AdHoc CIES Futures Committee 2011

Abridged Report from the Sub-Committees on Transitions, Fundraising and Allocation of Funds, and Development of Comparative Scholarship

Submitted by Maria Teresa Tatto, CIES President, and David Baker, Gilbert Valverde and Aaron Benavot, CIES Futures Sub Co. Chairs

The AdHoc CIES Futures Committee met February 24-26, 2011 at Michigan State University in East Lansing, MI. The meeting was convened by CIES President Maria Teresa Tattoo with the mandate to move forward the long term agenda for the advancement of the CIES. The CIES Board of Directors supported the meeting and allocated partial funds on early February 2011 in accordance to Article IV Section 1. c of the CIES Bylaws, which states: “The Board of Directors shall allocate appropriate resources to the President, [.] to conduct the operations of the Society.”

President Tattoo asked the Board of Directors’ authorization to use the 3,000 left over from the planning of CIES2010 to hold a 2-day meeting late in February 2011, to discuss current proposals and finalize recommendations to the Board of Directors on issues concerning the advancement of CIES. These funds were supplemented by a generous grant from Michigan State University, Office of International studies and Program (Dean Jeff Riedinger).

The key issues on the agenda were as follows:

1. Transition issues having to do with:
   - the Executive director,
   - support for the new secretariat,
   - consolidation of conference planner cycles,
   - consolidation of CIES websites and membership lists,
   - review of SIGs, New Scholars Co., Awards Co.,

2. Allocation of funds and fundraising issues according to CIES needs such as travel expenses for officers, hiring Exec. Director, fundraising possibilities, student & senior membership privileges, liability insurance, etc.

3. Ways to further develop scholarship in CIES

4. Review and revisions to the CIES Constitution

The meeting agenda is found in Appendix 2.

An abridged summary of the discussions and action items follow.

1 See mandates and deadlines in Appendix 1.
1. Futures Sub-Co on Transitions (ref: D. Baker):

Background:

As CIES has become larger and more dynamic, a number of members in past and current leadership roles have raised the idea to employ an Executive Director, think of new ways to organize the CIES leadership and to modernize/integrate the organization’s website. To continue to diversify and expand leadership opportunity for members, and to increase the Society’s ability to organize effectively into the future, it is a good time to explore these issues more fully. In addition as CIES has expanded so have the many sources of support; a key concern is the coordination of these sources. This sub-committee will explore the costs-benefits involved in hiring a company that can develop a website for the organization with the purpose of integrating in this website the functions of the current website, the UCP website and the annual conference website (including All Academics, and registration). The current CIES Transitions Committee (D. Baker chair) was asked to undertake some preliminary fact finding that was reported to at the MSU February 2011 ad hoc meeting. After careful discussion the following action items emerged.

Action item 1: Possible investment in an Executive Director

The Transitions Committee should continue its fact finding about models (e.g. responsibilities, part-time versus full-time) and potential budget implications (e.g. costs, integration with secretariat functions) to prepare a written brief on the executive director issue.

Action item 2: Possible investment to consult with in association’s manager

Closely related to Action item 1, the Transitions Co. will also explore the possibility of employing an expert on association management to assist in us in developing several models for CIES leadership to consider.

Action item 3: Possible investment in an integrated CIES website

Solicitation of RFPs with a plan to hire a company that can develop a website for the organization with the purpose of integrating in this website the functions of the current website, the UCP website and the annual conference website (including All Academics, and registration functions, etc.)

All these issues are currently in under research and a brief will be prepared by Dr. Baker (CIES Vice-President) for circulation to the Executive Committee by March 20, to be forwarded for discussion and consideration to the Board of Directors previous to the CIES Annual Conference 2011. This issue will be a decision item in the agenda of the 2011 First Board of Directors Meeting.
2. Futures Sub-Co on Allocation of funds and fundraising (ref: G. Valverde):

Background:

This sub-committee was charged with setting out recommendations regarding sensible policies to support the Executive Committee and Board of Directors in meeting their obligations for attending the Annual Meetings and other Society obligation, and with exploring and recommending policies regarding Society fundraising.

Action item 1: Establishment of fundraising polices to provide for the development needs of CIES

As recently as 2004 the financial status of the society was fragile. Since 2004 CIES Presidents have engaged on a purposeful and continuous effort to raise funds for CIES with very positive results. Thus while in the past fundraising has not been an explicit mandate for CIES presidents, for the last five years president elects have established an explicit and firm trajectory to do so. While this should be an explicit mandate for the proposed position of the Executive Director, until one is hired by CIES, fundraising will remain the responsibility of the President-Elect to both continue to develop the society and to avoid depleting the hard won funds raised by previous presidents. Moreover for the last 5 years the president has also had to assume the responsibilities of an Executive Director adding to the already heavy load assigned to the president in the CIES Constitution. Adding a position of Executive Director with an explicit mandate to raise funds and help administer the organization will give CIES the stability to develop its strength as a scholarly society, and will allow the president to allocate more attention to the intellectual and scholarly goals of each conference and of CIES more generally.

Consequently since 2004 there has arisen a tacit expectation that CIES Presidents devote considerable effort and have success in fundraising and also in administering the organization. This expectation seems to be the same irrespective of the specific profiles of strengths and skills that the President brings to the role.

- Up to now the Society has not formulated an explicit policy regarding fundraising.
- Up to now the Society has not formulated an explicit policy regarding the functions of an Executive Director.
- It is important to make transparent the up-to-now tacit expectations that the president is expected to bring funds to CIES, and administer the whole of the organization
- Additional Questions and Issues:
  - Endowments - Charitable Remainder Trusts (can the Society support with covering of legal costs in order to attract and grow these type of endowment),
  - Information bank - on connections, networks, etc. Can these things be documented and systematized - this can be part of the Committee recommendation.
- Hiring an Executive director whose functions would also be fundraising according to the goals of CIES would alleviate somewhat the burden of the president.

Action Item 2: Supporting the Work of the Executive Committee

An additional and connected item is that as the CIES gains in financial strength it is important to consider how to support those who work on behalf of CIES, namely the members of the Executive Co. Currently
there are no firm policies as to who should receive support for travel. This situation is problematic as it introduces additional burdens on officers who are already volunteering valuable time and expertise in service to the Society. This also limits the pool of potential Society leaders - and is not in fact ever made explicit to candidates for office in the Society. The Ad-Hoc Committee is requested to examine whether a change in Society practice is warranted and if so, what type of change may best serve the Society's interests

- **Options:**
  - Option 1: No change in current practice.
  - Option 2: Adoption of a new practice to help Executive Committee meet expenses related to attendance to the Annual Meeting.

- Option 1 requires no additional recommendations

- **Further ideas are associated with option 2**
  - Travel expenses may be covered either partially or in full.
  - One option might be an Executive Committee Bursary - a defined fund to be used to complement funds that EC members secure externally, or to fully support them if funds from their institutions are not forthcoming. This Bursary could be part of the annual budget.
  - Per Diems could be set at the CONUS or US Dept of State figures for the conference venues.
  - An alternative could be to set a sum, available every year, for EC member travel either as a percentage of estimated total costs, or simply a chosen specific monetary figure.
3. Futures Sub-Committee on the Development of CIE Scholarship (ref. A. Benavot)

Background

The futures sub-committee on Comparative and International Education Scholarship was charged with:

- Discussing the viability of establishing a Latin American Scholarship for Comparative and International Research (Scholarship) in memory of the late Cecilia Braslavsky, former Director of the International Bureau of Education (Geneva)
- Examining the criteria used by different award/scholarship committees—for example, UREAG, New Scholars Award, Jackie Kirk Book Award, [International Travel Award]—as well as those used for awards, or recognition of distinction within the Society’s Special Interest Groups (SIGs). Discuss whether the current set of CIES awards and scholarships should be reorganized and/or standardized, and how? Consider whether there should be scholarships for scholars wishing to participate in CIES-sponsored workshops before, during and after the annual meeting.
- Carefully considering what constitutes CIE scholarship and discussing various ideas of how to improve the quality of research and scholarship presented at the CIES annual meetings.

Action item 1: Approve initiative to establish a Latin America Research Scholarship in CIES

In the summer of 2010, Maria Teresa Tatто, CIES President, asked Aaron Benavot to develop a proposal to establish an endowment/award in Cecilia Braslavsky's memory, which would support the participation of at least one Latin America scholar each year at the annual CIES meeting. Benavot then contacted several distinguished Latin America-based scholars and asked if they would be willing to serve on a special ad-hoc committee for this purpose. All agreed to do so (see below); in addition, members of Cecilia’s immediate family also agreed in principle to serve as honorary members.

The initial purpose of the ad-hoc award committee would be to help in the mobilization of about 30,000 USD. After about six months the ad-hoc committee would report back to the CIES Board of Directors concerning donations secured and ask whether, and under what conditions, the Society might consider ‘matching’ funds mobilized from non-CIES sources, so that a permanent LAC scholarship endowment could be established. The interest from this endowment would then be used on an annual basis to support scholars from LAC--both young and more senior--to present papers and give presentations at the annual meeting of CIES.

Members of the Advancement of CIES Ad Hoc Committee, which met in Michigan, asked Benavot to expand on the proposal and, among other things, briefly summarize the scope and quality of Cecilia Braslavsky’s comparative education scholarship so that a more informed discussion of this proposal can be taken up by the BOD during the Montreal meeting. The initial proposal follows:

---

2 Committee members: Aaron Benavot (chair), Beatrice Avalos, Sangeeta Kamat, Ayaz Naseem, Jurgen Schriewer and Michele Schweisfurth
Proposal to establish a CIES scholarship award in honor of the late Cecilia Braslavsky

Submitted by Aaron Benavot, University at Albany-SUNY

Purpose:

Several Latin American colleagues and I propose the establishment of a CIES award in honor of Cecilia Braslavsky\(^\text{3}\), former professor of educational sciences at the University of Buenos Aires, former Director of the education area at the Facultad Latinoamericana de Ciencias Sociales or FLACSO (1982-1993), former Director-General of educational research and curricular development at the National Ministry of Culture and Education in Argentina (1994-2001), former Director of UNESCO’s International Bureau of Education (2001-2004), long-time comparative education scholar, policy analyst and outstanding teacher/advisor. The main purpose of this award is to stimulate and support participation of Latin American scholars at the annual CIES meetings.

The annual award would help defer travel and other expenses of a scholar/researcher residing in Latin America or the Caribbean who will either present original research or will perform an important capacity at the annual CIES annual meeting (e.g., invited speaker or panelist). Depending on the amount available for allocation, and the number of applicants, more than one award may be given each year.

**Amount of the award:** to be determined

**Procedure:**

Scholars-researchers who wish to apply for the C. Braslavsky Award must be CIES members in good standing and will need to:

- Fill out a short application form describing the nature of their proposed participation in the annual CIES meeting and their financial need;
- Provide evidence that their proposed paper, presentation, etc. has been accepted by the CIES Program Committee;
- Submit a brief CV and an article that best represents their scholarly work in CIE;
- Applications from PhD students should include a letter of recommendation from their dissertation advisor.

**Deadline:** The application and supporting materials should be sent to the CIES Secretariat (to be forwarded to members of the C. Braslavsky Award committee), no later than 2 months before the annual CIES conference.

**Disbursement of Award:** The awardees will receive a check (or cash if requested) in person at the venue of the CIES annual conference.

**Members of the C. Braslavsky Award Committee:**

---

Action item 2: Examine criteria used by different CIES award committees and consider options for reorganization

The committee was asked to examine the criteria used by different award/scholarship committees and discuss whether the current set of CIES awards and scholarships should be reorganized and/or standardized in some way. During the MSU meeting it was learned that Joel Samoff, who has considerable experience in CIES and has chaired the Awards Committee, is currently preparing a report that potentially covers some of the same concerns charged to this Committee. Joel reported by phone his initial ideas with respect to the three major CIES awards—outstanding article in CER; best CIE dissertation; and Honorary Fellow award—and his willingness to also consider the (ad-hoc) Joyce Cain Award (sponsored by UREAG) and the newly establish Jackie Kirk Award (Gender SIG) in his report. Given the above, it was decided to wait until a draft of Joel’s report is circulated, while gathering further information about SIG awards.

Action item 3: Facilitate a broad discussion for improving CIE scholarship through CIES

The committee drafted a fairly comprehensive outline of how CIE scholarship is embedded in the activities of CIES (see below). It was recommended that this outline be further discussed and revised in the coming weeks and then be considered as a basis for a broader discussion of the present state of CIE scholarship in the Society. Different ideas as to how this process might take place will be presented in the final report of the ad-hoc Committee.

Since the outline below advances a wide-ranging view of CIE scholarship, it was recommended that a forward-looking sub-committee be established, which would compile the views of many different CIES members with respect to each dimension of CIE scholarship noted in the outline. These views would eventually be integrated into a comprehensive report to the CIES Board of Directors and to the membership for discussion. It is expected that specific recommendations to improve CIE scholarship will eventually be considered.

Overview of CIE Scholarship (draft)

1. Scholarship as conceived
   - Theoretical debates in CIE field
   - Overviews of past CIE scholarship, including shifts in CIE research at CIES, as well as changes in CIE research in relation to national/international policy contexts
   - Identification of promising research areas or issues
• What is meant by ‘comparison’ or the ‘comparative method’ in CIE?
• Examples of innovative analysis

2. Scholarship as reported
• Assess the nature of CIE scholarship in Comparative Education Review
• Examine CIE scholarship in CIES Perspectives (the Society newsletter)
• Consider a CIES-sponsored publication series to advance CIE scholarship (contact existing series editors eg Alex Wiseman, David Philips, Mark Mason)
• How can CIES web sites, including Special Interest Group (SIG) sites, better disseminate CIE scholarship
• Other publication outlets to advance CIE scholarship

3. Scholarship as utilized
• How is CIE scholarship utilized and applied in international agencies
• How is CIE scholarship used in education-focused NGOs
• How is CIE scholarship incorporated in development of national education policies and included in the debates and discussions of national education reform
• How can CIE scholars engage with policy-makers in order to facilitate the appropriate utilization of CIE scholarship?

4. Scholarship as taught
• Compile information on CIE degree programs in the US and elsewhere
• Compile information about specific CIE courses that are offered in secondary or post-secondary institutions by analyzing course syllabi (Loyola Univ project)
• Examine CIE scholarship as found in professional development workshops (e.g. IIEP)
• Developing a pool of powerpoint presentations to be distributed via the CIES web site

5. Scholarship as remembered/honored
• Promote and disseminate histories of CIE scholarship
• Expand and make more accessible the CIES archives
• (Re)Consider awards to CIE scholars and scholarship

6. Scholarship as networking
• What roles do national and regional CIES meetings play in the development of CIE scholarship?
• What should be CIES’s involvement in other national CIE societies and in the WCCES?
• In what ways should CIES support the inclusion of non-USA based CIE scholars?

This outline will be further modified in advance of the Board of Directors’ meeting in Montreal. BoD members will be asked to contribute ideas of whether, and how, this outline might serve as a catalyst for future discussions and debate.
<table>
<thead>
<tr>
<th>AD HOC FUTURES COMMITTEES</th>
<th>Prelim. Report</th>
<th>To President</th>
<th>To BOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Futures Committees CIES:</td>
<td>Tatto*&lt;br&gt;Members: Ratna Ghosh (P), Gita Steiner-Khamsi (D), David Baker, Bob Arnove, Hank Levin (D), Christopher Collins, Peter Jones, Alex Wiseman</td>
<td>Annual Preliminary Report due to AdHoc Co members:</td>
<td>Annual report due to secretariat and president:</td>
</tr>
<tr>
<td>Sub-co on: Transitions (Executive director, new secretariat transition, consolidation of conference planner, website, membership, SIGs and young scholars)</td>
<td>David Baker*&lt;br&gt;Members: Karen Biraimah, Inese Berzina-Pitcher, Gilbert Valverde, Saamira Halabi</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>Sub-co on: Fundraising and Allocation of Funds (according to CIES needs such as travel expenses for officers, hiring exec. Director, fundraising possibilities, student &amp; senior membership privileges, liability insurance, etc.)</td>
<td>Gilbert Valverde*&lt;br&gt;Members: Wagner, Post, Hilary Landorf, Ginsburg</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>Sub-Co. on: Development of Comparative Scholarship +Latin American Scholarship for Comparative and International Research. + A systematic examination of what constitutes scholarship in CIE + Others such as scholarship for special workshops, etc. +Reorganization of other awards that may function as scholarships such as UREAG, New Scholars, Jackie Kirk Book Award, International Travel Award</td>
<td>Aaron Benavot*&lt;br&gt;Members: Michele Schweisfurth, Ayaz Naseem, Beatrice Avalos, Susan Street (P), Jurgen Schriewer, Sangeeta Kamat</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>Review Committees</td>
<td>Chairs only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIG review</td>
<td>Paula Hunt*, James William Jacob*</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>Young Scholars Co. review</td>
<td>James Williams*</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>- Awards Co Review (Gail Kelly, George Bereday, Honorary Fellows, Joyce Cain, Jackie Kirk, International Travel Award)</td>
<td>Joel Samoff*</td>
<td>2/21</td>
<td>3/11</td>
</tr>
<tr>
<td>- Liaison Committee between the CIES and the Chicago Press***</td>
<td>Ruth Hayhoe*&lt;br&gt;David Post (ex-officio)</td>
<td>2/21</td>
<td>3/11</td>
</tr>
</tbody>
</table>

P=Member was invited by did not respond to invitation; D=Member was invited but declined.
## Appendix 2

### Advancement of CIES Ad Hoc Co. Meeting

**February 24-26, 2011**  
**Michigan State University**  
**East Lansing, MI, United States**  
**Final Agenda**

<table>
<thead>
<tr>
<th>Day / Time</th>
<th>Agenda Item</th>
<th>Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wednesday February 23, 2011</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16:00-17:00 Room EH 222 Erwin Epstein (follow-up from 2/2)</td>
<td>“Comparative, Global, and International Education Research: What makes them similar/different?”</td>
<td></td>
</tr>
<tr>
<td><strong>Thursday February 24, 2011</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00 – 9:30</td>
<td>Transition issues: the Executive director, support for the new secretariat, consolidation of conference planner cycles, website, membership, SIGs and young scholars</td>
<td>David Baker [Ratna may join from 9-9:30am]</td>
</tr>
<tr>
<td>9:30-11:00</td>
<td>Allocation of funds &amp; fundraising issues according to CIES needs such as travel expenses for officers, hiring exec. Director, fundraising possibilities, student &amp; senior membership privileges, liability insurance, etc.</td>
<td>Valverde [Treasurer joins via Skype and also Peter Moock] and David Post</td>
</tr>
<tr>
<td>11:00 – 12:30</td>
<td>Constitution Report</td>
<td>Erwin Epstein</td>
</tr>
<tr>
<td>12:30 – 14:00</td>
<td>Working Lunch: Development of Comparative Scholarship</td>
<td>Aaron Benavot</td>
</tr>
<tr>
<td>14:00 – 15:00</td>
<td>Report on SIGs</td>
<td>William James Jacobs and Paula Hunt</td>
</tr>
<tr>
<td>15:00 – 16:00</td>
<td>Report on NSC</td>
<td>James Williams</td>
</tr>
<tr>
<td>16:00 – 17:00</td>
<td>Transition issues (continued)</td>
<td>Berzina-Pitcher and web integration company [Secretariat joins via Skype]</td>
</tr>
<tr>
<td>17:00-18:00</td>
<td>Reflections on the day and implications for changes in the Constitution n/Bylaws</td>
<td>All</td>
</tr>
<tr>
<td>6:30-8:pm</td>
<td>Dinner at the State Room at the Kellogg Center MSU Campus</td>
<td>All</td>
</tr>
<tr>
<td><strong>Friday February 25, 2011 [Room 133F]</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00 – 9:00 @ Room 116A</td>
<td>Allocation of funds &amp; fundraising issues (continued)</td>
<td>Valverde</td>
</tr>
<tr>
<td>9:00 – 9:45</td>
<td>Transition issues (continued)</td>
<td>David Baker [Ratna may join]</td>
</tr>
<tr>
<td>10:00-10:30</td>
<td>The development of comparative scholarship (continued)</td>
<td>Aaron Benavot</td>
</tr>
<tr>
<td>10:30-11:00</td>
<td>Coffee Break</td>
<td></td>
</tr>
<tr>
<td>11:00 – 13:00 Room 132 CIES Panel Presentation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13:00 – 14:30</td>
<td>Working Lunch: Awards Review Co.</td>
<td>Joel Samoff joins us via skype at 13:30 – 14:30</td>
</tr>
<tr>
<td>14:30-15:00</td>
<td>Coffee Break</td>
<td></td>
</tr>
</tbody>
</table>
CIES Futures Committee Agenda in Detail

Constitution - Epstein

The report will include the many proposed constitutional revisions that you have already seen; how possibly to incorporate CIECAP and similar projects into the Constitution and Bylaws; the prospect of altering the Constitution/Bylaws on the wording in regard the CIES Archive to include potential linkages such as that with the Hoover Institution; and the issue of needing a Publications Committee or Manager or Coordinator; and the value of having a Constitutional Committee as a standing committee. In other words, the agenda could look something like this:

1) Proposed amendments to the Constitution and Bylaws, including changes to the Awards Handbook.
2) Prospects for constitutional revisions to incorporate CIECAP and other such projects.
3) Prospects for constitutional revisions to incorporate potential institutional linkages with the CIES Archive.
4) The issue of need for a Publications Committee, Manager, or Coordinator.
5) The issue of having a Constitutional Committee as a Standing Committee and what form it might take.

Futures – Baker

1) Half time Executive Director
2) Systems management and integration (Berzina-Pitcher et al.)
3) Budget for planning of 2012 conference
4) Initiation of work with Alan and Secretariat

Scholarship – Benavot

1) Various ideas of how to improve the quality of research and scholarship presented at the annual meetings
2) Whether the current set of awards and scholarships can be reorganized in any way?
3) Examine the criteria used by different award/scholarship committees (eg UREAG, New Scholars, Jackie Kirk, International Travel, as well as those used for awards within SIGs) and discuss whether there is a need for greater standardization; and if so, what form such standardization might take.
4) Advance the idea of a Latin American Scholarship for Comparative and International Research in memory of C. Braslavsky
5) Other business

Fundraising – Valverde

1) Discussion of the charge of the committee, as I was given a general theme when invited to Chair, but now as we move to work, a specific set of charges would be in order.
2) In addition to considering funding for activities of officers of the Society in General, I believe that from previous Board meetings that I learned that expenses for the Editors of the CER and the historian are also issues - Do you feel this would also be under the purview of this Committee?
3) I have no experience in fundraising, and I do not know whether some ideas have already been advanced in this area, I would like to learn about them if so.