
I THE CHARGE TO THE COMMISSION
AND HOW IT HAS GONE ABOUT
ITS WORK

1 The Terms of Reference given to the Chancellor's Commission described its origin in a proposal made at the meeting of the Board of Trustees of the Aga Khan University (AKU) on March 9-10, 1991. It was there proposed that :

"... a senior panel be constituted to examine the future direction of the University over a twenty to thirty year period, and to recommend ways in which AKU could develop into a broader international academic institution in line with its founding vision."

Five specific charges were given to the Commission :

[1] to review the 'overall vision' of AKU as articulated in the 1983 Harvard Report;

[2] to **suggest changes** in this conception of AKU that may now appear appropriate or necessary;

[3] to **recommend programmes and activities** AKU might undertake, the locations and legal structures they may have;

[4] to describe the **financial characteristics** of the University implied in the recommended vision of its future; and

[5] to recommend appropriate **management and governance structures**.

2 These Terms of Reference charged the Commission to take long views and consider very broad subjects. Under the second charge above, it was to consider changes that might be necessary or appropriate "in light of world political changes, economic forces impinging on private higher education, developments in the Aga Khan Development Network (AKDN), and [the] evolution of AKU since 1983". The proposal to establish the Commission came at a time when there were "continuing concerns" about the future of the Aga Khan University Medical Centre (AKUMC) and when the University was planning its first development outside the Health Sciences in the establishment of the Institute for Educational Development (IED). Shortly after the original proposal to establish a "senior panel" it appeared wise to separate current issues

related to the development and financing of the Medical Centre from the effort to review the longer-term and more general development of AKU. A Medical Centre Committee was therefore established under the chairmanship of Dr. J. Robert Buchanan, General Director, Massachusetts General Hospital, and a member of the AKU Board of Trustees. This committee met first in July 1991 and presented its final report to the Chancellor and Board of Trustees in February 1993. The establishment of this Medical Centre Committee made it possible for the Chancellor's Commission to concentrate on longer-term developments and on fields other than the Health Sciences. The Commission was, however, to make recommendations on the Health Sciences as it saw fit, and it was instructed to work closely with the Medical Centre Committee since the character and financial requirements of the Medical Centre would be of critical importance to the development of the University as a whole.

The Commission was not only to take into account the projected development of the Aga Khan University Medical Centre but other parts of the Aga Khan Development Network. These institutions, including the Aga Khan Foundation (AKF), the Aga Khan Trust for Culture (AKTC), and the Central and National Service Companies in Health and Education, have programmes to which AKU needs to relate both in the short and long term.

3 The Commission was appointed by the Chancellor in summer, 1992. It originally consisted of seven members :

H.E. Sahabzada Yaqub-Khan, Chairman
Dr. J. Fraser Mustard
David E. Bell
Vartan Gregorian
Sharom Ahmat
Mme. Fatima Mernissi
Francis X. Sutton, Secretary.

Appendix A gives brief biographical sketches on these members. Mme. Mernissi participated in two meetings of the Commission but was unable to continue with its work because of other commitments. We have benefited from her contributions to the work of the Commission.

4 The Commission met seven times in meetings extending over two or three days. Its first meeting was in Washington, D.C. in October 1992; subsequent meetings were in Karachi, in February 1993; at Endicott House, the MIT Conference Centre near Boston, in May 1993; at the Ismaili Centre in London in September 1993; in New York City in February 1994; in Karachi again in May 1994; and finally in Aiglemont in September 1994.

His Highness the Aga Khan participated in parts of the initial, Washington meeting, the Endicott House meeting, and the final meeting in Aiglemont. Dr. David Fraser (Head of the Social Welfare Department at the Secretariat of His Highness the Aga Khan), Guillaume de Spoelberch (Executive Director of the Aga Khan Foundation) and Shams Kassim-Lakha (President of the Aga Khan University Centre) participated as observers in all these meetings. Following on his appointment as Acting Rector and Dean of the Faculty of Health Sciences, Dr. John Dirks participated in the last two meetings of the Commission. Other participants were invited to the meetings as the subject matter and their experience and interests made appropriate. Details on the principal subjects of the Commission's meetings and participation in them are given in Appendix B.

In addition to the regular meetings of the Commission, other meetings were scheduled to inform the Board of Trustees, faculty members and staff of the University on the work of the Commission, and to solicit their views. Again, details on these meetings and on travels and other activities of the Secretary are included in Appendix B.

Papers prepared for or studied by the Commission are listed in Appendix C.

It was originally estimated that the Commission would complete its work in about 18 months. As it has turned out, slightly more than two years have passed between the first meeting in September 1992 and the final presentation of this report to the Chancellor on November 15, 1994.