

INTERNATIONAL ASSOCIATION OF UNIVERSITIES

IAU Annual Report 2015



INTERNATIONAL ASSOCIATION OF UNIVERSITIES
ASSOCIATION INTERNATIONALE DES UNIVERSITÉS
INTERNATIONAL UNIVERSITIES BUREAU BUREAU INTERNATIONAL DES UNIVERSITÉS

Founded in 1950 under the aegis of UNESCO, the International Association of Universities (IAU) is an international non-governmental organization. The permanent Secretariat of the Association is based in Paris, France.

IAU is a membership organization bringing together universities, institutions of higher education and national and regional associations of universities from around the world. It aims to promote debate, reflection and action on key issues in the field of higher education. The Association offers its Members and in general all higher education stakeholders (decision-makers, specialists, administrators, teachers, researchers and students) a global meeting forum and various services such as information (through the IAU/UNESCO Information Centre on Higher Education), research and analysis of latest developments in higher education (through surveys and different reference and scholarly publications), advocacy to promote the views of higher education institutions. In various ways, the IAU provides opportunities to build partnerships and networks among higher education institutions worldwide as well as with various international, regional and national bodies.

International Association of Universities (IAU)
UNESCO
1, rue Miollis
75732 Paris Cedex 15
France

Telephone : +33 1 45 68 48 00
Fax : +33 1 47 34 76 05
E-Mail : iau@iau-aiu.net
Website : www.iau-aiu.net

Editor : Trine Jensen (t.jensen@iau-aiu.net)
Design : Anthony Chrétien (ac@anthonychretien.net)

TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT	4	KNOWLEDGE SHARING :	22
MESSAGE FROM THE SECRETARY GENERAL	5	KEEPING MEMBERS ABREAST OF HIGHER EDUCATION ISSUES	
GOVERNANCE : IAU ADMINISTRATIVE BOARD	6	<ul style="list-style-type: none">• E-bulletin• Highlights from the Press• IAU Horizons• Higher Education Policy (HEP)• HEDBIB	
CONVENING LEADERS OF HIGHER EDUCATION WORLDWIDE: MEETINGS AND CONFERENCES	8		
<ul style="list-style-type: none">• IAU 6th Global Meeting of Associations (GMA), Montreal• IAU 2015 International Conference in Siena• Upcoming events• Leading Globally Engaged Universities (LGEU)			
THEMATIC PRIORITIES AND PROJECTS	10	WORLD HIGHER EDUCATION DATABASE : IAU REFERENCE PUBLICATIONS	24
<ul style="list-style-type: none">• Internationalization• Equitable Access and Success in Higher Education• Higher Education for Sustainable Development (HEfSD)• Higher Education for Education For All (HEEFA)• Information and Communication Technologies (ICTs)• Doctoral Programmes• Values and Ethics in Higher Education		<ul style="list-style-type: none">• World Higher Education Database WHED Portal (WHED)• International Handbook of Universities 2016 (27th Edition)	
IMPROVING RESEARCH MANAGEMENT : LEADHER	20	PARTNERSHIPS	25
		FINANCIAL REPORT 2015	26
		IAU SECRETARIAT AND INTERNATIONAL UNIVERSITIES BUREAU	27

MESSAGE FROM THE PRESIDENT



Apart from the usual activities and conferences like the **Global Meeting of Associations** in Montreal and IAU publications, this Annual Report covers several very unique IAU engagements globally. In part this is because the **United Nations Decade of Education for Sustainable Development (ESD)** that started in 2005 came to a close in November 2014. The Association was actively involved in several activities running up to the event beginning with the 9th Global RCE Conference in Okayama, Japan in October. This was followed by the International Conference on Higher Education for Sustainable Development in Nagoya, where the Association played a major role in co-organising it, and then taking part in the **United Nations Conference on Education for Sustainable Development** in Aichi-Nagoya. The Association, as a global player, was highly visible in advancing the cause of EfSD, and being recognised for it, given the many contributions that it made over the last decade and more.

The next global event in which IAU was involved was the **2015 World Education Forum** held in Incheon, Korea in May. Once again the Association was taken seriously in advancing and advocating for the higher education agenda during the Forum and its follow-up. Clear evidence of this the Association's involvement in the global launch of the Sustainable Development Goals (SDGs, 2016-2030) in September in New York, where several IAU Board Members took an active interest in ensuring acceptance among the higher education sector. As an extension to this, the Association was invited to participate and contribute during the **UNESCO-organised Education 2030 High-Level Meeting** in November in Paris. IAU was one of only five NGOs selected to comment on the Education 2030 Framework For Action which focuses on SDG 4 specifically focused on education. All this augurs well for the Association in meeting its mission of building a worldwide higher education community.

To top this, the Association is proud to join hands with **UNESCO** in reinforcing mutual cooperation by signing a framework agreement to ensure the upkeep and dissemination of the **World Higher Education Database (WHED)**, the largest information resource available today on higher education worldwide. This collaboration was launched during the highly successful **International Conference in Siena** in October.

These high profile activities cannot be made possible without the dedication and diligence of the Secretariat led by the Secretary-General Eva Egron-Polak, as well as the cooperation of the Executive Committee, the Board and several partners of Association. To all of them we are indeed very grateful for the legacy that we are able to leave behind. We are especially thankful to those who left the Association after giving their best in executing so well many of the planned activities. We wish all of them the very best in their new endeavours.

Let me not forget the valued Members of the Association and thank them for the genuine support and interest in taking IAU forward in several unprecedented ways. We hope you will continue to lend further support and inputs in the future. As you go through the pages of the Annual Report please reflect on this.

Happy reading, warm regards,

Dzul kifli ABDUL RAZAK

IAU President, 2012 – 2016

A handwritten signature in black ink, consisting of a large, stylized 'D' followed by a series of loops and a small flourish.

MESSAGE FROM THE SECRETARY GENERAL



Each year, the pace of change experienced by higher education institutions, the level of interest in this sector and the demands and expectations placed on this community seem to grow. This is of course good news, though the expectations are not always accompanied with the resources needed to carry them out. This reality is well-reflected in the IAU as the Association continuously seeks to remain relevant to its Members, up-to-speed on the latest policy developments and true to its values and principles.

The year that is reviewed in this Annual Report was full of activities and on-going initiatives, all of which are reported in the following pages. It was also a time for in-depth reflection as the Administrative Board pursued the preparations of the IAU 2016-2020 Strategic Plan. As in any organisation, this plan must integrate both continuity and innovation in the themes on which IAU must focus, and in the ways that the Association adopts to deliver its services. Neither of these processes is easy as they require abandoning some initiatives and developing new ones. This year has thus been preparing for this transition.

The IAU's global and leadership role in some major higher education areas such as internationalization, sustainable development, advocacy for higher education in the the global development agenda, among others, is resulting in numerous opportunities to partner with others and develop new initiatives. This in turn requires critical choices to be made and new resources to be found. Our visibility and expert contributions in the major UN and UNESCO agenda setting conferences, our research contribution to the European Parliament study and the framework agreement reached with UNESCO are all positive signs.

We must do more, however, to ensure that such efforts and the quality of our inputs are sustainable. For this, IAU needs more Members, more active participation of its Members and more resources. These will remain our priorities as we face ever-more challenging times for higher education and for society more generally.

Higher education institutions, and NGOs like IAU, are part of the social fabric of institutions along many others, that must find new ways to work together. It is only through collective and collaborative efforts that we will resolve the global migration and refugee crisis, find peaceful ways of resolving conflicts, ensure that values of cooperation, respect for others and an end to senseless hatred and violence can be realized. These goals are as integral to the Global Development Agenda as all others.

Eva EGRON-POLAK

Executive Director, International Universities Bureau,
IAU Secretary General

A stylized, handwritten signature in black ink, consisting of several loops and a long tail.

GOVERNANCE

IAU ADMINISTRATIVE BOARD 2012 – 2016



The IAU Administrative Board met in May 2015 in Montreal, Canada prior to the Global Meeting of Associations (GMA). The Board's discussions and leadership are essential as Board members provide inputs from around the world and bring varied and expert perspectives to bear on all issues debated. Each Board meeting is a time to reflect on the activities of the Association, the challenges it faces and the opportunities it should pursue. It is also a time to reflect on the future of the Association, and how it should position itself in an increasingly complex and diverse higher education landscape. The proposed strategic plan 2016-2020 was thoroughly discussed by the Board and will be finalised in time to be submitted to all IAU Members at the IAU 15th General Conference (Bangkok, Thailand 14-17 Nov. 2016). The Board also began preparations for the election of the Association's new leadership.

President

Dzulkifli Abdul Razak,
Former Vice-Chancellor, Albukhary International University, Malaysia and Former Vice-Chancellor of Universiti Sains Malaysia (USM)

Immediate Past President

Juan Ramón de la Fuente
Former Rector, National Autonomous University of Mexico, Mexico

Africa

Olive Mugenda, **IAU Vice-President**
Vice-Chancellor, Kenyatta University, Kenya

Ernest Aryeetey
Vice-Chancellor, University of Ghana, Ghana

Hope C Sadza
Vice-Chancellor, Women's University in Africa, Zimbabwe

Americas

Manuel J. Fernós, **IAU Vice-President**
President, Inter American University of Puerto Rico, Puerto Rico

Stephen Freedman
Provost, Fordham University, USA

Eon Nigel Harris
Vice-Chancellor Emeritus, University of the West Indies, Jamaica

Juan Tobias
Rector, University of Salvador, Argentina

Asia & Pacific

Pornchai Mongkhonvanit, **IAU Vice-President**
President, Siam University, Thailand

Anna Ciccarelli
Former Deputy Vice-Chancellor and Vice-President, University of Queensland, Australia

Jianhua Lin
Former President, Zhejiang University, China

Walid Moussa
President, Notre Dame University – Louaize, Lebanon

Khalid Omari
Former President, Jerash University, Jordan

Yutaka Tsujinaka
Executive Advisor to the President, University of Tsukuba, Japan

Upcoming elections of the IAU Administrative Board (November 2016)

Who is eligible to stand for election as member of the IAU Administrative Board?

The executive head of an IAU Member institution or organisation can stand for election if the following criteria are met:

- The IAU Member institution/organisation is fully paid up including the year in which the election falls.
- The candidate has support from executive heads of 5 IAU Member institutions/organisations in good standing (no membership fee arrears).
- The candidate is present at the time of the elections during the IAU 15th General Conference (16 Nov. 2016).

Who can vote?

The executive head of an IAU Member institution or organisation fully paid up including the year in which the election falls and present at time of the election.

In case the executive head cannot attend the IAU 15th General Conference, (s)he can delegate the vote to a representative from the same institution or another IAU Member institution fully paid up including the year in which the election falls. A letter should be addressed to the IAU Secretary General informing her of the delegation of vote. A representative can only represent one Member. No individual can cast more than one vote.

A call for candidates and more detailed information will be communicated to Members well in advance of the General Conference.

Europe

Pam Fredman, IAU Vice-President

Vice-chancellor, University of Gothenburg, Sweden

Sir Howard Newby

Vice-Chancellor Emeritus, University of Liverpool, United Kingdom

Patricia Pol

Policy advisor for European and international affairs, Université Paris-Est Créteil Val de Marne, France

Angelo Riccaboni

Rector, University of Siena, Italy

Daniel Hernández Ruipérez

Rector, University of Salamanca, Spain

National Organisation :

Marianne Granfelt

Secretary General, Association of Swedish Higher Education (SUHF), Sweden

Regional Organization :

Etienne E. Ehilé

Secretary-General, Association of African Universities (AAU), Ghana

Secretary-General

Eva Egron-Polak

Executive Director, Ex-Officio, International Universities Bureau

Deputy Members

Sharon Siverts

Former Vice-Chancellor, National University of Lesotho, Lesotho (Africa)

Abdul Ambali

Vice-Chancellor, University of Ilorin, Nigeria (Africa)

Betsy Vogel Boze

Former President, The College of The Bahamas, The Bahamas (Americas)

Juan Remigio Saldaña

Rector, Peruvian Scientific University, Peru (Americas)

Victoria Marich

Former Pro Rector, St. Petersburg University of Management and Economics, Russia (Europe)

Remus Pricopie

Rector, National University of Political Studies and Public Administration and former Minister of National Education, Romania (Europe)

Godehard Ruppert

Former Chairman, Universitat Bayern e.V., Germany (National Organisation)

Roberto Escalante Semerena

General Secretary, Unión de Universidades de América Latina y el Caribe, Mexico (UDUAL) (Regional Organisation)

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)



"As a former Vice President International committed not only to the comprehensive internationalization of my institution, but also to understanding the differential effects of global international education, it has been a great privilege to serve as a member of the IAU Administrative Board. Participating along with board members from higher education institutions around the world; considering global issues of sustainability, higher education leadership and developmental regional challenges, has been a tremendous learning experience. Higher education can and must make a major contribution to societal progress and the IAU through conferences, projects and services, offers tremendous opportunities to engage with global issues facing higher education."

"It is a rare privilege to serve as a IAU Board member. This group of representatives of universities globally deals with issues vital to the future of our institutions and to the role we must play in a rapidly evolving world. The IAU's advocacy of internationalism based on equity of access and opportunity rather than dominance of a few over the many, its broad participation in forums on higher education in so many parts of the world, its commitment to a sustainable future for our globe are goals which enable tertiary institutions to establish relevance in the societies in which we exist. Being an IAU Board member provides an enviable opportunity to share ideas on how best to position the organisation to pursue these important goals and to meet able colleagues committed to creating a meaningful legacy for future generations of the world in which they will live."

Anna Ciccarelli

Former Deputy Vice-Chancellor and Vice-President, University of Queensland, Australia

Eon Nigel Harris

Vice-Chancellor Emeritus, University of the West Indies, Jamaica

CONTACT

Trine Jensen : t.jensen@iau-aiu.net

CONVENING LEADERS OF HIGHER EDUCATION WORLDWIDE : MEETINGS AND CONFERENCES

IAU 6th Global Meeting of Associations (GMA) in Montreal (May 2015)

Organized in cooperation with **Inter-American Organization for higher Education (IOHE)** and hosted by the **University of Montreal**, Québec, Canada The 6th edition of the GMA took place in Montreal in May 2015. It focused on **Social innovation: challenges and prospects for higher education**. The GMA attracted a diverse audience of representatives and leaders of higher education associations and networks from all regions of the world and offered an opportunity to present and discuss comparative approaches to the concept of social innovation. A full report on the meeting is available in IAU Horizons (vol 21.2). The following excerpt from the closing statement provides a gist of the meeting:

"We have been enriched by the diversity of the participants – we learned from each intervention about some contextual issues that needed to be considered when developing social innovation actions – whether it was with regard to the level of trust enjoyed by universities, or the level of capacity to engage on the part of communities, or the extent to which agencies that support research or international development are ready to give priority to social innovation and the co-development of innovation and research. Clearly, we all agreed and several speakers stressed this point – we must solve old problems with new solutions. This is not a new realization – I never met Einstein but he is often quoted as saying, "We can't solve problems by using the same kind of thinking we used when we created them." This general consensus allowed us, I believe, to agree as well, that to address this reality, means and requires a paradigmatic shift in the way we conceive learning, research and our third mission. While some of you feel that this requires a new culture of what I would call social responsibility, social engagement, and a variety of actions that can fall under the broad umbrella concept of social innovation. I think we were challenged and challenged ourselves, to remain analytical, self-critical of trends and developments including our view of where and how knowledge is created. Most importantly, we were inspired to be respectful and to listen – to people from other cultures, from other social institutions, from other linguistic groups and traditions and to ensure that rather than divorcing and building silos; we find ways to marry and build bridges. Let's make sure we do that in our day to day personal and professional lives."

Eva Egron-Polak
IAU Secretary General

GMA in Montreal



IAU 2015 International Conference in Siena (October 2015)

Although the Conference actually took place in the financial year which is covered by next year's report, IAU wishes to briefly report that the **International Conference, hosted by the University of Siena** was a resounding success. It was devoted to the theme: **Internationalization of Higher Education: moving beyond mobility** and with nearly 400 participants from some 80 countries, interesting views and perspectives were shared during the Conference in picturesque Siena. The Conference report will be published in the first issue of Horizons in 2016 and presentations are available at the Conference website. IAU has received very positive feedback from participants and it hopes to continue the success in Bangkok in 2016



International Conference in Siena



"It is with great pleasure that the Inter-American Organization for Higher Education (IOHE) joined the University of Montreal to collaborate with IAU on the organization of the 6th edition of the IAU Global Meeting of Associations of Universities (GMA 6). I congratulate the IAU for the great success of the GMA 6 and I am sure that all participants appreciated the meeting and its outcomes. The IOHE is aware that social innovation is becoming more and more important for society and for higher education. This question has many challenges for our member institutions and it opens completely new perspectives that they will probably benefit from in the future. In this context, the IOHE was pleased to contribute to the discussion around this topic and share its experience and achievements in the field across the Inter-American continent."

Patricia Gudiño

Executive Secretary General
Inter-American Organization for Higher Education (IOHE)



Upcoming events

IAU is already planning a number of upcoming Meetings and Conferences. Members receive detailed information and benefit from preferential registration rates.

2016 IAU 15th General Conference

Higher Education: a catalyst for innovative and sustainable societies

Hosted by a Consortium of Thai universities, led by Siam University
14-17 November 2016 // Bangkok, Thailand

2017 IAU International Conference and Global Meeting of Associations (GMA VII)

Private Participation in Higher Education: Today and Tomorrow?

It will take place in Ghana in collaboration with the Association of African Universities and other partners.
2017 // Accra, Ghana



GMA in Montreal

CONTACT

Trine Jensen : t.jensen@iau-aiu.net



Leading Globally Engaged Universities (LGEU)

In the past year IAU partnered with Robin Middlehurst and Tom Kennie, well known experts in this field, to develop a professional development programme for HE representatives in senior leadership positions. The programme is offered twice a year and is hosted by IAU Members in different parts of the world. Bringing together representatives from different regions and countries, the programme combines engaged debate about strategic leadership issues and challenges in HE posed in an inter-cultural and globalized context as well as visits to or meetings with institutions and other organizations. Participants will examine how different institutional leaders respond to and mobilize collective effort to address immediate issues and proactively shape their institutional futures. The first one week programme took place at University of Malaya, Malaysia from 15-20 November 2015 and was very well received by the 15 senior representatives who formed part of the first cohort.

Registration for the next session is already open!

More information:

www.iau-aiu.net/content/leadership-development

Coming up:

LGEU II : 10-15 April 2016 hosted by **University College Dublin**, Ireland

LGEU III: 4-9 December 2016 hosted by **EAFIT University**, Medellín, Colombia (tbc)

CONTACT

Juliette Becker : j.becker@iau-aiu.net

THEMATIC PRIORITIES AND PROJECTS

INTERNATIONALIZATION

EU study: Internationalization of Higher Education

IAU was one of three partners in a consortium which submitted a successful proposal in response to a call issued by the European Parliament in 2014 for a comparative study and analysis of internationalization of higher education policies in several countries. The lead partner and main authors were Hans de Wit, Director of the Center for International Higher Education (CIHE) at Boston College, USA and Fiona Hunter, Centre for Higher Education Internationalization (CHEI) at Università Cattolica del Sacro Cuore, Italy. In addition to Eva Egron-Polak, Secretary-General of IAU and Laura Howard, President of EAIE, (the third member of the winning consortium), several authors contributed country reports. The Study, entitled Internationalization of Higher Education, builds on two recent surveys on internationalization (IAU's 4th Global Survey and the EAIE Barometer, respectively), an analysis of 17 country reports, discussion about the impact of technology on internationalization and a Delphi exercise focusing on the future.



As an outcome of this Delphi Panel exercise, this study proposes a revision to Jane Knight's commonly accepted working definition for internationalization as: *'the intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society'*.

This definition reflects the increased awareness that internationalization is not a goal in itself, but a means to enhance quality, and that it should not focus solely on economic rationales but serve a more meaningful purpose in society. The study also emphasises that internationalization has to become more inclusive and less elitist by not focusing predominantly on mobility but more on the curriculum and learning outcomes. The 'abroad' component (mobility) needs to become an integral part of the internationalised curriculum to ensure internationalization for all, not only the mobile minority.

The study is available online under the following reference: "European Parliament, Directorate-General for Internal Policies (Ed.). 2015. *Internationalization of Higher Education*. Brussels."

Romanian strategy for higher education internationalization

IAU has been a key partner in the project entitled: *Internationalization, Equity and Management of Universities (IEMU)* launched in April 2014. The final project conference took place in Bucharest, Romania in September 2015. Romanian and international experts presented the outcomes of the various efforts and initiatives that formed this project whose goal was to advance internationalization of higher education in Romania. Over the 18 months of project implementation, 20 participating institutions collaborated with teams of experts on the elaboration of their respective internationalization strategies – the main outcome at the institutional level. In parallel, a Steering Committee was tasked with the development of a framework document that would assist Romanian decision makers to elaborate a national strategy for higher education internationalization. The vision of an internationalized higher education system by 2020, which was at the heart of the framework document, as well as the policy recommendations were based on an extensive consultation process and included input from the institutional strategic planning visits. The Conference in September was the last consultation of the stakeholders before a final document was tabled by UEFISDI, the lead Romanian partner, with the relevant bodies in Romania, most particularly the Minister of Education. Other parts of the project, such as a 'Study in Romania' information portal, a set of indicators that Romanian universities can use to assess their achievements in internationalization and a blueprint for the establishment of a governance structure to carry forward internationalization at the national level, were also presented at the Conference which was opened by the Minister.

www.forhe.ro



© UEFISCDI

IAU's Internationalization Strategies Advisory Service (ISAS)

Two ISAS projects were carried out in the past year, both funded the grant provided to IAU by the Swedish International Development Agency (Sida), Sweden and selected following an open call among IAU Members in Asia and the Pacific and Africa respectively.

ISAS at the Ho Chi Minh City University of Transport (UT-HCMC), Vietnam

"In 2014, Ho Chi Minh City University of Transport (UT-HCMC) in Vietnam was selected to benefit from the IAU Internationalization Strategies Advisory service (ISAS). The goals were to review the current internationalization policy and activities and to make recommendations on how to adapt the process to the local context. Thanks to ISAS, the institution proceeded to a fruitful self-assessment exercise.

In the context of ISAS, a first site visit was undertaken in December 2014 by Dr. Anna Ciccarelli, IAU Board member who had two effective working days with UT-HCMC's managers, lecturers, and students. It was the first time the topic of internationalization had been discussed widely from the highest management level to the students. Dr. Ciccarelli also helped UT-HCMC prepare its self-assessment. The immediate effect of the visit was the improved awareness of the importance of internationalization at the university.

During the second visit in April 2015, the panel, chaired by Dr. Madeleine Green, Senior fellow, IAU and NAFSA, including Dr. Anna Ciccarelli, Australia, Dr. Le Quang Minh, Former President of Can Tho university, Vietnam, and Dr. Steve Woodfield, Associate Professor at Kingston University, UK, spent 4 full days to have deeper discussions with the representatives from Vietnam Ministry of Transport as well as the university's senior managers, lecturers, and students. Their findings, together with the institutional self-assessment report, were presented in a wrap up workshop on the last day of their visit. An open discussion was made between the panel and the participants. A clear picture of UT-HCMC internationalization was drawn out, recommendations were raised, and the university's managers and lecturers understood what they should do to internationalize the university."

The final IAU report has provided UT-HCMC with constructive observations and recommendations which will serve as valuable inputs for the university as it develops its own internationalization strategy. Positive changes have already been observed since the panel visits. An incentive policy for lecturers to attend international conferences has already been created together with a higher budget for international researches and conferences. With better engagement on internationalization from the top leaders to the lecturers and students, we strongly believe that the recommendations will be activated effectively and efficiently for the institutional sustainable development."

Van Nguyen Thuy Hong, Director of International Relations Department
Ho Chi Minh City University Of Transport, Vietnam



ISAS at the University of Ghana

"The institutional Steering Committee, over a four month period, used their own knowledge and experience, discussions with key stakeholders including University senior management, students and external stakeholders (such as the security and immigration services, bodies in higher education and some non-Ghanaian institutions) to produce a draft report. These discussions and the discussions that took place during the site visit of the IAU panel, were underpinned by data gathered through the administration of about 1,000 questionnaires to all the main actors in the University. The results were subjected to statistical, content analysis to ascertain the strengths, weaknesses, opportunities and threats that the University has in relation to internationalization.

The findings of the self-assessment indicate that there are six main areas where internationalization can be enhanced at the university. These are systems (including financing); staff experience and mobility; student experience and mobility; international research needs; teaching to international standards and the need to change attitudes and perceptions. It is clear that more students would be attracted to the University if appropriate and realistic expectations are set to attract students. Currently, international student fees are not a major component of University of Ghana budgets but they do contribute to internally generated funds.

The assistance and contributions of the Internationalization Strategy Advisory Service of the International Association of Universities in this process is recognised and appreciated by the University of Ghana, especially the inputs of the IAU expert panel made up of Prof. Leapestwe Maleté (Chair), Prof. Donna Scarboro, Anna Glass and Giorgio Marinoni."

Gordon Chris, Director, Institute for environment and sanitation studies
University of Ghana, Ghana



University of Cape Coast (UCC)

"The visit offered UCC an opportunity to review itself and develop an internationalization policy and an agenda that will drive its Vision, Mission and Goals towards high quality learning, teaching, research and outreach. The expert panel took cognizance of the Vision of the University 'to become an institution with a worldwide acclaim'. It also acknowledged that UCC had established itself as Ghana's foremost institution and regional center of excellence in pedagogy. At the same time the expert panel noted that, given the existing infrastructure, reputation and level of enthusiasm across the University, UCC has what it takes to develop an institution-wide culture of internationalization. The University is also in a position to leverage further resources based on its legacy and institutional philosophy, to advance its internationalization strategy. The report provides the basis for the University of Cape Coast to focus on initiatives which will transform the institution to achieve the goals it has set for itself.

By placing internationalization as a priority for the University, the institution will be making a commitment to rewarding efforts in internationalization, including international research."

Kofi Awusabo-Asare, Chair and Director - Directorate of Academic Planning and Quality Assurance
&

Samuel K. Annim, Director - Directorate of Research, Innovation and Consultancy,
University of Cape Coast, Ghana

Workshop “Internationalization of Universities in Ghana”

Within the framework of the ISAS projects in Ghana, UCC hosted a half-day workshop on internationalization, co-organized with the University of Ghana (UG) and IAU. The two Universities invited key stakeholders in Ghana’s higher education including other universities, the Ministry of Higher Education, the Immigration Department in the Ministry of Interior, some foreign Missions in Ghana, Donor agencies, and the Secretary General of the Association of African Universities (AAU), Professor Ehile to participate in this event.

More than 100 participants attended the workshop whose main purpose was to discuss the meaning and purposes of internationalization and explore ways in which Ghana’s higher education sector could use internationalization to improve the quality of academic programs, enhance greater staff and student mobility, and elevate the international profile of universities. It took advantage of the presence of international experts on higher education internationalization to share experiences, explore concepts and mechanisms of creating a more internationalized education. The forum featured presentations by members of the IAU expert panel, the AAU Secretary General, representatives from UG and UCC, including the UCC Vice Chancellor, Professor Kuupole, who chaired the workshop.

IAU and the expert panel commend UG and UCC for this enriching initiative, a first for an ISAS project which IAU is certain to replicate in future ISAS projects. Through this workshop, UCC and UG ensured that their joint ISAS project benefited the broader Ghanaian higher education community and beyond.

Internationalization of Higher Education Virtual Resource Centre

IAU has undertaken a major restyling of the online pages dedicated to internationalization on the IAU website. In order to improve information sharing, IAU staff created the “Internationalization of Higher Education Virtual Resource Center”, which includes a variety of materials, such as a collection of national and institutional strategies, policy statements, examples of good practice, articles, a list of relevant actors and information sources on internationalization of higher education available elsewhere. The Virtual Resource Centre will be updated regularly and interesting articles, case studies and policies are welcome.

<http://www.iau-aiu.net/content/internationalization>

CONTACT

Giorgio Marinoni : g.marinoni@iau-aiu.net

EQUITABLE ACCESS AND SUCCESS IN HIGHER EDUCATION

As a continuation of the IAU’s work on promoting Equitable Access and Success in Higher Education, the Secretariat has remained an active partner in the Global Access to Post-Secondary Education Initiative (GAPS), and particularly in the preparations and planning for the World Congress 2015 which was held in Malaysia.

The papers of the GAPS World Congress 2015 - *Access to Post-Secondary Education in the 21st Century: Meeting the Global Challenge of Building Equitable Knowledge Economies*, which took place in Kuala Lumpur from 5 to 8 October 2015, focused on articulating access to post-secondary education as one of the key global trends shaping the 21st century. The President of IAU, Prof. Tan Sri Dato’ Dzulkipli Abdul Razak, was one of the keynote speakers at the event.

<http://www.gaps-education.org/world-congress-kuala-lumpur-2015/programme/conference-full-papers/>

IAU has been elected to the Executive Committee of GAPS and will take part in the upcoming meetings when GAPS plans for its future activities and faces a number of important governance decisions to consolidate this global initiative.



CONTACT

Eva Egron-Polak : e.egronpolak@iau-aiu.net

HIGHER EDUCATION FOR SUSTAINABLE DEVELOPMENT (HEfSD)

2014-2015 were marked in particular by the dynamics generated by the end of the UN Decade on Education for Sustainable Development (UN-DESD), led by UNESCO, the concluding **UNESCO World Conference on Education for Sustainable Development (WC-ESD)** which took place in Nagoya in November 2014, and the development of the follow-up plans. IAU was very active in the preparations for both the International Conference on higher education for sustainable development which took place immediately prior to the World Conference and in planning for World Conference itself. IAU president, Secretary General and Board members took part in these events along with Hilligje van't Land who was also involved in the drafting of the final Decade Report.



During the Decade, IAU multiplied efforts to showcase IAU Members and other HEI actions and initiatives promoting SD and contributing to achieving the Millennium Development Goals set to be reached by the end of 2015. This was done both in print documents and online via the IAU website and the **IAU Global Portal on Higher Education for Sustainable Development (HEfSD)**.

IAU has been, in close cooperation with UNESCO and other partners, invested in the preparations for the post 2015 Development Agenda, advocating for the crucial role of higher education to address the new goals set new Global Agenda: **Transforming our World: the 2030 Agenda for Sustainable Development**.

In this respect, the IAU is pleased to report the following :

- **The Final Report of the UN Decade on Education for Sustainable development (2005-2014)** was elaborated using IAU's resources to the full. The IAU President, Dato Dzulkifli Abdul Razak, introduces the section on HE, a clear recognition of the importance of IAU work in the field;

4.4. Higher education

The DESD has enabled the creation of a unique broad based platform to think-out-of-the-box in conceptualizing, collaborating across the conventional boundaries, and more importantly implementing new and creative ideas to further promote sustainability to wider audiences across all sectors locally, regionally and globally.

— Prof. Dzulkifli Abdul Razak (2013), President of the International Association of Universities (IAU)

- **International Conference on Higher Education for Sustainable Development**, Nagoya University, November 2014, was organized by UNU in collaboration with UN partners and the civil society including in particular IAU. The Conference confirmed the commitment of higher education and research to SD. The Conference Declaration incorporates the recommendations stated in the IAU Iquitos Declaration on HESD (2014). The outcomes of the Conference informed the discussions at the UNESCO WC-ESD;
- IAU coordinated the **workshop on Higher Education and Research for SD at the WC-ESD** and was actively engaged in the World Conference throughout.



Ways forward - The 2030 Development Agenda

- With the transition **from the MDGs to the Sustainable Development Goals (SDGs)** (adopted in September 2015), the work of IAU related to higher Education for sustainable development takes on a new importance. IAU lobbied strategically for higher education to be recognized as a key actor to achieve not only SDG 4 on education but rather as a crosscutting “tool” to address all SDGs.
- IAU work on HE/SD will be broadened to integrate the achievements of the Association’s previous project linked to the Education for All agenda, which is now encompassed in SDG4 in particular, (see HEEFA project page 15-16). This shift, also part of the IAU’s proposed Strategic Plan means the consolidation of a new thematic area, namely **‘Higher Education and Research for Development’**. This shift will be reflected in the newly redesigned Portal which will be launched in 2016.
- Selected officially as Member of the **UNESCO Global Action Programme (GAP)** Partner Network on Priority Action Area 2: Transforming learning and training environments, IAU will continue to foster higher education’s involvement in addressing the new SDGs through advocacy and HE leadership development, fostering research on SD and developing its Global portal.
- IAU is involved in preparations for the COP21 which will be held in Paris, France in December 2015.

IAU is involved in the following projects and initiatives

- The development of Regional Centers of Expertise (RCEs);
- UNEP’s Global Survey on Sustainable Lifestyles (GSSL) project;
- the HESI Sustainability Literacy Test (SULITEST);
- UN-Sustainable Development Solutions Network (UN-SDSN);
- the IAU-University of Zürich one-year professional training programme on ESD / blended learning approach



IAU global portal on HESD

www.iau-hesd.net

The interactive web-based **IAU Portal on HESD** is increasing its representativity and connectivity (see table). The ongoing goal is to become a global reference by: **increasing the visibility of a growing number of actions and initiatives related to Higher Education and Research for Sustainable Development**; listing news and events; creating a global network of actors; raising awareness and fostering North-South, South-South and South-North cooperation. Online assistance is offered to help users to make the most of this resource. IAU aims to increase the number of first time and returning visitors to foster knowledge sharing and networking to scale up efforts. All HEIs may contribute to this instrument by showcasing their actions, institutional and organisational initiatives. IAU Members are given more visibility on the Portal.

CONTACT

Oriol Estève : o.esteve@iau-aiu.net

Hillegje van't Land : h.vantland@iau-aiu.net

HIGHER EDUCATION FOR EDUCATION FOR ALL (HEEFA)

The United Nations' initiative Education For All (EFA) came to an end in 2015 and so did the HEEFA project developed by IAU with support from Sida over the past several years. During the year under review, IAU therefore focused on:

- advocacy for the inclusion of higher education in the new international education agenda;
- exploring possibilities and need for follow-up on the HEEFA project.

The aims of the HEEFA project were to:

- Demonstrate that higher education should be part of international education agenda, that all education levels are crucial in a holistic conception of education
- Inform the higher education community about EFA, its possible impacts on higher education, and of the role higher education can play to help reach EFA goals.

The IAU pursued these objectives by developing communication (brochure, portal, newsletter, participation in conferences/ working groups) and capacity building (reference group, national workshops) tools and activities.



In November 2014, the IAU organized a Follow-up Seminar in collaboration with Hacettepe University in Ankara, Turkey with a view to :

- share information and discuss the outcomes of all the previous HEEFA capacity building workshops,
- review the future of the IAU HEEFA Project,
- discuss the role of higher education in a post-2015 education agenda.



Higher Education for Education For All www.heefa.net

The seminar brought together hosts of the 5 Capacity Building Workshops that had been organized within the framework of the project as well as other IAU HEEFA Reference Group Members, UNESCO representatives, and academics and students from Hacettepe University.

The participants reported as follows on the various questions addressed by this Seminar :
Capacity Building Workshops:

Ouagadougou, Burkina Faso : the follow-up included personal briefing of the Minister by the Vice-President of the University of Ouagadougou, IAU representative and the RG member. Though a 2nd capacity building workshop was requested due to a change of the Minister and University Presidents it did not take place.

Katmandu, Nepal : The outcomes were presented by the Head of the Global Action Plan Association, who had participated in the Workshop at the Asia Pacific Regional Consultation on Post EFA 2015 Agenda (Bangkok, Thailand, February 2013); In Spring 2014, HEEFA discussions took place between Tribhuvan University and the Nepalese Ministry of Education and the National Planning Commission which expressed interest in integrating the Workshop recommendations into the national education plan.

Nairobi, Kenya : The Director for Basic Education, Ministry of Education agreed to convene a meeting of all participants at the Ministry once the IAU Workshop Report was completed, despite several attempts to learn if this was done, IAU has not been able to obtain confirmation due, perhaps to restructuring in the Ministry of Education.

New Delhi, India : the Vice Chancellor of the University of Delhi was interested in the project in further involvement in IAU. Information was disseminated in a College Newsletter. Workshop outcomes were discussed during teacher training classes and EFA has become part of a course taught at Lady Irwin College so that every student will become familiar with EFA.

Cuernavacas, Mexico: The late Prof. Chao Barona managed to set regular meetings between universities to discuss EFA issues and was to create the community-university.

On the IAU HEEFA Project:

Participants agreed that the HEEFA Portal as well as the capacity building workshops should remain priority actions in the future as they have been pertinent in providing a platform for coordinated structured dialogue that leads to strategy formulation and informed decision taking. Nevertheless, they were of the opinion that such actions needed to be carried out on a larger scale, with higher visibility and with clear impact assessment. They also suggested that the Reference Group needed to be enlarged to include members from various stakeholders such as Ministry officials and civil society representatives.

On the post-2015 education agenda:

Participants underlined the importance and relevance of the higher education sector for the achievement of education targets. They recommended that higher education be fully integrated in the final documents pertaining to the Education Agenda and that UNESCO remain the main agency for achieving all education targets. They thought that higher education should be seen as the 'golden thread' that weaves together both individual and national development. They argued for more research on the contribution of the higher education sector to other levels and types of education to ensure the formulation of evidence-based policies over the next 15 years.

The full report of the Seminar is available in the Outcomes section of the page on the project:

<http://www.iau-aiu.net/content/efamdgs>

World Education Forum

Prof. Dzulkifli Abdul Razak and Isabelle Turmaine attended the **World Education Forum (WEF)** organized by UNESCO in Incheon, Republic of Korea (May 2015), where the proposed UN Sustainable Development Goal 4 on Education (*Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*) was discussed first among NGOs (NGO Forum, 18-19 May), then among Ministers and selected high level representatives of civil society (WEF, 20-22 May).

The WEF ended with two declarations:

- the 2015 NGO Forum Declaration: *Towards the right to inclusive quality public education and lifelong learning beyond 2015;*
- the Incheon Declaration: *Education 2030: Towards inclusive and equitable quality education and lifelong learning for all.*

The participants also decided that the proposed Framework for Action Education 2030 which was part of the background documents of the WEF, was to be revised to reflect the contents of the Incheon Declaration and the final decisions of the UN Summit. It was to be tabled for adoption at the 39th UNESCO General Conference in November 2015.

More information on the WEF is available at: <http://en.unesco.org/world-education-forum-2015/>



Ways forward

During the year under review, plans were being concluded for IAU to discuss the SDG4 (Education) and related Framework For Action (FFA) at a workshop entitled **From HEEFA to SDG4: Building on Achievements** scheduled to take place in Barcelona, Spain from 8 to 9 October 2015. The Workshop, organized in collaboration with the Jaume Bofill Foundation, intends to:

- build on the success of the IAU HEEFA project, acting as its concluding event and
- bridge the outcomes of HEEFA to Sustainable Development Goal 4 (Education) and the Framework for Action (FFA) that is linked to it
- identify concrete ways to integrate the outcomes and achievements, including the participation of the interested Reference Group members, in the broader IAU work on Higher Education and Research for Development.

The results of the workshop will inform the presentation by the IAU Secretary General at the **Education 2030 High-Level Meeting** to adopt the Framework for Action (FFA) which will take place, during the UNESCO General Conference in Paris, France on 4 November 2015. The IAU will be one of only 5 NGOs invited to participate.

CONTACT

Isabelle Turmaine : i.turmaine@iau-aiu.net

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTS)

In the past year, IAU focused on two specific areas : the accessibility of online learning content for people with disability and the support to more Open Educational Resources (OER) based on a better involvement of academic librarians in Africa.



The ICT for Information Accessibility in Learning (ICT4IAL) Project

ICT4IAL is a project funded by the European Lifelong Learning Programme. In line with principles of UN Convention on the Rights of Persons with Disabilities (2006), the ICT4IAL consortium was set up to raise awareness and to increase the visibility of the issue of e-accessible information provision and its relevance for equitable lifelong learning opportunities, and to support e-accessible information provision through the development, trialling and evaluation of guidelines.

In 2014, the IAU reviewed and tested the draft guidelines with contributions from the Open University of Catalunya, Spain.

IAU used the opportunity of its HEEFA Seminar at Hacettepe University, Ankara, Turkey in November 2014 to present the project and the results of the trialling. Feedback and comments on the draft guidelines from the HEEFA Reference Group fuelled the report that IAU submitted to the consortium and contributed to the final guidelines that are clear and easy to use by all producers of electronic information for learning.

The guidelines were disseminated at an international conference, organized as an event of the Latvian Presidency of the Council of the European Union, from 26 to 28 May 2015, in Riga, Latvia. They are now available in an open access format and translated in all European languages. The IAU invited 21 Member institutions/ organisations from the European region to the event.

The project ended in 2015 but the UNESCO Information For All Programme (IFAP) has expressed interest in taking it on board after that date.



UN Convention on the Rights of Persons with Disabilities

- the obligation to 'provide accessible information to persons with disabilities' (Art.4);
- the need for 'the design, development, production and distribution of accessible ICTs' (Art.9);
- the right to education 'without discrimination and on the basis of equal opportunity' for persons with disabilities (Art.24);

Members of the ICT4IAL consortium:

- European Agency for Special Needs and Inclusive Education (specialized organization);
- European School Net (representing the school sector);
- UNESCO (international organization);
- DAISY Consortium (technical organization);
- Global Initiative for Inclusive Information and Communication Technologies (G3ict) (advocacy organization)
- IAU (representing the higher education sector).

<http://www.ict4ial.eu/>

UNESCO International Conference on ICTs for Persons with Disabilities

Linked to the IAU's involvement in ICT4IAL, Isabelle Turmaine participated as rapporteur of the session on Open and Distance Learning Services for Learners with Disabilities: The Right Perspective, during **UNESCO's International Conference on From Exclusion to Empowerment: Role of ICTs for Persons with Disabilities (New Delhi, India 24-26 November 2014)**. Organised by UNESCO Communication Sector and the Government of India, the Conference gathered more than 500 participants from around the world. Isabelle Turmaine also provided feedback on the *Guidelines on the Inclusion of Students with Disabilities in Open and Distance Learning Using Open Solutions* that will be released by UNESCO in 2015.

The Conference participants adopted **The New Delhi Declaration on Inclusive ICTs for Persons with Disabilities: Making Empowerment a Reality** which was endorsed by the UNESCO Executive Board at its 196th session in April 2015. The Declaration *"encourage[s] all relevant stakeholders to take appropriate measures to ensure access to information and knowledge, particularly educational, public information, cultural, scientific materials in accessible formats and apply appropriate technologies to different kinds of disabilities."*

<http://unesco-ci.org/ict-pwd/>



Open Educational Resources (OER)

The IAU organized an **online mini-seminar** on 11 March 2015 as part of the international Open Education Week (OEW). The event was organized with participants from the 2013 Validation Workshop for the IAU Training and Support Programme for Academic Librarians on Open Educational Resources (OER) held in Accra, Ghana.

This project on OER developed by the IAU in 2013 aimed to train and support academic librarians, key actors in developing countries, to be able to identify and provide information on existing OER and inform faculty members and graduate students on the use, re-use and production of OER. This mini Seminar provided an opportunity to re-engage the community that came to the Accra Workshop, discuss recent developments in OER in libraries and universities in Africa, and agree on follow-up actions. Four action points and a suggestion for IAU were made :

1. To share practices concerning OER among librarians;
2. To identify and streamline the role of academic librarians in OER within universities to help librarians in their discussions with senior administration and colleagues;
3. To organize meetings with senior decisions makers to create an awareness of the possibilities offered by OER and how librarians can help;
4. To maintain contact with UNESCO to get academic librarians systematically involved in their activities in OER;

IAU was asked to share the Guidelines for the accessibility of online information for learning as librarians can disseminate the information and raise awareness about their importance

<http://www.iau-aiu.net/content/oer-and-academic-librarian>

CONTACT

Nicholas Poulton : n.poulton@iau-aiu.net
Amanda Sudic : a.sudic@iau-aiu.net
Isabelle Turmaine : i.turmaine@iau-aiu.net

DOCTORAL PROGRAMMES

Innovative Approaches to Doctoral Education in Africa

Over the last 6 years IAU has been researching the changing nature of doctoral education in Africa, moving into the analysis of innovative approaches to doctoral education and research on the continent to showcase unique approaches of both local and global relevance.

Initiatives developed in the context of the project include: setting up of an international advisory working group; hosting of topical expert meetings at Member institutions across the continent; advocacy; research and publication; collection and dissemination of information on policies and practices continent wide and internationally; networking.

In the reporting period, IAU organised a research seminar on **Making Doctoral Education Work in Africa and for Africa** (December 2014, UNESCO, Paris). The Seminar brought together 26 doctoral education and research experts from 15 different countries to brainstorm and scan the state of doctoral education within African higher education institutions today. The Seminar discussed, among other topics, what drives doctoral education in Africa, who should set research agendas, modes of supervision, relevance to local, regional and international agendas, funding, and quality issues.

The Seminar also took stock of work carried out by IAU to date and to situate it within the context of other institutional, national, continent-wide, and international projects. Participants were

invited to identify a specific niche for the IAU in the field, debating issues of funding for IAU-led, related projects, and identifying opportunities and their feasibility. The Seminar also looked at **key areas of work** for a follow-up research phase, which included a research project on models of doctoral education in use, an IAU-led mobility programme for PhD students in Africa, mapping of different supervisory methods used, and an advisory / review service of doctoral programmes to accompany institutions.

The Association further developed its online platform www.idea-phd.net which has shown an increase in the number of visitors. A revision of the platform to enhance back-office management and accessibility was started.



With the gains and insights from such encounters, the University has been able to combine its keen vision for a globally-competitive standard of doctoral programmes with a sense of mission in actualising it. The result is striking as the University has become a true hub for doctoral research and training. From 19 doctoral graduates produced by the University in 2007, the number increased to 38 in 2008, 80 in 2009 and 83 in 2010. The figure declined a bit to 72 in 2011 but peaked again to 83 in 2012.

Abdul Ganiyu Ambali,
University of Ilorin, Nigeria
(Source : IAU Horizon Vol 19, No.2)

To ensure the successful implementation of the policy, the Graduate School has been reaching out to regional and international higher education organizations and institutions like IAU in order to build a database of supervisors in different disciplines from which the departments can choose from.

Michael Wainaina Mwaura, Kenyatta University, Kenya

Partnerships and networking

Along with its Members and individual experts, the Association continues to link up with key actors and partner organisations to develop joint initiatives. These include the Association of African Universities (AAU), the Association of Commonwealth Universities (ACU), and the Commonwealth Tertiary Education facility (CTEF).

Participation

IAU took part in the meeting on **Doctoral Education in Commonwealth Africa**, hosted by CTEF in Kuala Lumpur, in February 2015. Following the meeting, Dr van't Land was appointed to the *High Level Expert group* to assist with the development of a *Doctoral education in Commonwealth Africa Policy Brief* presented at the *19th Conference of Commonwealth Education Ministers* (CEEM, held in The Bahamas, June 2015). The outcomes of the CEEM will be presented at the 2nd CTEF Meeting organised in collaboration with CHET (Centre for Higher Education Transformation) and IAU, in South

Africa, in November 2015, with various Member institutions and other organisation taking part.

IAU and the Carnegie Corporation New York have been exploring the possibility of a project on **Academic Diasporas** and their roles and contributions to national higher education, especially as it relates to the issue of doctoral Supervision.

IAU is a member of the Advisory Committee for the CRDI CREST (Stellenbosch) **"Young scientists in Africa: Factors influencing research performance and career development"** Project. An initial meeting was held in Montreal (in conjunction with IAU's GMA, May 2015) and the next is scheduled to take place in Stellenbosch, South Africa in November 2015. The IAU work on Doctoral Education has been made possible thanks to financial support from the Swedish International Development Agency (Sida)

CONTACT

Nicholas Poulton : n.poulton@iau-aiu.net
Hilligje van't Land : h.vantland@iau-aiu.net

ETHICS IN HIGHER EDUCATION

The initial IAU work on elaborating Guidelines for Institutional Codes of Ethics in Higher Education which had been undertaken in partnership with the Magna Charta Observatory, has been noted in many different initiatives over the past year. One example is the Council of Europe's recent launch of the Pan-European Platform on Ethics, Transparency and Integrity in Education.

The Council of Europe launched the Pan-European Platform on Ethics, Transparency and Integrity in Education during the 7th Prague Forum (October 2015). The ETINED platform was developed by the Steering Committee for Educational Policy and Practice (CDPPE) in which IAU participates as an Observer and the authors of the background texts which frame the platform, cited the IAU-MCO Guidelines for Institutional Codes of Ethics in Higher Education among other key reference documents. The platform takes a principle-based approach to promoting a culture of ethical behavior by all actors in education and aims to eradicate corruption at all levels of education.

<http://www.coe.int/t/dg4/education/>

IAU has also agreed to join the initiative spearheaded by Scholars at Risk which aims to introduce issues of ethical conduct into a model memorandum of understanding for all international higher education partnerships. IAU has taken part in a first discussion on this model MoU and more particularly on the dialogue processes that should be deployed when partnerships are being formulated. IAU also offered to host a discussion on this topic during its International Conference on Internationalization : moving beyond mobility in Siena, Italy in October 2015.

The Joint IAU/MCO Guidelines were once again circulated to all IAU Members for information in order to ensure that all recently appointed leaders of IAU Members institutions are aware of this important resource.

CONTACT

Nicholas Poulton : n.poulton@iau-aiu.net

Eva Egron-Polak : e.egronpolak@iau-aiu.net

IMPROVING RESEARCH MANAGEMENT : LEADHER

Recipients of LEADHER grants 2014-2015

University of Porto, Portugal, Universidade de Cabo Verde, Cape Verde and Jimma University, Ethiopia

Masaryk University, Czech Republic & Jimma University, Ethiopia

Islamic University of Gaza, Palestine & University of Sassari, Italy

University of Malaya, Malaysia & The American University of Cairo, Egypt

Alexandria University, Egypt & Moi University, Kenya

Institute of African Studies, University of Ghana, Ghana & University of Kassel, Germany

The IAU Leadership for Higher Education Reform Programme (LEADHER) of grants creates opportunities for learning partnerships and collaborations among IAU Member institutions. It gives expression to the IAU mission to strengthen higher education worldwide by facilitating exchange and peer-learning among its Members.

Funding for this programme has been made available through support IAU received from the Swedish International Development Agency (Sida). The programme aims to increase and improve South-South as well as South-North cooperation among higher education institutions with a view to strengthening research capacity and research management in developing country universities.

In the 2015 competition, 6 projects were selected. They are briefly presented below.

University of Porto (Portugal), **University of Cape Verde** (Capo Verde) and **Jimma University** (Ethiopia) worked together on a project intended to exchange ideas, best practices and expertise, with a view to improving research planning, and management structures of each institution. Additionally, a further goal was the building up of a strategic cooperation alliance between the three institutions. Executive Director, Human Resources Development Institute (HRDI), Daffodil International University (DIU), Bangladesh.

"The LEADHER grant has been instrumental in bringing the three partners together. In the case of Jimma University there was scarce knowledge of each other and it was a particularly good surprise, the fact that we all thought that we had much to collaborate on. In the case of Cape Verde University there were more collaborations between both universities already established, but there are far more now that can be established as soon as we get some money to back the process."

The LEADHER project enabled **Masaryk University (MU)** (Czech Republic) and **Jimma University** (Ethiopia) to set the groundwork for closer cooperation. The main goal of the project was to foster institutional cooperation, share best practices and develop management and research capacity.

"So far there was no cooperation between MU and any university in Ethiopia thus LEADHER provided a unique opportunity to do so. The LEADHER grant was quite instrumental to further our discussion and getting to know each other. At this point, there is a wider range of possibilities to work together in the near future as potential areas are discussed. Thanks to the LEADHER grant, there are plans now for a grant application from the EU [...] and other funding opportunities."

The objective of the LEADHER project undertaken by the **University of Sassari** (Italy) and the **Islamic University of Gaza** (Palestine) was: «Improvement of Higher Education Institutions Capacity and Competency to engage in collaborative research projects for poverty alleviation». Because of the situation in Gaza, the boarder closure at the only two possible crossing points, the project team could not travel neither from Gaza to Italy nor from Italy to Gaza. Two Skype meetings were organised instead in May and June.

"[Thanks to the LEADHER grant] IUG and UNISS are now developing an MOU to be signed and to provide the required framework to participate in a next open Call for proposals from the E+ and HORIZON 2020. As result of the project, IUG will concentrate more on reforming its policies and strategies towards the internationalization of scientific research."

The main goal of the collaboration in the LEADHER project between **University of Malaya** (Malaysia) and the **American University in Cairo** (Egypt) was to strengthen and promote cooperation between the two institutions in sharing knowledge and information through an effective university research management system. As a result of the project the University of Malaya (UM) decided to restructure its research management to better manage sponsored research.



"The LEADHER project does act as a catalyst for other collaboration partnerships especially in research projects. Apart from a discussion on research management systems, the host institutions also arranged visits to research centres to promote the research activities in respective institutions during the two learning visits."

The LEADHER project between **Alexandria University** (Egypt) and **Moi University** (Kenia) had three main goals : support for research capacity building mainly through training in management of common health problems, support of internationalization of both parties and opening of the field for collaboration with other Nile Basin and international universities.

"[The LEADHER grant] was a great opportunity for both partners to meet and plan for joint research and training. Moreover a long term plan for developing a joint degree is being designed."

The objective of the cooperation between the **University of Ghana's** Institute of African Studies (Ghana) and University of Kassel's International Centre for Decent Work and the Department for Development Policy and Postcolonial Studies (Germany) , facilitated by a LEADHER grant, was to further different avenues of collaboration ranging from joint conferences and internationalization through student exchanges to research collaboration.

The LEADHER grant served as an important catalyst that helped to identify further areas for potential collaborations. The grant thus definitely allowed both institutions to engage in joint planning to expand their current collaboration. The exchange enabled by the LEADHER grant was constructive and fruitful, as it allowed the partaking partner institutions to address internationalization of research and teaching areas identified as in the strategic interest of all participants."

CONTACT
Giorgio Marinoni : g.marinoni@iau-aiu.net

KNOWLEDGE SHARING : KEEPING MEMBERS ABREAST OF HIGHER EDUCATION ISSUES

IAU E-bulletin

Want to be informed on the latest developments in the higher education sector worldwide?

Do you want to learn about the most recent IAU activities and upcoming events?

Subscribe to IAU e-Bulletin now :

www.iau-aiu.net/civcrm/mailling/subscribe



E-Bulletin

Sharing information on IAU activities and higher education in the world

The IAU e-bulletin is provided in English or French, free of charge to everyone who is interested in higher education trends and changes. It is published 10 times a year.

IAU Highlights from the Press

To assist leaders of IAU Member Institutions and organizations in keeping track of trends in higher education worldwide, IAU Highlights from the Press, produced monthly, provides an overview of articles on higher education from around the world as they appeared in the national and local press in the previous month. Online media from around the world (138,000 titles) are continuously monitored and each month articles are analyzed and selected according to their prominence and frequency, in addition to their relevance to IAU priority themes. All articles in IAU Highlights from the Press are in English or 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 the month, and posted online on the IAU website at a later date. Each issue covers a full month.



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, amongst 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 key importance to higher education.

Published on the occasion of the UNESCO World Conference on ESD, vol.20, no.3 questions the role reserved to higher education in the new **Global Development Agenda and the related Sustainable Development Goals**. Through this issue and the 19 papers included, IAU advocates for a strong role for the sector to address the goals set for 2030.

In line with the theme of the **IAU Global Meeting of Associations (GMA 6)** held in May 2015, the In Focus section of volume 21 N° 1 presented a variety of views on **Social Innovation : Challenges and perspectives for higher education**.

IAU Members are regularly invited to submit articles sharing their perspective on the 'In focus' themes. The next issue, to be published in the first trimester of 2016 will examine **the blurring divide between public and private higher education: where does it lead?**



CONTACT

Christina Keyes : c.keyes@iau-aiu.net
Samuel Pousson : s.pousson@iau-aiu.net
Carine Sébast : c.sebast@iau-aiu.net
Isabelle Turmaine : i.turmaine@iau-aiu.net

CONTACT

Amanda Sudic : a.sudic@iau-aiu.et
Carine Sébast : c.sebast@iau-aiu.net
Isabelle Turmaine : i.turmaine@iau-aiu.net

CONTACT

Juliette Becker : j.becker@iau-aiu.net
Trine Jensen : t.jensen@iau-aiu.net
Hilligje van't Land : h.vantland@iau-aiu.net

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. IAU is pleased to announce that the Thomson-Reuters Journal Citation Report released for 2014, shows the Journal's Impact Factor raised to 0.596 from 0.415, now placing HEP 142 out of 224 journals cited. The Journal continues to be appreciated by Members and other subscribers, and over 600 free site licenses were offered to subscribers in developing countries as part of an initiative by INASP.

HEP in 2014-2015

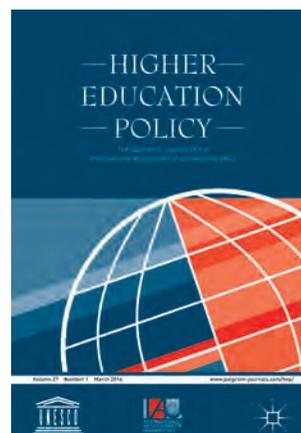
HEP 27/4 - December 2014

HEP 28/1 – March 2015

HEP 28/2 - June 2015

HEP 28/3 - September 2015

Two special editions of HEP were released in the reporting period: **Early Career Researchers and Changing Working Conditions in Academia (27/7, December)**, and **Higher Education Transformations for Global Competitiveness in Asia (28/1 March)**. The two remaining, multi-themed editions presented a selection of papers from various regions of the world.



CONTACT

Nicholas Poulton : n.poulton@iau-aiu.net

International Bibliographic Database on Higher Education (HEDBIB)

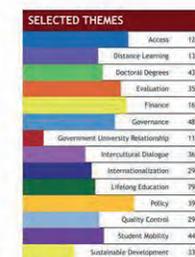
With over 39,000 records, the International Bibliographic Database on Higher Education, HEDBIB, contains up to date information on publications related to higher education systems, administration, planning, policy, and evaluation. Created and maintained by the IAU since 1988 and updated on a continuous basis, HEDBIB permits IAU Members in good standing to benefit from advanced access options: access to abstracts and to full-text articles of Higher Education Policy, the IAU's quarterly research journal, as well as offering the possibility 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. Links to electronic publications are included where available.

Access HEDBIB at :

<http://hedbib.iau-aiu.net>



HEDBIB

International Bibliographic Database on Higher Education
<http://hedbib.iau-aiu.net>



CONTACT

Amanda Sudic : a.sudic@iau-aiu.net

Isabelle Turmaine : i.turmaine@iau-aiu.net

WORLD HIGHER EDUCATION DATABASE IAU Reference Publications and tools

World Higher Education Database WHED Portal

The IAU WHED Portal provides information on higher education worldwide to the education community and beyond. Today, the Portal comprises comprehensive and comparable information on higher education systems and main credentials in 184 countries and on over 18,000 higher education institutions offering at least a 4-year diploma or a post-graduate degree. It replaces the WHED CD-ROM which last edition was released in 2013.

The IAU WHED Portal is available online and free of charge to everyone in its basic features. It is also available free of charge to **IAU Members who benefit from additional features** such as full access to all data available in the portal (email addresses, for example), advanced search capabilities, printing and extraction options. They are also given prominence with the addition of  placed next to the Name of the Institution. Members are also given the opportunity to add photos of their institution.

The IAU WHED Portal was informally launched in September 2014 and has, without publicity, over 20,000 hits per month, with an average time spent on the portal of over 5 minutes. 25 % of visitors are from the US. This is one of the reasons why the IAU decided to rent a **booth at NAFSA Annual Conference and Expo** which took place in Boston, USA, from 25 to 29 May 2015.

www.whed.net

International Handbook of Universities (IHU)

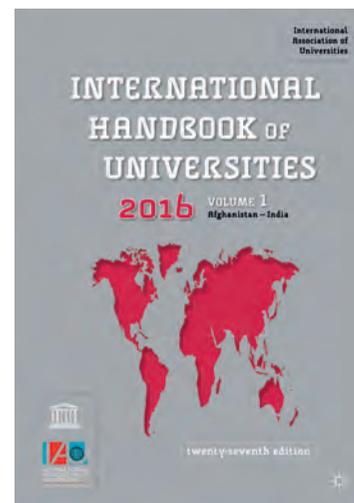
Palgrave Macmillan continues to publishing the annual three-volume **International Handbook of Universities (IHU)**. Based on the data from the IAU WHED portal, it contains information about HEIs and a brief description of the education system of each country with university-level education. **IHU 27th edition was released in September 2015**. 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. To order the latest issue of the Handbook :

www.palgrave.com/page/detail/international-handbook-of-universities-2016/

Collaboration with UNESCO

IAU is pleased to announce that a **framework agreement was signed with UNESCO** in August 2015 for collaboration on the IAU WHED Portal. The new IAU WHED Portal and the collaboration with UNESCO were officially launched and announced at IAU International Conference in Siena, Italy on 29 October 2015.

The WHED is continuously updated, one region per year. The update for the publications released in 2015 focused on Europe, while the 2016 edition will focus on Latin America and the Caribbean. The WHED team is receiving the support of a Steering Committee composed of all IAU Executive Committee Members plus a representative of UNESCO.



CONTACT

Saholi Andriambololo : s.andriambololo@iau-aiu.net

Christina Keyes : c.keyes@iau-aiu.net

Nick Poulton : n.poulton@iau-aiu.net

Samuel Pousson : s.pousson@iau-aiu.net

Georgeta Sadlak : g.sadlak@iau-aiu.net

Carine Sébast : c.sebast@iau-aiu.net

Isabelle Turmaine : i.turmaine@iau-aiu.net

PARTNERSHIPS

Cooperation Agreement with the Agence universitaire de la Francophonie (AUF)

A cooperation agreement was signed between the AUF and the IAU in June 2015 that covers :

- 1) regular meetings between representatives of the two organizations;
- 2) More exchanges of information between the two organizations, securing active participation of AUF at IAU's conferences and vice-versa, and discussing possible joint communiqués on topics of interest to both organizations;
- 3) Joint activities in the field of ICTs as for example AUF's participation in IAU Working Group to be set up to revise the IAU Statement on ICTs and Universities and the inclusion of IAU's project for librarians on OER in AUF's project for the creation of an online university in Côte d'Ivoire.

The ASEAN Higher Education Forum – 9-10 June, 2015

The IAU was one of the partners collaborating with the Centre of ASEAN Regionalism at the University of Malaya to organize this event which focused on 'The role of Higher Education in Building an ASEAN Community'. Some 50 scholars from all ASEAN countries, as well as from the USA and Europe, discussed topics such as the creation of a people-centred community, intercultural learning and dialogue to benefit from the diversity of the region, and how to forge an ASEAN identity. The IAU Secretary-General represented the Association and Board member Prof. Patricia Pol shared her experience with the Bologna Process.



© University of Malaya

Recognition of Studies – Addis Convention (UNESCO)

UNESCO organized a meeting on 16 and 17 July 2015 to set up an Informal Working Group for the Implementation of the 2014 Addis Convention. This is a revised version of the Arusha Convention on the recognition of studies and academic qualifications in higher education in African States, similar to other regional conventions. The IAU Secretary-General was asked to provide an overview of the major global trends in higher education. Her presentation focused on only a few areas, but she stressed that, while some, if not most trends are indeed similar worldwide, their impact and the capacity of institutions and governments to respond are very different. Thus, any analysis of global trends, including those that impact on mobility and recognition of qualifications, needs to be carefully contextualized. The AAU Secretary-General, Etienne Ehile, spoke about the regional harmonization efforts in Africa and David Atchoarena, UNESCO Director of the Division for Policies and Lifelong Learning Systems, provided some statistics to demonstrate the importance of academic mobility in Africa and thus the importance of the Convention. IAU was invited by UNESCO to be a member of the Expert Group on the feasibility of the UNESCO Global Convention.

<http://unesdoc.unesco.org/images/0023/002339/233956e.pdf>

The ANUIES and IAU sign a letter of agreement

As part of the State visit of President Enrique Pena Nieto in France, the ANUIES took part in various meetings and forums in order to exchange ideas and envision new ways of academic collaboration with the country. In this context, Maestro Jaime Valls Esposito, the Executive Secretary General of the ANUIES, signed a letter of agreement with Mrs. Eva Egron-Polak, the Secretary General of the International Association of Universities (IAU), in order to promote cooperation between the two organizations. This cooperation will include the organization and development of academic and scientific activities in fields of common interest. This initiative aims to promote the internationalization of higher education and the training of high-level human resources through the convening of workshops, conferences, forums, roundtables, debates and seminars which will gather the respective member institutions of both Associations.

CONTACT

Eva Egron-Polak : e.egronpolak@iau-aiu.net

FINANCIAL REPORT 2015

1 OCTOBER 2015 TO 30 SEPTEMBER 2015

The table below presents the financial report summary for 2015 and, for ease of reference, the summary for 2014.

INCOME (Euro)	2015 in K Euros	2014 in K Euros
Membership dues	1000	990
Contracts and grants	360	514
Conferences and Meetings	9	19
LEADHER Programme	73	65
Publications	100	95
Other income	154	247
TOTAL INCOME	1 695	1 930

EXPENDITURE (Euro)	2015 in K Euros	2014 in K Euros
Staff Cost (Salaries, Consultants and Social Charges)	1 131	1 110
Programme Activities and Conferences	370	495
Administrative Board and Committees	40	50
Administration and Office Costs	132	106
Other charges	20	108
TOTAL EXPENDITURE	1 693	1 869

RESULT	2	61
---------------	----------	-----------

Membership status on 30 September 2015

Institutional Members	628 (incl. 5 obs.)
Organizational Members	29
IAU Affiliates	17
IAU Associates	18

Explanatory note of financial result

The IAU ends the year under review with a small surplus, despite the previously budgeted deficit which had been foreseen, due to increased costs of operations – caused by rental costs, and due to lower income – in large measure caused by the end of the current grant from Sida. As well, the amounts of funds received from IAU Members for previous years has been lower this year, though the overall membership dues received for 2015 have seen a slight growth.

IAU continues to reduce its expenditure as much as possible and as in 2015, instead of a large international conference, the Association held its smaller Global Meeting of Associations, the expenditure on programme activities has also been reduced.

IAU reserve now stands at 423 KE since an additional 30,000 Euros has been added to the previous amount.

CONTACT

Angella Nino : a.nino@iau-aiu.net

IAU SECRETARIAT INTERNATIONAL UNIVERSITIES BUREAU

Comings and goings:

The following personnel changes have taken place among staff members in the IAU Secretariat. **Béatrice Inglis** took up a new position after working at IAU for several years. She managed a major development of the IAU WHED Portal, as well as the annual publication of the International Handbook of Universities (IHU), contributed to the E-bulletin and IAU Highlights from the Press. The entire team thanks her for her work for the WHED most especially.

After more than 7 years in different functions at IAU, **Élodie Boisfer** left IAU to take up new position. Over the years she had contributed to several areas of work of the IAU, including managing the LEADHER programme and coordination IAU Conferences, contributing to IAU Horizons as well as the activities related to equitable access and success. She ended her work at IAU with the successful organization of the Global Meeting of Associations (GMA) in May 2015. IAU thanks her for her valued contributions. The IAU, and the Reference Group thanks **Nadja Kymlicka** for her work for and commitment to the HEEFA project. She worked at IAU as part time consultant on the HEEFA project with Isabelle Turmaine for 10 years, and decided to explore other fields of activity at the end of December 2014.

IAU wishes each of our colleagues all the best in their new endeavors.

Eva EGRON-POLAK

Secretary-General IAU, Executive Director
International Universities Bureau
e.egronpolak@iau-aiu.net

Isabelle TURMAINE

Director, Information Projects and Services
i.turmaine@iau-aiu.net

Hillegje VAN'T LAND, PhD

Director, Membership and
Programme Development
h.vantland@iau-aiu.net

Georgeta SADLAK

Manager, Information Systems
g.sadlak@iau-aiu.net

Angella NINO

Manager, Finance and Administration
a.nino@iau-aiu.net

Giorgio MARINONI

Manager, HE and Internationalization
policy and projects
g.marinoni@iau-aiu.net

Carine SÉBAST

Manager, Reference Publications
c.sebast@iau-aiu.net

These changes created an opportunity to review and restructure certain positions, and to welcome several new colleagues at IAU. **Giorgio Marinoni** started in February 2015 in a newly created position as Manager, HE and Internationalization policy and projects. In March IAU welcomed **Carine Sébast** as Manager, Reference Publications. **Oriol Estève** joined in April in a new position as Programme Officer focusing on the Higher Education and Sustainable Development and the SDG agenda. Finally, IAU welcomed **Juliette Becker**, Executive Assistant/Programme Officer in July 2015 to work closely with the Secretary General, coordinate the newly launched Leading Globally Engaged Universities LGEU programme and contributing to the development of Membership. **Trine Jensen**'s position was restructured to include the coordination of IAU events and conferences, including IAU elections, preparing the Annual Report and contributing to other projects.

We welcome all new colleagues and thank them for their collaboration now and for years to come.

Amanda SUDIC

Librarian /Documentalist
a.sudic@iau-aiu.net

Trine JENSEN

Programme Officer
t.jensen@iau-aiu.net

Oriol ESTÈVE

Programme Officer
o.esteve@iau-aiu.net

Juliette BECKER

Executive Assistant / Programme Officer
j.becker@iau-aiu.net

Nicholas POULTON

Editorial Assistant
n.poulton@iau-aiu.net

Christina KEYES

Assistant, Reference Publications
c.keyes@iau-aiu.net

Samuel POUSSON

Assistant, Reference Publications
s.pousson@iau-aiu.net

Saholi ANDRIAMBOLOLO-NIVO

Assistant, Reference Publications
s.andriambololo@iau-aiu.net

Morgane BAILLARGEANT

Administrative Assistant
m.baillargeant@iau-aiu.net



INTERNATIONAL
ASSOCIATION OF
UNIVERSITIES

ASSOCIATION
INTERNATIONAL
DES UNIVERSITE

INTERNATIONAL UNIVERSITIES BUREAU

BUREAU INTERNATIONAL DES UNIVERSIT