

2012 ANNUAL REPORT

AWBC'S Mission

*Give a man a fish and you feed him for a day.
Teach a man to fish and you feed him for a lifetime.
Lao Tsu, 4th Century B.C.*



Graduation Ceremony
Addis Ababa University

AWBC's mission is to assist developing countries improve their universities so that they can educate the experts and professionals these countries need for their development and the alleviation of poverty. AWBC fulfills its mission by sending highly trained volunteer personnel to assist on projects that originate with its developing world university partners. The projects belong to our partners and they contribute to the cost of the volunteers' placements. AWBC covers the rest of the expenses, but does not provide the volunteers with a salary.

The ultimate goal is for our partner universities no longer to need AWBC's assistance and to be, in turn, in a position to help other universities in the developing world.

AWBC is involved with the full spectrum of activities connected to university development from assisting in the expansion of existing institutions and programs to helping set up new ones – from introducing new courses to supporting the development of non-academic and outreach activities.



University of Liberia

In 2012, AWBC completed eight projects at five institutions in seven countries. The projects took place at:

- Aga Khan University, in Kenya, Tanzania and Uganda,
- Addis Ababa University in Ethiopia,
- the National University of Rwanda,
- the University of Cape Coast in Ghana,
- and the University of Liberia.

The projects were in a wide range of disciplines, including computer science, nursing, management, English, and mathematics as well as capacity development of administrative staff. AWBC's volunteers came from Canada, the United States, France, and Austria.



Health Sciences Library
Aga Khan University
Kampala

The first part of this report describes AWBC's projects and the second, its operations.

Projects

A. Completed Projects:

Rwanda

National University of Rwanda

Administrative Staff Training

AWBC's 2012 project at the National University of Rwanda (NUR) involved mentoring and on-the-job training for staff in administrative units. As a result of the Genocide of 1994, when most Rwandan professionals were either killed or fled the country, the University struggles with a lack of administrative capacity and skill, both at the mid-management and lower levels. While improvements have been made, some departments still lack trained staff members.



National University of Rwanda

The University administration identified three administrative units—the Human Resources and Administration Department, the Directorate of Planning and Development and the Public Relations and External Links Office, which needed a high level of administrative efficiency to satisfy internal needs and project a positive image inside and outside of Rwanda.



Corrie Young with a NUR Staff Member

AWBC's volunteer, **Corrie Young**, worked with younger members of these units to assist them to become more confident, active and willing to take on new and challenging tasks.

Ms. Young worked with 10 staff members in the three departments and achieved the following results:

- Draft Communication strategy in use while awaiting final approval from appropriate organs, i.e. NUR website updated daily and the Marketing officer using social media to alert Rwandan community and international partners to the events and happenings at NUR
- Full Protocol system to handle visitors in place
- Staff reports to management more succinct and accompanied by recommendations and implementation strategies
- Performance appraisals more reflective of staff competencies.

AWBC Volunteer

Corrie Young, M.A. (Royal Roads), is a consultant for Academics without Borders Canada and its Institutional Manager for NUR and Aga Khan University.

Ghana
University of Cape Coast
Department of Computer Science and Information Technology
Transitional Doctoral Program

Ghana does not have a graduate programme in computer science. As a result, students who wish to pursue master's degrees or doctorates in computer science must leave the country to pursue their studies. Many do not return. The goal of the AWBC project at the Department of Computer Science and Information Technology (DCSIT) at the University of Cape Coast (UCC) is to provide a transitional doctoral programme for the current DCSIT faculty members. If a sufficient number of them obtain doctorates, UCC will give the DCSIT permission to mount its own graduate programme, a first for Ghana. The first step in the Transitional Doctoral Program is to provide the DCSIT faculty members with graduate level courses in computer science.



Computer Lab
University of Cape Coast

In 2012, AWBC mounted three courses, one an intensive course offered in January 2012 and two in the summer of 2012.

In January 2012 AWBC's volunteer, **Dr. Laure Berti-Équille**, taught a "consolidation course" in *Fundamentals and*



Laure Berti-Équille

Practice of Database Management Systems whose purpose was to establish solid theoretical as well as practical foundations for research work in this area. The course consisted of lectures, guided exercises, and practical work on the students' personal computers. The topics covered during the course were data management systems, conceptual data modeling, transformation from the conceptual model to the physical DB implementation, relational algebra, SQL query language, query optimization, DB administration and tuning, all of which opened new perspectives to many of the attendees. These areas are important both for the DCSIT lecturers' Ph.D. research

projects, as well as their teaching activities, since it covered material that can be used by the faculty members to teach parts of their undergraduate courses. There were 19 participants in the course - 6 lecturers and 9 students from the DCSIT, 1 lecturer from the Kwame Nkrumah University of Science and Technology (Kumasi), and 3 administrators/system analysts. Dr. Berti-Équille also met individually with each student to discuss their background and plans, how they feel in the courses and their teaching, and to further discuss the topics they have investigated in order to formulate the topics for their doctorates with an emphasis on the research component.

The next postings took place in the summer of 2012, when AWBC volunteers, **Professors Jörg Liebeherr** and **Andrew U. Frank**, taught two specialized courses, *Computer Networks* (Liebeherr) and *Information Management, Data Quality and Information Business* (Frank). The courses ran for eight weeks, from June 18 to August 10, 2012.



Jörg Liebeherr

Professor Liebeherr's course covered such topics as concepts of computer network architecture, protocols and systems, with a focus on the protocol architecture of the Internet. He made frequent use of UCC's own network as an example in his lectures and discussed aspects of network infrastructures in Ghana and Africa.



Andrew U. Frank

Professor Frank's course was intended to give students a background in the information economy, with a focus on web-based information applications. The course established the theoretical and practical background for assessing the value of information and designing and realizing a business with information. It helped students understand the value of information and the related business potential. The course covered such topics as the determination of information needs, data quality, and the value of information to make decisions. Students analyzed a web-based information business and went on to prepare a business plan and realize a web application.

Professor Liebeheer's and Professor Frank's courses had 15 to 18 students. Both courses lasted six weeks and consisted each week of 2 three-hour lectures and 2 contact hours. Students were given 6 individual homework assignments, approximately one a week. Contact hours were used for problem sets and problem solving on topics related to the lecture, and development of research skills of doctoral students. Both professors met with the students to discuss the nature of research in computer science and to help them select thesis topics.

The three courses offered to faculty members in the DCSIT at the University of Cape Coast are part of the course requirements for the doctorates in the Transitional Doctoral Program. In addition, Professor Frank reported that some of the faculty members in the program chose their thesis topics.

AWBC Volunteers

Laure Berti-Équille, Ph.D. (University of Toulon), is a senior research scientist in Computer Science at the Institut de Recherche pour le Développement, Aix-en-Provence, France, and a research associate at the Laboratoire d'Informatique Fondamentale, Aix-Marseille University.

Andrew U. Frank, Ph.D. (Swiss Federal Institute of Technology), is a professor of Geoinformation at the Technical University of Vienna.

Jörg Liebeherr, Ph.D. (Georgia Institute of Technology), is a professor in the Department of Electrical and Computer Engineering at the University of Toronto.

Kenya, Tanzania, Uganda
Aga Khan University
Upgrading Nursing Education

The **AWBC** project was to enhance the quality of the student learning experience at the Aga Khan University (AKU) School of Nursing, East Africa through a faculty development programme that promotes pedagogical approaches to engender student engagement in the learning process. The Aga Khan University Advanced Nursing Studies programme has been upgrading working nurses from the Enrolled Nurse to Registered Nurse diploma nurse level and from the Registered Nurse to the BSc - Nursing level for the last 10 years in Uganda, Kenya and Tanzania, where there are large deficits of numbers of nurses to meet the health needs of local communities.



Student Nurses at AKU

The AWBC initiative, which involved sending three volunteers to AKU, focused on strengthening the capacity of nursing faculty of both programmes, in all three sites in East Africa (Nairobi, Dar-es-Salaam, Kampala). The volunteers assisted junior faculty members to increase their use of student centered pedagogies and evaluation mechanisms with activities including assistance with lesson planning, in class observation, and co-teaching. While assisting with the initialization of a comprehensive faculty development plan including faculty development modules, the volunteers also worked with faculty members in the development of new curriculum, research planning and design, and student feedback and faculty evaluation mechanisms.

Lessons learned from the initial project activities and results led to the identification of areas of ongoing and further cooperation, specifically in areas related to applied and action research projects to improve quality and relevancy in curriculum and program design. AKU has a strong commitment to community and human development and is dedicated to promoting an environment of knowledge sharing and the dissemination of experienced best practices in East Africa and with its other higher education sites, as well as with other education institutions in the region.

AWBC Volunteers

Judith Baigis, Ph.D. (New York University), is a Professor Emerita, School of Nursing & Health Studies at Georgetown University, Washington, D.C.

Marilyn Campbell, Master's of Adult Education (St. Francis Xavier University), is an Instructor in the Nursing Department at Vancouver Island University, Nanaimo, British Columbia

Pammla Petrucka, Ph.D. (University of Alberta), is an Associate Professor in the College of Nursing at the University of Saskatchewan, Saskatoon, Saskatchewan

Liberia
University of Liberia
Train the Trainers II

The University of Liberia (UL) faculty members, who participated in the summer 2011 project to upgrade their teaching skills, found the programme so rewarding that they requested it be continued the following summer with content workshops on mathematics and English that would incorporate teaching methods appropriate to these two disciplines. To fulfill the request, AWBC sent three volunteers to the University in the summer of 2012 - **Ree Migliozi**, **Maryan Koehler** and **Emmett C. Dennis**. Ms. Migliozi and Dr. Dennis are specialists in the teaching of mathematics and Ms. Koehler in the teaching of English to university students.



Maryan Koehler



Emmett Dennis



Ree Migliozi

AWBC Volunteers

Ree Migliozi, M.A., (Western New England College), is an Adjunct Professor of Mathematics at Holyoke Community College, Holyoke, Massachusetts

Maryan Koehler, Ed.D., (Durham University), is an Associate in the American Language Program at Columbia University in New York City

Emmett C. Dennis, Ph.D., (University of New Orleans), is an Associate Professor of Mathematics in Department of Mathematics at Southern Connecticut State University in New Haven, Connecticut

Computer Literacy



UL Faculty Members

Because of the long and devastating civil war in Liberia, many University faculty members lack certain computer skills and the ability fully to use the Internet. In the near future, the University will be equipped with a high speed Internet connection and the faculty members at the University will be able to access the extensive resources available on the web. AWBC's volunteer, **Conzolo Migliozi**, offered two workshops. The first for faculty members across the University was offered to enable participants to perform basic tasks (such as opening programs, saving files, and creating folders), to write a business letter in Microsoft Word, and to create a budget in Microsoft Excel. The second course was for faculty members in the Business School who teach courses that require the use of computers for

on-line research. The objectives of the course were to enable the participants to create effective queries, analyze the results page, filter results and use advanced search, as well as evaluate the websites' reliability, and locate and assess the quality of free and open-source software.

AWBC Volunteer

Conzolo Migliozi, M.A. (University of Massachusetts, Boston), is a teacher in *Project Enable* at North Shore Community College, Lynn, Massachusetts

Internet Course in International Relations



Micheal Keating

If the University of Liberia were to make active use of the Internet, it could greatly increase its course offerings. It would be able to make use of the many courses on-line, but could also link to courses that are offered at other universities, integrating the University of Liberia students into these courses. **Michael Keating**, AWBC's volunteer, teaches a course at the University of Massachusetts, Boston on International Relations. The goal of the project was to determine whether on-line tools could be used effectively to bring virtually University of Liberia students into a North American classroom. The ultimate goal is to add this and similar courses to the University of Liberia's list of courses, thereby extending and improving the courses that it offers.

From September 4th to December 15th 2012, Mr. Keating ran his once-a-week seminar, *Globalization and Development* in Boston, Massachusetts, with 11 students from the University of Massachusetts Boston and 16 from the University of Liberia. The seminar was streamed live between Boston and Monrovia, with the students in the two classrooms being able to interact with one another. Outside of class time, the students were able to communicate with one another through email, Google Groups, Facebook and Twitter. The project was deemed a success and there are plans to repeat it and to mount similar courses linking the University of Massachusetts Boston and the University of Liberia.



University of Liberia Students in Mr. Keating's Virtual Seminar

AWBC Volunteer

Michael Keating is the Senior Fellow and Associate Director at the McCormack Graduate School's Center for Democracy and Development at the University of Massachusetts Boston

The projects at the University of Liberia were funded by [the McCall – MacBain Foundation](#), based in Geneva, whose mission is to improve humanity through focused grants in health, education and the environment.

B. On-going Projects:

Ethiopia Addis Ababa University Centralized School of Nursing Masters of Science in Nursing (2011 – 2013)

AWBC's Project at Addis Ababa University focuses on the support and development of the Masters of Science in Nursing program at the Centralized School of Nursing through cooperative teaching and curriculum planning, and thesis mentorship. It is being carried out jointly with the Centralized School of Nursing at Addis Ababa University and the Lawrence S. Bloomberg Faculty of Nursing at the University of Toronto. The project had its beginning in meetings held in Addis Ababa in 2007. **Amy Bender**, AWBC's volunteer and Assistant Professor in the Lawrence S. Bloomberg Faculty of Nursing, coordinates the project in collaboration with Asrat Demissie, Director, and Amsale Cherie, lecturer and Research Curriculum Coordinator at the Centralized School of Nursing.



Amy Bender

"I am studying depression in hospitalized patients because many patients in Ethiopian health institutions suffer co-morbid conditions, yet depression is not well identified and treated." – Aklilu former Chief Nursing Director at Ayder Referral Hospital.

The relationship is organized around tenets of collective and cooperative practice. Efforts are aimed at achieving sustainable, locally desired results by developing the capacity of nurses to undertake research and influence policy, and strengthening nursing leadership through scholarship. There are currently about 70 students in the Masters of Science in Nursing program, with admission numbers increasing every year. A total of four teaching trips by the Lawrence S. Bloomberg Faculty of Nursing faculty and associates took place from fall 2011 to spring 2013, as part of AWBC's project in Ethiopia.

AWBC Volunteers

Amy Bender, Ph.D. (University of Toronto), is a Professor at the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto, Toronto, Ontario

Shan Mohammed, Masters of Nursing (University of Toronto), is a doctoral candidate at the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto, Toronto, Ontario

Catherine Morash, Masters of Nursing--Nurse Practitioner, (University of Toronto), is a Nurse Educator at the Sunnybrook Health Sciences Centre, Toronto, Ontario

The project at Addis Ababa University was funded with the help of the Toronto Funding Network.

Liberia
University of Liberia
College of Business and Public Administration
Research Methodology (2012 – 2013)

The central objective of the AWBC project is to promote the development of research projects by professors and teaching assistants in the College of Business by strengthening the capacities of the faculty members for undertaking research activities. The project objectives were centred on research proposals, structured around nine Research Teams, each with a suitable methodological approach, and practical ways of exploring access to relevant statistical and bibliographical resources.



Ozay Mehmet

The long-term objective of the project is to strengthen the research and teaching capabilities of faculty members in the Business College in order to contribute stronger graduates to Liberia's professional labour force in the areas of economic management, public service and policy management, and business administration. These areas are vital for the long-term and sustained economic and social development of Liberia.

AWBC Volunteer

Ozay Mehmet, Ph.D., (University of Toronto) is a Professor Emeritus of economics at Carleton University, Ottawa, Ontario

AWBC's 2012 Operations

Board Actions and Policies

The organization changed its name from *Academics for Higher Education and Development/Universitaires pour l'éducation supérieure et le développement* to *Academics Without Borders Canada/Universitaires sans frontières Canada*. The Board adopted a statement of values, mission, vision and goals, approved a Strategic Plan 2012 -2017, revised its by-laws in accordance with Industry Canada's new guidelines for NGOs, and moved to accrual accounting. In 2012, the Executive Director's performance was reviewed, and the audited financial statement for 2011 was received.

Fund Raising

In 2012, AWBC received grants and donations of:

- \$70,733 US from the McCall MacBain Foundation for four projects at the University of Liberia
- \$4560 and \$5129 from the French Embassy in Accra to support our Transitional Doctoral Program in the Department of Computer Science and Information Technology to assist it in creating a graduate program at the University of Cape Coast, Ghana.
- \$2500 US from the Davis (California) Sunrise Rotary Club and \$1000 from the Zeller Family Foundation to assist members of University of Makeni's (Sierra Leone) faculty involved in pedagogy to improve its ability to teach primary school teachers how to teach mathematics and science
- \$31,900 from AWBC's Directors and Advisory Council members
- \$31,973 from Individual Donors
- \$11,304 from the Brageac Solidarité Foundation (France) and \$2000 from the Zeller Family Foundation to assist the State Islamic University – Yogyakarta (Indonesia) in making its library accessible to the disabled.
- \$3500 in cash, \$1500 in kind from KnowledgeONE, an eLearning company in Montreal, Quebec.

In 2012 our income was \$156,418 as compared with \$136,643 in 2011. Our expenses were \$121,460 as compared with \$159,168 for 2011.

We now have an entry in Aeroplan's [Charitable Pooling](#) program that allows donations of miles to AWBC that can be used to obtain airline tickets for our volunteers therefore offsetting major project expenses.

We welcome your donations of Aeroplan miles at [this link!](#)

New Partnerships

Universitaires sans frontières/Academics without Borders (France) and Memorial University of Newfoundland have become partners with AWBC.

Board of Directors

AWBC held two Board meetings in April and October 2012. Caroline Andrew has joined the [Board](#) and Celine St. Pierre resigned from the Board. John Waterhouse was elected to be the Board's Chair, David Dunne to be its Vice-Chair and Caroline Pestieau to be its Recording Secretary. Caroline Pestieau was also elected to chair the Organizational Development Committee.

[Caroline Andrew](#) is a Professor in the School of Political Studies and the Director of the Centre on Governance at the University of Ottawa.

Consultants

In 2012, several new people were added to AWBC's [staff](#): [Fernando Alfaro](#) as the Webmaster, [Irwin Block](#), as the Website Editor, [Jen Fletcher](#), as the Orientation Consultant, [Lina Kalfayan](#), as the Institutional Manager for the State Islamic University, Yogyakarta, [Don Cherry](#) (pro bono), as the Budgeting and Financial Reporting Consultant, [David Lautenschlager](#) (pro bono), as the eLearning Consultant, and Michelle Dupuis as the Fundraising Manager. Moreover, Rob McDowell has become the Operations Manager, Corrie Young the Institutional Manager for the National University of Rwanda, and Astrid Richardson the Institutional Manager for the Patan Academy of Health Sciences in Nepal.