



IAU

Annual Report 2016

1 October 2015 - 30 September 2016

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Forewords

Message from the outgoing President



The year 2016 has been an amazing year for IAU for a number of reasons. It is not only a year of many opportunities as the Post-2015 Agenda unfolds following the end of the Millennium Development Goals, Education for All and the United Nations Decade on Education for Sustainable Development; it also presents several challenges in terms of moving higher education forward into the 21st century.

With respect to the latter, the Association has been responsive when it initiated a comprehensive plan to ensure that IAU is strategically relevant over the next four years at least, while keeping its ethos, values and legacies intact as the foundational purpose of its *raison d'être*. This articulation has been very meaningful and for that I would like to thank everyone who has been involved in making it a reality. Foremost is the Secretariat led by the Secretary-General, Eva Egron-Polak; while not forgetting all members of the Administrative Board, including the deputies, who have been active and supportive in every way.

Last but not least, 2016 saw the end of the 14th presidency with the launch of an outstanding 15th General Conference hosted by four Thai universities in conjunction with the Centennial celebration of Thailand Higher Education System as its high point. Concomitantly, it witnessed a smooth transition to a new president which is no less a historic change since for the first time since its inception some 6 decades ago, IAU is led by a female president, Pam Fredman. As such, on behalf of the outgoing Administrative Board as well as the Association, I would like to congratulate the incoming President and the new Board, at the same time wish them well for the tasks and challenges that lie ahead. Personally, I am indeed grateful to everyone who has made IAU what is today, and for making my experience as the 14th President a very rewarding and enjoyable one.

Farewell and best wishes for the New Year.

A handwritten signature in black ink, appearing to read 'Dzul kifli' with a flourish at the end.

Dzul kifli Abdul Razak
IAU Immediate Past President
(2012-2016)

Message from incoming President



First, I would like to express my thanks for being given the responsibility and trust to serve as the IAU President for the coming 4 years. I will do my best to fulfill the vision and mission of IAU. The successful and well organized 15th General Conference in Bangkok demonstrated the engagement of higher education institution leaders and organizations to promote the role of higher education in creating, developing and transforming knowledge for a sustainable future.

The Agenda 2030 and the 17 Sustainable Development Goals, the commitment made in 2015 by all UN nations to save the planet for coming generations will require knowledge development for real transformations. Higher education institutions have a unique and important role to play in this process. However, this role is being challenged and sometimes also questioned by various stakeholders around the world.

Let us start 2017 by reminding ourselves of IAU's Mission *"to be the most representative and influential global association of diverse education*

and their organizations, promoting and advancing the role of higher education in society". With its well-established global platform, serving higher education worldwide and its new strategic plan, adopted at the 15th General Conference, and working in collaboration and support of others, through IAU we can all make a difference for a sustainable development.

I would like to thank my colleagues in the IAU Administrative Board for their friendly collaboration, excellent work, and engagement in IAU. In particular, I would like to thank the Immediate Past President, Dzulkifli Abdul Razak, for his active and successful contribution to IAU. I welcome the new Administrative Board and look forward to working with each member in our efforts to make IAU even more successful in pursuing its mission.

Last but not least, warm and hearty thanks to the Secretary General, Eva Egron-Polak and the staff at the office in Paris, the heart of IAU, for their tremendous work, engagement, knowledge, experience and goodness.

A handwritten signature in black ink that reads "Pam Fredman". The signature is fluid and cursive.

Pam Fredman

IAU President (2016–2020) and Rector,
Gothenburg University



Message from Secretary General



2016 was once again very busy for the IAU. Beginning with a wonderful International Conference in Siena, Italy and ending with an equally successful 15th General Conference in Bangkok, Thailand where Members and other participants shared views and perspectives on Internationalization and Sustainable Development and Innovation, respectively. These topics remain at the heart of the past year's work of the Association and in the years to come as set out in the IAU 2016-2020 Strategic Plan adopted at the General Conference.

The year saw the consolidation of the IAU as a central actor in promoting the role of higher education in the 2030 sustainable development agenda - IAU took an active part at the world conference on education for sustainable development organized by UNESCO in Japan, at COP21 in Paris, among other important events.

This year saw the launch the ISAS (2.0) a renewed internationalization advisory service, offering universities the opportunity to earn Internationalization learning badges. It was the first year of its new professional development programme *Leading Globally Engaged Universities* (LGEU) offered by the Association, helping leaders meet the very challenging times facing higher education.

Besides its various publications and information services, IAU has also been

active in several projects, expanding its reputation as a source of expertise and access to networks. Our collaborations expanded to the Rockefellers Foundation as well as to the World Bank and others, helping IAU diversify its revenue as well.

I hope this glimpse at a few examples will incite you to discover the breadth of the Association's work described in more detail in this report.

The past year also marked some personnel changes as Isabelle Turmaine, Director of Information services and projects, decided after 13 years at IAU to pursue her career elsewhere. We wish her well and thank her for her contribution over the years.

Finally, this year was also a year of transition as we welcome the newly elected IAU President and Board while thanking most sincerely the past IAU President, Dzulkifli Abdul Razak, and all out-going members of the Board. The IAU Board does not meet frequently, yet the members often become friends and the friendship among them and with the IAU remains solid for years. This spirit of kinship and cooperation is perhaps the most important value and characteristic noted by those who get involved in our work. We at the Secretariat are most grateful and appreciative of their leadership and commitment and welcome the support of all Members and partner organizations.

Eva Egron-Polak
IAU Secretary General

I. GOVERNANCE

Election of IAU President and Administrative Board 2016-2020

The General Conference is the supreme decision-making body of the Association. It meets once every four years and in addition to electing the IAU President as well as the Administrative Board members, IAU Members adopt the strategic direction for the Association. In November 2016, during its 15th General Conference in Bangkok, Thailand, the IAU Members elected the new IAU President and Administrative Board to serve from 2016 until 2020.



Newly elected IAU Administrative Board 2016-2020.

Dzulkifli Abdul Razak, who remains on the Board as the Immediate Past President thanked outgoing Board members for their contribution and dedication to the work of the Association; he congratulated the newly elected Board which is composed of both new members and several members serving for a second term. The end of the 15th General Conference also marks the transition in leadership to the new IAU President, and Dzulkifli Abdul Razak congratulated Pam Fredman on her election as President underlining that IAU is particularly proud to welcome the first woman to assume this position.



Click [here](#) to access the biography of the President and Administrative Board members

IAU Administrative Board

2016-2020*

PRESIDENT

Pam Fredman, Rector, University of Gothenburg, Sweden

IMMEDIATE PAST PRESIDENT

Dzulkifli Abdul Razak, Former Vice-Chancellor University Sains Malaysia and Albukhary International University, Malaysia

MEMBERS

Africa

Abdulganiyu Ambali, Vice-Chancellor, University of Ilorin, Nigeria

Primrose Kurasha, Vice-Chancellor, Zimbabwe Open University, Zimbabwe

Ebenezer Oduro Owusu, Vice-Chancellor, University of Ghana, Ghana

Americas

Stephen Freedman, Provost, Fordham University, USA

Marta Losada Falk, President, Antonio Nariño University, Colombia

Salvador Vega y León, Rector, Autonomous Metropolitan University, Mexico

Asia & Pacific

Salim Daccache s.j., Rector, University of St Joseph Beirut, Lebanon

Etsuko Katsu, Former Vice-President, International, Meiji University, Japan

Carmen Lamagna, Vice-Chancellor, American International University, Bangladesh

Pornchai Mongkhonvanit, President, Siam University, Thailand

Mahmoud Nili Ahmadabdi, President, University of Tehran, Iran

Ranbir Singh, Vice-Chancellor, National Law University, India

Europe

Andrew Deeks, President, University College Dublin, Ireland

Maria de Fatima Marinho, Vice-Rector for Cooperation and Culture, University of Porto, Portugal

Remus Pricopie, Rector, National School of Political and Administrative Studies, Romania

Daniel Hernández Ruipérez, Rector, University of Salamanca, Spain

Godehard Ruppert, President, Otto-Friedrich-Universität Bamberg, Germany



4 IAU Presidents united during the General Conference in Bangkok. From left: Goolam Mohamedbhai, Dzulkifli Abdul Razak, Pam Fredman, Juan Ramón de la Fuente.

Inga Žalėnienė, Vice-Rector for Education and Research, Mykolas Romeris University, Lithuania

ORGANIZATIONS

NATIONAL: Molly Corbett Broad, President, ACE (American Council on Education), USA

REGIONAL: Roberto Escalante Semerena, Secretary-General, Unión de Universidades de América Latina y el Caribe, Mexico (UDUAL)

SECRETARY-GENERAL

Eva EGRON-POLAK, IAU, International Universities Bureau

DEPUTY MEMBERS

Africa

Paul Zeleza, Vice-Chancellor, United States International University-Africa, Kenya

Americas

Mirta Martin, Former President, Fort Hays State University, USA

Pierre-André Pierre, Rector, University Notre Dame d'Haiti, Haiti

Asia & Pacific

Mosleh Duhoky, President, University of Duhok, Iraq

Hasan Sohaib Murad, Rector, University of Management and Technology (UMT), Pakistan

Mohammad Reza Pourmohammadi, Chancellor, The University of Tabriz, Iran

Europe

Constantinos Christofides, Rector, University of Cyprus, Cyprus

Henrik Dam, Rector, University of Southern Denmark, Denmark

Oleg Smeshko, Rector, Saint-Petersburg University of Management Technologies and Economics, Russian Federation

ORGANIZATIONS

NATIONAL: Zoltan Dubécz, Secretary-General, MRK (Hungarian Rectors Conference), Hungary

REGIONAL: Sultan Abu Orabi, Secretary-General, Association of Arab Universities, Jordan

HONORARY PRESIDENTS

Guillermo Soberon (President 1980-1985), Former Rector, National Autonomous University of Mexico, Mexico

Blagovest Sendov (Acting President 1984), Former Rector, University of Sofia, Bulgaria

Justin Thorens (President 1985-1990), Former Rector, Université de Genève, Switzerland

Hans Van Ginkel (President 2000-2004), Former Rector, Utrecht University, Netherlands; Former Rector, United Nations University, Japan

Goolam Mohamedbhai (President 2004-2008), Former Secretary-General, Association of African Universities (AAU)

Juan Ramón de la Fuente (President 2008-2012), Former Rector, National Autonomous University of Mexico, Mexico

* The IAU Administrative Board as it was elected on 15 November 2016 in Bangkok, it does not reflect changes since then.

ADOPTION OF IAU STRATEGIC PLAN 2016-2020

During the 15th General Conference in Bangkok, the IAU Members adopted the strategic plan for 2016-2020 which sets the general direction for the Association's development for the next four years.

The plan is structured around the following 6 strategic goals:



Values-based institutional leadership in higher education

Leadership is a core aspect of quality higher education, vital in enabling institutions to respond to complex challenges, rapid pace of change and multiple responsibilities. For IAU, values-based and responsible HE leadership calls for less commodification of education, more equity, working within an ethical framework and ensuring that higher education and research institutions contribute to and are recognized as essential for sustainable development of democratic societies



Information and Communications Technologies

ICTs and their impact are ubiquitous in all aspects of HE worldwide. Their potential for improving access to education and research is undeniable. Yet, for various reasons - including but not limited to funds - the inclusion of and the reflection on how best to use ICT in all functions of higher education is uneven from region to region, country within a region, and institutions within a country. Rather than enhancing access, disparities in the availability and accessibility of online content could exacerbate existing gaps. Preventive actions need to be taken so that ICTs fulfil their promise.



Internationalization of higher education

Internationalization of higher education is an inevitable process in the era of globalization and a deliberate strategy for improving quality and relevance. IAU focuses on the academic rationales, the equitable and collaborative nature of the process and aims to minimize the adverse effects of international interactions when these take place in highly unequal and diverse contexts among HEIs with different, resources, needs and interests.



Engaged global membership

IAU is proud to have Member Institutions and Organizations as well as Affiliates and Associates around the globe. Engaging with as many as possible and in productive ways to implement activities, deliver services and create opportunities for networking by offering numerous and diverse face-to-face and virtual fora is essential to all aspects of the strategic plan. It requires on-going effort in terms of two-way communications, inventiveness and creativity in terms of new services and projects to facilitate membership involvement.



Higher education and research for sustainable development

Future well-being of humanity and the planet depends on successful resolution of the interconnected challenges of economic, social, cultural, and environmental sustainability. IAU's actions in support of the 2030 Development Agenda and related Sustainable Development Goals (SDGs), provide a new framework for university collaboration, in research, curriculum development and outreach, in pursuit of sustainable development.

Financial sustainability and efficient management

Financial sustainability is a requirement for the delivery of the overall strategic plan. Revenues and their sound management are required to secure the human resources and expertise needed to offer, maintain and develop unique and high quality membership services and remain a credible organization in a highly competitive globalized higher education landscape.



[Click here](#) to access the full IAU strategic plan 2016-2020

II. IAU EVENTS

IAU 2015 International Conference

(October 2015, Siena, Italy)



LEFT Networking during the IAU 2015 International Conference RIGHT IAU 2015 International Conference in Siena

Internationalization of Higher Education: moving beyond mobility was the theme of the IAU 2015 International Conference hosted by the University of Siena in Italy in October 2015. 400 participants from more than 80 countries came together to deliberate and share their views and perspectives on the strategies and purposes of higher education internationalization and to determine how to include other actions - beyond mobility. The Conference took place in an historical and picturesque setting in Siena.

The theme of the Conference is at the heart of the work of the Association as expressed by the IAU Secretary General in her opening statement:

"... in addition to the economic, geopolitical and scientific rationales for internationalization, we need, and that has been the IAU position and work for many years, to reinforce the aspirational and perhaps more idealistic and certainly more altruistic view of why internationalization of higher education is necessary, going back to basics and promoting international understanding, peace and human rights as cornerstones of any sustainable development in the future."

From the opening statement by Eva Egron-Polak, IAU Secretary General

IAU Conferences are always hosted and organized in collaboration with Members and for the 2015 Conference, IAU was very pleased to be invited to the University of Siena by the rector Angelo Riccaboni.



Click here to access the conference report and presentations

Message from the host



"The University of Siena was honored to host and co-organize the IAU 2015 International Conference in Siena from 28 to 30 October 2015, under the patronage of the Association of Italian Rectors (CRUI). The Conference also marked the opening of the 775th University of Siena's academic year and we were pleased to invite all participants to the inaugural ceremony on 28 October, a major event for the University.

Internationalization of higher education is an important priority for many governments, university leaders and other higher education stakeholders. It has been on the IAU agenda for many years and has led the Association to develop policy, research and related services in support of institutional efforts in internationalization, making IAU a world leader in this sector.

From the Conference it emerged that the expectations with regard to the benefits of internationalization are continuously expanding, as is the range of activities carried out in the name of internationalization. As globalization touches on all aspects of economic, social and cultural life in all corners of the world, ideally, internationalization of higher education offers a research and education response by preparing graduates for this new context, by conduction research on global issues and in cooperation, and by strengthening intercultural understanding and appreciation of diversity and difference. The Conference also questioned the undesired impacts of internationalization, such as cultural homogeneity, brain drain instead of brain circulation and benefiting the spread of some knowledge at the expense of knowledge created elsewhere.

The Conference offered new insights into the internationalization of higher education, trying to inspire new strategies, initiatives and projects. With more than 400 participants from around the world, the Conference and the Opening Ceremony - with participants wearing academic gowns from around the world - were a great success and a beautiful symbol of the importance of the IAU community. "

Prof. Angelo Riccaboni,
Rector, University of Siena (2010-2016)

The voice of participants: What makes the IAU conferences unique?

- ▶ *"The level of the discussions and the quality of the speakers. It was a stimulating conference, with solid discussions and presentations and also with new ideas or assumptions about how to move beyond mobility, which seems for me a necessity."*
- ▶ *"More truly international meeting of minds, perspective, and experiences than often is the case. I really enjoyed the tie-in with the opening of the academic year at the Università degli Studi in Siena."*
- ▶ *"Participants care not only for their own institutes but also the community of HEIs in the world."*
- ▶ *"The fact of having many participants and speakers from all over the world; a truly international experience."*
- ▶ *"Learning from best practices and experiences. The conference provided us new directions on internalization to improve quality of education at my university. We have already shared this with the University leadership to increasing quality of the education."*
- ▶ *"Participants are really international and discuss practical issues in a global perspective."*
- ▶ *"The real diversity of professionals from all over the world, unlimited networking opportunities, lots of new promising contacts."*
- ▶ *"One stop shop for networking and beautiful conversations."*



IAU 15th General Conference

(November 2016, Bangkok, Thailand)



IAU 15th General Conference in Bangkok.

A comprehensive report on the IAU 15th General Conference will be included in next year's Annual Report as it took place in the 2017 IAU reporting year. However as this important Conference has already taken place when this report is being prepared, it was decided to include a short presentation of this important event in the life of the Association here. The newly-elected President and Administrative Board are presented above, in the Governance section along with the new strategic plan adopted during the General Conference.

In addition to the Business Sessions of the Conference, the thematic programme was dedicated to *Higher Education: A catalyst for innovative and sustainable societies*. IAU continues to stress that higher education institutions (HEIs), whose primary functions are education, research, and service, are essential social institutions. Their efforts to generate knowledge and instill attitudes to bring about a better future need to be strengthened, showcased and supported which was the aim of the Conference. This is particularly relevant only one year after the adoption of the 2030 Development Agenda and its Sustainable Development Goals (SDGs) by the UN and world leaders.

More than 300 participants from over 80 countries participated in the conference. Organized in collaboration with a consortium of four IAU Member institutions in Thailand and hosted by the Chulalongkorn University in Bangkok, the Inauguration of the Conference was celebrated in conjunction with the Centennial celebration of Thailand Higher Education System and was opened by the H.R.H. Princess Maha Chakri Sirindhorn, Thailand. The IAU was particularly grateful to the Consortium for their hospitality during a period of deep mourning for His Royal Highness King Rama IX, much beloved by all Thai people.

CONSORTIUM OF THAI UNIVERSITIES: PARTNERS FOR THE GENERAL CONFERENCE

- ▶ Chulalongkorn University
- ▶ Siam University
- ▶ Suranaree University of Technology
- ▶ Asian Institute of Technology



Click here to access programme and the presentations

III. PRIORITY THEMES



Values-based Leadership



First LGEU cohort in University of Malaya, Kuala Lumpur

Testimonials:

“LGEU has refined my perspective of the role of a globally engaged leader. The team management module was very insightful and forced us to rethink the «to-dos» and the “not to-dos”. Most parts of the world were represented which made the workshop very rich and informative.”

Patrick Attié, Director, Ecole Supérieure d’Infotronique d’Haiti (ESIH), Haiti

“The program was truly spectacular.”

Ellen Fahey-Smith, Ed.D, Assistant Vice President & Chief of Staff, Office of the Provost, Fordham University, USA

“It was illuminating and exciting. I had the opportunity to look at my university more critically and I saw what we need to do about global engagement. LGEU is a very timely and highly stimulating programme. All universities aiming at improving their global engagement should grab the opportunity.”

Yetunde Ijaiya, Deputy Vice-Chancellor (Academic), University of Ilorin, Nigeria

In the 2016 year, IAU launched a new professional development programme **Leading Globally Engaged Universities (LGEU)** for HE representatives in senior leadership positions. IAU has received positive feedback from participants who have expressed their appreciation for the wealth of information they were offered and the opportunity they had to learn from one another in these sessions. Collaboration agreements and networking among participants were an additional outcome from the 5 days spent together in a rich co-learning environment. 35 HE leaders from 18 different countries benefited from the programme. Grants were provided by the Swedish International Development Cooperation Agency (Sida) in support of participants from Least Developed Countries (LDCs) and funding was generously provided by the University of Ilorin in support of Haiti. Hosted by IAU Members, the programme will continue to move around the world. After a sessions in Asia, Europe and Latin America, Africa and Middle East are coming up!

LGEU IN THE WORLD:

- ▶ LGEU-1: November 2015, hosted by University Malaya (Malaysia)
- ▶ LGEU-2: April 2016, hosted by University College Dublin (Ireland)
- ▶ LGEU-3: December 2016, hosted by Universidad EAFIT (Colombia)



[Click here](#) to learn more about LGEU

Internationalization

Higher Education internationalization continues to constitute one of IAU's priorities in the new strategic plan 2016 - 2020, and during the past year IAU not only maintained different activities under existing programs, engaged in different externally funded projects in the field of internationalization and participated in relevant conferences and meetings worldwide. The Secretariat, in collaboration with experts from the Board undertook a review and fundamental redesigning of its unique service for advancing internationalization, re-naming it ISAS (2.0).

ISAS (2.0): A NEW PROGRAM FOR ADVANCING HIGHER EDUCATION INTERNATIONALIZATION



In September 2016 IAU launched the new program for advancing higher education internationalization ISAS (2.0). It builds on the foundation and lessons learned of the initial Internationalization Strategies Advisory Service (ISAS), created in 2010 to help HEIs develop or review their internationalization policies, strategies and programs.

ISAS (2.0) consists of several different but complementary services offered to IAU Members, other Higher Education Institutions (HEIs), individuals at HEIs, national governments and organizations. The new program goes beyond the original ISAS initiative by offering a greater variety of specific services to a more diversified audience. It seeks to accompany and assist single HEIs, groups of HEIs within a country, individuals, and policy makers in their distinct efforts to enhance internationalization of Higher Education.

HOKKAIDO UNIVERSITY – FIRST UNIVERSITY TO RECEIVE AN ISAS (2.0) LEARNING BADGE



Hokkaido University, located in Sapporo, Japan, is the first university to have undertaken the new ISAS (2.0) program. The university chose the "Assessing Strategy and Monitoring Achievements" strand based on a thorough self-review in the first months of 2016. The site visit took place in October 2016 and the expert panel, chaired by Madeleine Green, IAU Senior Fellow, and composed of Dr. Akira Ninomiya, President of Hijiya University, Hiroshima, Japan, Professor Kent Anderson, Deputy Vice-Chancellor (Community and Engagement), the University of Western Australia, and Eva Egron-Polak, IAU Secretary-General, analyzed and discussed the outcomes with a broad spectrum of representatives of the university. The expert panel was pleased to determine that the university met the requirements to be awarded the Internationalization Learning Badge: Strategy Monitoring and Achievements. The IAU President announced this result and handed the Learning Badge to the President of Hokkaido University during the IAU General Conference in Bangkok, in November 2016.



IAU President hands the ISAS (2.0) Learning Badge to the President of Hokkaido University during the IAU 15th General Conference in Bangkok, Thailand

INTERNATIONALIZATION IN BANGLADESH: TWO ISAS PROJECTS AND WORKSHOP

Thanks to the support of the UNESCO Participation Programme, two Bangladeshi universities benefited from ISAS in the past year, culminating with expert panel site visits in January 2016 at American International University Bangladesh (AIUB) and Daffodil International University (DIU), both located in Dhaka. Eva Egron Polak, IAU Secretary General chaired of the expert panel, with Dr. Anna Ciccarelli, IAU Board member (Australia), Dr. S. M. Kabir, Quality Assurance Expert from Bangladesh and Giorgio Marinoni, IAU Manager, HE and Internationalization policy and projects taking part in the panel. Final reports with recommendations were sent to both universities in March 2016.

Vice Chancellor, Carmen Z. Lamagna and Pro Vice Chancellor, Charles C. Villanueva summarized the results of the ISAS visit at AIUB as follows:

"AIUB's Internationalization perspectives and practices were given another roadmap and meaningful dimension as a result of the expert panel's views and recommendations. The national and global views shared by the experts have allowed making suggestions for new approaches. The analysis of documents, group and individual discussions and a site visit were the main sources of information for the overall assessment of internationalization policy and practice at AIUB. It was during these ISAS activities that the university realized that some

practices and activities are not attuned to the goals and objectives of the programs of the university. The discussions and debates led to a rethinking of how internationalization could benefit the university better. The ISAS results and recommendations will continue to guide the university so that it can formulate a comprehensive and more focused plan with doable strategies to make the internationalization more beneficial for immediate and long term needs of the university.”

WORKSHOP ON INTERNATIONALIZATION OF HIGHER EDUCATION IN BANGLADESH

Within the framework of the ISAS, AIUB and DIU, together with IAU, organized a day-long joint workshop on Internationalization of Higher Education in Bangladesh, held in Dhaka on 28 January 2016. Prof. Dr. Mohammad Yousuf Ali Mollah, Member, University Grants Commission (UGC) of Bangladesh, Prof. Dr. Mesbahuddin Ahmed, Head, Quality Assurance Unit, UGC, were present as chief guest and special guest respectively. A large number of faculty members, including senior faculty of DIU, AIUB and other universities in Dhaka were present in the workshop. All ISAS expert panel members expressed their satisfaction on the overall achievements of the two universities and suggested future courses of actions.

These two ISAS projects marked the end of the original ISAS, which has now been replaced by the ISAS (2.0) program.



ABOVE From left: Carmen Z. Lamagna; Eva Egron-Polak, Yusuf m. Islam.
BELOW The ISAS Expert team with the Vice Chancellors of AIUB and DIU.

ROAD MAP FOR INTERNATIONALIZATION AT THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC ADMINISTRATION (RANEPA)

Invited by the World Bank within a longer-term project advising the leadership of the Russian Presidential Academy of National Economy and Public Administration (RANEPA), IAU has been active in developing a framework for an internationalization strategy for the Moscow Campus of RANEPA. The WB-IAU team held several meetings with RANEPA senior management and with the Steering Committee created to work on this initiative. While the Academy had an overall development plan, and various faculties, departments, institutes and schools internationally active, RANEPA lacked an internationalization strategy. The draft Framework which was presented to and discussed with the RANEPA community in late April 2016 provided a clear and practical road map for the way forward on the key objectives articulated by the institution.



Higher Education and Research for Sustainable Development

UNESCO GLOBAL ACTION PROGRAMME ON EDUCATION FOR SUSTAINABLE DEVELOPMENT (GAP-ESD)



Since 2014, IAU has been deeply involved in the UNESCO Global Action Programme on ESD (GAP-ESD). IAU, represented by Hilligje van't Land took part in the 2016 meeting of the UNESCO GAP Partner Networks, in Paris in July. UNESCO nominated IAU to be a member of the Steering Group for Action Area 2 - Whole Institution Approach to ESD. One of the pilot projects developed by the partners is a set of guidelines for embedding sustainable development at all HE levels.

IAU GLOBAL SURVEY ON THE HIGHER EDUCATION AND SUSTAINABLE DEVELOPMENT

IAU developed a *Global Survey on the Role of Higher Education in Fostering Sustainable Development*. The initial outcomes were presented in Barcelona at an ESU-ACUP Seminar, in Paris at the UNESCO GAP Meeting, in Vienna at the COPERNICUS Alliance 2016 International Conference and during a Public debate on sustainability at the University of Zürich. The overall Survey results, underlining the universities' strong interest in sustainable development, were presented in Bangkok during the IAU 15th General Conference and generated great interest in IAU's work in the field.

➔ To learn more on IAU Global Survey on HESD.

COOPERATION WITH COPERNICUS ALLIANCE

During the Vienna COPERNICUS Alliance 2016 International Conference in September 2016, the IAU and COPERNICUS Alliance signed a Memorandum of Understanding (MoU). Signed by the presidents of both Associations, this MoU is built on a



The presidents of IAU and COPERNICUS Alliance sign the Memorandum of Understanding (MoU), Vienna 2016.

long history of cooperation and officialises the wish to foster HESD jointly. The initiatives already listed in the MoU include the further development of the IAU HESD portal and the development of a professional training programme on HESD leadership.

IAU GLOBAL HESD PORTAL RENEWED

On the occasion of the IAU 15th General Conference, the IAU global portal on Higher Education and Research for Sustainable Development was renewed to better showcase IAU Members' and Partners' relevant initiatives in this field. Three hundred actions have already been published on the portal and a user survey will be conducted in 2017 to further improve the portal.



➔ [Click here](#) to access the HESD Portal



Information and Communication Technologies



IAU Task Force on ICTs.

IAU TASK FORCE ON ICTs

Within the framework of developing the IAU strategic plan for 2016-2020 it was decided to set up a Task Force composed of IAU Board members and experts to help identify possible strategic directions for IAU with regards to ICTs. At the invitation of Remus Pricopie, an IAU Deputy Board member at the time, the Task Force met in Bucharest, Romania at the National University of Political Studies and Public Administration from 19 to 20 January 2016. Prepared and coordinated by Isabelle Turmaine, the meeting brought together 16 stakeholder including representatives from the IAU Secretariat, IAU Board members and other experts within the field of ICTs.

The outcome of the discussions led to the development of the strategic goal on ICTs in the IAU Strategic Plan (2016-2020). Please refer to page 6 for more information.

GUIDELINES FOR ACCESSIBLE INFORMATION

At the end of 2015, the partners of the ICT for Information Accessibility in Learning (ICT4IAL) Project, which included the IAU, announced the release of the *Guidelines for Accessible Information* available in 23 languages of the European Union (EU) plus Arabic, Chinese and Russian. The guidelines were also tabled at the IAU 15th General Conference to generate awareness and to encourage university representatives and others to reflect on how the use of ICTs can contribute to empowering persons with disabilities to access information and knowledge.

In addition to the IAU, the partners of the ICT4IAL Project were: Daisy Consortium; European Agency for Special Needs and Inclusive Education; European Schoolnet; Global Initiative of Inclusive ICTs (G3ict) and UNESCO.

[Click here to access the Guidelines.](#)

EQUITABLE ACCESS AND SUCCESS IN HIGHER EDUCATION



During the preparation of the strategic plan 2016-2020 it was agreed that IAU would place emphasis on four major thematic areas. The promotion of equitable access and success is not one of these, yet in agreement with the Board, the Association's commitment to promoting access and success for under-represented groups will be maintained primarily through partnership with the Global Access to Post-Secondary Education initiative (GAPS) and through the activities IAU will elaborate within its workplan on ICTs as instruments to improve access to learning and knowledge. In this regard, the IAU's Secretary General joined the Founding Executive Board for GAPS which has been established in The Netherlands. In 2015 IAU president spoke at the second international event organized by GAPS in Kuala Lumpur and two members of the Executive Board attended the General Conference in Bangkok. IAU is involved in the preparation of the 2nd World Congress of GAPS to be held in 2017 in Brazil.

IV. GLOBAL KNOWLEDGE HUB

Mapping Higher Education

WORLD HIGHER EDUCATION DATABASE (WHED)

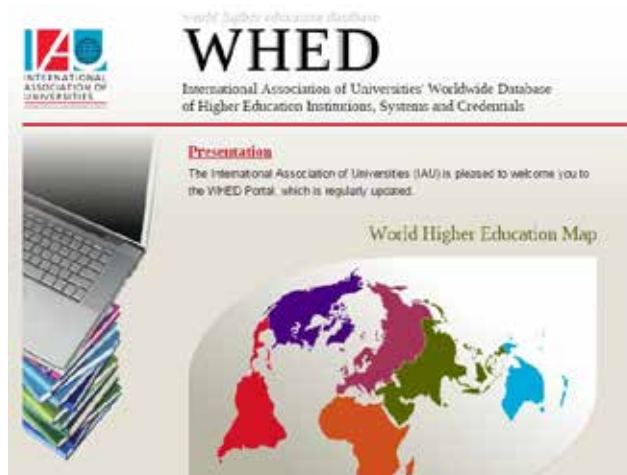
The [IAU WHED Portal](#) provides information **on higher education systems, institutions and credentials worldwide**. The Portal comprises comprehensive and comparable information on higher education systems and main credentials in 182 countries and on over 18,000 higher education institutions offering at least a 4-year diploma or a post-graduate degree.

The basic features of the [IAU WHED Portal](#) are available free of charge and IAU Members benefit from full access to all data (including email addresses, for example), advanced search capabilities, printing and extraction options. Members are also given visual prominence since they are flagged as IAU Members and can add photos and logos of their institution.

The WHED is continuously updated, targeting one region per year. The updates in the past year were focused on Latin America and the Caribbean and on Africa in the current year. Within the framework agreement signed with UNESCO, the call for national and institutional updates was sent out co-signed by IAU and UNESCO for the first time.



[Click here](#) to access the WHED



WHED IN NUMBERS

Launched in September 2014, the portal has over

20,000 hits

PER MONTHS

with an average time spent on the portal of over

5 minutes

International Handbook of Universities (IHU)



Published by Palgrave Macmillan the 28th edition of the annual three-volume *International Handbook of Universities 2017 (IHU)* was released in

September 2016. Based on the data from the IAU WHED portal, it contains information about HEIs and a brief description of the education system of each country with university-level education. IAU Members benefit from a 50% discount on all purchases of the IHU. The Handbook includes an access to the advanced features of the [IAU WHED Portal](#).

[Click here](#) to order the latest issue of the Handbook.

Higher Education in ASEAN



On the occasion of the IAU 15th General Conference (Bangkok, November 2016), IAU prepared a special publication entitled Higher Education in ASEAN. It highlights

the higher education systems and institutions in the 10 ASEAN countries and provides a quick and comparable overview of the Higher Education landscape in the region.

IAU Members may request a free printed copy while stocks last.

[Available online here.](#)

Customized data extractions

The IAU also continues to offer customized data extractions from the [WHED](#) database. The information from the WHED is used, among others by HR offices and systems for recruitment purpose in several organizations (UN, WHO, UNICEF etc.).

[WHED database.](#)

Publications & Portals

Internationalisation of Higher Education Handbook

IAU concluded in April 2016 an agreement with DUZ Verlags- und Medienhaus GmbH publishers in Berlin, Germany, to act as the Chair of the Editorial Board for the continued publication of the *Internationalisation of Higher Education Handbook*. IAU Members benefit from a substantial discount on subscriptions to the hard copy and online versions. Published three times per year and including articles from all over the world, the Handbook offers practical articles of interest to anyone engaged in the internationalisation of higher education.



Higher Education Policy (HEP)

The aim of the Association's quarterly, peer-reviewed research publication, *Higher Education Policy* (HEP), is to advance scholarly understanding of the policy processes applied to higher education. Articles offer original analyses, both theoretical and practice-based, the focus of which may range from case studies of developments in individual institutions to policy making at systems and at national level. HEP provides institutional leaders, scholars, practitioners and administrators at all levels of higher education with access to the most advanced research and analyses available in the domain. HEP is published in March, June, September and December every year.



IAU Horizons

The magazine IAU Horizons provides its readers with reports on IAU activities and special projects; information on IAU publications and details of other new publications received at IAU and catalogued in HEDBIB; a profile of IAU's participation in international conferences and meetings; and a Global Calendar of Events, among other sections. Each issue includes a special 'In-Focus' section, where high profile academics from across the world present their views, analysis, projects, and research on a particular topic of importance to higher education. In the past year the following topics were covered:



- ▶ Leadership challenges and strategic management **(Vol.21, no.2)**
- ▶ The blurring divide between public and private higher education: where does it lead? **(Vol.21, no.3)**
- ▶ Leadership for a changing public private higher education funding landscape **(Vol.21, no.4)**

IAU E-bulletin



A monthly electronic newsletter covering news and developments on

higher education throughout the world as well as news on IAU's latest activities and publications. Each issue of the E-bulletin contains updates on regional, national and bi-national initiatives and developments with links to access more information. In 2016 a new section was added to announce upcoming IAU Member Organizations' and Partners' events. The IAU E-bulletin is sent to IAU Members and is also provided, free of charge, to those interested in higher education trends and changes, via the IAU website and through online subscription. In 2017, watch for **IAU Lynx**, the successor to this electronic news bulletin.

IAU Highlights from the Press



What is the international press reporting about higher education? Designed to assist leaders of IAU Member Institutions and Organizations to keep track of higher education trends worldwide, *IAU Highlights from the Press*, produced monthly, provides a selection of 50-70 articles on higher education as they appeared in the international and local press during the previous month linked to IAU's priority themes. Articles are in English or in French and a link to the original article is provided. *IAU Highlights from the Press* is sent by e-mail to IAU Members at the beginning of each month and posted on the IAU website at a later date.

International Bibliographic Database on Higher Education (HEDBIB)



More than 1,000 records were added to the International Bibliographic Database on Higher Education (HEDBIB) in the past year, counting now 40,000 records. HEDBIB contains up to date information on publications on higher education systems, planning, policy, administration and evaluation. Links to full text electronic publications are provided where available. IAU Members benefit from HEDBIB's advanced access options: access to abstracts and to full-text articles of *Higher Education Policy*, the IAU's quarterly research journal, as well as being able to send tailor-made bibliographies by e-mail. The basic search function is made available to all free of charge.

IAU continues to partner with UNESCO and the Institute for Educational Planning (IIEP) for populating the database. HEDBIB contributing partners also include the Catalan Association of Public Universities (ACUP), Southern African Regional Universities Association (SARUA) and Union de Universidades de América Latina (UDUAL).

IAU Members also receive 'New in HEDBIB' five times a year. This publication contains full references of newly entered publications in HEDBIB. References are structured according to the IAU priority themes and by region.

➔ <http://hedbib.iau-aiu.net>

Portal on innovative approaches to doctoral education in Africa (IDEA-PhD)



In the context of a wider project on doctoral education, research and management developed by IAU from 2009 to 2015, IAU, in partnership with IAU Members and selected partners, created a portal available freely online, and which was completely redesigned in 2016, thanks to financial support provided by Sida.

The portal aims to connect universities across Africa and beyond and to provide a basis for partnerships and exchange. It brings researchers and funders together and all those working in fields related to doctoral education, especially in Africa but also globally.

Information available ranges from institutional profiles and presentation of doctoral programme offerings, to information on supervision support, funding opportunities. These are to assist leaders, academics, administrators, technical support staff, students and researchers alike to easily find documentation and tools to increase their capacity. There is also a Bulletin Board where funding offers, calls for papers, new publications and initiatives are announced, as well as a section on upcoming conferences.

IAU welcomes additional information and encourages all to use information provided and to get involved in making this portal an active contribution to enhancing the vibrant, local (and global) research climate, exploring the full potential of higher education systems across the continent and advancing national development for African higher education as a whole.

IAU calls for donors interested in supporting this initiative.

➔ www.idea-phd.net

IAU SPEAKS OUT: Policy statements

IAU continues to advocate for fundamental values and a number of principles for higher education as outlined in the policy statements and guidelines adopted by the IAU Membership:

- ▶ Iquitos statement on Higher Education for Sustainable Development
- ▶ Affirming Academic Values in Internationalization of Higher Education
- ▶ IAU-MCO Guidelines for an Institutional Code of Ethics in Higher Education
- ▶ Equitable Access, Success and Quality in Higher Education
- ▶ Sharing Quality Higher Education across Borders
- ▶ Universities and Information and Communication Technologies
- ▶ Academic Freedom, University Autonomy and Social Responsibility
- ▶ Towards a Century of Cooperation: Internationalisation of Higher Education
- ▶ The Buenos Aires Statement on higher education funding
- ▶ Kyoto Declaration on Sustainable Development

➔ [Click here to access IAU speaks out.](#)



V. PARTNERSHIP WITH UNESCO

Based in UNESCO headquarters in Paris, IAU continues its close collaboration with UNESCO in several areas. This section contains highlights from this year's collaboration.



IAU Executive Committee with UNESCO Director General (in the middle).
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Meeting with UNESCO Director General

In March 2016, the IAU Executive Committee met in Paris and on this occasion the Committee met with UNESCO Director General, Irina Bokova to exchange on the important role of Higher Education in numerous spheres of UNESCO activity and for development of sustainable societies more generally.

Launch of partnership with UNESCO on WHED Portal

IAU also launched its collaboration with UNESCO on the World Higher Education Database (WHED) during its Conference in Siena in October 2015 and for the first time, the invitation to update the information in the WHED was sent out co-signed by UNESCO and IAU.

Steering Committee member in the UNESCO GAP Programme



Within the framework of the UNESCO Global Action Programme on ESD, UNESCO nominated IAU to become a member of the Steering Group for Action Area 2 - Whole Institution Approach to ESD.

Member of Expert Group for a Global Convention on Recognition of Higher Education qualifications

IAU Secretary General participated in meetings of the Expert Group which reviewed the feasibility study for the elaboration of a Global Convention for the recognition of studies, diplomas and degrees in Higher Education and prepared the next phase of development for approval by UNESCO General Conference.

Member of the Steering Committee for the Organization of the UNESCO International Conference on Quality Assurance/Enhancement

IAU was invited to join the Committee as it begins to elaborate the concept and workplan for the preparation of this international conference to be held in Paris in 2018. The steering committee met in October 2016 for the first time.

UNESCO at the IAU 15th General Conference

IAU was pleased to welcome several UNESCO representatives at the IAU 15th General Conference in Bangkok, Thailand. Among these, David Atchoarena, Director, Division for Policies and Lifelong Learning Systems from the Education Sector spoke about higher education and sustainable development from UNESCO's perspective, Aaron Benavot, Director, Global Education Monitoring Report (GEM) at UNESCO presented the first GEM report which included a section on the contribution of higher education, Irmgarda Kasinskaite-Buddeberg, Programme Specialist in the Communication and Information sector at UNESCO presented the Guidelines for Accessible Information developed in partnership with IAU and finally Ushio Miura, Programme Specialist in the regional UNESCO office in Bangkok spoke to Sustainable development and the role of universities from a regional perspective.

VI. MEMBERSHIP

At the end of the year 2016 (30 September 2016), IAU comprises more than 650 Members from some 130 countries. The geographic distribution of Member institutions as of October 1, 2016 is depicted in Figure 1 and the number of Members per category in Table 1.

Figure 1 - Geographical distribution of IAU Members in 2016

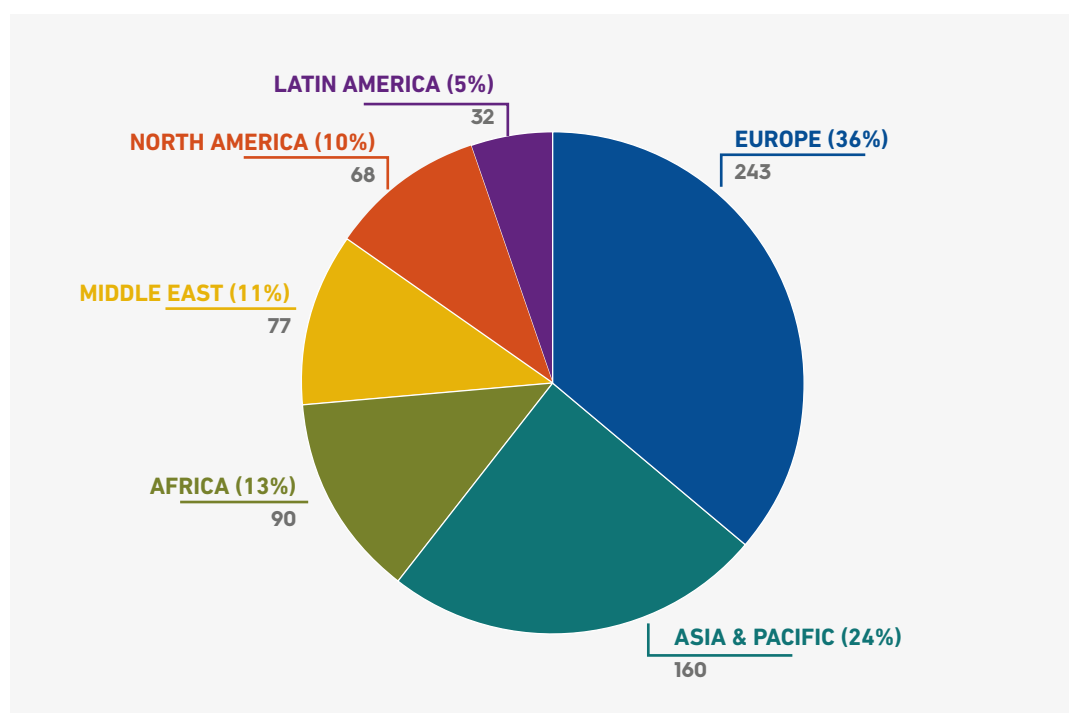


Table 1

2016 (as of 30 sept)	Institutions
Institutions	632
Organizations	31
Affiliates	15
Associates	19

VII. FINANCIAL REPORT 2016

(1 October 2015 – 30 September 2016)

The below table presents the Financial Report for 2016 and, for ease of reference, the summary for 2015.

INCOME	2015	2016
Membership fees	1 000	1 060
Contracts and Grants	433	235
Programme Activities and Conferences	9	265
Publications	100	61
Other income	154	88
TOTAL INCOME	1 695	1 709
EXPENDITURE	2015	2016
Staff Cost (Salaries, Consultants and Social Charges)	1 131	1 152
Programme Activities and Conferences	370	369
Administrative Board and Committees	40	50
Administration and Office Costs	132	126
Other charges	20	-
TOTAL EXPENDITURE	1 693	1 698
FINANCIAL RESULT	2	11

Explanatory notes:

INCOME

IAU income is composed of three main sources – annual membership fees, paid services to Members as well as grants and contracts for services provided to external donors or organizations, and sales of IAU publications. The drop in grants and contracts reflects the end of a grant from the Swedish International Development Agency (Sida) from which IAU benefited for several years and which enabled the Association to develop and offer many programs and activities. The past year included a highly successful International conference in Siena for which IAU found sponsors and several new projects in Romania, in Russia and more general provision of expertise for the World Bank. In addition, IAU stepped up the development of fee paying services and initiatives such as Internationalization Strategies Advisory Service (ISAS) and the Leading Globally Engaged Universities (LGEU) and other projects and increasing efforts to find sponsorships for conferences.

EXPENDITURE

The Association's expenditures have been controlled tightly in order to retain balanced budgets and indeed, this has been possible by keeping personnel expenditures and all other administrative costs at a minimum. Nevertheless, the end of the Sida grant (though the Agency generously agreed to provide support for representatives of Least Developed Countries' higher education institutions to take part in the LGEU program and attend the IAU conference) is reflected in reduced capacity to undertake certain projects, for example the LEADHER grants for universities or capacity building workshops.

VIII. SECRETARIAT



Eva Egron-Polak

Secretary General and
Executive Director



Hilligje van't Land

Deputy Secretary General



Georgeta Sadlak

Manager, Information Systems



Angella Nino

Manager, Finances
and Administration



Giorgio Marinoni

Manager, HE and Internationalization
policy and projects



Carine Sébast

Manager,
Reference Publications



Astrid Salcedo

Manager, Communications



Amanda Sudic

Librarian/Documentalist



Trine Jensen

Programme Officer



Nicholas Poulton

Administrative/
Editorial Assistant



Juliette Becker

Executive Assistant /
Programme Officer



Frédérique Herzog

Programme Officer



Samuel Pousson

Assistant,
Reference Publications



**Saholi
Andriambololo-Nivo**

Assistant, Reference Publications

IAU thanks Oriol Estève for his contribution to the work of the Association as IAU Programme Officer; as well as this year's interns, Stefanie Mallow and Angela Yanwen Chen. IAU welcomes new colleagues who joined the IAU during the year – Astrid Salcedo and Frédérique Herzog.

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IAU 2017 INTERNATIONAL CONFERENCE >> 18-20 OCTOBER
**LEADERSHIP FOR A CHANGING
PUBLIC PRIVATE HIGHER EDUCATION
FUNDING LANDSCAPE**

ACCRA, GHANA

GLOBAL MEETING OF ASSOCIATIONS >> 17-18 OCTOBER



Click [here](#) to access more informations about
GMA and IAU 2017 International Conference