



The Power
of International
Education

International Academic Partnership Program (IAPP) – Greece Executive Briefing Paper

December 2019 – September 2023

Program Overview

The International Academic Partnership Program (IAPP) was developed through [IIE's Center for International Partnerships](#) in 2009 in response to the demand from higher education institutions to develop comprehensive, sustainable academic partnerships with their counterparts abroad. The IAPP is unique in its multi-faceted approach, combining strategic planning, virtual communication, group learning, and face-to-face interactions to help institutions find the right partners. The IAPP typically focuses on connecting U.S. higher education institutions with partners in a target country. To date, IIE has led more than 20 IAPPs with 13 different countries, which have resulted in new and enhanced academic partnerships between U.S. colleges and universities and institutions around the world.

In 2019, IIE launched IAPP Greece in collaboration with the Greek Ministry of Education and Religious Affairs. The primary objective of IAPP Greece is to increase and support the number of sustainable U.S. – Greek academic partnerships, including student mobility, joint research, faculty exchange, and more. To achieve this goal, the program has thus far focused on: enhancing knowledge of U.S. and Greek higher education systems; providing tools and resources for developing a partnership strategy; and creating opportunities, both virtual and in-person, to convene both sides and strengthen ties between potential partners.

Initiated in December 2019, participants were selected via an application process, promoted throughout IIE's social platforms, newsletters, and individual outreach. The program adapted rapidly to the COVID-19 pandemic, adding virtual meeting components when travel was not possible. During this time, 92% of participating institutions were able to reach out to potential counterparts to start partnership conversations. In November 2022, delegates from universities and governments of both countries convened in Greece for the Pharos Summit (detailed below). The Greece program became IIE's largest IAPP to date, attracting nearly 70 representatives from U.S. universities. This weeklong event included site visits to all 24 public Greek universities, the Presidential Mansion in Athens, and the U.S. Embassy in Greece. IIE has created a survey to track the ongoing partnership activities initiated through the Summit.

Key Partners

The IAPP Greece program and Pharos Summit would not have been possible without our own administrative partnership with organizations and government entities in both countries. These are:

Ministry of Education, Religious Affairs, and Sports of the Hellenic Republic

The Ministry of Education, Religious Affairs and Sports of the Hellenic Republic is a government department of Greece, and one of the country's oldest ministries. Established in 1883, its mission is to ensure that children and young people in every part of the country get a good education and are prepared with the knowledge, skills and qualifications they need. The Ministry works to level up education standards and create a smart, creative and innovative environment. Internationalization of Greek higher education lies at the heart of the Ministry's vision. Committed to enhancing the quality of instruction and research, and fostering collaboration between Greek and international higher education institutions, the Ministry has developed a strategic plan centered on a clear, long-term vision focusing on openness, outreach and international synergies in the fields of academia and research. The IAPP Greece program highlights the Ministry's efforts to boost academic cooperation and educational exchange between Greece and the U.S., a country with which Greece has a deep and strong bilateral relationship and shares common cultural values.

Institute of International Education (IIE)

IIE is a global non-for-profit organization that helps people and organizations leverage the power of international education by implementing international education programs, conducting research, and providing life-changing opportunities for students, scholars, and artists worldwide. The IAPP Greece program rests in [IIE's Center for International Partnerships](#), which seeks to provide higher education institutions the tools and resources to develop sustainable academic partnerships. In this capacity, IIE is primarily the convener of the U.S. institutions involved in IAPP, and is also central to the planning and implementation of IAPP programmatic activities.

Fulbright Greece

Fulbright is the flagship international educational and cultural exchange program of the United States of America in partnership with more than 160 countries worldwide. It offers competitive scholarships to students, scholars, artists, teachers and professionals of all backgrounds to study, teach and conduct research helping to build mutual understanding and find solutions to critical international concerns.

The United States Educational Foundation in Greece also known as Fulbright Greece was established in 1948 as a non-profit, non-political educational organization through a binational treaty between the United States and Greece. The Foundation fosters academic and cultural exchanges between Greece and the United States through the Fulbright Scholarship Program for Greek and U.S. citizens and the Advising Center for studies in the United States while it also provides information about study opportunities in Greece. Since 1948, the Foundation has offered free educational advising services to thousands of individuals and has awarded more than 6,000 scholarships facilitating student and scholar mobility between the two countries. Grant opportunities are offered in all fields and disciplines to students, scholars, teachers, professionals, scientists, and artists. Recruitment for all educational exchange programs is based on open and fair national competition as well as individual merit and academic excellence.

Study in Greece

SiG is Greece's official body for the internationalization of higher education, international promotion of Greek universities, and international students services. Consisting of representatives from all Greek universities, and backed by the Greek state, SiG's vision is to make Greece a top study abroad destination. The SiG portal is a comprehensive, official resource on Greek higher education, and SiG's digital platforms facilitate networking between Greek and international institutions, scholars and researchers, and provide useful information and guidance to prospective international students. SiG represents Greek universities at

international education fairs, organizes information sessions and promotional campaigns, and guides Greek HEIs in developing strategic international partnerships. SiG is excited to be part of the IAPP Greece program aimed at promoting enhanced collaboration between U.S. and Greek universities.

U.S. Embassy in Greece

The U.S. Mission to Greece operates through the U.S. Embassy in Athens and the U.S. Consulate General in Thessaloniki, together with numerous U.S. agencies in support of a robust bilateral agenda. To further strengthen U.S.-Greek relations, the United States and Greece launched a Strategic Dialogue in 2018 that focuses on regional cooperation, defense and security, trade and investment, energy, law enforcement and counterterrorism, and people-to-people ties. Fostering educational ties between the United States and Greece is a key priority for the Mission, as education plays a significant role in advancing our economic and people-to-people ties. The Embassy and Consulate support international student mobility and educational partnerships through grants, exchange programs, the media, and more.

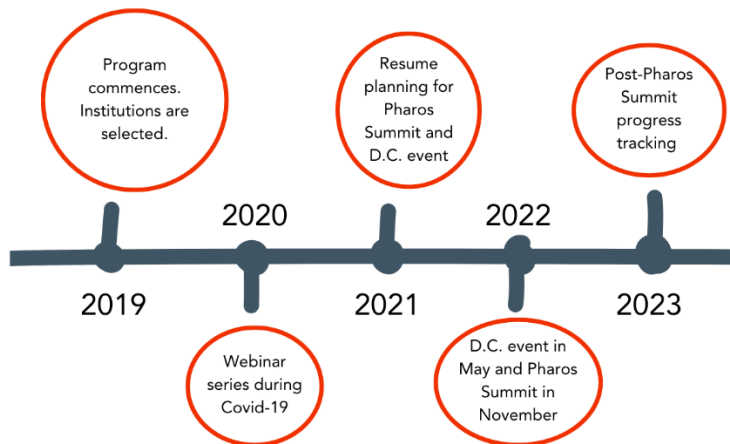
IAPP Greece Advisory Board

The IAPP Advisory Board is a temporary group of distinguished individuals who helped guide IIE and the Ministry during the planning and implementation of IAPP Greece. Advisory Board members acted as sounding boards for institutions seeking strategic advice about their partnerships, and several were part of the Pharos Summit in Greece. The Advisory Board remains available for ongoing counsel to the organizations involved.

IAPP Greece’s Advisory Board Members:

- Dr. Harris Pastides, former President, University of South Carolina and current IIE Board Member
- Dr. Susan Buck Sutton, Senior International Office Emerita, Indiana University and Bryn Mawr College; IIE Center for International Partnerships Fellow
- Artemis Zenetou, Executive Director, Fulbright Foundation – Greece
- Maria Nikolaidou, Rector of the Harokopio University of Athens
- Chris Michalakelis, Assistant Professor at the Harokopio University of Athens and Co-Founder of the program Study in Greece

Timeline



U.S. and Greek Participating Institutions

*did not participate in the Pharos Summit

U.S Institutions

- California Polytechnic State University
- Carnegie Mellon University
- Columbia University
- George Mason University
- Harvard University
- Indiana University
- Johns Hopkins University
- Joliet Junior College
- Lehigh University
- Michigan State University
- New York University*
- Ohio Northern University
- Princeton University
- Roger Williams University
- Rutgers University
- Stockton University
- Tufts University
- University of Alabama
- University of California, Berkeley
- University of Cincinnati
- University of Delaware
- University of Illinois at Chicago*
- University of Illinois at Urbana-Champaign
- University of Kentucky
- University of Massachusetts, Amherst*
- University of South Alabama
- University of Southern California, Viterbi School of Engineering
- University of Texas – Health Science Center
- Wayne State University
- Widener University
- William & Mary
- Yale University
- York College of Pennsylvania

Greek Institutions

- Agricultural University of Athens
- Aristotle University of Thessaloniki
- Athens School of Fine Arts
- Athens University of Economics and Business
- Democritus University of Thrace
- Harokopio University
- Hellenic Open University
- International Hellenic University
- Ionian University
- Mediterranean University
- National Technical University of Athens
- Panteion University
- School of Pedagogical and Technological Education*
- Technical University of Crete
- University of Athens
- University of Crete
- University of Ioannina
- University of Macedonia
- University of Patras
- University of Peloponnese
- University of Piraeus
- University of the Aegean
- University of Thessaly
- University of Western Attica
- University of Western Macedonia

Pharos Summit (November 2022 trip to Greece)

In November 2022, 64 representatives from 30 U.S. universities traveled to Greece to meet with counterparts at the Greek universities and discuss potential collaboration opportunities. The week began with an Introductory Partnership Workshop and Opening Ceremony at the Stavros Niarchos Foundation Cultural Center, with remarks from Prime Minister Kyriakos Mitsotakis, Minister Kerameus, Assistant Secretary Satterfield, Ambassador Tsunis, and IIE CEO Allan Goodman. The delegation then divided into smaller groups to visit each of the universities in Athens. In the following days, the U.S. delegates selected one of four multi-day routes outside of Athens: Crete, Thessaloniki and Thrace, Peloponnese and the Aegean, and Northwest Greece. The group then reconvened in Athens for a closing reception hosted at the Presidential Mansion. A copy of the agenda can be found in the appendix.

Takeaways and Initial Evaluation from Summit

In a post-Summit survey, IIE found that:

- **90% of the participating American universities and colleges are actively moving forward** in advancing partnership with their Greek counterparts, including summer schools, joint research, student and faculty exchanges, and joint diplomas.
- When asked for one word to describe participants' time with the Pharos Summit, top responses were: **Engaging, Productive, Inspiring, Informative**
- Participants found that **speaking directly with individuals in government and at the universities** were the most effective aspects of the Summit. If anything, participants would have benefited from even more time at the site visits, and will be following up virtually to continue conversations.
- 100% of participants responded YES that, as a result of the Summit, they now have a **better understanding of how institutions in the U.S. and Greece can work together**.
- **Nearly all participants identified new partnership opportunities** for their institution as a result of the Summit, as well as deepened existing discussions with counterparts.
- Post-Summit, **participants would still like to learn more** about the various partnership modalities that could be utilized, funding/resources, any updates about new courses or degree programs in English, how others are moving forward with their partnerships, and whether there might be a possibility for a Greek delegation to visit the U.S.

Challenges

Launching successful partnerships is always filled with a variety of challenges, including maintaining momentum and regular communications, garnering buy in from across the institution, developing a shared understanding of what the partnership will achieve, and identifying resources to jumpstart and sustain the partnership. A few U.S. - Greek partnership challenges that were learned throughout the initiative include:

Funding

Funding is the greatest challenge all U.S. survey respondents mentioned. This ranges from concerns around the cost of tuition to the administrative costs needed to manage a successful partnership. In addition to hoping there will be new sources of funding (including seed grants), participants are also interested in learning about creative models for funding new and existing partnerships to maintain the momentum. Funding is especially relevant for student mobility partnerships given the discrepancy in tuition costs between most U.S. institutions and Greek universities. Participants on both sides are encouraged to seek external funding from government, foundation, and other institutional sources.

Institutional Capacity

Several of the smaller regional U.S. universities have mentioned that partnerships surrounding summer schools are not feasible for them as their students typically will need to find a source of income in the summer, instead of traveling abroad. In contrast, partnerships that take place during the academic year would allow those students to apply their tuition (and potentially scholarships as well) toward their semester abroad. Many of these regional universities are also unequipped to enter faculty research partnerships, and perhaps need more guidance on forming partnerships than the larger universities who are more established in the international education space.

Language

As Greek language instruction is not widely administered in U.S. universities, any partnerships on student mobility must be structured in English. Fortunately, many public Greek universities are starting to add more undergraduate courses in English. It is very encouraging to see this increase in instruction in English as that continues to create more opportunities for future partnerships.

Looking Ahead

IIE and Study in Greece will be hosting a series of virtual discussions for the representatives from both countries on topics that will help advance their partnerships. IIE will continue to survey participants on ongoing progress and will continue to offer consultation services to any of the participants who may be experiencing challenges in their partnership development.

There is great interest and momentum in Greece to hold a Pharos II. We have also considered the idea of implementing a delegation of Greek university representatives to the U.S. for a study tour. Planning for this has not yet begun, but we hope to accomplish it in the next several years.

Media Coverage

The IAPP Greece delegation and Pharos Summit garnered significant media attention in Greece and the U.S. with dozens of outlets picking up the official press release. Several examples of additional media include:

IIE Announcement and Press Release

[First International Academic Partnership Program \(IAPP\) Greece Visit Strengthens U.S. - Greek Higher Education Collaboration | IIE - The Power of International Education](#)

Blog post by IIE Co-President Sarah Ilchman

[Celebrating International Education and Strengthening Partnerships on IAPPs Delegation to Greece | IIE - The Power of International Education](#)

Ambassador Tsunis Remarks at Pharos Summit Opening Ceremony

[Ambassador Tsunis Remarks at Pharos Summit Opening Ceremony - U.S. Embassy & Consulate in Greece \(usembassy.gov\)](#)

Harvard University Announcement

[Pharos Summit 2022 strengthens the academic ties between the USA and Greece | Center for Hellenic Studies in Greece \(harvard.edu\)](#)

Rutgers University Announcement

[Our Vision - IAPP-Greece: Advancing Health Communication Across the Health Professions \(rutgers.edu\)](#)

Tufts University Announcement

[IAPP Greece | Global Tufts](#)

University World News Article

[Agency heralds new era for HE internationalization drive](#)

Contacts

For more information about IAPP, the Pharos Summit, or U.S. – Greece academic collaboration, please be in touch with the following organizational representatives:

- **IIE:** Sylvia Jons, Lead, Higher Education Initiatives and Manager, Center for International Partnerships (sjons@iie.org)
- **Study in Greece:** Theodoros Papaioannou, PhD, Director of Academic Affairs (theopap@studyingreece.edu.gr)
- **Fulbright Greece:** Artemis Zenetou, Executive Director (azenetou@fulbright.gr)

Appendix

Pharos Summit Agenda



HELLENIC REPUBLIC
Ministry of Education and Religious Affairs



International Academic Partnership Program Greece Study Tour Itinerary

November 5th – November 11th

Saturday November 5th – Athens

Delegates arrive in Athens, Greece
Transportation from Airport to hotel will be provided

*Check into hotel:
Royal Olympic Hotel
Athnasiou Diakou 28, Athina 117 43*

Evening: *Dinner at the Hotel (optional)*

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Sunday November 6th – Athens

Morning: Delegates eat breakfast at the hotel
Breakfast is included in the hotel package

8:30 Departure for Introductory Workshop

9:30 – 13:00 Introductory Workshop
Light lunch provided on site

13:15 Buses Depart for Acropolis

13:30-16:45 Visit of the Acropolis Hill & Museum

17:00 Buses depart for Hotel

19:30 Meet in Hotel Lobby

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20:00 Welcome Dinner for U.S. delegates in the presence of the Minister of Education and Religious Affairs of Greece and the Assistant Secretary of State for Educational and Cultural Affairs

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Monday November 7th – Athens

Morning: Delegates eat breakfast at the hotel
Breakfast is included in the hotel package

8:30 Departure for Opening Ceremony

09:30-11:00 Opening Ceremony is held in the presence representatives of the US and Greek Government. The aim of the opening ceremony is to celebrate the great achievements which have been achieved in Greek-US partnerships and to present the course for the new ground ahead. We will hear from government officials, university faculty and leadership and students.

11:00 – 11:45: Light Lunch on site

12:00 Buses Depart for Athens Universities

12:30-17:00 Visit of Athens Universities

The delegation will break up in four groups:

Group A will visit Harokopio University (12:30 – 14:30) and the National and Kapodistrian University of Athens (15:00 – 17:00)

Group B will visit the University of Piraeus (12:30 – 14:00), the University of West Attica (14:15 – 15:45) and the Agricultural University of Athens (16:00 – 17:30)

Group C will visit Panteion University of Social and Political Sciences (12:30 – 14:30) and the Athens School of Fine Arts (15:00 – 17:00)

Group D will visit the National Technical University of Athens (12:30 – 14:30) and the Athens University of Economics and Business (15:00 – 17:00)

17:30 Return to Hotel

18:30 Meet in Hotel Lobby

18:45 Depart for US Ambassador's Residence

19:00-21:00 Reception at the US Ambassador's Residence, hosted by the US Ambassador to Greece

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Tuesday November 8th – Out of Athens

Four groups to leave Athens to visit Universities outside of Athens, pursuant to each of the four routes (*detailed itineraries can be found at the end*).

All day: Sessions with Universities located out of Athens.

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Wednesday November 9th – Out of Athens

All day: Sessions with Universities located out of Athens.

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Thursday November 10th – Athens

Morning: Sessions with Universities located out of Athens.

Afternoon: Delegations return to Athens and check in at the hotel

18:30: Meet in hotel lobby

18:50: Depart for the reception hosted by the President of the Hellenic Republic

19:30: Evening Reception hosted by the President of the Hellenic Republic

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Friday November 11th – Athens

Participants depart to the US
Transport will be provided to the airport

1. Crete

a. Tuesday 08/11

- i. 5:10: Check out from hotel
- ii. 6:10: Departure for Athens International Airport
- iii. 8:25: Flight to Chania
- iv. 9:15: Arrival at Chania
- v. 10:30: Visit of Technical University of Crete
- vi. 12:45 Lunch hosted by the Technical University of Crete
- vii. 14:30: Check-in at Hotel
- viii. 18:30: Dinner

b. Wednesday 09/11

- i. 8:00 Check-out from hotel
- ii. 9:00: Departure for Heraklion
- iii. 12:00: Quick lunch
- iv. 13:00 – 14:15: Visit of Archeological Museum of Heraklion (organized by the Hellenic Mediterranean University)
- v. 15:00 Visit of the Hellenic Mediterranean University
- vi. 17:30: Check-in at Hotel
- vii. 20:00: Dinner hosted by the Hellenic Mediterranean University

c. Thursday 10/11

- i. 7:30: Check-out from hotel
- ii. 8:30: Depart from hotel
- iii. 8:45: Visit of University of Crete
- iv. 11:45: Lunch hosted by the University of Crete
- v. 12:45: Departure for Heraklion Airport
- vi. 14:35: Flight to Athens
- vii. 15:25: Arrive in Athens
- viii. 17:00: Check in at hotel in Athens
- ix. 18:30: Meet in hotel lobby
- x. 18:50: Depart for Reception
- xi. 19:30: Evening Reception

2. Thessaloniki and Thrace

a. Tuesday 08/11

- i. 4:25: Check out from hotel
- ii. 5:25: Depart from hotel
- iii. 7:40: Flight to Thessaloniki
- iv. 8:35: Arrive in Thessaloniki
- v. 9:30: Visit of Aristotle University of Thessaloniki
- vi. 13:00: Lunch hosted by the Aristotle University of Thessaloniki
- vii. 15:00: Check-in at Hotel
- viii. 16:00: Visit of the University of Macedonia
- ix. 19:30: Dinner

b. Wednesday 09/11

- i. 7:00: Departure for Komotini
- ii. 10:30: Visit of Democritus University of Thrace in Komotini
- iii. 13:00: Lunch hosted by the Democritus University of Thrace
- iv. 15:00: Departure for Thessaloniki
- v. 19:00: Dinner hosted by the International Hellenic University

c. Thursday 10/11

- i. 7:30: Check out from hotel
- ii. 8:30: Depart from hotel

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- iii. 8:45: Visit of the International Hellenic University
- iv. 11:00: Departure for Thessaloniki Airport
- v. 13:05: Flight to Athens
- vi. 13:55: Arrive in Athens
- vii. 15:00: Lunch
- viii. 16:00: Check in at hotel in Athens
- ix. 18:30: Meet in hotel lobby
- x. 18:50: Depart for Reception
- xi. 19:30: Evening Reception

3. Peloponnese and the Aegean

a. Tuesday 08/11

- i. 4:45: Meet in hotel lobby
- ii. 5:10: Depart from hotel
- iii. 7:25: Flight to Rhodes
- iv. 8:25: Arrive in Rhodes
- v. 9:00: Visit of University of the Aegean
- vi. 11:00: Visit of Medieval City of Rhodes organized by the University of the Aegean
- vii. 12:00: Lunch hosted by the University of the Aegean
- viii. 13:30: Depart for Airport
- ix. 15:15: Flight to Athens
- x. 16:15: Arrive in Athens
- xi. 20:00: Dinner

b. Wednesday 09/11

- i. 6:00: Check-out from hotel
- ii. 7:00: Departure for Patras
- iii. 10:00: Visit of University of Patras
- iv. 12:30: Quick lunch
- v. 13.30: Check-in at hotel
- vi. 15:00: Visit of Hellenic Open University
- vii. 19:15: Walking tour in Patras city center organized by the Hellenic Open University and the University of Patras
- viii. 20:00: Dinner hosted by the Hellenic Open University and the University of Patras

c. Thursday 10/11

- i. 6:00 Check-out from hotel
- ii. 7:00: Depart from hotel
- iii. 10:30: Visit of the University of the Peloponnese
- iv. 13:00: Lunch
- v. 14:00: Depart for Athens
- vi. 17:00: Check in at hotel in Athens
- vii. 18:30: Meet in hotel lobby
- viii. 18:50: Depart for Reception
- ix. 19:30: Evening Reception

4. Northwest Greece

a. Tuesday 08/11

- i. 4:30: Check-out from hotel
- ii. 5:30: Depart for Volos
- iii. 10:00: Visit to University of Thessaly
- iv. 12:30 Lunch hosted by the University of Thessaly
- v. 13:30: Depart for Kozani
- vi. 17:00 Visit of University of Western Macedonia

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- vii. 19:30: Check-in at hotel
- viii. 20:30: Dinner hosted by the University of Western Macedonia

b. Wednesday 09/11

- i. 8:00: Check-out from hotel
- ii. 9:00: Depart for Ioannina
- iii. 11:15: Visit University of Ioannina (light lunch provided during visit)
- iv. 14:00: Visit of Archaeological site of Dodoni organized by the University of Ioannina
- v. 16:00: Check-in at hotel
- vi. 19:00: Dinner hosted by the University of Ioannina (exact time TBC)

c. Thursday 10/11

- i. 5:45: Check out from hotel
- ii. 6:45: Depart from hotel
- iii. 8:15: Ferry to Corfu
- iv. 10:30: Visit of Ionian University
- v. 13:00: Lunch hosted by the Ionian University
- vi. 14:15: Depart for Corfu Airport
- vii. 15:45: Flight to Athens
- viii. 17:00: Arrive in Athens
- ix. 18:00: Check in at hotel in Athens
- x. 18:30: Meet in hotel lobby
- xi. 18:50: Depart for Reception
- xii. 19:30: Evening Reception