

ANNUAL  
REPORT

1 OCT 2019 - 30 SEPT 2020

# IAU

THE GLOBAL VOICE OF  
HIGHER EDUCATION

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## Message from the President



**This annual report provides for a unique opportunity to account on an exceptional year, when the world was hit by a pandemic of unprecedented magnitude and with dramatic consequences for Higher Education (HE) and for society at large. Like all other stakeholders in education, IAU was compelled to adapt its operations to a situation in which travel and physical meetings had to be replaced. Online platforms have become the new meeting places for Members and for the broader higher education community, and the only way to exchange in real time on a variety of issues, to share experiences and to foster cooperation in order to jointly meet the challenges, maximise the opportunities and shape the future. IAU has experienced an increased and valuable engagement from its Members and enhanced its visibility and recognition by policymakers and actors in the HE sector and beyond. Please read more about this in this report.**

This IAU academic and budgetary year started off with a highly successful and beautiful on-site Conference, which was hosted by BUAP in Puebla, Mexico. It is with much pleasure that I look back on a very fruitful Conference which brought together so many colleagues around the world, triggered many enriching discussions and generated many partnerships and new projects. Our hosts both for the Global meeting of Associations, UDUAL, and for the IAU International Conference, BUAP, spared no effort to turn both events in the remarkably successful meetings these became. Who would have thought at that time that the future would be the one we experienced since?

After the Conference we started planning the Association's 70<sup>th</sup> anniversary and the 16th IAU General conference to be held in Ireland, at University College Dublin. Yet, in December 2019, the first signs of the pandemic had already started appearing.

Higher education was immediately hit by the pandemic. Throughout the year under review, the Executive Board and the Secretary-General closely monitored the development of the pandemic. The Administrative Board gathered virtually on various occasions. At the extraordinary Session of the Administrative board in June 2020, the members of the Board came to a unified decision to postpone the General Conference.

IAU General Conferences normally take place once every four years; the Administrative Board is the Association's highest decision-making body, and it is at these events that the Members elect the new Board Members and President, decide on the 4-year strategic plan, and adopt changes to its statutory documents and/or any new Policy Documents. As President, and on behalf of the Secretary-General, I would like to thank the Board members for their support and willingness to stay on and take responsibility for IAU for another year.

In March 2020, IAU carried out a First global survey to monitor the consequences and impacts of COVID-19 on the sector. The results have been the basis for discussions in many meetings and the report has quickly been picked up by many HE organisations and associations, and by policy makers around the world. Two follow-up surveys will be launched to analyse the medium and longer-term impacts of the pandemic in 2021 and 2022.

Cooperation, sharing experiences and best practices among universities and other HEIs to fulfil their societal role, to meet the challenges we face and to build a sustainable future, locally but with global responsibility, has increased. To monitor the various developments that marked the year in so many ways, IAU has also initiated a popular *Webinar Series on the Future of Higher Education* and participated in numerous online meetings aiming at debating and promoting HE.

Last and not least, on behalf of the Board Members, I would like to express our gratitude to the Secretary-General and the staff members for making this year a success for IAU, despite the difficulties encountered, and for contributing towards reinforcing the Association's role as the global voice of Higher Education.

**Pam Fredman**  
IAU President

## Message from the Secretary-General



As is the case everywhere in the world, for IAU the year 2019-20 has been an unprecedented and challenging one, characterised by uncertainty, complexity, and disruption, but also by accelerated innovation, and the enormous resilience and humanity we share as a global higher education community. The profound health, economic and social impact of the COVID-19 pandemic provides the opportunity for a critical redefinition of the way in which universities and other higher education institutions, and as well their organisations and associations operate.

IAU was quick to adapt to the new normal and decided to make optimal use of the available resources through several new initiatives. While physical events were no longer conceivable, we pivoted all our activities online. This fundamental transformation to our operation mode has however been consistent with the IAU values and goals.

To enhance cooperation and exchange, we launched the *IAU Webinar Series on the Future of Higher Education – short, medium, and long-term perspectives*, to bring together different ideas and perspectives from Members of our global community of universities and higher education institutions.

A new set of pages was introduced on the IAU website, bringing together COVID-related news and updates from all over the world. In solidarity with the broader higher education sector, we also allowed free access to the *World Higher Education Database* ([www.whed.net](http://www.whed.net)) as well as our other services and activities for Members as well as non-members. Furthermore, we launched the *IAU series of Global*

*Surveys of the Impact of COVID-19 on Higher Education*, a second of which will be launched in the beginning of 2021; a third one will be launched in 2022. More detailed information on these initiatives is available in the following pages of this report.

Even as the full toll of COVID-19 becomes apparent, it is clear that the Higher Education sector, like all others, must be prepared for future events with the potential to severely disrupt 'normal' operations. Understanding change, responding to it, and managing it, requires strong leadership. I believe now is an unprecedented opportunity to drive radical transformation of our education systems and institutions for the benefit of society. As we look to the future, we must set our ambitions even higher — to accelerate societal progress, drive sustainable growth and heighten our global impact. Together, we can achieve what IAU founders envisioned: a more peaceful society, prosperous world, and sustainable future for higher education. The road ahead is however paved with challenges again as we see populism grow, detractors to the value of science and facts become more vocal and higher education's value for society on the one hand cheered and on the other challenged. We need to care for the sector together to ensure it will receive the trust it deserves and the support it needs in order to fully contribute to building a better and more inclusive world post COVID-19.

With the IAU President, the full and deputy Board Members of the Administrative Board and the Members of the IAU Secretariat, I would like to thank all Members and partners for their incredible commitment and active engagement during this past year. We commit to continue to address the new challenges ahead and to best seize the opportunities and will put all valuable lessons learnt to the benefit of navigating complexity with agility, innovation, entrepreneurship, and responsible leadership to further our mission of building stronger, more accessible, and sustainable higher education systems all over the world.

A handwritten signature in white ink on a purple background. The signature is stylized and appears to read 'Hilligje van't Land'.

**Hilligje van't Land**  
IAU Secretary General

## IAU IN NUMBERS

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We are pleased to share with you some of IAU's major achievements from the year 2019-2020. IAU has enhanced engagement with Members, strengthened partnerships and launched new initiatives for the benefit of the global higher education community.

**250 participants** from over  
**60 countries** at the IAU International Conference 2019

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**2000+** beneficiaries  
of programme activities in the four thematic priorities

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**3,396,178 pageviews**  
on the IAU World Higher Education Database (WHED)

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**2,624,757 searches**  
carried out on the database

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**455,662 pageviews**  
on the **IAU website**  
(21.80% increase compared to 2018-2019)

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**6,031 followers on Twitter**  
(@iau\_iau; @IAU\_HESD; @VantlandH)

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**1,836 followers on LinkedIn**  
<https://www.linkedin.com/company/iau-iau>

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Thank you for supporting IAU's vision and mission.

# IAU ENGAGEMENT

*IAU – The Global Voice of Higher education*

## VISION AND MISSION

**VISION** - To contribute to peace and human development by promoting and enhancing the power of higher education to transform lives, build capacity, connect diverse peoples, generate and disseminate new knowledge, create insights and find sustainable solutions to local and global challenges.

**MISSION** - As the global voice of higher education, IAU will be the most influential and representative global association of diverse higher education institutions and their organisations, advocating and advancing a dynamic leadership role for higher education in society. Articulating the fundamental values and principles that underpin education and the pursuit, dissemination and application of knowledge, the Association will lead and advocate the development of higher education policies and practices that respect diverse perspectives promote social responsibility and contribute to the development of a sustainable future. IAU will be a think tank and forum for the development of new approaches, the sharing of best practice and the undertaking of joint action, encouraging and facilitating innovation, mutual learning and cooperation among higher education institutions around the world.



### A standard and trendsetter

IAU ensures regular dialogues with national and international organisations to represent the higher education community in all its diversity, inform policymaking, provide recommendations, and advocate for strong higher education systems around the world. As standard and trend setter, IAU develops Policy Statements on various issues of global concern for higher education. IAU Policy Statements are available here: <https://iau-aiu.net/Policy-Statements>



### A facilitator for international collaboration

As global convener, IAU organises international as well as local events. It ensures a worldwide presence, participates in international meetings, and conferences across the globe, and engages with the global community, fosters collaboration and networking, and helps strengthen partnerships and develop new ones. This year IAU also offers a series of Webinars to debate the future of higher education online.



### A capacity builder

IAU offers capacity-building and advisory services to support institutional development at every stage. IAU continuously develops and improves the programmes and services that Members can benefit from, including the IAU leadership training programme - Leading Globally Engaged Universities (LGEU) – and ISAS (2.0) created to help Members review, develop or revise their internationalization policies, strategies and programmes.



### A think tank and knowledge hub

IAU conducts research on the higher education sector and institution specific issues and ensures the dissemination of relevant knowledge and data through its various online and offline portals: COVID-19's impact on HE; Internationalisation; Higher Education and Research for SD (HESD); the Digital transformation of HE; the role of HE in LLL.



### A communication powerhouse

IAU ensures communication to and from the Higher Education sector and to and from all other HE stakeholders including multilateral organisations and government agencies through multiple channels such as newsletters; news posts on the website; Members and Partners' News Corner; emailing campaigns; social media; online portals; publications; etc.

## GLOBAL EVENTS

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### IAU International Conference 2019

250 participants from over 60 countries attended the IAU 2019 International Conference hosted by the Benemérita Universidad Autónoma de Puebla (BUAP) in Puebla, Mexico in November 2019.

The keynote speaker, **Juan Ramon de la Fuente**, *IAU Honorary President and Permanent Delegate of Mexico to the United Nations (UN)* emphasised the importance of international collaboration to develop global solutions to global challenges. He further underlined that looking at the variety of challenges we face today, they are all linked to solutions that the higher education can help develop. The International Association of Universities (IAU) is an essential organisation that can convene universities from around the world for reflection, exchange of experiences and to use the force of higher education to propose solutions to the challenges of our world.

The Rector of BUAP, **Dr José Alfonso Esparza Ortiz** characterised the university as a living being at the heart of the society that grows, it is a key ethical reference and a hope for social change. He further stressed that the role of the university is not simply to educate students for the world of work but rather to educate citizens with values and strong knowledge base, who can adapt to their environments - citizens capable of finding new solutions to old problems. These are glimpses of the messages that framed the 2 days of debate and presentations on how higher education and its transformation for the future.

The conversations and exchanges initiated in Mexico continue throughout the year under review yet online, using the Webinar series to do so, and will resume in person again during the 16th General Conference, in October 2022.

Presentations, recordings, and photos of plenary sessions are available on the Conference website:

 [www.etches.com/iau2019](http://www.etches.com/iau2019)

### Feedback from participants:

“ I loved the diversity and richness of the perspectives and the global character of the Conference. ”

“ This was an amazing opportunity to hear perspectives in higher education from around the world; it is easy to isolate myself in U.S. higher education, neglecting global scholarship and views. ”

“ What I enjoyed most was the variety of people from different countries. ”

“ An important opportunity to share and gain access to different perspectives. ”

## IAU-BBC series of videos Aiming Higher



The Conference marked the launch of this unique *IAU-BBC Story Works videos' project*. It resulted in the development of a series of videos underlining how higher education is instrumental to the development of sustainable and democratic societies, to shaping minds, promoting diversity, ethical leadership and social responsibility.

*Aiming Higher* presents the stories of **34 IAU Members** from all around the world and how they instil core values in young people and society more generally, in order to foster prosperity, innovation and equity. The videos present just a few of the many examples of universities around the globe that carry out initiatives with great social impact in the areas of leadership, technology, internationalization and sustainable development. These are not only in line with IAU's priorities, but also at the forefront of transformations in higher education today.

This ambitious project, launched at the *IAU 2019 International Conference in Puebla*, represents a great diversity of voices from around the world and enabled a broad range of institutions to participate. This series shows how much you as key players of higher education shape the future through such diverse and innovative approaches.

To access the videos please go to:

 [www.iau-aiminghigher.org](http://www.iau-aiminghigher.org)

## 8<sup>th</sup> edition of the Global meeting of Associations (GMA)

IAU welcomed some 50 participants to the biennial Global Meeting of Associations (GMA) held prior to the international conference. This meeting allowed leaders of university associations and organisations from around the world and Member of the IAU to meet and discuss matters of common concern and in particular the transformations of higher education around the world.

In his opening speech, **Dr Henning Jensen**, the then *President of UDUAL and Rector of the University of Costa Rica* stressed the need for a new enlightenment: "Amid tumultuous times, allow me please to invoke an old-fashioned concept: we need a new enlightenment. In other words, we need to radicalise reason through reason, universal values through universality." His presentation is available online.

IAU was pleased to use the online pivoting of operations of many organisations including university associations to convene regular virtual GMAs and connect associations representing all regions and countries of the world to foster collaboration and exchange on the future of higher education.

Using the opportunities generated by the pandemic, four virtual global meetings of IAU member associations/organisations were organised in 2020 (3 April, 4 May, 10 June, and 29 October). They provided a unique new occasion to connect IAU member association/organisations in unprecedented ways, initially to discuss the impact of the COVID-19 crisis on their operations and on their members and as well to discuss many other relevant issues and plan joint projects. Such meetings are particularly pertinent as we continue to bear the impacts of COVID-19 on the sector. Much exchange and consultation are required to develop the universities of today and tomorrow. In the future, meeting online will complement the biannual face-to-face meetings IAU used to organise.

One concrete outcome of the virtual GMAs is the creation of the international working group in charge of the development of the questionnaire of the second edition of the *IAU Global Survey on the Impact of COVID-19 on Higher Education*.

# THEMATIC PRIORITIES



## Internationalization

*Promoting an inclusive, fair and ethical internationalization Higher Education.*

### International Strategies Advisory Service - ISAS (2.0)



Two ISAS (2.0) *Achieving comprehensive internationalization* services were completed – one at RUDN University in Russia, with the Expert Panel visit to the university on 2-4 October 2019 and the final report submitted on 25 November 2019, and another at the **University of Bologna in Italy**, with the Expert Panel visit to the university on 27-29 November 2019, and the final report submitted on 27 January 2020. Both universities will be awarded the *Comprehensive Internationalization learning badge* at the next IAU conference.

A new ISAS (2.0) *Planning and Strategy* service at **Queen's University in Canada** was launched by the initial visit done by the Expert Panel Chair, Eva Egron-Polak, IAU Senior Fellow and Former Secretary-General, on 6 and 7 October 2020. Some of the meetings had to be conducted online because of COVID-19, but others were conducted face-to-face. The university is now conducting the self-assessment exercise, which will lead to a report and possibly a site visit with a panel of experts in autumn 2021.

The **ISAS (2.0) webinar** on *Assessing Strategy and Monitoring Achievements* took place on Tuesday, 28 January 2020, focusing on Toyo University's experience, with the contribution of Betty Leask, member of the Expert Panel and Shingo Ashizawa, Toyo University. IAU hosted other webinars on internationalization as part of "The Future of Higher Education" series (see below).

The *"International Strategies Advisory Service (ISAS) 2020 Impact Evaluation Survey"* was conducted in December 2020. Out of the 17 Higher Education Institutions which undertook an ISAS (2.0) service, 12 replied to the online survey. Representatives of 9 of those 12 HEIs were also available for follow-up interviews, which were conducted by Sarah Grillo, a 2<sup>nd</sup> year graduate student in the International Higher Education program at Boston College, who is developing the project within the framework of a field placement at IAU. The report analysing both quantitative and qualitative data is available on the IAU website.

### Follow-up projects of 5<sup>th</sup> Edition of the Global Survey on Internationalization

IAU held a session at the *European Association for International Education (EAIE) Community Exchange* virtual event on 16 October 2020, investigating the topic of inequality in internationalization. This topic was chosen as an outcome of the comparison between the results of the IAU survey with the ones of the EAIE Barometer and the ACE survey "Mapping Internationalization at U.S. campuses", which also led to a session at last year's EAIE conference in Helsinki.

Two other follow-up projects were initiated:

- 1) One in collaboration with Académie de recherche et d'enseignement supérieur (ARES) and Agence universitaire de la Francophonie (AUF) on the analysis of results of the 5th Global Survey in the Francophone World, which has been delayed by the COVID-19 pandemic, but it is still in development.
- 2) Another one comparing the results in four Latin American countries (Argentina, Brazil, Colombia, and Mexico) was initiated yet.

### Network of International Education Associations (NIEA)

If face to face meetings of the Network of International Education Associations (NIEA), coordinated by the IAU, had to be postponed in 2020, **three virtual meetings** were organised on 14 May, 30 July and 25 November 2020.

During the November meeting, NIEA was pleased to welcome a new member, the Colombian Network for Internationalization, which is part of the Colombian Association of Universities (RCI-ASCUN).

The Third Global Dialogue on Internationalization of Higher Education, planned at the National University of Rio Negro, Bariloche, Argentina on 23-24 April 2020 was also postponed and is envisaged to take place in 2022.

In the meantime, NIEA members published a statement reaffirming the importance of international higher education and research, which calls upon government and higher

education institutions around the world to support international collaboration as an essential means to finding solutions to global problems, which manifest differently in local contexts.

The NIEA statement is available on the IAU website and on the websites of NIEA member associations.

## Global Survey Impact of COVID-19 on higher education

In March 2020, the 1<sup>st</sup> Global Survey on the impact of COVID-19 on higher education was launched.

It was available online from 25 March to 17 April 2020 and it received 576 replies from 424 universities and other Higher Education Institutions (HEIs) based in 109 countries and the two Special Administrative Regions of China (Hong Kong and Macao).

The report was published in May 2020 and it is available to download free of cost on the IAU website.



A complementary Report, focusing on the Regional and National Perspectives on the Impact of COVID-19 on Higher Education has also been published. It is also available on the IAU Website.

This is the only global survey capturing the disruption brought by COVID-19 on higher education around the world. It not only provides valuable information to the higher education community, to all stakeholders working and on and for higher education, it is also a source of recognition for IAU.

We are particularly grateful to all partners who contributed to, distributed the survey in their networks, allowing a significant number of replies to be collected in a relatively short amount of time. Among them, *Agence Universitaire de la Francophonie (AUF)*, *Association of Commonwealth Universities (ACU)*, *European University Association (EUA)*, *Consejo Interuniversitario Nacional (CIN)* in Argentina, the *Hungarian Rectors Conference and Higher School of Economics* in Moscow: they provided much appreciated assistance by promoting the questionnaire among their Members which resulted in good numbers of replies in their respective regions and countries.

A special mention for the University of Bologna, Italy, and Vice-Rector Prof. Alessandra Scagliarini, who tested the survey and suggested some important modifications to the questionnaire.

The main authors of the report would not have been able to conduct such a project alone; we consider the report as the product of a collective effort both within and outside IAU.

The survey results were presented and discussed with leading experts in higher education during the webinar "COVID-19 impact on higher education around the world" on 9 June 2020.

## Second edition of the Global Survey on the impact of COVID-19

In September 2020, the preparation of the second edition of the Global Survey on the impact of COVID-19 started. At the time of publication of this Report, we can announce that a working group composed of representatives of seven IAU member organisations and partners drafted the questionnaire:

- Association of Indian Universities (AIU)
- Agence universitaire de la Francophonie (AUF)
- European University Association (EUA)
- Hungarian Rectors' Conference (HRC)
- NAFFSA: Association of International Educators
- The Association of Commonwealth Universities (ACU)
- United Nations University, Institute for the Advanced Study of Sustainability

The draft questionnaire was piloted by 10 universities and other Higher Education Institutions from different regions of the world in December 2020:

- Benemerita Universidad Autonoma de Puebla, Mexico
- Budapest University of Technology and Economics, Hungary
- Makerere University, Uganda
- Qatar University, Qatar
- Sri Lanka Institute of Information Technology, Sri Lanka
- Texas Tech University, United States of America
- The Russian Presidential Academy of National Economy and Public Administration - RANEP, Russia
- University of Campinas, Brazil
- University of Karlstad, Sweden
- Zhejiang University, China

The second Global Survey on the impact of COVID-19 on HE will be open from mid-February to 1 June 2021. The Report will be prepared over the Summer and released in September.



**Priorities / Internationalization**

Contact: Giorgio Marinoni ([g.marinoni@iau-aiu.net](mailto:g.marinoni@iau-aiu.net))



## Value-based Leadership

*Strengthening capacities of leaders to maximise positive impact of universities.*

The programme *Leading Globally Engaged Universities* (LGEU) had been successfully carried out seven times at IAU Member institutions around the globe. Each LGEU session has been successful. Previous participants have created leadership teams through which they stay connected; they have repeatedly acknowledged the quality of this international leadership training programme for HE leaders. One next session was planned to be carried out at Hong Kong University; it unfortunately had to be postponed for security reasons and had to be called off fully in the end.

As well, the sessions have turned out to be unsustainable in the initial form due to the various logistical and financial constraints. IAU has therefore been looking into making changes to the initial structure and delivery.

With the advantage of reduced costs (mainly logistical) IAU is planning the virtual delivery of a revamped online LGEU for university leaders. It is envisaged as a series of shorter, results-driven, online sessions which will be work-accompanying, consisting of practical action-learning groups.

This format will take all the positive aspects of the initial LGEU programme and make it a slimmer and more cost-effective programme that can be attended from anywhere in the world.

LGEU+ will be announced in 2021. This revamped online programme will focus on linking leadership transversally to the other three strategic priorities of the IAU, while balancing an emphasis on strategic thinking and planning as well as team-based approaches. The programme will encompass short, focused sessions aimed at enabling participants to:

- ▶ Enhance their approach to **strategic planning**,
- ▶ Discover new **leadership ideas and insights**,
- ▶ Extend their **international** network through **peer engagement**.

Facilitated by a workshop consultant and IAU's in-house specialists, LGEU+ aims to build a mutually supportive coalition of peers and promote effective university and civil leadership skills as well as strategic communication. Sessions will be limited to 20 participants to ensure effective dialogue and group dynamics.

The objective of LGEU+ is to empower university leaders to understand emerging trends in higher education and address leadership challenges on the frontline of digital, financial, environmental, and societal disruption.



Themes in leadership are being discussed in the *IAU Webinar Series on the Future of Higher Education* and conversations have started with Member organisations and partners to potentially widen the reach and benefits of the programme.



### ➔ **Priorities / Leadership**

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## Sustainable development

*Strengthening the role of Higher Education for the UN Decade of Action for Sustainable Development and encouraging cooperation between HEIs.*

### IAU HESD Cluster: networking and sharing of expertise and capacity building

The *IAU Global Cluster on HESD* promotes the role that universities and other HEIs all over the world (must) fulfil to achieve and implement the SDGs and Agenda 2030. Universities are engaging with the *UN Agenda 2030 – Transforming our world* and the related SDGs in multiple ways, which in turn impacts and transforms universities. Initiated in the beginning of 2019, the IAU Global Cluster is composed of 16 universities around the globe taking the lead on each SDG, connecting each to up to 8 ‘satellite universities’ again from the other continents. Around 80 universities are thus working together with the lead institutions in the context of the IAU in sub-clusters, strengthening the dynamics and exchange. IAU leads the SDG 17: Partnerships

Cluster activities are constantly being developed. Communication channels used to connect around the world: mails, virtual meetings, targeted Conferences, webinars. Global Cluster Lead calls took place in March, next to numerous individual calls with sub-cluster leads and getting together at virtual events (Next Cluster Call planned: November 2020). IAU also provided Cluster Members with communication material and virtual platforms for exchange, including the IAU HESD Portal, social media space, and a Cluster blog. Even though many events and projects planned for 2020 were postponed, other events took place online and the IAU Members in the Cluster remained active and keen on continuing the work on Sustainable Development.

### UN-HLPF 2020

Having participated in the UN High Level Political Forum (HLPF) for the first time in 2019, IAU also successfully mobilised its network for the **2020 edition** by actively involving its Members and partners in **virtual sessions** co-organised by IAU and partners: a workshop on *Teaching, Learning and Integrating the SDGs at universities and beyond - Linking to the Decade of Action* with ACU/AUF, ICAE and The SDG Academy and one organised by UNODC on *Developing transformational partnerships to catalyse SDGs implementation*; two HESI meetings; the co-hosting of the virtual award ceremony of the International Green Grown Awards



organised by EAUC.

As well, the *Association of Commonwealth Universities* (ACU), the *Agence universitaire de la Francophonie* (AUF), and the IAU have formalised their collaboration to foster HESD through a memorandum of understanding (MoU). The partners shared a virtual exhibition space entitled ‘Higher Education mobilizes for the SDGs’.

Even though the virtual event presented new challenges, it was also more inclusive as it allowed many more people to take part; the participation and communication around the HLPF 2020 reinforced IAU’s advocacy role at the UN level and gave visibility to IAU Members and the Cluster.

IAU mobilises for participation again in UN HLPF 2021.

## IAU Global HESD Portal on HESD

[www.iau-hesd.net](http://www.iau-hesd.net)

The portal is constantly growing and lists over 750 committed universities and more than 800 actions in the English version. The portal's aim and purpose to showcase Universities' engagement with SD and the SDGs is achieved. Yet, the input provided by Cluster Members and two IAU interns this year, calls for changes to the concept and design of the portal to better fit the needs of IAU Members and adapt to the constantly changing and increasing number of initiatives related to sustainable development. The portal will be revised and modernised and launched in its new form in 2022. Suggestions for improvement are welcome.

## IAU HESD Publications



In January 2020, IAU released its **Second Global Survey report on HESD**. The report analyses how HEIs engage with the SDGs, proving the important role that HEIs play towards the achievement of the UN Agenda 2030. See: [https://www.iau-aiu.net/IMG/pdf/iau\\_hesd\\_survey\\_report\\_final\\_jan2020.pdf](https://www.iau-aiu.net/IMG/pdf/iau_hesd_survey_report_final_jan2020.pdf)

For the first time in summer 2020, and in preparation for the UN HLPF 2020, IAU issued an IAU Report on IAU Global Cluster on HESD (2019-2020).

The **IAU Series of HE and SDG Publications** presenting HE engagement with the 17 SDGs welcomed the publication on *SDG-5 – Gender equality*, co-edited with the University of Bologna and a call for papers for a publication on *SDG-14 – Life below Water* with the University of Bergen was well-received. A publication on *SDG-16 – Peace and Justice, Strong Institutions* is also prepared as the Annual Report 2020 is being finalised. These publications are available online on the IAU website.

## IAU HESD initiatives and partnerships

The IAU HESD work links closely to UNESCO, particularly to the ESD, the *UNESCO Futures of Education Initiative* and the UNESCO Higher Education sector initiatives. Furthermore, IAU is pleased to collaborate closely with UNODC on the Education for Justice (E4J) initiative. UNODC sponsored the IAU 2019 International Conference; together we organised events at HLPF; several new projects are being planned, including a paper competition for young scholars on SDG-16.

## IAU Webinars on Sustainable Development

As part of the IAU webinar series on the Future of Higher Education, four webinars in 2020 addressed the SDGs, in particular *SDG-3 - Health and well-being*, *4 - Quality Education*, and *17 – Partnerships for the Goals*, with partners including UNESCO, UNODC and IAU Cluster Members York University, Open University of Catalonia (UOC), Assam Don Bosco University, University of Nairobi, and others.

## Further Collaboration with

- ▶ **The Monitoring and Evaluation of Climate Change Education (MECCE) Project**, officially launched in September 2020: as an organisational partner, IAU has been involved in the development and funding applications of this project since its inception several years ago.
- ▶ **Student organisations:** Students organising for sustainability International (IAU supports the SOS student sustainability survey) and UK National Union of Students NUS, the All African Student Union, etc.
- ▶ **Yale Sustainability:** IAU supports the University Global Climate Forum, supporting student projects on Climate Action in preparation of COP26.
- ▶ **Cooperation in preparation of COP26** with various associations and in particular with ACU; COP26 (Glasgow) may have to be postponed to 2022 or changed (tbc); alternative activities on HE and Climate Action will be developed.
- ▶ **Energy Observer:** IAU and Energy Observer Solutions signed an agreement for a media partnership, planning to connect EO with HEIs working on sustainable solutions for the future.
- ▶ **SDSN France and Sulitest:** Hilligje van't Land has been invited on board the leadership council for SDSN and is also represented by Isabel Toman.
- ▶ **Regional Centres of Expertise on ESD:** IAU continues to be part of the Ubuntu Committee of Peers and advises the RCE network. Many IAU Member Institutions host an RCE.
- ▶ **HESI Group:** Active participation in meetings and discussions, working group on document for guidance on assessments.
- ▶ Active participation various debates including the **UNFCCC regional dialogues**; HES-2020; ProSPER.net Webinar; member conferences; etc.



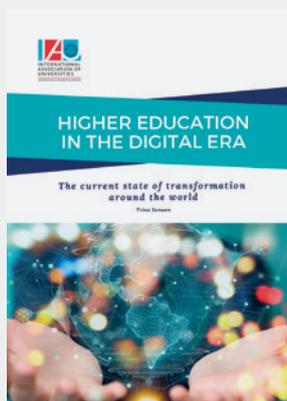
▶ **Priorities / Sustainable Development**  
Contact: Isabel Toman ([i.toman@iau-aiu.net](mailto:i.toman@iau-aiu.net))  
IAU Global portal on HESD: [www.iau-hesd.net](http://www.iau-hesd.net)



## Digital transformation of higher education

*Harnessing the potential of technology to improve access to a quality higher education.*

### Global Report on Higher Education in the Digital Era



A large consultation was undertaken to collect global views on the current state of play of the digital transformation of higher education. It took place from November 2018 to April 2019, and it was elaborated in collaboration with the IAU Expert Advisory Committee composed of Board members and experts from around the world. The results of this survey are presented in a report launched

in January 2020: ***Higher Education in the Digital Era: The Current State of Transformation Around the World.*** The report brings together perspectives from the different regions of the world to discuss the current landscape, risk of inequalities, ethical implications, and ways to jointly leverage the potential of technological developments for a sustainable future. This report was released only a few months prior to the start of the global Covid-19 pandemic which in the year 2020 has in an unprecedented manner accelerated digital transformation of the higher education sector. The report will therefore serve as a useful baseline to assess the transformation, not those in place in the short term to mitigate the challenges to teaching, learning and research in times of crisis, but rather the transformations that are here to stay.

### Membership consultation on new IAU Policy Statement

*Transforming Higher Education in a Digital World for the Global Common Good*

The outcomes of this report also served to inform the development of a new Policy Statement that IAU drafted on the values that must accompany the digital transformation so that it contributes to the global common good. The open consultation open to the IAU Membership and student Associations was launched in September 2020 and the IAU Secretariat and the dedicated Expert Advisory Group with members from different regions of the world are considering all comments and contributions from this consultation. A final version of the IAU Policy Statement will be presented for adoption to the IAU 16<sup>th</sup> General Conference scheduled to take place in October 2022. The *IAU Policy Statement* will guide the strategic orientations of the activities of the Association in this priority area of work.

### Collaborations with UNESCO

During the year under review, in the context of this priority area of work and in line with IAU's continued support to UNESCO, IAU contributed in particular to the following UNESCO led initiatives:

#### ▶ UNESCO Recommendation on the Ethics of Artificial Intelligence

The UNESCO Social and Human Sciences' sector is overseeing the development of a new normative instrument : *the Recommendation on the Ethics of Artificial Intelligence*. The IAU participated as Observer in two series of meetings with an international Ad Hoc Expert Group in charge of developing the draft recommendation. The task of the Ad Hoc Expert Group was completed in 2020 and the draft Recommendation is currently undergoing intergovernmental negotiations before it is submitted for examination by the UNESCO General Conference to take place in November 2021.

More information: <https://en.unesco.org/artificial-intelligence/ethics>

#### ▶ UNESCO Mobile Learning Week 2020

The UNESCO Mobile Learning Week dedicated to innovations in education initially planned for March 2020 was held online in October. Trine Jensen, IAU Manager, Digital Transformation of HE, moderated a panel discussion on *Resources for Distance Learning in Higher Education*. IAU advocates for more focus on higher education by UNESCO in its work on Education and appreciates UNESCO's efforts to increase inclusion of and attention to higher education into the discussions.

More information: <https://mlw2020.org/>

#### ▶ UNESCO International Forum on AI and the Futures of Education

UNESCO, the Ministry of Education of the People's Republic of China, and the National Commission of the People's Republic of China for UNESCO co-organized an online edition of the *International Forum on Artificial Intelligence and the Futures of Education* in December 2020 under the theme *Developing Competencies for the AI Era*. Aim was to discuss the impact of digital transformation and AI on education. Trine Jensen spoke in plenary session on: *Defining and developing AI competencies and the role of Higher Education in the AI Era*.

More information: <https://aiedforum.org/>



▶ **Priorities / Digital transformation**

Contact: Trine Jensen ([t.jensen@iau-aiu.net](mailto:t.jensen@iau-aiu.net))

# GLOBAL ENGAGEMENT

## Webinar series

Launched in May 2020, the *IAU Webinar Series on the Future of Higher Education: Short, Medium, and Long-term Perspectives* provides an excellent opportunity for higher education leaders and professionals to engage with peers and experts from around the world. Between May and 30 September 2020, nine sessions have taken place covering a wide variety of topics relevant to the global higher education community and beyond. These include inspiring discussions on different aspects of HEI operations, with a special focus on the themes of Leadership, Internationalization, Sustainable Development, Digital Transformation, Governance models, Financing, and Future Perspectives. All recordings are made available on the IAU YouTube channel: <https://www.youtube.com/c/InternationalAssociationofUniversities>

- ▶ *The Future of Higher Education: Short, Medium and Long-Term Perspectives Around the World*, in collaboration with the Boston College Centre for International Higher Education (CIHE) | 5 May 2020
- ▶ *Short, Medium, and Long-Term Perspectives in Mid- and Low-Income Countries*, in collaboration with the Boston College Centre for International Higher Education | 12 May 2020
- ▶ *Short, Medium and Long-Term Perspectives Around the World*, in collaboration with the Boston College Centre for International Higher Education | 19 May 2020
- ▶ *The Future of Higher Education: Impact of COVID-19 on Higher Education Around the World* | 9 June 2020
- ▶ *The Future of Academic Freedom, in collaboration with CHEA/CIQG* | 17 June 2020
- ▶ *Internationalization Strategies Post-COVID-19*, in collaboration with the Boston College Centre for International Higher Education | 30 June 2020
- ▶ *Perspectives on Reopening Strategies at Universities Around the World* | 7 July 2020
- ▶ *Digital Dimension - Exploring the Different Modes of Learning* | 15 September 2020
- ▶ *Integrating the SDGs in Higher Education - No "One Size Fits All"* | 29 September 2020



## Preparations for the 70<sup>th</sup> Anniversary Celebrations

Preparations are underway to mark the 70th anniversary of IAU on 9 December 2020. While an in-person celebration would have been ideal to commemorate this important milestone in the Association's history, in light with the COVID-19 situation, we are now organising a virtual festive event. Weblink: <https://iau-aiu.net/IAU-turns-70>

# KNOWLEDGE HUB

## World Higher Education Database (WHED)



The IAU *World Higher Education Database* ([www.whed.net](http://www.whed.net)) is the unique online reference tool that provides up-to-date, authoritative, and comprehensive information on global higher education systems, credentials and on over 19,800 universities and other higher education institutions (HEIs) in 196 countries and territories. This work is carried out in collaboration with UNESCO. Since 1950, the WHED and its predecessor, the International Handbook of Universities, have been recognised as an **official source of information** on HEIs by national higher education authorities, governmental agencies and/or national academic bodies at the global level. The WHED is an essential facilitator for navigating the global higher education landscape for governments, international agencies, grant-awarding authorities, universities, human resource departments, researchers, and more.

The WHED offers data on higher education systems and credentials **in 196 countries and territories** using verified information made available by the **national competent bodies** in each country. The portal lists information on all HEIs **offering at least a 4-year degree or a 4-year professional diploma** that are officially accredited and recognized by their national competent bodies.

### 1) A database continuously updated

In 2019, the update of Europe had been already successfully completed in collaboration with our partner, the ENIC NARIC network. In 2020, the primary focus of the WHED team lay on updating Latin America and the Caribbean resulting in the update of more than 4000 HEIs. Next the team will turn to updating HE in Latin America and the Caribbean (in 2021).

The number of HEIs registered in the WHED has increased by more than 400 HEIs. Please check your profile online and help us ensure it is up to date! All HE Ministries around the world are likewise invited to ensure that the information provided for their respective country is up to date (HE system and list of Universities and other HEIs)

### 2) The Global WHED ID – Collaborations and Potential

We are pleased to inform that in 2020 IAU rolled out a new unique identifier system (Global WHED ID) as a permanent

#### Monthly Traffic

(1 October 2019-30 September 2020)

**2,624,757** searches carried out on the database (+ 55% of increase compared to 2019)

**3,396,178** page views

code attached to all higher education institutions (HEIs) listed in the **IAU World Higher Education Database (WHED)**. The Global WHED ID is a crucial digital element in the constantly expanding field of higher education and bound to emerge as the global standard for identifying HEIs internationally and across the globe. Each university received information on its unique WHED ID.

#### The Global WHED ID

- ▶ is a unique and permanent code.
- ▶ is a key facilitator for recognition of HEIs and their qualifications.
- ▶ gives easy **access to** and **ensuring reliability** of information.
- ▶ supports **recognition** and **quality assurance** globally.
- ▶ facilitates clear **identification** and **communication** within the global Higher Education sector and among government institutions.
- ▶ provides greater **administrative certainty** while **combating fraud**.

In addition, the **Global WHED ID** can be used across **digital services worldwide**.

Not only is this a major step in the technical development and relevance of the WHED, it also an important practical contribution towards realising the objectives of the **UNESCO Global Convention on the Recognition of Qualifications concerning Higher Education**.

## IAU & the UNESCO Global Convention on the Recognition of Qualifications concerning Higher Education

The IAU continued to support the technical implementation of the Global Convention concerning Higher Education Qualifications - adopted by the 40th session of the UNESCO General Conference in November 2019, making it the first United Nations treaty on higher education with a global scope.

The Convention aims at providing a framework of quality assurance for the fast-growing diversity of higher education providers, strengthen inter-regional academic mobility, promote increased international collaboration in higher education, develop agreed principles for recognition of higher education qualifications common to all regions, seek to cover good practices for the recognition of qualifications in higher education awarded by a diverse range of providers.

What is more, the convention privileges the individual applicant to have their qualifications checked for the purpose of study or employment; the Convention thus shifts the burden of proof to the national recognizing body of the receiving country.

The IAU has been part of the long process towards the Global Convention and shared the general aim to establish an *international normative instrument on recognition*. IAU congratulates UNESCO on this multilateral milestone and collective move towards democratizing knowledge, enabling a more fluid circulation of talent while fostering global trust in HE.

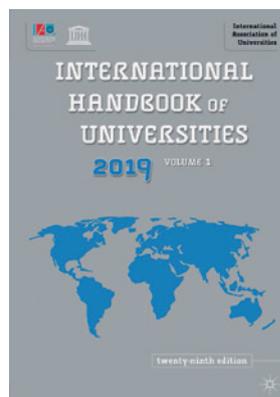
## Digital Integration

In 2020, IAU entered into a partnership with CIMEA (Centro di Informazione sulla Mobilità e le Equivalenze Accademiche/ Information Centre on Academic Mobility and Equivalence, in Italy).

This new initiative concerns the automatic integration of HEI data from the WHED, including the **Global WHED IDs** in CIMEA's new scheme, the *Diplome application*. This collaboration represents the first use of blockchain technology in the field of credential evaluation and qualification recognition. More precisely, the technology used provides the user with a secure wallet to store their certificates in form of a block chain and serves as but one example of how the Global WHED ID can be utilised for digital services in the future. This programme will be launched at the EHEA Ministerial Conference in Rome in November 2020.

**All users** can refer to the Global WHED ID to easily identify an accredited institution and **IAU members** can use and share their permalink based on their Global WHED ID.

## The International Handbook of Universities is available in both a print and e-book version

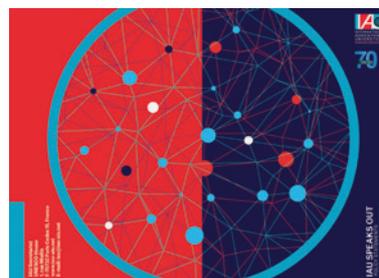


The information from the WHED was used to publish this 29<sup>th</sup> edition of the *International Handbook of Universities* (IHU) (Palgrave Macmillan).

- This publication proposes a redesigned format for the printed version – in ten volumes to will be published on demand.
- An e-book completes the offer, which can be purchased with or without the printed version.

**IAU Members** benefit from a preferential discount on both the print version and/or e-book. This is the last edition of this book and can be ordered directly on the Palgrave Macmillan website. Future mapping of higher education is available through WHED.

## Policy Statements



IAU adopts positions and develops Policy Statements on issues of global concern for higher education. The topics are identified by the Association's leadership and membership. Each

Statement is the product of extensive drafting and international consultations. All statements are endorsed by the General Conference of the Association.

The topics of such Policy Statements are usually identified by the Association's leadership and membership as requiring the attention of the international academic community. IAU Policy Statements most frequently identify the issue area, present a number of key principles and include a few recommendations for action at either the institutional or the governmental level or both.

IAU is currently working on a new policy statement on the Transformation of Higher Education in the Digital Era, which will be submitted for approval at the 16<sup>th</sup> IAU General Conference in 2022.



**Knowledge hub**

Contact: Nicholas Poulton ([n.poulton@iau-aiu.net](mailto:n.poulton@iau-aiu.net))



**IAU Lynx** is a monthly overview of designed to leaders of IAU Member Institutions and Organisations in keeping up to date on news and developments in higher education throughout the world. It is structured into regional, national, and bilateral initiatives. Each item is accompanied by a link to the original source. IAU Lynx is sent to Members and is also available free of charge to those interested in higher education trends and changes via the IAU website and through online subscription.

### IAU E-Newsletter

The monthly IAU E-Newsletter keeps Members and subscribers updated not only about IAU activities, but also bring to them a variety of higher education news and opportunities to engage from around the world. The content is structured and edited in ways that make it easy to peruse. The interactive interface and the accompanying images keep readers engaged and encourage them to participate in IAU activities, as well as those offered by Members and partners.

## MEDIA AND PUBLICATIONS

### Higher Education Policy (HEP)



HEP, published quarterly, is an international peer-reviewed journal for advancing scholarly understanding of the policy process applied to higher education through the publication of 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. The editorial board encompasses international experts in higher education.

IAU is pleased to note that the 2019 impact factor increased slightly to 1.597, up from 1.333 in 2018. During the reporting period, four editions of HEP were published, including one special edition entitled **Globalization and Resurgent Nationalism in Higher Education**.

All IAU Members in good standing receive a copy of HEP as part of their membership benefits. If you are not an IAU Member and wish to receive HEP, you can either join and receive complementary copies of HEP or subscribe to the Journal on the publisher's website: <https://www.palgrave.com/fr/journal/41307>.

### International Higher Education Publication

Internationalisation Handbook agreement with Boston College and DUZ Academic Publishers: IAU concluded an agreement with the Centre for International Higher Education (CIHE) at Boston College (USA) and DUZ Academic publishers (Germany) to give free access to IAU Members to the flagship publication of CIHE: **International Higher Education (IHE)**, where distinguished international scholars offer commentary and current information on key issues that shape higher education worldwide.

### IAU Horizons

Published twice a year, IAU Horizons features the Association's activities, upcoming events, strategic priorities, membership information and other IAU publications. Each issue also sheds light on a special 'In Focus' topic, providing perspectives from authors from around the world. The November 2019, vol. 24, no. 2, focused on **'Transforming Higher Education for the Future'**; the April 2020 vol. 25, no. 1, focused on **'How funding models are influencing the future of higher education'**. The Fall 2020 issue is an Anniversary one that is devoted to **70 years of higher education cooperation!** The Spring 2021 issue will dedicated to the topic **Democratizing Knowledge: Open Science in a Closed World?** IAU Horizons is sent to IAU Members in paper format and is open to the public at large in digital format.



**Publications**  
Contact: [iau@iau-aiu.net](mailto:iau@iau-aiu.net)

# IAU IN THE WORLD

As is shown throughout this Annual Report, the IAU is fully committed to implementing its vision, mission and strategic plan through continuously enhancing global higher education cooperation. The list of contributions of the IAU to international events would be too long to reproduce here. We invite interested readers to consult the IAU page referring to the many engagements of IAU online: <https://iau-aiu.net/IAU-at-events>

Please also consult the following page for recent IAU publications in various media: <https://iau-aiu.net/Papers-by-IAU>

## Partnerships

Beyond its Membership, IAU collaborates with a wide range of partners at both governmental and non-governmental levels. We are grateful to all our partners for their commitment, support, and engagement throughout the year, despite the

many challenges in the way. We look forward to our continued collaboration. The IAU webpage on internship provides for brief insights into the projects in which the IAU engages.

### INTERGOVERNMENTAL ORGANISATIONS



### INTERNATIONAL AND NATIONAL PARTNERS



# Membership

## Membership Categories

### Institutions

Open to institutions whose main objective is higher education and the development of knowledge. Applying Universities and other higher education institutions must:

### Organisations

Open to all associations or networks of universities and higher education institutions that bring together the leaders and other institutional representatives at national, sub-national, regional, or international level.

### Affiliates

Open to all non-governmental organisations and networks, national or international in nature, whose primary mandate corresponds with the mission and work of IAU, but which are not eligible to join the Association as a full Member.

### Associates

IAU Associates are renowned leaders and experts in higher education who share IAU’s goals and values and wish to enhance their personal collaboration with the Association.

### IAU Senior Fellows

IAU Senior Fellows contribute to the strategic development of the Association are involved more specifically in particular IAU areas of work. This category is accessible by invitation only.

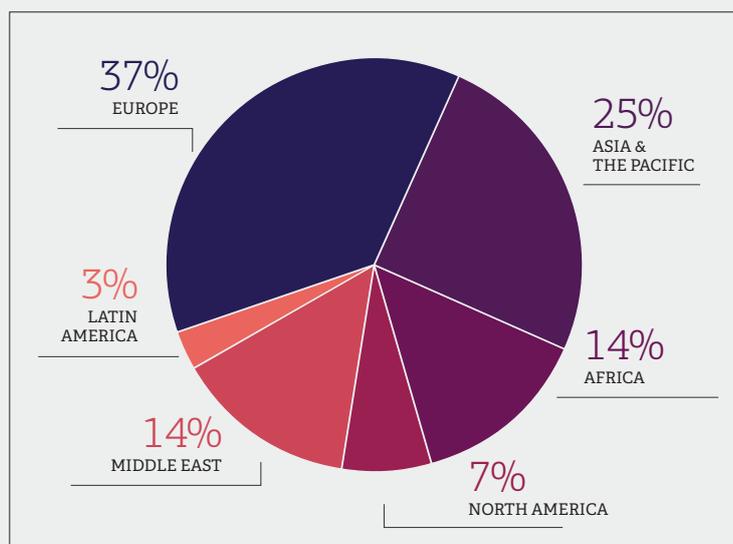
**619** Members on 30 September 2020

Membership is at the heart of IAU’s mission; the Association remains committed towards engaging with Members from around the world to advance higher education around the world.

➔ Information on Membership Fees and on How to apply is available online: <https://iau-aiu.net/Join-IAU>

**FIGURE 1 – GEOGRAPHICAL DISTRIBUTION OF IAU MEMBERS INSTITUTIONS**

(as of 30 September 2020)



**TABLE 1 – NUMBER OF MEMBERS PER CATEGORY**

2020 (as of 30 Sept)	MEMBERS
INSTITUTIONS	559
ORGANISATIONS	31
AFFILIATES	16
ASSOCIATES	13
<b>TOTAL</b>	<b>619</b>

**NEW MEMBER INSTITUTIONS**

**NEW MEMBER ORGANISATIONS**


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**NEW MEMBER AFFILIATES**

		
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# FINANCIAL REPORT

Presenting the IAU financial years 2019 (1 October 2018 to 31 September 2019) and 2020 (1 October 2019 to 31 September 2020)

<b>INCOME</b>	<b>2019</b>	<b>2020</b>
Membership fees	1 014	1 092
Programmes and activities	155	70
Knowledge hub, including reference publications	74	132
International Conferences	88	85
Other income	130	33
<b>TOTAL INCOME</b>	<b>1 461</b>	<b>1 412</b>
<b>EXPENDITURE</b>	<b>2019</b>	<b>2020</b>
Programme and activities	95	44
Knowledge hub, including reference publications	58	68
International Conferences	62	51
Administrative Board and Executive Committee Meetings	20	21
Administrative and office costs	196	183
Staff cost (salaries, social charges, interns)	995	1 065
<b>TOTAL EXPENDITURE</b>	<b>1 426</b>	<b>1 432</b>
<b>IAU Annual Financial Result 2017-2019</b>	<b>34</b>	<b>-20</b>

## Explanatory notes:

### INCOME

IAU's income is generated through annual membership fees, project and initiative grants, contracts and selling of IAU publications.

In addition, the Association offers certain paid services and initiatives such as ISAS 2.0 and LGEU.

All incomes are cost covering.

### EXPENDITURE

The Association's expenditures have been controlled tightly in order to retain a balanced budget. This has been possible by keeping personnel expenses and other administrative costs at a minimum, while ensuring sufficient funding for projects and initiatives at the same time.

# Activities Planned for 2021 and Beyond

## Falling Walls

IAU supports the initiative and is part of the jury of the *Digital Education* category of the Falling Walls call for breakthrough initiatives.

The Falling Walls Foundation is a charity organisation founded in 2010 in Berlin. It serves as a unique international platform for pioneers in academia, industry, politics, the arts, and civil society, promoting ground-breaking ideas across borders and disciplines and bringing together pioneers and innovators from all over the world, especially through the annual World Science Summit with the Falling Walls Conference and the Berlin Science Week. For more information, see: <https://falling-walls.com/remote2020/>.

## UNESCO World Conference on Education for Sustainable Development 2021

The virtual UNESCO WC ESD - 17 to 19 May 2021 - highlights the crucial role of Education for Sustainable Development (ESD) as a key enabler for the successful achievement of all SDGs, the COVID-19 rebuilding process, and to create momentum for strengthening ESD in policy and practice. IAU has been invited to co-organise and facilitate the session on Higher Education and Research for Sustainable Development and help draft the Conference Statement. For more information, see: <https://en.unesco.org/events/ESDfor2030>.



## UNESCO World Higher Education Conference 2022

IAU is a key partner to the UNESCO World Higher Education Conference, which was planned to take place in October 2021, in Barcelona yet is postponed to 2022. While the exact date and place are still to be announced, WHEC2022 will bring together relevant stakeholders to define and prepare a roadmap for a new era of higher education. This roadmap will respond to the challenges faced by humanity and the planet, with special attention to the global disruption created by the pandemic on both higher education systems (norms, policies, structures, stakeholders) and institutions (universities, specialised entities, networks).

# GOVERNANCE

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## IAU President and Administrative Board

The IAU Administrative Board held its 86<sup>th</sup> meeting at BUAP in Puebla, Mexico prior to the International Conference. Important discussions took place on how to develop further the proposed strategic plan for the period of 2020-2024 and how to position the Association over the next 4 years as the **global voice of higher education**. While the Board was scheduled to convene one year later, the plans were altered by the impact of the COVID-19 pandemic. The Administrative

Board convened an extraordinary online session in May 2020, where it was decided to postpone the 16<sup>th</sup> General Conference initially scheduled to be held in November 2020. Considering lockdowns and several restrictions in many countries, and the uncertainty surrounding the possibility to travel, it was decided to postpone the General Conference to 25-28 October 2022. It will take place at the University College Dublin (UCD) and focus on the theme **Relevance and value of universities to future society**. The IAU President and Administrative Board Members have accepted unanimously to stay on for the extra two years.

## The IAU Strategic Plan extended until 2022

As well it has been decided that the strategic plan adopted in Bangkok initially for 4 years (2016 – 2020) would remain the roadmap for IAU activities until 2022.

The four key priorities adopted – *Value-based Leadership; Inclusive and fair internationalization; Higher education and research for sustainable development and Technology* remain the four lead priority areas of work for the IAU until the upcoming IAU General Conference. Only the last priority benefits from a slight redraft: instead of ‘Technology’ it is now renamed as ‘Digital transformation of higher education’. Moreover, the proposed redraft of the IAU vision and

mission developed with the Board in Puebla is taken up in this report. It will be refined further and submitted for official discussion and adoption at the 16<sup>th</sup> IAU General Conference. (See new contours of the text synthesising the IAU vision and mission on page 4 of this Report). The IAU Strategic Plan adopted in 2016 along with the few changes indicated here thus remains valid until 2022.

During the year, the Executive Committee and the Administrative Board held several informal sessions online to exchange on the impact of COVID-19 and ensuing impacts on higher education and to discuss opportunities for IAU to support its Members during this difficult time. Many new activities have been carried out in the year under review. Their online nature is new to the IAU, yet all are in line with the IAU values and goals as adopted in Bangkok.



**Interested in shaping the Strategic Direction of the Association? Plan on standing for election and to become an Administrative Board Member. Elections will take place during the 16<sup>th</sup> General Conference in October 2022.**

**More information:**

Nicholas Poulton ([n.poulton@iau-aiu.net](mailto:n.poulton@iau-aiu.net))

## IAU Administrative Board

### 2016-2022

#### PRESIDENT

**Pam Fredman**, *Former Rector, University of Gothenburg, Sweden*

#### IMMEDIATE PAST PRESIDENT

**Dzulkifli Abdul Razak**, *Rector at the International Islamic University Malaysia (IIUM), Malaysia*

#### MEMBERS

##### Africa

**Abdul Ganiyu Ambali**, *Former Vice-Chancellor, University of Ilorin, Nigeria (IAU Vice-President)*

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

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

##### Americas

**Marta Losada Falk**, *Former President, Antonio Nariño University, Colombia*

**Mirta Martin**, *President, Fairmont State University, USA*

**Pierre-André Pierre**, *Former Rector, University Notre Dame d'Haïti, Haïti*

##### 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 (IAU Vice-President)*

**Mahmoud Nili Ahmadabdi**, *President, University of Tehran, Iran*

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

##### Europe

**Andrew Deeks**, *President, University College Dublin, Ireland*

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



86<sup>th</sup> Administrative Board Meeting in Puebla (November 2019).

**Remus Pricopie**, *Rector, National University of Political and Administrative Studies, Romania (IAU Vice-President)*

**Daniel Hernandez Ruiperez**, *Former Rector, University of Salamanca, Spain*

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

**Inga Žalėnienė**, *Rector, Mykolas Romeris University, Lithuania*

#### ORGANISATIONS

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

**Roberto Escalante Semerena**, *Secretary-General, UDUAL (Unión de Universidades de América Latina y el Caribe), Mexico (IAU Vice-President)*

#### SECRETARY-GENERAL

**Hilligje van't Land**, *Secretary General IAU & Executive Director, International Universities Bureau*

#### DEPUTY MEMBERS

##### Asia & Pacific

**Mosleh Duhoky**, *President, University of Duhok, Iraq*

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

##### Europe

**Constantinos Christofides**, *Former 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*

#### ORGANISATIONS

**Amr Ezzat Salama**, *Secretary-General, Association of Arab Universities, Jordan*

#### HONORARY PRESIDENTS

**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), Ghana*

**Juan Ramón De La Fuente**, *IAU President 2008-2012, Former Rector, National Autonomous University of Mexico, Mexico*

# SECRETARIAT

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The International Universities Bureau is the permanent Secretariat of the Association. The offices are housed at UNESCO Headquarters in Paris, France.



**Hilligje van't Land**  
Secretary General and  
Executive Director



**Andreas Corcoran**  
Deputy Secretary General



**Saholi  
Andriambololo-Nivo**  
Assistant, Reference Publications



**Juliette Becker**  
Manager, Communication and  
Membership Development



**Alice Goyau**  
Manager, Communication



**Lianne Guerra  
Rondon**  
Project Officer



**Jessica Huang**  
Administrative Assistant



**Trine Jensen**  
Manager, Events  
and Projects



**Giorgio Marinoni**  
Manager, HE and  
Internationalization policy  
and projects



**Angella Nino**  
Manager, Finances  
and Administration



**Nicholas Poulton**  
Information and  
Publication Officer



**Samuel Pousson**  
Assistant,  
Reference Publications



**Georgeta Sadlak**  
Manager,  
Information Systems



**Carine Sébast**  
Manager,  
Reference Publications



**Amanda Sudic**  
Librarian/Documentalist



**Isabel Toman**  
Programme Officer

Created under the auspices of UNESCO in 1950, the International Association of Universities (IAU) is an independent organisation with over 600 Member universities and organisations in 120 countries. The IAU Secretariat is based at the UNESCO headquarters, in Paris, France.

IAU serves the global higher education community by offering opportunities for exchange and collaboration, advisory services and training, trends analysis and specialised portals.

Through established partnerships with international organisations, IAU promotes the interests of its Members and the importance of higher education in the society, placing particular emphases on values and leadership.

IAU adopts positions and develops Policy Statements on issues of global concern for higher education. The topics are identified by the Association's leadership and membership. Each Statement is the product of extensive drafting and international consultations. All statements are endorsed by the General Conference of the Association.

IAU Policy Statements are good sources of inspiration and can be downloaded on the IAU website <https://www.iau-aiu.net/Policy-Statements>:

- ▶ *Transformation of Higher Education in the Digital Era* (upcoming and to be endorsed at the 16<sup>th</sup> IAU General Conference in 2022)
- ▶ *IAU Iquitos Statement on Education for Sustainable Development*, 2014
- ▶ *Affirming Academic Values in Internationalization of Higher Education: A Call for Action*, 2012
- ▶ *IAU-MCO Guidelines for an Institutional Code of Ethics in Higher Education*, 2012, Prepared in collaboration with the Magna Charta Observatory
- ▶ *Equitable Access, Success and Quality in Higher Education*, 2008
- ▶ *Sharing Quality Higher Education Across Borders: A Statement on Behalf of Higher Education Institutions Worldwide*, 2005, List of signatories, Prepared in collaboration with AUCC, ACE and CHEA
- ▶ *Universities and Information and Communication Technologies (ICTs)*, 2004
- ▶ *Towards a Century of Cooperation: Internationalization of Higher Education*, 2000
- ▶ *Academic freedom, Institutional Autonomy and Social Responsibility*, 1998
- ▶ *The Buenos Aires Statement on Higher Education Funding, 1994 Kyoto Declaration on Sustainable Development*, 1993

The logo for the IAU 2022 16th General Conference is a circular emblem composed of several overlapping, curved segments in shades of blue, green, and yellow. The text 'IAU 2022' is prominently displayed in white and yellow, with '16th GENERAL CONFERENCE' in white below it. The dates '25-28 October' and the location 'Dublin, Ireland' are also included in white.

**IAU**  
**2022**  
**16th GENERAL CONFERENCE**  
**25-28 October**  
Dublin, Ireland

The background of the top half of the page is a photograph of a scenic view in Dublin, Ireland. It features a white metal bridge with a curved railing crossing a river. In the background, there are several multi-story brick buildings with many windows, typical of Dublin's architecture. The sky is blue with some white clouds.

# RELEVANCE AND VALUE OF UNIVERSITIES TO FUTURE SOCIETY

**16<sup>th</sup> IAU GENERAL CONFERENCE 2022**

**25-28 OCTOBER 2022 IN DUBLIN, IRELAND**

Participate in this exceptional event hosted by University College Dublin (UCD), Ireland, where IAU will continue to celebrate 70 years of international cooperation since its founding General Conference in 1950. After a series of online festivities in light of the pandemic, we would be delighted to celebrate with our Members, partners, and friends in person. In addition, IAU Member institutions will be invited to elect the next IAU President and Administrative Board Members as well as to finalise and adopt a new 4-year strategic plan for 2022-2026.

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