
IAU Strategic Plan 2016-2020

IAU is an independent, non-governmental organization of higher education institutions and organizations from around the world. Since its creation under the auspices of UNESCO in 1950, as the Secretariat of the International Universities Bureau, it is located in Paris and maintains close ties with UNESCO. IAU is led by an elected President and an Administrative Board composed of university leaders from around the globe.

VISION

IAU aims to be the most representative and influential global association of diverse higher education institutions and their organizations, promoting and advancing a dynamic leadership role for higher education in society.

MISSION

IAU promotes collaboration among its Members by articulating the fundamental values and principles that underpin the pursuit, dissemination and application of knowledge. The Association advocates for higher education policies and practices that respect diverse perspectives and promote social responsibility. With a particular emphasis on values and leadership, and acting as a forum for sharing and joint action, IAU encourages innovation, mutual learning and cooperation among institutions.

VALUES

- Academic freedom, institutional autonomy and social responsibility locally and globally
- Cooperation and solidarity based on mutuality of interests and shared benefits
- Tolerance of divergent opinions, freedom from political interference
- Equity in access and success in higher education and open access to knowledge
- Scientific integrity and ethical behaviour as cornerstones of conduct for all stakeholders in higher education
- Higher education and research in the public interest

OVERARCHING GOAL

IAU seeks to be a globally representative membership organization reflecting and serving the full spectrum of Higher Education Institutions (HEIs) and their organizations through actions linked to: policy advocacy; research; awareness raising; information dissemination; advisory services; professional development and capacity building; partnership and peer-to-peer learning fora.

STRATEGIC OBJECTIVES

1. Become the pivotal actor in the promotion of values-based leadership in higher education
2. Retain a leadership role in promoting internationalization of higher education focused on quality of learning, research and outreach for all
3. Play a key mobilizing role for higher education and research for sustainable development
4. Facilitate harnessing of the full benefits of ICTs as tools to improve higher education and research for all
5. Engage fully with Members by responding to their needs and interests and by providing quality services
6. Remain financially sustainable

Values-based institutional leadership in higher education

Strategic Goal: Become the pivotal actor in the promotion of values-based institutional leadership in higher education			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> 1. Develop and share expertise on effective leadership that is relevant in various contexts and recognizes the complexity of current challenges 2. Make use of global network of leaders to encourage peer-to-peer learning 3. Integrate IAU values, priorities and the IAU/MCO Ethical Guidelines into all professional development programs and advisory services offered by the IAU (i.e. LGEU, ISAS 2.0) 4. Monitor trends and changes in leadership practices 5. Offer leadership training and capacity building programs truly global in nature 6. Place strong emphasis on co-development and management of research capacity through effective doctoral education in and 	<ol style="list-style-type: none"> 1. Leading Globally Engaged Universities (LGEU) becomes recognized as a quality international leadership program 2. By 2017 three additional HEIs have offered to host the LGEU 3. In 2017, feasibility study for HE Leadership Manual is undertaken 4. Values and ethics are central in the discussions at the 2017 IAU international conference 5. By 2020 there are a total of 80 LGEU alumni 6. By 2020, LGEU has been held in every region of the world at least once 	<ol style="list-style-type: none"> 1. Hold LGEU twice a year at different IAU Member institutions around the globe. 2. Disseminate information and research on trends in institutional leadership 3. Continuously update the LGEU programme to meet the needs and interests of participants, focusing on values and issues of priority to IAU 4. IAU 2017 conference theme: Leadership for a changing public-private higher education funding landscape will include ethical aspects and reflect IAU's values in this regard 5. Create a scheme for self-evaluation and strategy advisory service for Doctoral Education in the global South to strengthen leadership and management. 6. Map resources on HE leadership and consider feasibility of publishing a manual. 7. Maintain links and networks among LGEU alumni 	<ol style="list-style-type: none"> 1. Expert programme directors 2. Strong involvement of senior IAU staff 3. IAU Members interested in hosting LGEU sessions and providing in-kind support 4. Grants and scholarships to facilitate more access to the program for participants from developing nations 5. IAU staff to coordinate the program's marketing; liaising with host institutions and participants 6. IAU staff to seek out host institutions; promote the program and participate in the delivery of LGEU 7. IAU staff to develop and fundraise for initiatives related to doctoral education in the global south

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

Internationalization of higher education

Strategic Goal: Retain a leadership role in HE Internationalization which focuses on quality of learning, research and outreach for all			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> 1. Build on IAU's reputation for critically examining trends in higher education internationalization to underline issues of ethics, benefits of cooperation and risks of excessive competition. 2. Retain leadership role in research on global trends in internationalization by identifying new issues, such as developing HEIs as 'safe arena for diversity' and linking internationalization to other major societal challenges. 3. Broaden scope, increase volume and strengthen provision of IAU services to Member institutions, other HEIs and policy makers, to help in understanding, developing and improving their strategies, including in terms of research-based activities in internationalization, in line with IAU values and principles. 4. Expand IAU experience and expertise into areas such as benchmarking and impact assessment of various internationalization efforts. 	<ol style="list-style-type: none"> 1. Internationalization Strategies Advisory Services (ISAS) rebranded as ISAS 2.0 are launched and widely promoted to HEIs and governments; learning badges, now part of the programme, become sought after marks of excellence 2. At least 2 ISAS (2.0) fee paying services are taken up by universities each year and IAU offers professional workshops at least once a year. 3. IAU assumes the Chair of the Editorial Board for the Internationalization of Higher Education: a Handbook, published by DUZ (formerly RAABE) in Germany 4. Play a leadership role in the organization of the Global Dialogue II meeting (January 2017) alongside international education associations 5. In 2017, a revised questionnaire for 5th Global Survey is finalized 6. Potential and interested funding partners are secured 7. In 2018, data collection results in a 20 % increase in responses. 8. 5th Global survey is published in 2019 	<ol style="list-style-type: none"> 1. Re-develop and re-brand ISAS (2.0) as a multi-layered 'IAU program to advance Internationalization' 2. Promotion of the re-branded ISAS 2.0 and the opportunity to earn Learning Badges as marks of achievement. 3. Remain involved in relevant internationalization networks and 4. be an active part in the Global Dialogue on this issue 5. In 2017-2018 create a Working Group to advise on 5th Global Survey and begin data collection 6. Advocate for inclusion of values and principles promoted by the IAU into institutional and national strategies. 7. Focus on academic quality and equitable partnerships in internationalization 8. Coordinate publication of Handbook on 	<ol style="list-style-type: none"> 1. Full time manager of all activities related to internationalization 2. Strong involvement of the Secretary General or Deputy Secretary General 3. An active and engaged Working/Advisory Group that is committed to promote IAU's work in this area 4. Financial and/or in-kind support for 5th global survey 5. A large and diverse (geographically) network of experts to call upon for various IAU tasks, including survey design, ISAS expert panels, contributing articles for the Handbook, etc. 6. Project funding based on active fundraising

5. Act as a unique, comprehensive and organized source of knowledge and resources related to internationalization of higher education.	9. IAU web-based virtual resource centre is used by more IAU Members	Internationalization of Higher Education	
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Internationalization of higher education is an inevitable process in the era of globalization and a deliberate strategy for improving quality and relevance. IAU focuses on the academic rationales, the equitable and collaborative nature of the process and aims to minimize the adverse effects of international interactions when these take place in highly unequal and diverse contexts among HEIs with different, resources, needs and interests.

Strategic Goal: Higher education and research contribute and are recognized for their contributions to sustainable development			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> 1. Strengthen IAU’s work and reputation in support of the 2030 Development Agenda and related SDGs 2. Develop and share expertise on the SDGs, including SDG 4, demonstrating how IAU’s efforts contribute to achieving the overall agenda. 3. Strengthen IAU networks and partnerships and involve more IAU Members in this domain 4. Foster exchange of expertise and use the IAU global network of HE leaders to encourage peer-to-peer learning. 5. Foster ‘whole institution’ approaches at the leadership level to integrate sustainable development priorities 6. Monitor trends and issues pertaining to the role of higher education and research in the 2030 Agenda and SDGs. 7. Provide leadership training, capacity building and networking service 8. Develop guidelines for embedding SD in the whole institution, including in the curriculum through interdisciplinarity 	<ol style="list-style-type: none"> 1. The number of actions undertaken by HEIs and organisations and other HE stakeholders to address SD is increased and more of them are sharing their achievements on the HESD Portal 2. New projects as outcome of the IAU 15th General Conference 3. New or existing partnerships become productive by becoming project-related 4. IAU recognized as a ‘go-to’ organization for issues related to higher education as an actor in sustainable development 5. Awareness-raising mobilization increased 	<ol style="list-style-type: none"> 1. Maintain and develop the HESD portal to show higher education as actor in SDGs, especially SDG4 2. Analyse 2016 User Survey results of Portal content 3. Develop projects in the context of UNESCO Global action programme (GAP) in support of “whole of institution approach” – linking up with key GAP partner networks active in HE 4. Submit a project to the 2017 edition of UNESCO Participation Programme, focusing on regional relevance, possibly with UDUAL in Latin America 5. Plan two workshops on ‘whole of institution’: one at a Member institution and the second at Member organization 6. Develop partnerships with select key networks, such as Copernicus Alliance, ISCN, EAUC, PRME and further develop existing partnerships 7. Publish a special issue of Higher Education Policy on research for development 8. Devote pages to HE&R for SD in IAU Horizons and other communication tools 9. Link HESD work with other initiatives such as project on Responsible Research and Innovation; project on Competences for Democratic Societies (Council of Europe) and with Global Citizenship Education 	<ol style="list-style-type: none"> 1. Strong involvement of IAU Secretary General or Deputy Secretary General 2. Full time Program Officer 3. Expert Working /Advisory Group of IAU Board Members and external experts 4. An IAU HESD Cluster led by an institutional champion with a committed network of institutions 5. Partner networks contributing to IAU work 6. Funds from UNESCO’s Participation Programme 7. Funds from donor agencies

9. Develop the IAU Copernicus Alliance assessment tool			
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Higher education and research for sustainable development

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

Information and Communications Technologies

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

Strategic Goal: The potential of Information and communications technologies (ICTs) is fully harnessed to increase access to knowledge and education			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> To advocate for equity and solidarity between and within higher education institutions in ICT matters Promote the design of inclusive ICT strategies in HEIs by encouraging and facilitating networking and cooperation between HEIs, international, and national bodies 	<ol style="list-style-type: none"> The ICT4IAL Guidelines are adopted by universities at IAU GC in 2016; By end of 2020, the IAU Policy Statement on Universities and ICTs is revised with inputs from all regions of the world, and approved by IAU Members; Funding for ICT-related activities is pursued throughout the timeframe; The institutional visits focusing on use of ICTs is conducted in 2 universities; In 2019, a booklet on ICT issues is published; By 2019, 20 IAU Member representatives have participated in the institutional visits on ICTs issues; By 2019, the ICT4IAL Guidelines are systematically disseminated to all IAU Members. 	<ol style="list-style-type: none"> Adoption of the Guidelines for Accessible Information is part of the agenda of the IAU 15th General Conference The review and revision of the 2004 IAU Policy Statement on Universities and ICTs is launched; Capacity building activity for mid-career university staff and faculty in Eastern Europe is developed with funding support, and possibly extended to other regions if successful; Identification of issues to be covered by a booklet for university leaders and senior representatives of Education/HE Ministries to sensitize them to issues and challenges brought by ICTs for higher education; Development of an advisory service focusing on ICT 	<ol style="list-style-type: none"> IAU professional staff member with expertise to coordinate and facilitate the work An active and committed Working /Advisory Group chaired by a Board Member including experts in the field and/or representatives of partner organizations; Involvement in topical networks which can strengthen IAU knowledge and involvement, for example with groups promoting the Guidelines for Accessible Information (ICT4IAL) Project funding and partnerships with entities such as the Open Society Foundation, UNESCO Communication Sector and Institute for Information Technologies in Education (IITE), Open Education Consortium, International Council for Distance and Online Education, Agence universitaire de la Francophonie, Association of African Universities, and Commonwealth of Learning.

Engaged global membership

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

Financial sustainability and efficient management

Strategic Goal: Membership is increased in terms of numbers, more balanced in terms of range of institutions, and strengthened in terms of engagement			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> Build up the number of Institutional and Organizational Members to reach 650 and 25, respectively, in 2017 By 2017, to have less than 20 lapsing Members each year Ensure that IAU restores a more balanced Membership by attracting and retaining HEIs in industrialized countries Secure at least one IAU Member to act as a Champion of a thematic cluster and a minimum of 20 institutions to join the Cluster by 2018 Develop new ways for engaging with Members, encouraging and finding ways to recognize leadership or more direct involvement in IAU activities Admit a Member in each UNESCO-recognized country Strengthen Board Members' role as IAU Ambassadors for a variety of purposes, including membership 	<ol style="list-style-type: none"> IAU membership is growing with new Members joining and fewer Members lapsing Composition of IAU membership is balanced with membership numbers in industrialized countries stabilized. IAU Members agree to join a thematic Cluster and one institution accepts to act as Cluster Champion to lead the Association's activities on one of the strategic objectives. Ensure that IAU has a Member in each UNESCO-recognized country 	<ol style="list-style-type: none"> Improve communications to inform Members about IAU services and actions Develop new a approach and new messages to showcase IAU impact, strengths and achievements, demonstrate the value of joining. Work with Board to identify potential new Members and provide Board members with support so that they can attract new Members. Undertake a membership consultation (perhaps through focus groups rather than a survey) to learn more about Members' needs and interests within current IAU priorities Develop, define and implement the concept of a Cluster to operate as a network focused on joint actions among Members, and initiate a competition for a Cluster Champion and institutional Members Create membership campaigns to focus on specific regions or countries Organise IAU sessions concurrent with select Members' international or regional events and work with national Rectors' Conferences to promote IAU membership 	<ol style="list-style-type: none"> Members of the Administrative Board Secretary General, Deputy Secretary General and other professional staff at IAU Membership Development Standing Committee of the Board

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

Strategic Goal: Financial sustainability			
Objectives	Success Measures/KPI	Initiatives /Actions	Resources
<ol style="list-style-type: none"> 1. Sound financial planning and management will maintain positive annual results 2. IAU reserve will be increased regularly beyond the current €400k 3. IAU budget will be composed of both membership fee revenue and contract services with a 70-30 proportion respectively. 4. By 2018 new, activity-based accounting procedures will be adopted 	<ol style="list-style-type: none"> 1. Each financial year will end with a balanced budget. 2. Revenue generation expectations will be generalized across the Secretariat 3. IAU will have developed and diversified its revenue streams beyond membership 	<ol style="list-style-type: none"> 1. Review of all costs will be undertaken to reduce expenditures to a minimum 2. Multiple avenues for external funding, aligned with priority topics of the Association, will be pursued by all senior staff at IAU 3. Staffing and related activities will be adjusted to ensure that deficits are minimised 4. Membership development will be given higher priority 5. Activities that are not likely to increase membership benefits, decrease costs or generate revenue will be reduced 6. Membership fees will be increased at least once during the Plan period, most probably on 1 October 2019 	<ol style="list-style-type: none"> 1. IAU Treasurer 2. Board Members to assist in fundraising 3. Secretary General and Deputy Secretary General 4. Manager, Finance and Administration 5. All professional staff in the Secretariat

