections for the region and exploring the opportunities to integrate pedagogical reform with community-based learning.

## LATIN AMERICA



Maria Nieves Tapia, Director of the Latin American Center for Service-Learning (CLAYSS), has over twenty years of experience in Latin American higher education civic engagement, as well as service-learning at all levels. Higher education in the region, she reported, is diverse, but there is an almost universal understanding and participation in community engagement. This stems from the fact

that public universities are almost entirely funded by the citizens through the state. They are expected to contribute to and be responsive to society. In a region where many institutions have a history of engaging with their communities and networking regionally, it is important to convince universities of the value and benefits of joining a global network. Practitioners in Latin America are interested in increasing south-south connections and in working globally to advance university-community interaction.

## MALAYSIA AND SOUTHEAST ASIA

Saran Kaur Gill, Deputy Vice-Chancellor for Industry and Community Partnerships at the Universiti Kebangsaan Malaysia (UKM), is a leader in higher education and civic engagement in Malaysia. The emphasis on community and industry engagement has increased there recently, she noted, with the Ministry of Higher Education establishing the position of DVC for Industry and Community Partnerships at UKM in 2007. The creation of a senior management portfolio for engagement gave this work very high profile standing. UKM is currently developing a strategic



plan to set out operational systems and processes for effective engagement with both industry and community that focuses on research, education, and service. UKM is also chairing the Malaysian Committee of Deputy Vice Chancellors for Industry/Community Partnerships, so a national effort on this topic is emerging. Community engagement is also increasing in other parts of the region. Currently, there is a need to consolidate efforts and share information among

public and private sector universities for engagement that has greater impact at national, regional, and international levels. Dr. Gill is eager to see the development of a regional network in Southeast Asia that could partner with the Talloires Network

## UNITED STATES OF AMERICA

Maureen Curley, President of Campus Compact, leads the largest national organization in the United States focused on university-community engagement. Campus Compact, as she explained, embraces every type of higher education institution, presenting an opportunity for university leaders to meet with peers from different types of institutions with unique community engagement profiles. Campus Compact works through a national office and affiliated state offices, which support on-the-ground activities and networking. Some key issues in this field for US higher education include increasing student philanthropy and the use of civic engagement to expand college access and success. To this end, Campus Compact is researching the effects of civic engagement on graduation rates. Government support has been a key factor in the success of university-community partnerships in the United States. Though funding may become more limited in the future, community engagement has really been integrated into most higher education institutions in the United States. A key need for all universities doing this work remains the documentation of impact and outcomes, on communities, universities, and individual participants.

## SOUTHERN AFRICA

Piyushi Kotecha, CEO of the Southern African Regional Universities Association (SARUA), examined some of the challenges higher education institutions face in the region and the policy environment for improving community engagement in higher education. The social development policy framework, which is a pluralist approach that brings together diverse groups of stakeholders, can help inform how university-community engagement is shaped in Southern Africa. Higher education in South Africa, for example, was seen as one of the most important social institutions in the country's transformation and remains so today. The White Paper on South African Education gave higher education a mandate to respond to social needs. There is much to learn from the South Africa experience. For a global network like the Talloires Network, she suggested, the importance of building south-south partnerships cannot be understated. It is also crucial to increase university buy-in to human and social development, and to close the gap between policy and practice with regards to civic engagement and development work.



Russel Botman, Vice-Chancellor of Stellenbosch University in South Africa and Vice-President of the Association of African Universities, is a dynamic university leader who seeks to move beyond stale educational paradigms in order to transform both the university and society. In his view, university community interaction is a valuable approach to sustainable human development. African societies are in great need of both good governance and good universities. Universities must be responsive to social needs and must utilize their vast intellectual and human resources for development. For example, they clearly have a central role in achieving the UN's Millennium Development Goals. At Stellenbosch University, community engagement has been institutionalized and has its own governance structure, budget lines, academic work and student activities. A new national network has also emerged, called the South Africa Higher Education Community Engagement Forum, which Stellenbosch helped to form.

"We must move from the pedagogy of the oppressed to the new pedagogy of hope. We must believe in the triumph of possibility over limitations."

- Russel Botman, Vice-Chancellor, Stellenbosch University, South Africa

## GLOBAL UNIVERSITY NETWORK FOR INNOVATION



Yazmin Cruz, Project Manager for the Global University Network for Innovation (GUNI), works to advance higher education's role in society through the reform and innovation of higher education policies around the world under a vision of public service, relevance and social responsibility. GUNI's activities include publishing a series called "Higher Education in the World," hosting the biennial International Barcelona Conferences on Higher Education, maintaining a Universities and Social Commitment Observatory, communication and networking, and research. The Observatory has

gathered over 100 good practices from 43 countries and has become a resource center for higher education innovation in this field. The primary goal is to motivate higher education actors, especially policy makers, to reorient higher education to meet society's challenges.



## SUPPORTING A “NETWORK OF NETWORKS”: DEFINING ROLES FOR THE GLOBAL NETWORK AND REGIONAL PARTNERSHIPS

One of the key purposes of this meeting was to further define the “network of networks” strategy being pursued by the Talloires Network. In order to achieve a highly integrated international community of practice, the Talloires Network is building partnerships around the world. Through this strategy, the message of civic engagement and social responsibility reaches a wider audience, leading to greater local connections among institutions with similar interest in this work. These regional and local networks enable the Talloires Network to offer context-driven assistance and make it more accessible to larger numbers of institutions.

Regional networks unite universities which operate under similar circumstances to promote increased communication and cooperative learning. Integrating these regional networks into a single international network gives all members access to global information and trends in the sector, creates almost limitless opportunities for partnership and opens the door to innovation and collaboration in research. The long-term objective of this strategy is the development of a world-wide information system about civic engagement policy and practice in higher education.

As part of our strategic visioning, with input from all regional partners and the Steering Committee, we discussed policy advocacy, student programming, and communications. A series of key themes emerged from the discussion on regional and local experiences of university community engagement:

### Elements of Common Vision and Diversity

- Since society has endowed universities with intellectual and material assets, they have an obligation to engage.
- Community voices are valid, and the community must be viewed as an equal partner in engagement activities.
- We see in universities a new generation of students optimistic that they can make a difference, unbound from old paradigms.
- Universities should empower students to put their knowledge into action.

“It’s our responsibility to develop the conceptual framework for university civic engagement, gather and propagate best practices, consciously reflect on those at the regional level, and interpret it in the language, culture, and context of each region.”

- Lawrence Bacow, President of Tufts University and Chair of the Talloires Network Steering Committee

- Universities should have an enduring impact that helps students to engage throughout their lives.
- The concept of university-community engagement will take on varying connotations and meanings in different languages, cultures and political contexts.
- Some university leaders face extreme challenges, even danger, in trying to implement socially responsive policies. The political and cultural context shapes some of the public arguments about the goals of this work and why it is important.

The regional experiences of civic engagement highlighted the importance of context. Societies may have different needs in terms of engaging disadvantaged groups such as women and others who have been excluded or underrepresented. In some countries and regions, universities must be careful to avoid engagement activities that are too politicized, while in others universities may want their students to become more active in political participation. All present agreed on the importance of sensitivity to cultural



contexts while coming to consensus that the central importance of this work demands vigorous efforts to find common ground and work together to advance the goals of the global Talloires Network. Developing some shared terminology and common standards for evaluation of civic engagement work will be helpful in this regard. Sharing information across the Talloires Network will also help to break down misconceptions and get people to think about engagement in new ways.

## PROMOTING PUBLIC POLICY THAT SUPPORTS UNIVERSITY COMMUNITY ENGAGEMENT



The Talloires Network is exploring its role as a broker for policies that support civic engagement in higher education. At a global level, this is an important role for the network. However, policy making in higher education is most often done on a regional or national level, so regional networks and partners will be crucial in driving forward policy proposals.

The Talloires Network is also seeking to refine specific arguments that can be used to influence policy makers to support increased university-community engagement and recognition in reward systems of its value. For example, governments are often most interested in research output, so

community engagement work may be framed in this context to gain support at the national level. However, universities should also focus on partnerships and policy at the local level. Local governments may be more interested in the community development capacity of universities. Research has also shown that community-based learning can improve student learning outcomes and develop crucial skills crucial for success in the workplace. The link between economic development and community practice could be emphasized with both government and industry.

Future projects with potential include:

- Creating an international benchmarking or evaluation framework in consultation with policy makers, such as an international Carnegie Classification for Civic Engagement
- Influencing rankings by promoting recognition of community engagement

## INCREASING EMPHASIS ON STUDENT LEADERSHIP

Though the Talloires Network to date has focused on university leadership and management, there is strong recognition of the importance of engaging students in the network.

Talloires Network members represent nearly 5 million students, and it is essential to develop new strategies for engaging these young people. By working with students, the Network can uncover compelling personal stories to validate the importance of civic engagement. The Network can also tap into the incredible energy that young people possess, while building their skills for citizenship and future success.

Universities are increasingly focused on what skills, attitudes and behaviors students should possess when they graduate in order to be effective citizens. The Talloires Network wants to build policies and programs to support the development of those skills. In order to develop a new set of programming goals, however, it was essential to create a list of the most essential skills.

With input from all regions, participants identified the skills essential for students to become active citizens and engaged leaders in the community:

- The ability to listen well
- A sense of humility and an awareness we don't have all the answers
- Imagination—the capacity to see the world differently from how it is today
- The persuasiveness to market and sell ideas
- The negotiation skills to build consensus
- A passionate belief in personal responsibility to make a difference
- Communication skills and media literacy
- Global awareness
- Intercultural competence

“These are the qualities that lead to peace and democracy. These skills are essential for building society.”

- Mónica Eliana Jiménez de la Jara, Minister of Education, Chile (2008-2010)

A number of very promising program ideas emerged as the global and regional networks strategized about supporting students at member universities. These included:

- Increasing opportunities for guided, well-designed international service with cultural content through student fellowships or exchanges among members
- Providing faculty training institutes that would help faculty learn to teach these skills through effectively designed community-based learning courses, research programs or extra-curricular service activities
- Increasing student engagement and participation in regional and global network events
- Piloting an online multilingual chat venue to share experience among students (building on the existing English language forum)
- Develop a strategy to deploy social media to build global community among students active in civic engagement for peer to peer learning and encouragement

## **COMMUNICATING THE IMPORTANCE OF HIGHER EDUCATION CIVIC ENGAGEMENT TO OPINION LEADERS AND DECISION-MAKERS**



The Talloires Network must develop communication strategies to increase public awareness and support for higher education civic engagement and the efforts of our network. The Network is committed to promoting the engaged universities movement to a variety of audiences, including our members, universities that have not yet engaged with their communities, funders, and non-university constituencies. A key vehicle for communication is the Talloires Network website, which could be strengthened by making it more user-friendly and by making it easier for visitors to get engaged directly with the Network. To

make Talloires Network communications more engaging, it is important for the Network to help institutions evaluate their work, gather concrete information on their impact, and also to gather human interest stories that will be more compelling.

Another key tool for communicating the Talloires Network mission to a variety of audiences is the name. Feedback and experience suggests that while the name may be difficult to pronounce, there is increasing recognition of our brand. A tagline could help in strengthening the name and communicating a stronger message about the network's mission and values.

## **BUILDING CONNECTIONS WITH THE PHILANTHROPIC SECTOR**

The Talloires Network has received support from private foundations such as the Carnegie Corporation of New York, the Ford Foundation, the MacJannet Foundation, the Omidyar Network, the Pearson Foundation, the Rockefeller Foundation, and others, and from corporations and corporate foundations including Banco Santander and the Walmart Foundation. An

important concern for all of the Network's funders has been measuring and communicating impact.

Walmart Foundation President, Margaret McKenna, is the former president of Lesley University and a strong proponent of community engagement and service. Her experience in both the nonprofit, higher education sector and in corporate philanthropy gives her unique insight into the needs and expectations of foundations as they evaluate investment in large-scale international programs.

"University presidents should go out and model the behavior they want their students to show."

- Margaret McKenna,  
President, the Walmart  
Foundation

McKenna emphasized the need to ensure that the partnership between a foundation and a non-profit organization is mutually beneficial. Organizations must be prepared to explain, in clear language, the impact of what they do. In particular, the corporate sector may speak a different language, so it is important to paint a vivid picture of how the Network's mission can help further the foundation's goals.

## DREAMING IN TECHNICOLOR

In order to continue to inspire and engage members, the Talloires Network is seeking funding to support a wide array of innovative programs. The Steering Committee and regional partners discussed some of the most promising future initiatives to be developed over the long-term. The group brainstormed initiatives without regard to limitations and what emerged was a dynamic and interesting list of possibilities, including:

- Create a certification program for civic engagement practitioners, most likely to be offered under the auspices of regional networks
- Recruit a cadre of senior professionals able to serve as ambassadors, mentors and advisors through service as lecturers, scholars in residence, and visiting professors
- Invest in rigorous research to assess the effectiveness and demonstrate the value of civic engagement programs in both local/regional and comparative perspective
- Support institutional or regional efforts to establish permanent faculty positions dedicated to civic engagement
- Convene funders to establish a global fund for engaged universities

## THE TALLOIRES NETWORK: FUTURE DIRECTIONS IN GOVERNANCE AND ORGANIZATION

The Talloires Network has experienced 5 years of growth and success and is now poised to strengthen and diversify its structure and governance, membership, and plan for future global activities, such as a proposed 2011 global conference.





Lawrence Bacow will be stepping down as president of Tufts University and chair of the Talloires Network's Steering Committee in June 2011. There was strong consensus that his replacement as chair should be a university president who is able to travel to the US often for meetings and fundraising. Other potential qualifications include strong commitment and knowledge of civic engagement issues, a strong staff, being head of a prominent institution, and familiarity with the Talloires Network. In order to maintain continuity, the Secretariat will stay at

Tufts University and Innovations in Civic Participation. Adding representatives of the Talloires Network's regional partners to the Steering Committee would increase regional engagement and create stronger partnerships. In addition, the Talloires Network will create an Advisory Board to provide additional credibility and fresh ideas.

As the Talloires Network grows, the membership process and expectations must be adapted and improved to increase engagement and knowledge sharing among all members. The Talloires Network Secretariat will create a new membership process that will collect more in-depth information on new members' civic engagement activities and level of experience. Interested universities may also be vetted by the Network's regional partners.

With the fifth anniversary of the original 2005 Talloires conference approaching, the Talloires Network plans to hold a global conference for its entire membership in the spring of 2011 in Madrid, Spain. The conference will be a unique opportunity for capacity-building and strengthening personal relationships among the members.

## **NEXT STEPS AND ACTION ITEMS**

The Network's Secretariat, shared between the Jonathan M. Tisch College of Citizenship and Public Service at Tufts University and Innovations in Civic Participation, will take the lead in coordinating and implementing the action items identified by participants. Secretariat staff will work with Steering Committee members, regional partners, and other Bellagio meeting participants to accomplish specific goals. A detailed list of action items follows, by topic:

### **Structure and governance**

- Choose a new chair of the Steering Committee following criteria laid out above
- Broaden the composition of Steering Committee to include regional representatives and other stakeholders
- Consider establishing advisory board
- Affirm the critical importance of partnerships with regional networks through the governance structure of the Network

## **Membership**

- Require more information up-front from potential members
- Formalize the application process to include input/vetting from our regional partners
- Benchmark processes for monitoring continued membership engagement
- Create modes of membership that recognize a continuum/spectrum of engagement from Talloires Declaration signatories to active members and, possibly, sustaining members

## **Network communications**

- Continue to refine a communications strategy that will heighten the visibility of the Network itself and its regional partners, member institutions and stakeholders.
- Develop a new name and/or tagline to communicate the mission more effectively
- Identify and disseminate compelling case studies, examples and stories from around the world to spotlight
- Continue to strengthen the website to showcase the work of the Network, provide useful tools, and orient those new to civic engagement in higher education
- Explore approaches to increase the robustness of multilingual communications

## **2011 global conference**

- Approach our contacts to explore potential conference locations, including Madrid

## **CONCLUSION**

The Talloires Network Bellagio Conference, “Higher Education Responding to Social Needs,” was an important opportunity for leaders in higher education and civic engagement to gather, exchange ideas, and chart a course for the future of the Talloires Network. Presentations by representatives from all over the world demonstrated the vitality of the global movement for engaged universities and led to fruitful discussions about both the differences between regional contexts as well as the values and best practices that are shared worldwide.

Participants reaffirmed the vital role of the Talloires Network in gathering and promoting best practices, encouraging innovation, supporting regional networks and advancing research and public understanding of the importance of engaged and socially responsible higher education institutions. Discussions on governance, membership, communications, policy advocacy, and new ways of engaging students and faculty laid the groundwork for important next steps in the Talloires Network’s growth and development. The Talloires Network Secretariat will collaborate with the conference participants to implement these action steps.

The Talloires Network is deeply grateful to the Rockefeller Foundation for providing us with this opportunity to discuss the Network’s progress and chart its future course. The Rockefeller Foundation's sponsorship of travel expenses from the developing world was especially important, making it possible to gather a truly global group. We would also like to thank the dedicated staff of the Bellagio Center for providing an atmosphere conducive to fruitful discussion.



**Back row from left to right:** **María Nieves Tapia**, Director, Latin American Center for Service-Learning (CLAYSS), Argentina; **Robert Hollister**, Dean, Jonathan M. Tisch College of Citizenship and Public Service, Tufts University, USA; **Lawrence S. Bacow**, President, Tufts University, Chair, Talloires Network Steering Committee, USA; **Michael Baenen**, Chief of Staff to the President, Tufts University, USA; **Janice Reid**, Vice-Chancellor, University of Western Sydney, Talloires Network Steering Committee, Australia; **Saran Kaur Gill**, Deputy Vice-Chancellor for Industry and Community Partnerships, Universiti Kebaangsan Malaysia; **Russel Botman**, Vice-Chancellor, Stellenbosch University, South Africa; **Martin Fitzgerald**, President, Australian University Community Engagement Alliance (AUCEA), Australia; **John Shattuck**, President and Rector, Central European University

**Front row from left to right:** **Ellen Hume**, Annenberg Fellow in Civic Media, Central European University; **Margaret McKenna**, President, The Walmart Foundation, USA; **Mónica Eliana Jiménez de la Jara**, Former Minister of Education, Chile, Talloires Network Steering Committee; **Susan Stroud**, Executive Director, Innovations in Civic Participation (ICP), USA; **Barbara Ibrahim**, Director, the Gerhart Center for Philanthropy and Civic Engagement, American University in Cairo, Egypt; **Piyushi Kotecha**, CEO, Southern African Regional Universities Association (SARUA), South Africa; **Yazmin Cruz**, Project Manager, Global University Network for Innovation (GUNI), Spain; **Maureen Curley**, President, Campus Compact, USA; **Rob Garriss**, Managing Director, Bellagio Programs, Rockefeller Foundation; **Elizabeth Babcock**, Coordinator, Talloires Network, USA; **Shamsh Kassim-Lakha**, Founding President, Aga Khan University, Member, Board of Governors, Higher Education Commission, Pakistan, Talloires Network Steering Committee, Pakistan

## Participants

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JIMENEZ de la JARA, Mónica Eliana  
Minister of Education, Chile (2008-2010)  
Talloires Network Steering Committee

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