

BUILDING THE FUTURE OF HIGHER EDUCATION

TRIENNIAL REPORT
2014-2017



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS



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FOREWORD

As the new Triennial Conference arrives and with it the now customary change of leadership, we are happy to offer the IAUP membership this report of the 2014-2017 Triennium.

From the great 2014 Triennial held in Yokohama, Japan, to the highly expected Vienna Triennial Conference in 2017, with an incoming President of the Republic of Georgia, an Austrian University President as Secretary General and a President of a USA University as the new Treasurer, IAUP was ready for another three-year period, one that had great expectations to make the association grow and achieve great progress in all aspects.

Our team, including Alvaro Romo as Secretary General, Ichiro Tanioka as Treasurer, and myself as President – are happy to present in the following pages the summary of the past three years of activities, with our hope that you will enjoy reading them and provide the best assistance possible to your IAUP leaders, so that the future of our higher education institutions will indeed continue to be bright and successful.



Dr. Toyoshi Satow
IAUP President



IAUP

INTERNATIONAL ASSOCIATION OF
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CHAPTER ONE

Messages

CHAPTER ONE

Messages



1.1 Message from the IAUP President

Dr. Toyoshi Satow

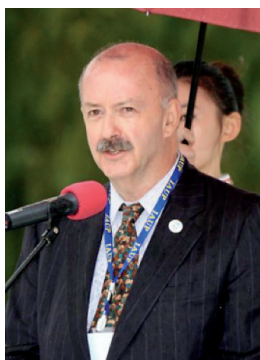
We began this triennium 2014-2017 with our attention focused on the future of higher education. This was the theme of our XVII Triennial Conference, held in Yokohama, Japan, on June 11-14, 2014. We were very happy to attract 462 participants from 39 countries to this conference. There were excellent presentations on the theme and rich discussion among the participants. From the words of the United Nations Secretary General, His Excellency Ban Ki-Moon, and the presentation by the Under-Secretary General for Public Information of the UN, Mr. Peter Launsky-Tieffenthal, we heard the message on "Creating the Future of Higher Education," which implies that we can certainly influence our own future with strategic and changes in our university approach to research, teaching and learning.

Other sub-themes included "Quality Assurance, Improvement and Innovation in Higher Education," "The Role of Higher Education in Sustainable Development," "International Education 2020," "The Role of Women in Higher Education," "The Challenge of Internationalization and Mobility in Higher Education," "Avoiding Conflict and Working for Peace: Looking Ahead." The presentations on these various sub-themes encouraged rich discussion among the participants.

For the first time in the history of IAUP Triennial Conferences we dedicated a Plenary Session to listen to the students. The presenters were all students and we heard directly from them what they believe our universities should be doing to prepare them better for the future they are going to face. Our universities exist for the students, and our faculty members need to understand their changing roles in our world today and in the future, including fast changes in technologies. Our student body itself is changing in many ways, with a growing participation of women and older students and universities must be prepared to deal with these changes.

The leaders of institution, university presidents, chancellors, CEOs, gather the wings of our association and must learn not only from one another, but also from working closely with faculty, students, researchers and staff. We look forward to an increasingly stronger and growing IAUP.

Dr. Toyoshi Satow
President, IAUP



1.2 Message from the Chair of the IAUP Board of Directors

Neal King, PhD

As the old Chinese curse has it: **“May you live in interesting times.”**

The IAUP now concludes one triennium (which included the celebration of our 50th anniversary) and launches another with our 2017 Triennial Conference in Vienna.

It's difficult to imagine living in more “interesting times” for global tertiary education than we do today. Global warming/climate change approach potentially irreversible moments in the life (and survivability) of our shared planet, while “alternative facts” question their very existence and newly powerful forces defund and seek to discredit the years of careful scientific study that informs us all in this regard.

Shockingly, science itself is under attack in many quarters, accompanied by often wild propaganda –characteristically at odds with any factual base.

Against the backdrop of technologies and interdependent economies that shrink our “global village” and bring us more closely into contact with one another across all barriers than ever before, we see the powerful rise of nationalism, isolationism, sectarianism and intolerance.

Violence against the “other” – whether defined by race, religion, creed, gender, sexuality, national origin – is on the rise internationally, attended by slogans and sentiments not seen or heard since the 1930s...which many believed had been permanently relegated to the dustbin of darker times.

We see an ever-widening gap between the riches and the rest of the world's population. We see the holders of power and wealth seek to assure that their grip on both is stronger and stronger, cynically and paradoxically in the name of populism – wherein the poorer suffer even more and the wealthiest become even more so.

Education – long recognized as society's most powerful and effective mechanism for enabling a wider and more egalitarian distribution of wealth and power – is under attack, as it was in colonial times. Aggressive efforts in policy and funding are underway to severely restrict access at all levels and to control curricula and pedagogies so that they comport with the ideological proclivities of those in power. In our sadly multiple war zones today, whole generations are being excluded from formal education as an integral part of their development.

These “interesting times” call to us – and cast our profession – in an unaccustomed “warrior” role: defenders of science and freedom of inquiry, protectors of knowledge bases, and inculcators of like skills/habits (lifelong learning and curiosity, critical thinking, cultural competence and celebration of difference), that our students across cultures and throughout the world will absolutely need if they are to be able to lead their own and subsequent generations forward.

Guided by the visionary and increasingly essential ten principles of the ***United Nations Academic Impact***, we in IAUP re-commit ourselves and our organization, as the “Global Voice of Higher Education” to the fearless and creative/adaptive stewardship of the academy, our shared profession, and the institutions and students entrusted to us.

We welcome all to join with us in our efforts in this urgent and historic time.

Neal King, PhD
Board of Directors Chair,
President Emeritus



1.3 Message from the IAUP Treasurer

Dr. Ichiro Tanioka

It is well known to all of us that in spite of positive strides, our higher education institutions continue to face challenges in order to carry out their mission and accomplish it well. Naturally, similar challenges also face associations of universities, such as the International Association of University Presidents (IAUP.)

One of the most important challenges is to keep our universities up-to-date in terms of the quality of our educational activity, either in research or teaching, or the interaction with our local community, while at the same time offering opportunities for global engagement to our students, our faculty, researchers and staff. During the past three years, our association has continued the tradition of holding semi-annual meeting where we attempt to analyze the most current academic and management issues that interest university presidents and leaders worldwide. We also carried out several regional meetings and attended many other gatherings of IAUP's partner and sister associations around the world

Another challenge in many parts of the world is the financial resources available to our universities. The global economy has not been in the best condition to facilitate the growth of universities and to increase the availability of all the most modern technologies.

Also, there continue to exist gaps between the developed and the developing countries. We hope that the near future of IAUP witnesses fruits of such collaboration and efforts.

During this challenging triennium, we had to face up and downs in the economy but we did our best in keeping a healthy financial situation, as we close the triennium. The section on IAUP Finances in this report shows the results of our efforts in this regard.

Ichiro Tanioka PhD
Treasurer, IAUP



1.4 Message from the IAUP Secretary-General

Prof. Alvaro Romo

The triennium 2014-2017 has been the second time that IAUP has had a Japanese Presidency. The first time was the triennium 1993-1996, when the Triennial Conference was held in Kobe, Japan (X Triennial Conference, July 11-14, 1993.) Both the triennium of 1993-1996 and the one of 2014-2017 have significantly contributed to enriching the IAUP in many ways, one of which has been preserving the history and traditions of the association. One very tangible way in which this was achieved was by publishing in 1996, at the end of the triennium 1996-1996, the book "History of the IAUP: The First 30 Years."

At the beginning of the triennium 2014-2017, the Japanese Presidency formed by Dr. Toyoshi Satow, Dr. Ichiro Tanioka, and Dr. Alvaro Romo published a two-volume history of the IAUP. Volume I was a reprint of the first publication, including the first 30 years of the history of the association. Volume II was entitled "1996-2015: Looking to the Future." From the beginning of its now 52-year history the IAUP embraced the cause of "peace through education." We still remember the statement "if you want peace, educate for peace," emphasizing the importance of dealing with conflict resolution and promoting peace through education. IAUP was a key factor in establishing the UN Day of Peace (the third Tuesday of every September) and the Year of Peace (1986) declarations. Even today, some of our most faithful institutions celebrate the Day of Peace yearly.

IAUP also has promoted since its foundation the spirit of cooperation and exchange between its member institutions. A fruit of such spirit was the creation by the United Nations (UN) of the United Nations Academic Impact (UNAI.) IAUP was a partner for the creation and launching of this initiative, which nowadays includes well over 1,000 universities worldwide.

Several events connected with the United Nations have been held regionally on themes that have priority, and are part of the United Nations Sustainable Development Goals (SDGs.) Among them, two

events hosted by the National University of Cuyo, Argentina, in Mendoza, Argentina: one in November 3-5, 2015, with the Official Meeting of the Montevideo Group of Universities; the second one on March 1-4, 2016 entitled UN 70 – IUAP 50 (for the 70th Anniversary of the United Nations and 50th of the IAUP) with the theme of Intellectual and Social Responsibility of the University. Both events had the participation of the IAUP. The second event included also the presence of Mr. Ramu Damodaran of the United Nations, and various officers of the IAUP.

More recently, the IAUP also participated in the 55th Anniversary of CETYS University in Tijuana, Mexico and in the International Seminar on “Innovation in Higher Education.” Our President, Toyoshi Satow, among others from the IAUP list of officers were active participants and made presentations. The Semi-annual meeting, including the one in Cape Town, South Africa on October 12-15, 2016, often dealt with the UN Sustainable Development Goals (SDGs.)

I hope that will enjoy reading this report for triennium 2014-2017.

Prof. Alvaro Romo
IAUP Secretary-General



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

CHAPTER TWO

IAUP Structure

CHAPTER TWO

IAUP Structure

2.1 IAUP Mission

The International Association of University Presidents (IAUP) is an association of university chief executives from higher education institution around the world. Membership is limited to those individuals who serve as presidents, rectors or vice-chancellors at regionally accredited colleges or universities.

IAUP had its inaugural triennial conference in 1965 and has continued to strive for excellence:

- to increase the exchange of experiences, levels of collaboration and networking between university leaders
- to provide a well informed forum for university leaders throughout the world
- to contribute to a worldwide vision of higher education
- to strengthen the international mission of institutions throughout the world
- to make every effort to be the voice of education leaders so they can be heard
- to support sustainable development in a context of global competency
- to promote peace and international understanding through education

The primary purpose of IAUP is to strengthen the international mission and quality of education of these institutions in an increasingly interdependent world, and to promote global awareness and competence as well as peace and international understanding through education. It is a unique worldwide platform that facilitates the exchange of professional experience through conferences, seminars, publications, and commissions.

IAUP believes the best approaches to achieve its aims are to:

- be independent of all ideological and political interest.
- contribute to international dialogue, tolerance and understanding in the promotion of international justice, co-operation and peace.
- continue giving positive and creative support to its members, by providing and active global network and forum specifically for the heads of universities in which they can:
- share their valuable experiences and outcomes;

- contribute towards the development of universities in economically deprived regions throughout the world;
- respond to the need to widen access to university for students from disadvantaged backgrounds;
- help to introduce new qualitative development in the wider university sector;
- extend and enhance the international dimension of their universities; and
- ensure that universities continue to support and reinforce cultural diversities that are vital for sustaining the development of personal identities, social and cohesion and human creativity.

IAUP is a NGO (Non Governmental Organization) holding the highest (ECOSOC) consultation rights at the United Nations and formal consultation rights with UNESCO, as well as an NGO accredited by the United Nations Department of Public Information (UN-DPI) and a founding member of the United Nations Academic Impact program.

2.2 IAUP History and Heritage

The founding fathers of IAUP, were university leaders from the US, South Korea, Puerto Rico, the Philippines, and Liberia, that came together in 1964 to discuss the creation of a worldwide organization that would facilitate communication among higher education leaders from various countries, promoting friendship and collaboration between them. The inaugural IAUP conference was held in Oxford and Wroxton, England in June 1965, with the participation of about 120 representatives of universities from 21 countries. Over the years, IAUP has contributed to the strengthening of the international mission and quality of education of its member institutions and has grown to become an association of several hundred members from nearly 80 countries.

The rich series of academic events and activities of IAUP have drawn the attention and respect of many world leaders. Many such leaders have personally attended IAUP events through its history.

Since the founding of the organization the leadership of IAUP has moved around the world and has been located in every continent—North America, Latin America, Europe, Asia, Africa, and Australia.

President

2014 - 2017 Toyoshi Satow, Japan
2012 - 2014 Neal King, United States
2011 - 2012 Michael Adams, United States
2008 - 2011 Barham Madain Ayub, Chile
2005 - 2008 Pornchai Mongkhovanit, Thailand
2002 - 2005 Ingrid Moses, Australia
1999 - 2002 Sven Caspersen, Denmark
1996 - 1999 Donald Gerth, United States
1993 - 1996 Kan Ichi Miyaji, Japan
1990 - 1993 Rafael Catagena, Puerto Rico
1987 - 1990 Luis Garibay, Mexico
1984 - 1987 Nibhond Sasidhorn, Thailand
1981 - 1984 Leland Miles, United States
1974 - 1981 Young Seek Choue, Korea
1971 - 1974 Young Seek Choue (Acting) Korea
1971 - 1971 Rocheforte Weeks, Liberia
1964 - 1971 Peter Sammartino United States

Secretary-General

2014 - 2017 Alvaro Romo, United States/Mexico
2012 - 2014 Jason Scorza, United States
2011 - 2012 Neal King, United States
2008 - 2011 Heitor Gurgulino de Souza, Brazil
2005 - 2008 Alvaro Romo de la Rosa, Mexico
2002 - 2005 James McWha, Australia
1999 - 2002 Jef Van der Perre, Belgium
1996 - 1999 Maurice Harari, United States
1993 - 1996 Yukiyasu Harano, Japan
1990 - 1993 Alvaro Romo de la Rosa, Mexico
1987 - 1990 Alvaro Romo de la Rosa, Mexico
1984 - 1987 Charoen Khantawongs, Thailand
1981 - 1984 William Allen, United States
1974 - 1981 Won Sul Lee, Korea
1971 - 1974 Won Sul Lee, Korea
1968 - 1971 Not designated
1965 - 1971 Not designated

Treasurer

2014 - 2017 Ichiro Tanioka, Japan
2011 - 2014 Carmen Lamagna, Bangla Desh
2008 - 2011 Jose Rodriguez, Chile
2005 - 2008 Suchart Uphatam, Thailand
2002 - 2005 Denise Bradley, Australia

1999 – 2002 Michael Daxner, Germany
1996 – 1999 Robert Jones, United States

Previous years: Not designated. The Secretary General also performed the duties of the Treasurer.

2.3 IAUP Articles of Association and Bylaws

The IAUP is a registered charity in the United Kingdom (UK). As such, it is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act of 2006

The basic structure of IAUP is defined by its Articles of Association, which were adopted by the IAUP General Assembly in 2011. Only the General Assembly has authority to amend the Articles of Association. The structure and activities of IAUP are further defined and guided by its Bylaws, which are subordinate to the Articles of Association. The IAUP Board of Directors has authority, under the Articles of Association, to amend the Bylaws as needed between the triennial meetings of the General Assembly.

The main governing body of IAUP is a nine-member Board of Directors. In accordance with the Articles of Association this Board consists of the three current officers, the three immediate past officers, and three officers elect. In case of a vacancy, the Board of Directors has the authority, under the Articles of Association to fill that vacancy. Each Director serves a maximum term of nine years in office. This provides both for continuity and for the regular regeneration of this important body. The Chair of the Board of the Directors, according to the Articles of Association, is the immediate past president.

The affairs of the IAUP are managed by a three-member team of officers including a President, Secretary General, and Treasurer. These officers are elected every three years by a General Assembly consisting of the entire membership of the IAUP, serving three years as officers-elect before being inaugurated.

The IAUP Articles of Association and IAUP Bylaws are posted here:
<http://iaup.org/about-iaup/what-is-iaup>

2.4 IAUP Board of Directors

Current officers, Officers Elect, and Immediate Past Officers make up the Board of Directors for the International Association of University Presidents (IAUP), a registered not-for-profit Charity in the United Kingdom. The Board of Directors is chaired by the Immediate Past President. The Board of Directors is legally responsible for the management of the Charity and is the subject of Articles 15-17 of the Charity's Articles. The Board of Directors, among its general responsibility for the Charity's affair, is the main forum for discussing issues relating to the Charity's structure, and its policies and strategies, both internally and externally.

Board of Directors Members:

Toyoshi Satow, Japan, IAUP President

Chancellor, J.F. Oberlin University (Japan)

Alvaro Romo, USA/Mexico, IAUP Secretary-General

Special Advisor to the President, Osaka University of Commerce

Ichiro Tanioka, Japan, IAUP Treasurer

President, Osaka University of Commerce

Neal King, U.S.A. Previous IAUP President; Chairman, IAUP Board of Directors; Former President, Sofia University (USA)

Jason Scorza, USA, Previous IAUP Secretary-General, Vice Provost for International Education, Farleigh Dickinson University

Carmen Lamagna, Bangladesh, Previous IAUP Treasurer, Vice Chancellor, American International University-Bangladesh

Kakha Shengelia, Republic of Georgia, IAUP President-elect, President Caucasus University

Gerald Reisinger, Austria, IAUP Secretary-General-elect, President FHOÖ Management GmbH and President, Upper Austria University

Nicolette DeVille Christensen, U.S.A., IAUP Treasurer-elect, President, Arcadia University



Board of Directors

IAUP General Assembly

According to the IAUP Articles of Association, all members of IAUP in good standing shall be members of the IAUP General Assembly. The Articles of Association describe the legal rights and responsibilities of the General Assembly, as well as the nature and frequency of its meetings, as follows:

- The Board of Directors shall convene a Triennial General Assembly Meeting at least once every three years.
- General Assembly Meetings other than Triennial General Assembly Meetings shall be referred to as Extraordinary General Assembly Meetings.
- Forty or more General Assembly Members, belonging to at least two different Regions, may request an Extraordinary General Assembly Meeting at any time and the Board of Directors must call an Extraordinary General Assembly Meeting if they receive a requisition by the General Assembly Members in accordance with the Act.
- A General Assembly Meeting must be called by at least 14 clear days' notice.
- Subject to the provisions of these Articles and the Act, a General Assembly Meeting may be called by shorter notice, if so agreed by all the General Assembly Members entitled to attend and vote at the General Assembly Meeting.
- The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. The text of all

special resolutions to be proposed at the meeting must be set out in the notice.

-Subject to the provisions of these Articles and to any restrictions imposed on voting, the notice shall be given to the General Assembly Members and to the auditors of the Charity.

-No business shall be transacted at any General Assembly Meeting unless a quorum is present. A quorum shall be the lesser of fifty or one fifth of all the General Assembly Members.



General Assembly Vote 2014

2.5 IAUP Executive Committee and Council of Senior Advisors

According to the IAUP Articles of Association, “The Charity shall have an Executive Committee which shall, for the purposes of these Articles, be deemed to be a committee established by the Board of Directors...The Executive Committee shall comprise the Officers, the Officers-Elect, the Former Officers, the Regional Chairs, Vice-Presidents appointed from time to time...and such other persons as the President may from time to time appoint.”

The Executive Committee is chaired by the President of the IAUP or, in his absence, by another officer, nominated by the President. The Executive Committee is an advisory committee to the Board of Directors and in that capacity assists, advises and supports the Board of Directors, including the President. This Committee may be invited to provide input to the Board of Directors in relation to issues relating to the Charity’s structure, and its policies and strategies, both internally and externally.

2.6 The Executive Committee:

- assists the Board of Directors in preparing draft policy and position statements on behalf of the Charity;
- prepares of the approval by the Board of Directors the Charity's annual budget, as well as its audited annual accounts, which include the reserve fund, previously mentioned;
- suggest additional Bylaws on any matter which it considers necessary and, in particular, for membership accreditation categories, criteria and fees, as well as the granting of awards for approval by the Board of Directors;
- considers and suggests the categories of membership of the Charity and their accreditation;
- considers, if requested by the Board of Directors, conditions for the granting of Awards on behalf of the Charity;
- submits a proposal to the General Assembly, on candidates for the posts of Officers-Elect of the Charity and approves in this process, the composition of the Search Committee for President-Elect, on a proposal from the President of the Charity;
- approves the conference theme and program, the date and venue of the Triennial Conferences;
- advises the Presidency on the Charity's regional divisions and organization.

The Executive Committee is nominated by the President-elect, on behalf of the Board of Directors, in advance of the beginning of his or her three-year period as president. All members of the Board of Directors are automatically members of the Executive Committee, as are all past officers.

The council of Senior Advisor of the IAUP is composed of internationally distinguished leaders from the educational sector, the business world or government sector who actively support the causes for which IAUP stand. Members are appointed by the IAUP President-elect and serve for a period of three years.

- provide advice to IAUP on the association's strategic plans and how to implement them successfully
- provide their views on how universities can collaborate better with industry, government and society in general.
- give their advice on how universities can provide better global understanding and competency

A full list of members of the IAUP Executive Committee and IAUP Council of Senior Advisors may be found in Chapter Ten.



CHAPTER THREE

The IAUP 2014-17 Triennium

CHAPTER THREE

The IAUP 2014-17 Triennium

3.1 Overview

The transition from 2011-2014 IAUP presidency of Dr. Michael Adams (succeeded by Dr. Neal King, after Dr. Adams' untimely death in 2012) took place in appropriately formal manner at the meeting of the General Assembly at the conclusion of the 2014 Triennial Conference in Yokohama, Japan, held on June 11-14, 2014; which was organized by Dr. Toyoshi Satow, Chancellor of J. F. Oberlin University, Japan and his team of collaborators. The 2014 Triennial attracted 462 participants from 39 countries.

Dr. Satow appointed Dr. Alvaro Romo—who had already served as IAUP Secretary General on three non-successive occasions—as the 2014-2017 Secretary General, and Dr. Ichiro Tanioka, President of Osaka University of Commerce, as the Treasurer, as well as one of the Vice Presidents. Dr. Satow also appointed Ambassador Teiichi Sato as Vice President and Chair of the Japan region. Other appointees in the team included Dr. Yoshiro Tanaka, of J. F. Oberlin University as Deputy Secretary-General, Mr. Tatsuro Tanioka, of Osaka University of Commerce, as Assistant Secretary-General and Deputy Treasurer, as well as Dr. Hiroaki Hatayama, also of J. F. Oberlin University, as Assistant to the President. As former IAUP President, Dr. Neal King occupied the position of Chairman of the IAUP Board of Directors.

3.2 Executing the Action Plan

With the support of the IAUP Board of Directors, the IAUP Executive Committee and the IAUP Council of Senior Advisors, the 2014-2017 leadership team undertook to carry out its program of activities, including the following:

-The United Nations Academic Impact

The IAUP had been instrumental in developing and launching UN Secretary Ban Ki-Moon's Academic Impact program, which leverages the resources of global higher education on behalf of issues on the UN agenda. IAUP continued to work closely with UNAI and several events during this triennium were connected with UNAI.

- IAUP and the WISE (World International Summit on Education)

Working with IIE, the Qatar Foundation, and other partners, IAUP assumed a leading role in developing and implementing a leadership program for newly appointed university presidents, rectors, and vice chancellors from developing countries. During this triennium, WISE decided to terminate the program and only during the first part IAUP attended the WISE summit officially. However, IAUP members have continued attending meetings on their own.

-Higher Education and Peace**IAUP/UN: Commission on Disarmament Education, Conflict Resolution and Peace**

The IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace continued to be a signature initiative of IAUP, and the only such joint commission between the UN and an outside entity. The commission work needs to be revived.

-IAUP Partnership with United Nations Alliance of Civilizations

The mission of the UN Alliance of Civilizations, which promotes mutual respect, understanding, and cooperation among world cultures, is closely aligned with that of IAUP. The discussion with UNAOC regarding modes of cooperation, including the establishment of UNAOC chapter on the campuses of IAUP members, is still a pending dialogue.

-Higher Education and Sustainable Development

The IAUP continues to include the theme of sustainable development as an important one to all countries and cultures. During this triennium 2014-2017 several meetings and seminars were held, including this topic as part of our central IAUP interest, as will be seen later in this report.

3.3 IAUP and UN: Building Upon Tradition

Since its founding, IAUP has identified and allied itself very strongly with the United Nations. The original IAUP logo was designed, deliberately, in United Nations blue and with the visualization of the globe (as seen from above the North Pole) that appears in the General

Assembly Hall at UN HQ. The mission of IAUP was also conceived as being complementary to that of the United Nations, with a focus on leveraging the strengths of international higher education on behalf of issues on the UN agenda. The formal address of the IAUP is 809 United Nations Plaza, New York City, NY, immediately across from the United Nations.

Under the leadership of Dr. Young Seek Choue, President of Kyung Hee University (Korea), IAUP was instrumental in the launching of the UN Day of Peace in 1981. IAUP has been recognized with Special Consultative Status at the United Nations, and also is recognized as an NGO by the UN Department of Public Information.

Beginning in 1990, IAUP has formally partnered with the UN through the IAUP/UN Commission on Disarmament Education, Conflict Resolution, and Peace. The Commission was established under the sponsorship of the International Association of University Presidents in conjunction with the United Nations Center for Disarmament Affairs.

Its overall mission is based on three major objectives: to promote peace in our global society; to promote distribution of wealth and social conditions; and to promote tolerance, mutual understanding, and respect. Membership consists of representatives from colleges and universities spanning six continents.

In recent years, the IAUP has been instrumental in the development of the United Nations Academic Impact program, an initiative of the Secretary General. Academic impact is a global initiative that aligns institutions of higher education with the United Nations in actively supporting ten universal principles in the areas of human rights, literacy, sustainability and conflict resolution. The Academic Impact also asks each participating college or university to actively demonstrate support of at least one of those principles each year. IAUP leaders assisted and advised the UN in developing the ten principles and institutions to participate actively in the Academic Impact program.

During the 2014-2017 Triennial period, IAUP officers have engaged with the United Nations in a variety of UN forums and conferences, while individual IAUP members and their institutions have represented the organization in a variety of capacities in and around the UN.

IAUP Executive Committee Member Daniel Ricardo Pizzi, Rector of the National University of Cuyo, Argentina, organized a meeting featuring United Nations Academic Impact and IAUP. This meeting took place in

Mendoza, Argentina, on March 2-4, 2017, as will be reported later in this report.



Mr. Ramu Damodaran

Fairleigh Dickinson University, an IAUP member institution, has maintained the Academic Impact's membership website (<http://academicimpact.org>) since the program's inception in 2010.

J. F. Oberlin University (Japan), and IAUP member, was selected as the hub university for UNAI Principle 5.

-Mr. Ramu Damodaran, Head of the UN Academic Impact program sits on the IAUP Council of Senior Advisors as a representative of the UN Secretary General.

The UN/IAUP Commission on Disarmament Education, Conflict Resolution and Peace, co-chaired by Elizabeth Davis-Russell and Jackie Jenkins-Smith, needs to continue to engage branches of the UN concerned with these issues.

IAUP maintains formal consultation rights with UNESCO, and executive committee members represent IAUP at UNESCO HQ in Paris and on the Geneva Portion for UNESCO, with former Secretary-General Heitor de Souza and President Gerald Reisinger serving as main contacts.

IAUP actively supports the UN Alliance of Civilizations program and representatives of IAUP have been at AOC meetings and conferences.

Securing IAUP's Legal Status

Dr. Michael Adams was the main advocate for changes in the legal status and organizational structure of IAUP. Registered in the United States as a not-for-profit (501c3) organization during the presidency of Donald Gerth (1996-99), the IAUP subsequently abandoned this legal status as the organization migrated from the USA to Europe to Australia to Asia and, finally, to South America, just before Dr. Adams Presidency, which began in 2011 with the New York Triennial Conference. As each president in turn hosted the IAUP at his or her home institution, there appeared to be little need to maintain the IAUP as a legal entity in the USA.

Dr. Adams proposed that IAUP look to the United Kingdom for a legal home, since this was where the organization was originally established in 1965, during meetings at Oxford University and Fairleigh Dickinson University's Wroton College. IAUP was registered as a legal corporation and as a Public Charity in the UK in 2011.

During the triennium 2014-2017 an account was opened at the Santander Bank in the UK, while keeping the operating account open in the United States at the Wells Fargo Bank. This account served the immediate needs of the presidency and the long-term needs of the IAUP North American Council, most members of which pay membership dues with dollar denominated paper checks rather than electronic transfers. Another account at Lloyds Bank, UK, was established as an investment account for IAUPs growing Endowment and has been kept as such.

The IAUP website has continued to be kept and maintained by Boulevard Associates, Inc. Behind the Scenes, the website provides IAUP officers and staff the capacity to handle the IAUP database that is used to manage membership profiles and payments, as well as communication suite, which enables communication with members. The incoming leadership for 2017-2020 foresees important updates in technology both for the handling of the database and for managing the IAUP website.

In 2015, IAUP celebrated its 50th anniversary and reflected upon its achievement and contemplated its vision for the next 50 years. There is a strong foundation for IAUP to embark on its 50 years as the Global Voice of Higher Education. Details on the 50th Anniversary meeting were presented as part of the IAUP Semi-Annual meeting materials. A report on the 50th Anniversary celebration will be found later in this report.



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

CHAPTER FOUR

IAUP Membership

CHAPTER FOUR

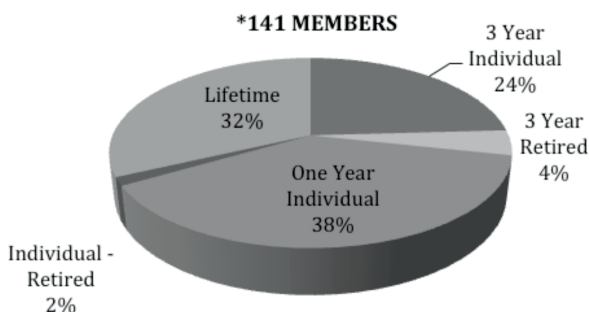
IAUP Membership

4.1 Overview

The founders of IAUP, representing regions of North America, Asia, Africa, the Pacific, and the Caribbean, recognized the importance of diverse membership. Today, the IAUP boasts members from around fifty- four different countries, with 32 percent coming from North America. It is recognized, however, that membership from lower- and Middle-income countries is not as strong as it might be. Keeping this in mind, the Board of Directors and Executive Committee approved a new membership fee structure that started on July 1st, 2016. It was approved by the Board of Directors in Alcalá de Henares, Madrid, Spain, on May 21st, 2016.

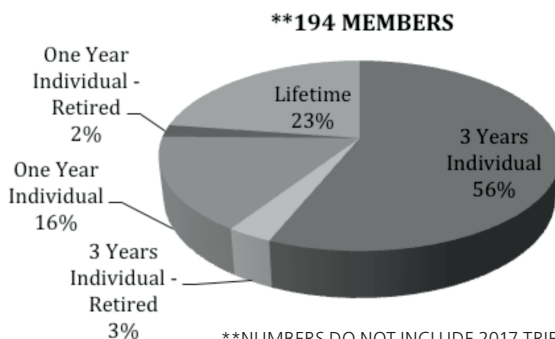
4.2 Membership by Type

MEMBERSHIP BY TYPE AS OF SEPTEMBER 30, 2014



*NUMBERS INCLUDE 2014 TRIENNIAL REGISTRATION

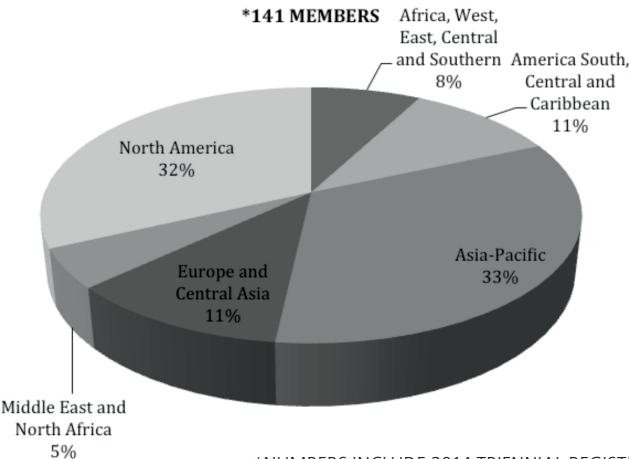
MEMBERSHIP BY TYPE AS OF MARCH 31, 2017



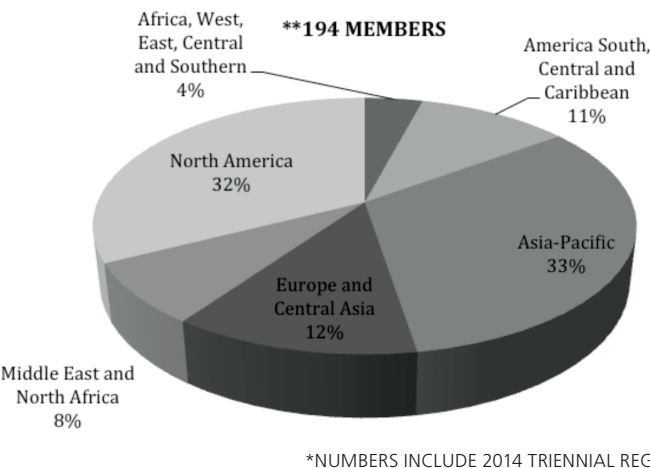
**NUMBERS DO NOT INCLUDE 2017 TRIENNIAL REGISTRATION

4.3 Membership by Region

MEMBERSHIP BY REGION AS OF SEPTEMBER 30, 2014



MEMBERSHIP BY REGION AS OF MARCH 31, 2017



4.4 Membership by Country

Country	Sept. 2014	March 2017	Country	Sept. 2014	March 2017	Country	Sept. 2014	March 2017
Angola	1		Estonia	1		Pakistan	1	2
Antigua	1		Fiji		1	Palestine		
Argentina		6	Gambia			Papua New Guinea		1
Armenia	1		Georgia		1	Philippines	3	5
Australia	5	6	Germany	1	1	Romania		2
Austria	3	3	Ghana	1		Russian Federation	2	
Azerbaijan		2	India	1	2	Rwanda	1	1
Bahrain	3	1	Indonesia		4	Saudi Arabia	1	3
		5	Iran	1	1	Slovenia	1	1
Belgium	3	3	Iraq			South Africa	1	2
Bolivia			Ireland	1	2	Spain	1	1
Brazil	4	2	Jamaica	3		Switzerland		1
Cambodia		1	Japan	17	12	Taiwan	4	3
Canada	6	13	Kazakhstan	1		Tanzania	2	
Cayman Islands	1	1	Korea	5	5	Thailand	6	6
Chile	1	2	Lebanon		5	Turkey	1	1
China, HK	1	6	Liberia		3	Ukraine		2
Colombia	2	2	Macao		1	United Arab Emirates	1	2
Costa Rica		2	Malaysia	1	3	United Kingdom		1
Czech Republic		1	Mexico	2	3	United States	39	50
Cyprus		1	Moldova		1	Vietnam	1	
Denmark	1	2	Mongolia	2		Zambia	1	
Ecuador	1	2	Morocco		1	Zimbabwe	1	2
El Salvador	1	1	Nigeria	3			141	194



IAUP

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CHAPTER FIVE

IAUP Membership

CHAPTER FIVE

IAUP Finances

5.1 Overview

Once IAUP was recognized as Company and Charity in 2011, the organization is subject to financial reporting requirements of UK law. The Official Accounts for FY 2014-15 and FY 2015-16, prepared by our accountants, Leigh Christou LLP, are provided below, along with Unofficial Accounts for Q1 through Q3 of FY 2016-17, prepared by IAUP staff on that same model. Beyond fulfilling the reporting requirements of UK law, IAUP prepares detailed internal financial reports that are presented to the Board of Directors and Executive Committee semi-annually.

5.2 Detailed Statement of Financial Activities

All amounts in Pound Sterling (£)

	AS OF JUN 30, 2016	AS OF JUN 30, 2015	AS OF JUN 30, 2014
	Official	Official	Official
INCOMING RESOURCES			
Voluntary income			
Donations		-	2,935
Subscriptions	69,710	89,705	84,219
IAUP Association transfer of assets		12,822	300,790
Consultancy income		6,359	36,744
Deposit account interest	1,764	4,084	
Reports and brochures		33,067	
Total	71,474	146,037	424,688
RESOURCES EXPENDED			
Charitable activities			
Insurance	2,766	2,862	3,101
Postage and stationery	3,894	870	1,046

Reports & Brochures	791	43,800	13,599
Travel & conference costs	37,544	57,072	79,072
Computer and website costs	562	479	1,124
Subscriptions	1,993	925	948
Bank Interest	4		
Yokohama Triennial Conference Costs			109,620
Grants to Institutions		2,544	7,796
Grants to individuals			2,935
Subtotal	47,554	108,552	219,241
GOVERNMENT COSTS			
Accountancy	5,100	5,100	5,418
Professional fees	3,289	4,814	10,049
Legal fees	-	1,997	608
Secretarial fees	19,921	18,302	25,645
Subtotal	28,310	28,216	41,720
SUPPORT COSTS			
Finance			
Bank charges	1,548	3,280	3,374
Exchange rate variances	(7,494)	(688)	7,114
Subtotal	(5,946)	2,592	10,488
Total resources expended	69,918	139,360	271,449
NET (EXPENDITURE / INCOME)	1,556	6,677	153,239

5.3 Statement of Account Balances <i>All amounts in Pound Sterling (£)</i>				
	AS OF MARCH 31 ,2017		AS OF SEP 30, 2014	
		Official	Official	Official
FUND	BALANCE in £	NOTE(S)	BALANCE in £	NOTE(S)
AVAILABLE FUNDS				
IAUP J.P. MORGAN ACCT. (UK)		Closed	46,269.54	Unrestricted
IAUP CHARITY WELLS FARGO BANK	128,312.02	Unrestricted	11,428.74	Unrestricted
			14,717.72	Pending deposit
Total	128,312.02		72,416.00	
RESTRICTED FUNDS				
IAUP INVESTMENT ACCOUNT				
LLOYDS BANK	308,219.37	Restricted	300,790.42	
Interest earned (9/14), pending (3/17)	387.81	3 mos. int. @ 0.55%	2205.79	8 mos. int. @ 1.1%
Total	308,607.18		302,966.21	
GRAND TOTAL	436,919.20		375,382.11	

5.4 Endowment Funds

IAUP's savings/ investment funds (+/- USD 390,000) have not been touched during the 2014-2017 triennium. It should be noted that since this investment account is in Great British Pounds, the fluctuation of the currency rate has been changing more than usual. The IAUP investment account –at Lloyds Bank UK – is under the supervision of the Board of Directors and a separate operating account, at Wells Fargo Bank, USA, is managed by the current presidency, with oversight from the Board of Directors.



IAUP
INTERNATIONAL ASSOCIATION OF
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CHAPTER SIX

IAUP Working Groups

CHAPTER SIX

IAUP Working Groups

6.1 Overview

Formal and informal working groups carry out a considerable amount of the work of the IAUP. Sometimes supported by staff from their home institutions, and often working in conjunction with external partners, these working groups focus on issues of special interest to their members and of broad importance for global higher education. Hence, the IAUP serves, variously, as organizer, initiator, host, facilitator, convener, or sponsor.

6.2 IAUP/UN Commission on Disarmament Education, Conflict Resolution and Peace

IAUP partners with the UN through the IAUP/UN Commission on Disarmament Education, Conflict Resolution, and Peace. The Commission was established in 1990 under the sponsorship of the International Association of University Presidents in conjunction with the United Nations Center for Disarmament Affairs. Its mission has three major objectives: to promote peace in our global society; to promote a more equal distribution of wealth and social conditions; and to promote tolerance, mutual understanding, and respect. Membership consists of representatives from colleges and universities spanning six continents. The IAUP/UN Commission works with the United Nations Office for Disarmament Affairs (UNODA) and has in the past received funding from UNESCO (United Nations Educational, Scientific, and Cultural Organization).

During the triennium 2014-2017, this Commission was co-chaired, since the beginning of the triennium, by Dr. Elizabeth Davis-Russell, President of William V.S. Tubman University, Liberia, Africa, and Jackie Jenkins-Scott, President of Wheelock College.

The objectives of the Commission include:

-Activities to increase the number of higher education institutions globally that offer studies in peace and conflict resolution. Historically, the IAUP was instrumental in the founding of the University for Peace in Costa Rica, after 1981 Triennial Conference. This includes activities in technologies and collaboration between institutions that do not have

studies in peace studies. Curricula developed can be placed on the Commission's webpage for use by interested institutions.

-Collaborative conferences focusing on the nature of war; its devastating effect on humans, and culture societies. The Nature of War was the topic of a special Plenary Session at the 2014 Triennial Conference in Yokohama.

-Identifying and designating commission members or others who could serve as resource teams to troubled areas or post-conflict areas to assist them in the development of peace and conflict resolution strategies.

-That the commission member's institution accepts at least 1~2 students from conflict areas, and provides them with tuition-paid schooling, with a view to their returning to work as forces for peace and international cooperation in their home countries.

-Several institutions reported existing peace study courses or the development of such. They were asked to share with others.

-After several attempts to have a conference in New York, NY at the UN, the Commission decided to embed it into the next Triennium. Therefore at the 2014 Triennium in Japan, a plenary session featuring presidents from around the world addressed such topics as the use the various means used as weapons of war, the use of technology in war, and the impact of war on higher education. Higher education's role in promoting peace was also explored. The specific speakers and topics appear on the section in this report on the 2014 Yokohama Triennial Conference.

6.3 IAUP - UWN, Partnership

The strong working relationship with University World News (UWN) started with Dr. Michael Adam's, when he was preparing for the 2011-2014 presidency. Throughout these past six years the IAUP has continued this valuable collaboration. IAUP members have continued to write articles published by UWN. Other articles on IAUP activities worldwide have been written and published by UWN's own editors and collaborators.



As Dr. Toyoshi Satow was beginning his three-year term as President of the IAUP, he was

Interviewed by UWN, about the Triennial conference topic, the Future of Education, about the

Partnership between IAUP and UNAI, and other relevant topics.

Among the articles by IAUP members published in University World News during the 2014-17 Triennium are:

Toyoshi Satow

The new face of global higher education, 13 June, 2014, issue No. 324

James McWha

A new university, new international leader, new future, 21 June, issue No. 325

Gulsun Saglam

Women do well in academia, but are not yet equal, 13 June 2014 Issue No. 324

Toru Shimizu

Building links with – and between – ASEAN universities, 20 June 2014, issue No. 325

Matthew Zingraff and Anne Schiller

Challenges, opportunities for Korean student mobility, 13 June 2014 Issue No. 324

Alvaro Romo

Strategic international partnerships – The leader's role, 04 December 2015 Issue No. 393

Hassan Diab

The answer to our problems lies in educating our youth, 29 May, 2015, Issue No. 393

Jason A. Scorza

Remembering the future of higher education, 21 October, 2016, Issue No. 433

Neal King

Ten principles to guide ethical internationalization, 23 September, 2016.

Jason Scorza

Global education and the 'American Dream', 30 May, 2014, Issue No. 322

Fernando León García

Building bridges not walls will bring greater innovation, 10 February, 2017, Issue No. 446

Among the articles published about IAUP in University World News during the 2014-17 Triennium are:

Special Report: IAUP, including a good number of the 2014 Yokohama Triennial Conference topics and presentations, 13 June, 2014, issue No. 324

Suvendrini Kakuchi, Technology will create higher education's future, 13 June, 2014, issue No. 324

Suvendrini Kakuchi, UN partnership gets universities more socially engaged, 20 June 2014, No. 325

Karen MacGregor, The massification of higher education in South Africa, 21 June, issue No. 325

Junya Ogasawara, Students – Aspiring for a better world, 13 June 2014 Issue No. 324

Brendan O'Malley, HE leaders must be able to succeed amid uncertainty, 29 May 2015 Issue No. 369

Brendan O'Malley, Openness is a historical force for change, 30 May, 2015, Issue No. 369

Sharon Dell, Universities, innovation and the quest for sustainability, 16 December 2016 Issue No. 441

Sharon Dell, Unlocking the power of equal partnerships, 23 October 2016 Issue No. 433



6.4 Working Group on UN Academic Impact Program

IAUP served as the organization working directly with the United Nations Secretary General to create UNAI, the United Nations Academic Impact, **www.AcademicImpact.org**. The UN Academic Impact is a global initiative that aligns institutions of higher education with the United Nations in actively supporting ten universally accepted principles in the areas of human rights, literacy, sustainability and conflict resolution. The Academic Impact also asks each participating college or university to actively demonstrate

support of at least one of those principles each year.

The formal launch of Academic Impact took place at a two-day conference in New York City, November 8-9, 2010, highlighted by opening addresses from United Nations Secretary-General Ban Ki-moon and IAUP representative J. Michael Adams, who was then the

IAUP President-elect. IAUP was officially represented by several IAUP active members who attended the launching of this program, including Dr. Ichiro Tanioka and Prof. Alvaro Romo.

Since then, IAUP members have organized and hosted several global conferences in support of UNAI, including events in Japan, Korea, Austria, the Republic of Georgia, Argentina, and others. Additionally, under the auspices of the UN Academic Impact Initiative, Professor Toyoshi Satow, Chancellor of J. F. Oberlin University and President of IAUP for 2014-2017, directed the publication of "Pathway to Peace," a textbook on disarmament issues, which includes interviews with three Nobel Peace Laureates: Joseph Rotblat, Bernard Lown, and Jody Williams, along with foreword by Secretary-General Ban Ki-Moon, President Michael Adams also contributed to the volume.

6.5 IAUP and UNAI Celebrate UN 70 – IAUP 50 in Cuyo, Mendoza, Argentina

In the context of Argentina's 200th Anniversary of the declaration of Independence, the Universidad Nacional de Cuyo, Argentina, hosted the conference "Intellectual and Social Responsibility of the University" to celebrate the 70th Anniversary of the United Nations and the 50th Anniversary of the IAUP, on March 3.5, 2016. For this reason, both UNAI representing the United Nations, and the IAUP were co-sponsors of this high level event. President Daniel Pizzi, of the host institution offered very elegant hospitality and participated personally in the activities.

For this special occasion, Mr. Ramu Damodaran, General Director of the United Nations Academic Impact, as well as Prof. Alvaro Romo, Secretary General of the IAUP, were speakers during the program. We were also honored to have the participation of Dr. Kakha Shengelia, President of Caucasus University, Republic of Georgia and President-Elect of the IAUP, as well as that of President Gerald Reisinger of the University of Applied Sciences Upper Austria and Secretary General-Elect of the IAUP.

The Governor of Mendoza Province, Mr. Alejandro Cornejo gave warm welcome remarks to all and President Pizzi followed, inviting everyone to enjoy the Reception cocktail. Other speakers included Doctor Pedro Alejandro Basualdo (*"Social Intellectual Responsibility of Universities and Individual global responsibility of citizens. Positive interaction between IAUP, United Nations and Millennium Project"*) a Round Table on *Sustainability, Climate Change and Natural Capital*.

Doctor Miguel Ángel Gutierrez, President of the Argentine Node of the Millenium Project, presented on the topic *"The Future of Latin American Universities in the Global Context."* Doctor Jerome Glenn presented *"The State of the Future: Education and Learning."*

On the following day, March 03, 2016, Senator Guido Girardi Lavin, from Chile presented the topic *"Future challenges: Overall vision and Latin American vision"* Then Senator Fernando Solanas (Argentina) presented the topic *"Latin American Parliamentary Forum in Sustainable Development."*

Prof. Alvaro Romo's presentation was a speech on *"A strong Global Voice in Global Higher Education"*, applied to IAUP. Finally, Mr. Ramu Damodaran delivered his presentation on the *"70th Anniversary of United Nations. The leading role of Universities in the Future of Humanity."*

On the final day of academic activity, Friday, March 04, 2016 Doctor Alejandro Gennari, Secretary of International Relations of the National University of Cuyo presented on the *"National University of Cuyo in the Global Context."*

President Daniel Pizzi explained the *"Strategic Statements of National University of Cuyo."*

In closing the conference, Governor Alfredo Cornejo presented the speech on *"The future of Mendoza and the Future Mendoza."*

We all had the opportunity to attend the traditional White Way of the Queens as part of the National Harvest Festival of Mendoza, Argentina.

6.6 IAUP Visual Identity

In 2010, a small working group of IAUP Executive Committee and Council of Senior Advisors members was convened to review and make recommendations concerning the IAUP visual identity. The Original logo of the International Association of University Presidents was adopted soon after its founding in 1965, and was thought to be a slightly archaic, as well as difficult to read when project digitally. After an international competition, the Brazilian design firm of Cauduro Associates was engaged to propose a new design. Six different designs were proposed and reviewed by the working group in 2011, and a recommendation was subsequently made.

As a result of this process, a new Official Logo of the International Association of University Presidents was approved by the IAUP Executive Committee in 2012 and has been used since. It centers on an ornamental palmette, resembling the fronds or leaves of the palm tree. Common in ancient Egypt, Greece, and Rome, the palmette is long associated with ideals of peace, union, and human harmony through education. The blue color is retained in the seal to reflect the commitment of IAUP to the United Nations ideals of cosmopolitan peace. The Official Logo of the International Association of University Presidents is used for official communication and correspondence, print and electronic publications, sponsorships, and other public business.



CLASSIC LOGO



NEW OFFICIAL LOGO

The original logo was retained to serve as an official seal. The symbolism of the seal combines heraldic elements, including the scroll, shield and, crossed ink pens, as well as uniquely modern elements, particularly the representation of planet earth as it might appear from polar orbit (a motif shared with emblem and flag of the United Nations). The blue of the seal, reminiscent of the color used by the United Nations, is intended to reflect the commitment of IAUP to the UN and its ideals. The Official Seal of the International Association of University Presidents is proudly displayed at official meetings of the organization, particularly the Triennial meeting of the IAUP General Assembly, and is affixed on official IAUP documents, such as awards and other formal recognitions.

6.7 IIE Scholar Rescue Fund

As part of the ongoing and multidimensional partnership between the International Association of University Presidents (IAUP) and the Institute of International Education (IIE), IIE's Scholar Rescue Fund has been promoted by both organizations. During a meeting between IAUP President-Elect Toyoshi Satow and IIE President Allan Goodman at the beginning of the 2014-2017 Triennium, it was resolved that IAUP would redouble its efforts to support this praiseworthy program.

IAUP has periodically sent out notifications to its members concerning IIE Scholar Rescue Fund activities, initiatives and encouraging members to participate in the efforts to help threatened scholars.

6.8 Recognition for Faculty Achievement

Each year IAUP recognizes faculty who make significant contributions in curriculum development for world citizenship and who prepare students for successful careers in our global economy. Each member president of IAUP may annually nominate one faculty member from his or her university for a



certificate of acknowledgement that is signed by IAUP's President and the member university president making the nomination. One award is given to each member university each year, but the time of the award aligns with each institution's cycle of an honors or award ceremony.

The IAUP Faculty Award affords each IAUP member the opportunity to recognize with a prestigious award from a distinguished international association those conscientious faculties who are making a difference at the university. Awards are printed individually and come in a handsome IAUP folder. Each member president can request one award per year.

There is no monetary benefit with the award, just a certificate that university leaders can use by itself or in combination with other benefits that they provide through their home institutions. The concept for the award was introduced to IAUP by former Executive Committee member Keith Miller, former President of Virginia State University, during the triennium 2011-2014, and unanimously adopted as policy by the IAUP Executive Committee.

6.9 The Role of Women in Higher Education

The IAUP has for many years been including the topic of the role of women in higher education, either in special seminars, symposia or triennial conferences. A good example is the –first ever- joint meeting on this theme co-organized by the IAUP and the IAU in Monterrey,

Mexico, on 12-14 June 2003. The title of the Seminar was "Women and Leadership in Higher Education: How Thick is the Glass Ceiling?" This seminar was hosted by IAUP member Centro de Estudios Universitarios (CEU) and Rector Antonio Coello acted as the main host. The University of Nuevo León (UANL) acted as co-host. Álvaro Romo was the coordination of this meeting, which had the participation of IAU Secretary General Eva Egron-Polak. Other participants included IAUP President Ingrid Moses, Dr. Janjira Wongkhomthong, of Thailand, Dr. Gulsul Saglamer, from Turkey, Chancellor Emeritus Ed Kormondy, University of Hawaii, Ilo, and many others. A total of around 80-90 participants participated, representing all continents of the world. A welcome reception was offered courtesy of IDP Education, Australia and the closing dinner was sponsored by Univeria-Santander.



The seminar culminated with the creation of a virtual network (VICWHEL), for Virtual International Colloquium for Women in Higher Education Leadership.

Several other conferences on this theme have been held every year, including one in May 2014 in Istanbul, and supported by IAUP.

6.10 IAUP Treasurer participation:

Dr. Ichiro Tanioka, the IAUP Treasurer has participated in an important number of meetings on behalf of the IAUP. The following is a list of events he attended during 2014-2017:

2014

September 12-15	IAUP Semi-Annual Meeting (Prague, Czech Republic)
November 9-10	UNESCO ESD Conference (Nagoya, Japan)

2015

March 14-15	ACE Annual Conference 2015 (Washington DC, USA)
May 22-24	IAUP 50th Anniversary & Semi-Annual Meeting (Oxford/Wroxtton, UK)
October 14-16	IAUP Semi-Annual Meeting (Gold Coast, Australia)
October 28-30	IAU 2015 International Conference (Siena, Italy)

2016

January 21-22	AUAP 2016 Conference (Kaohsiung, Taiwan)
March 12-14	ACE Annual Conference 2016 (San Francisco, USA)
May 19-21	IAUP Semi-Annual Meeting (Alcala de Henares, Spain)
August 28	UNAI ASPIRE Japan Summer Program (Tokyo, Japan)
October 13-15	IAUP Semi-Annual Meeting (Cape Town, South Africa)
November 13-16	IAU General Conference 2016 (Bangkok, Thailand)

2017

February 2-4	IAUP Semi-Annual Meeting (San Diego, USA/Tijuana, Mexico)
May 19-20	AUAP Learning and Sharing Forum 2017 (Galati, Romania)

6.11 IAUP President's participation:

Dr. Toyoshi Satow participated in the following additional activities:

2014

July 14-17 Visited Bond University in Queensland, Australia to inform them about IAUP

Aug. 28 Delivered keynote speech at the 2nd UNAI Collegian Research Paper Contest & Conference in Korea

2015

August 4 Visited His Excellency Fidel V. Ramos, Former President of the Philippines and Chairman of Ramos Peace and Development (RPDEV) Foundation, in Manila, the Philippines to affirm future collaborations

Sept. 12 Delivered Keynote speech at the UNAI ASPIRE Global Citizenship Forum in Korea

2016

Sept. 18 Participated in the panel discussion at the CETYS University's 55th Anniversary event, International Seminar on Innovation in Higher Education in Mexico

Nov. 4 Delivered opening address for the IAUP Southeast Asian Regional Conference on Building Peace through Education and Innovation in Cambodia, November, 3-5, 2016



Dr. Toyoshi Satow (second from left) and Dr. Janjira Wonkhomtong (third from left) in Cambodia meeting co-sponsored by IAUP



CHAPTER SEVEN

IAUP XVII Triennial Conference,
June 2014, Yokohama, Japan

CHAPTER SEVEN

IAUP XVII Triennial Conference, June 2014, Yokohama, Japan

7.1 Theme: Creating the Future of Higher Education

The program committee for the IAUP XVII Triennial Conference, chaired by Ambassador Teiichi Sato, called upon participants to think about their institutions, and higher education in general, as having the capacity to look at the future of higher education in a way that we can influence, and so to say, build our own future. The program further contained sub-themes, including **Quality Assurance, Quality Improvement and Innovation in Higher Education, The Role of Higher Education – Now and in the Future, The World University Consortium (WUC,) The Role of Women in Higher Education, The Challenge of Internationalization and Mobility in Higher Education, The Changing Nature of War – Peace Education, Right to Peace in Higher Education, Joint IAUP-UN Panel on United Nations Academic Impact and Global Innovation on Higher Education, Creating the Future of Higher Education in Asia Pacific, UNU-IAU-IAUP Co-chaired Session on Higher Education for Sustainable Development** and a number of Concurrent Sessions on Higher Quality Assurance and Innovation, Mobility in Higher Education, Creating the Future of Higher Education. For the first time in the History of the IAUP a Plenary Session was given to the students who spoke and raised issues under the title “Voices of the Future.” As it is traditional, the program had its IAUP General Assembly meeting, as part of the Closing Session. The celebration of the IAUP 50th Anniversary was launched and J. Michael Adams Award was conferred for the first time. Mrs. Susan Adams announced at the Opening Plenary Session that the awardee was UN Secretary General Ban-Ki Moon who sent a video message to all participants at the Yokohama Triennial Conference.

The following was the complete program of the XVII Triennial Conference:

IAUP2014 Triennial Program-List of Speakers (plan)	
Wed, June 11	
18:00-20:00	Opening Cocktail Party at Pacifico Yokohama Room 301-304
Thu, June 12	
9:00-10:20 Opening Ceremony	<p>Dr. Toyoshi Satow (Japan)</p> <p>Dr. Neal King (USA)</p> <p>H.I.H. Princess Takamado (Japan)</p> <p>Mr. Hakubun Shimomura (Japan)</p> <p>Ms. Fumiko Hayashi (Japan)</p> <p>Mr. Peter Launsky-Tieffenthal (United Nations) Representing H.E. Ban Ki-moon Secretary-General, United Nations</p> <p>Dr. David M. Malone (UNU)</p> <p>Ambassador & Dr. Teiichi Sato (Japan)</p> <p>Master of Ceremonies: Dr. Alvaro Romo, IAUP Secretary-General-Elect</p>
	J. Michael Adams Award Ceremony
10:20-11:00 Plenary Session	<p>Mr. Nobuyuki Idei (Japan)</p> <p>Global Education for the Future</p>

<p>11 10-12 00</p> <p>Concurrent Sessions</p>	<p>Session 1 Quality Assurance, Quality Improvement and Innovation in Higher Education</p> <ol style="list-style-type: none"> 1 Ms. Maria Jose Lemaître (Chile) 2 Dr. Carol Bobby (USA) 3 Dr. Kazuo Okamoto (Japan) <p>Session Chair: Dr. Carmen Lamagna, Treasurer, IAUP</p> <p>Session Co-Chair: Dr. Takafumi Goda, President, Shokei Gakuin University</p> <p>Session 2 The Role of Higher Education - Now and in the Future</p> <ol style="list-style-type: none"> 1 Mr. Peter Launsky-Tieffenthal (United Nations) 2 Ms. Molly Corbett Broad (USA) 3 Dr. Edward Guiliano (USA) <p>Session Chair: Dr. Jason Scorza, Secretary-General, IAUP</p> <p>Session Co-Chair: Dr. Hiroshi Takahashi, President, Tokyo International University</p> <p>Session 3 New Paradigm in Higher Education</p> <ol style="list-style-type: none"> 1 Dr. Neal King USA) 2 Prof. Heitor Gurgulino de Souza (Brazil) 3 Dr. Garry Jacobs USA) <p>Session Chair: Dr. Kakha Shengelia, President, Caucasus University, Republic of Georgia</p> <p>Session Co-Chair: Dr. Kuniko Tanioka, Chancellor and President, Shigakkan University</p>
<p>12:00-13:30</p>	<p>Lunch Buffet</p>

<p>13 30-15 00 Concurrent Sessions</p>	<p>Session 1 The Role of Women in Higher Education</p> <ol style="list-style-type: none"> 1 Dr. Gulsun Saglamer (Turkey) 2 Dr. Junko Hibiya (Japan) 3 Ms. Eva Egron Polak (France) 4 Dr. Sharon Y. Hart (USA) 5 Dr. Elizabeth Stroble (USA) <p>Session Chair: Dr. Mariko Bando, Chancellor and President, Showa Women's University</p> <p>Session Co-Chair: Dr. Gulsun Saglamer, Professor, Istanbul Technical University</p> <p>Session 2 The Challenge of Internationalization and Mobility in Higher Education</p> <ol style="list-style-type: none"> 1 Mr. Mark Harris (USA) 2 Mr. Hans-Georg van Liempd (Netherlands) 3 Professor Osama Ibrahim Sayed Ahmed (Egypt) 4 Dr. H. Jenny Su Taiwan) 5 Prof. Takeshi Matsuda (Japan) 6 Prof. Jekuk Chang Republic of Korea) <p>Session Chair: Dr. Gerald Reisinger, President, Upper Austria University</p> <p>Session Co-Chair: Dr. Hirotomo Teranishi, Vice President, Soka University</p>
	<p>15:00-15 30 Refreshment Break</p>

<p>15 30-17 00</p> <p>Plenary Session</p>	<p>Peace Education - The Changing Nature of War</p> <p>1 Dr. Elizabeth Davis-Russell (Liberia)</p> <p>2 Dr. Jackie Jenkins-Scott (USA)</p> <p>3 Dr. Jim Miller (USA)</p> <p>4 H.E. Fidel V. Ramos (Philippines)</p> <p>5 Dr. Joseph T. Isaac Liberia</p> <p>6 Dr. Salah Aziz Iraq</p> <p>7 Dr. Najib Stipho (Iraq)</p> <p>Session Chair: Dr. Elizabeth Davis-Russell, President, William V. S. Tubman University</p> <p>Session Co-Chair: Dr. Jackie Jenkins-Scott, President, Wheelock College</p> <p>Moderator: Dr. Jim Miller, Director, Scholar Rescue Fund, Institute of International Education (IIE)</p>
<p>Fri, June 13</p>	
<p>9 30-10 30</p> <p>Plenary Session</p>	<p>IAUP-UN Joint Panel: United Nations Academic Impact and Global Innovation on Higher Education</p> <p>1 Dr. Young-Gil Kim Republic of Korea)</p> <p>2 H.E. Mr. Nassir Abdulaziz Al-Nasser Qatar)</p> <p>3 Prof. James McWha (Australia)</p> <p>4 Ms. Jessica Jiji (United Nations)</p> <p>Session Chair & Conductor: Dr. Ramu Damodaran, Director, United Nations Academic Impact Chief, Civil Society Service, Department of Public Information, United Nations</p> <p>Session Co-Chair: Dr. Masaru Ishizumi, President, Kanagawa University</p>
<p>10 30-11 00</p>	<p>Refreshment Break</p>

<p>11 00-12 30</p> <p>Concurrent Sessions</p>	<p>Creating the Future of Higher Education in Asia Pacific</p> <p>1 Prof. Etsuko Katsu (Japan)</p> <p>2 Dr. Norihiko Suzuki (Japan)</p> <p>3 Dr. Koji Murata (Japan)</p> <p>4 Dr. Inwon Choue Republic of Korea)</p> <p>Session Chair: Dr. Shawn Chen, President, SIAS International University</p> <p>Session Co-Chair: Dr. Akira Ninomiya, President, Hijiyama University</p>
<p>12:30-14:00</p>	<p>Lunch Buffet</p>
<p>14 00-15 30</p> <p>Plenary Session</p>	<p>UNU-IAU-IAUP Co-chaired Session "Higher Education for Sustainable Development"</p> <p>1 Dr. Kazuhiko Takeuchi (Japan)</p> <p>2 Dr. Yutaka Tsujinaka (Japan)</p> <p>3 Dr. Pornchai Mongkhonvanit (Thai)</p> <p>4 TBD</p> <p>Session Chair: Ambassador Teiichi Sato, Chairman, Organizing Committee XVII IAUP Triennial Conference</p> <p>Session Co-Chair: Dr. Se Ung Lee, President, Shin Il Educational Foundation, Chancellor, Seoul Cyber University</p>

<p>15:30-17:00</p> <p>Concurrent Sessions</p>	<p>Session 1: Quality Assurance and Innovation</p> <p>a) "Challenges of Establishing a Private Medical School and Teaching Hospital in the Gulf": President Thumbay Moideen, Gulf Medical University (United Arab Emirates)</p> <p>b) "Intercultural Competencies among Students at the University of Applied Sciences, Upper Austria": President Gerald Reisinger (Austria), in cooperation with Dr. Dagmar Strohmeier (Austria)</p> <p>c) "USA Accreditation, Institutional Improvement, and Innovation in Latin America": President Fernando León García, CETYS University (Mexico)</p> <p>d) "Actualizing Moral Education in Japanese Universities": President Osamu Nakayama, Reitaku University (Japan)</p> <p>Session Chair: Dr. Heitor Gurgulino de Souza, IAUP Secretary-General Emeritus Session Co-Chair: Dr. Noriaki Sagara, Senior Vice President, JIHEE (Japan Institution for Higher Education Evaluation)</p> <p>Session 2: Mobility in Higher Education</p> <p>a) "Mobility and the International Campus Start-Up: Opportunities and Challenges": President Matthew Zingraff, George Mason University (Republic of Korea) and Dr. Anne Schiller -co-author</p> <p>b) "Concurrent Enrollment Partnerships": President Keith T. Miller, Virginia State University (USA)</p> <p>c) "Borderless Higher Education and Student Mobility: Case of Dubai International Academic City" Dr. Ayoub Kazim, Managing Director, TECOM Investments (Education Cluster) (Dubai)</p> <p>Session Chair: Dr. Barham Madain, Former President of IAUP Session Co-Chair: Dr. Atsushi Hamana, Chancellor and President, Kansai University of International Studies</p>
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<p>15:30-17:00</p> <p>Concurrent Sessions (continued)</p>	<p>Session 3: Creating the Future of Higher Education</p> <p>a) "Transformative Learning at the University of Central Oklahoma": President Don Betz, University of Central Oklahoma (USA)</p> <p>b) "Harmonization of Professional Education in Japanese Universities beyond Cross-Cultural Frictions": President Takeshi Kojima, Toin Yokohama University (Japan)</p> <p>c) "Massification of Higher Education in South Africa" Vice-Chancellor Thandwa Mthembu, Central University of Technology (South Africa)</p> <p>d) "The Future of Higher Education in Spain and Beyond": President Fernando Galván, University of Alcalá Spain)</p> <p>Session Chair: Dr. Eda C.B. Machado de Souza, President, IESB University Center</p> <p>Session Co-Chair: Dr. Hideyuki Nakajima, Chancellor and President, Future University Hakodate</p>
<p>18:30-22:00</p>	<p>Gala Dinner & Entertainment at Yokohama Bay Tokyu, Queen's Grand Ballroom</p>
<p>Sat, June 14</p>	
<p>9:00-10:00</p> <p>Plenary Session</p>	<p>Special Plenary Panel on the Theme "Voices of the Future"</p> <p>J. F. Oberlin University, Reitaku University, Nanzan University, Kanda University of International Studies, Kobe Design University, Handong Global University</p> <p>Session Chair: Dr. Ramu Damodaran, United Nations</p> <p>Session Co-Chair: Dr. Yoshiro Tanaka, Senior Advisor to UNAI/ASPIRE Japan</p> <p>In Cooperation with: UNAI/ASPIRE Korea, Austria, Black Sea Universities Network, Japan</p>
<p>10:15-12:00</p> <p>Closing Session</p>	<p>IAUP General Assembly Celebration of IAUP 50th Anniversary</p> <p>Master of Ceremonies: Dr. Jason Scorza, IAUP 2011-14 Secretary General, Board of Directors</p>
<p>12:00-13:00</p>	<p>Lunch Buffet</p>

7.2 Speakers

As is customary for IAUP Triennial meetings, the IAUP XVI Triennial Conference brought together speakers and attendees from academia, government, industry, media, and civil society, for explorations and representations on the conference theme. Below is the roster of speakers, panelists, and moderators.

The distinguished roster of speakers, panelist, and moderators included representation from more than thirty countries:

FEATURED SPEAKERS:

Dr. Toyoshi Satow, J. F. Oberlin University

Dr. Neal King, President IAUP 2012-2014

Amb. Teiichi Satow, Triennial Committee Chair

Mr. Peter Launsky-Tieffenthal, Under-Secretary-General,
United Nations

Mr. Shinichi Yamanaka, Vice Minister of Education, Culture, Sports,
Science and Technology, Japan

Mr. Katsunori Watanabe, Deputy Mayor of Yokohama City

Mr. David M. Malone, Rector of the United Nations University

J. Adam Erel, U.S. Department of State

The Hon. Ban Ki-moon, Secretary-General of the United Nations
(via video)

Mr. Nobuyuki Idei, Founder & CEO, Quantum Leaps Corporation

Dr. Carmen Lamagna, IAUP Treasurer on behalf of
Maria José Lemaitre, Immediate Past President INQAAHE

Dr. Carol Bobby, President of INQAAHE

Dr. Kazuo Okamoto, Vice President, National Institute for
Academic Degrees and University Education

Mr. Peter Launsky-Tieffenthal, Under-Secretary-General,
United Nations

Dr. Edward Gurgulino de Souza, Former Rector,
United Nations University

Dr. Gulsun Saglam, Professor, Istanbul Technical University

Dr. Junko Hibiya, President, International Christian University

Ms. Eva Egron Polak, Secretary General, International Association
of Universities (IAU)

Dr. Sharon Y. Hart, President of Northern Marianas College

Dr. Elizabeth Stroble, President of Webster University

Mr. Mark Harris, President and CEO of ELS Educational Services, Inc.

- Mr. Hans-Georg van Liempd**, President, European Association
for International University
- Prof. Osama Ibrahim Sayed Ahmed**,
President of Alexandria University
- Dr. H. Jenny Su**, Exec. Vice President, National Cheng Kung University
- Prof. Takeshi Matsuda**, President of Kyoto University of
Foreign Studies
- Prof. Jekuk Chang**, President of Dongseo University
- Dr. James Miller**, Director of Scholar Rescue Fund, IIE
- Dr. Najib Stipho**, President Emeritus, Mansour University
- Dr. Joseph T. Isaac**, President of AME University
- Dr. Salah Aziz**, President of Komar University of Science
and Technology
- Dr. Ramu Damodaran**, Director, United Nations Academic Impact
- Dr. Soon-Heung Chang**, President, Handong Global University
- Dr. James McWha**, Vice Chancellor and CEO, University of Rwanda
- Ms. Jessica Jiji**, United Nations
- Prof. Etsuko Katsu**, Vice President International, Meiji University
- Dr. Shawn Chen**, President, SIAS International University
- Dr. Norihiko Susuki**, President, Akita International University
- Dr. Koju Murata**, Doshisha University
- Dr. Matthew Zingraff**, George Mason University
- Dr. Keith Miller**, Virginia State University
- Dr. Ayoub Kazim**, Director, Education Cluster of TECOM Investments
- Dr. Kazuhiko Takeuchi**, Senior Vice Rector, United Nations University
- Dr. Yutaka Tsujinaka**, Executive Advisor to the President,
University of Tsukuba
- Dr. Pornchai Mongkhonvanit**, President, Siam University,
Former IAUP President
- Dr. Kazuhiko Takemoto**, UNU Institute for Advanced
Study of Sustainability
- President Thumbay Moideen**, Gulf Medical University
- President Gerald Reisinger**, University of Applied Science,
Upper Austria
- Dr. Fernando León García**, CETYS University
- President Osamu Nakayama**, Reitaku University
- Dr. Don Betz**, University of Central Oklahoma
- Dr. Takeshi Kojima**, Tooin University of Yokohama
- Dr. Thandwa Mthembu**, Vice Chancellor,
Central University of Technology
- Dr. Antonio Dieck-Assad**, President, University of Monterrey
- Mr. Junya Ogasawara**, J.F. Oberlin University
- Mr. Satoshi Takenaka**, Soka University

Ms. Hatsumi Yoshino, Kanda University

Ms. Mami Suzuki, Nanzan University

Ms. Naoko Koiso, Reitaku University

Mr. Je-woo Woo, Handong Global University

MODERATORS:

Alvaro Romo

(USA and Mexico)

Jason Scorza

(USA)

Kakha Shengelia

(Republic of Georgia)

Ichiro Tanioka

(Japan)

Gerald Reisinger

(Austria)

Elizabeth Davis-Russell

(Liberia)

Masary Ishizumi

(Japan)

Hiroshi Takahashi

(Japan)

Atshusi Hamana

(Japan)

Barham Madain

(Chile)

Teiichi Satow

(Japan)

Se Ung Lee

(Korea)

Heitor Gurgulino de Souza

(Brazil)

Eda C. B. Machado de Souza

(Brazil)

Hideyuki Nakashimi

(Japan)

Yoshiro Tanaka

(Japan)



The Pacifico Center, Venue of the IAUP 2014 XVII
Triennial Conference in Yokohama, Japan



Gerald Reisinger and Mark Harris



Plenary Session on the Nature of War



United Nations Plenary Session on Global Innovation



Dr. Se Ung Lee and Amb. Teiichi Sato



Voices of the Future Plenary Session. Students voice their expectations

7.3 Traditions



Closing Ceremony. Transfer of powers from one Presidency to the next



Dr. Toyoshi Satow receives the official seal of office

Traditionally, the IAUP Triennial is organized and hosted by the incoming President and marks the transition of responsibility from one team of officers to the next. The occasion is marked by a solemn inauguration ceremony, during which the outgoing officers bestow upon the incoming officers the official IAUP seals of office. Typically, either full academic regalia or at least academic hoods are worn by the officers during this ceremony.

Under the IAUP Articles of Association, formally adopted in 2011, the outgoing President, Secretary-General, and Treasurer remain members of the IAUP Board of Directors for three years, with the outgoing President serving as Chair of the Board of Directors. In the future, outgoing Board members will also be recognized for their service to IAUP.

7.4 Inaugural Address

During the Triennial, the incoming IAUP President delivers an Inaugural Address and formally submits a Plan of Work to the General Assembly. The gathered membership could not have known that this would address both the first and the last time that J. Michael Adams would address them as President of the IAUP, due to illness and untimely death the following year. In order to honor President Adams and his vision for IAUP, we present his Inaugural Address in its entirety.



IAUP President Toyoshi Satow, 2014-2017

As the host of the 17th IAUP Triennial Conference, I am very pleased by its successful conclusion.

Twenty-one years ago, another Japanese city, Kobe, hosted the 10th Triennial Conference. Since that time much has happened in Japan, including a disastrous earthquake in Kobe itself in 1995, and then three years ago an even larger earthquake in Northeast Japan, accompanied by a tsunami that took many lives. The support received from universities around the world in the wake of those disasters has been a tremendous encouragement to those of us who live and work in Japan.

As a result of the Great East Japan Earthquake and Tsunami, universities in eastern Japan suffered many casualties and much physical damage. One of my own school's students lost her life to the tsunami as she was spending spring vacation in her hometown. Her mother and grandmother were also carried away by the tsunami. However, having passed through this unprecedented trial, Japanese students have learned the importance of supporting each other. Many universities created new human networks and many students, faculty, and staff members began to provide support for the restoration efforts, support that continues today.

Looking back upon this Triennial Conference, I believe that both new members and old enjoyed the Welcome Reception on June 11, which began with the ceremonial breaking of a cask of sake. At the Opening Ceremony on June 12 we were honored with the presence of the Honorable Shinichi Yamanaka, Vice Minister of the Japanese Ministry of Education, Culture, Sports, Science and Technology, who delivered a Welcome Address, and of the Honorable Dr. Peter Launsky-Tieffenthal, Under-Secretary-General for Public Information at the United Nations, who reads the message of encouragement from Secretary-General Ban Ki-moon, whose official duties unfortunately prevented him from attending the Conference as originally planned.

The Plenary Session and Concurrent Session took place over the space of three days to the benefit, I think, of all in attendance. As host, I

am particularly pleased that we were able to include a new student-organized session, "Voices of the Future." No doubt all of you have your own impressions regarding the individual sessions, so I will make no attempt to summarize them. But I do wish to express my thanks to the many partner organizations that lent their support and cooperation this time again, including the UN, UNAI, UNU, IIE, AAU, ACE, and others too numerous to name.

For the next three years, the IAUP Presidency will reside in Japan, where I take over as president from Michael Adams and Neal King. Over the course of my term, I intend to support the IAUP's many ongoing initiatives while at the same time endeavoring to develop them into even more effective agents of change.

Following my term, the Presidency will move to Europe, and the next Triennial will be held three years from now in Vienna. Dr. Kakha Shengelia has been chosen as our new President-Elect, Dr. Gerald Reisinger as Secretary-General-Elect, and Dr. Elizabeth Davis-Russell as Treasurer-Elect.

On June 12 the IAUP presented the first "J. Michael Adams Award" in absentia to His Excellency Ban Ki-moon, Secretary-General of the United Nations. The award symbolizes the resolution of the IAUP membership to further develop higher education in memory of the late Michael Adams, who made so many outstanding contributions in that field.

Here let me introduce several people you already know: Dr. Alvaro Romo, the new Secretary-General of the IAUP; Dr. Ichir Tanioka, the new Treasurer; and the other members of the leadership team.

Over the course of the next three years, we intend to place emphasis on the following three areas:

First, the global strengthening of higher education. We hope to improve standards of higher education worldwide by promoting mobility and diversification through projects such as "The United Nations Academic Impact," "ASPIRE/IAUP," and the "Qatar Foundation/IAUP/IIE WISE Education Leadership Programme."

Second, provision of help to students and educators in regions where education and research are poorly developed owing to social disorder. Examples of specific projects here include the "IAUP/UN Commission

on Disarmament Education, Conflict Resolution & Peace” and the “IIE/IAUP Scholars Rescue Fund.”

Finally, / the further development of education/ through new initiative at the worldwide level and regional level promoting partnerships with international and regional network of universities , as well as the most important organizations, such as the United Nations, the World Bank and others. Africa deserves special attention and we will support the Chairs for Africa Initiative. /The new teaching methods represented/ by these initiatives will provide educational opportunities to those who have previously lacked them.

As has already been announced, a 50th Anniversary IAUP meeting will be held next year in London and in the organization’s birthplace, Oxford. The meeting will launch the IAUP into its second half century, for which I ask your support as we move toward our Gold Anniversary in 2015.

From our vantage point today, halfway through the second decade of the 21st century, the pressing tasks facing human society have become increasingly clear. As you all know from having lived through it, the 20th century was one of tumultuous change.

In the area of science and technology, many doors were opened by the great discoveries of the 20th century. In 1903, Wilbur and Orville Wright successfully launched a heavier than air vehicle into the bone-chilling winds at Kitty Hawk, North Carolina. This first step made possible the supersonic flights and rocket launches that we see today. The first successful transmission of voice in 1902 by the Canadian inventor Reginald Fessenden paved the way for radio broadcasts and simultaneous communication. Thanks to his invention, images as well as voice are now instantaneously transmitted across the world and mobile devices have proliferated. Henry Ford’s introduction of assembly line manufacture for the Model T in 1908 was the precursor to the age in which everyone could own his own automobile, giving birth to today’s motorized world.

These scientific and technological breakthroughs at the start of the twentieth century caused changes not just in human lifestyles but also in the very structure of society. Demands for social reforms by the working class, together with the rise of movements for democracy in the autocratic countries of Europe, gradually led to tensions throughout the world, culminating in the outbreak of the First World War in 1914

and in the Russian Revolution. The power of modern technology also carried with it destructive forces that dwarfed the imagination. Over 10 million people died in World War I. World War II saw the first use of nuclear weapons, and despair cast its shadow on the world. The age of innocence that characterized the world through the 19th century came to a close and we entered an age of competition in which individual states and peoples bet their very existence.

The modern society that developed so rapidly in the 20th century thus illuminated many aspects of human well-being while at the same time casting life-threatening shadows in the form of two world wars, ethnic rivalries, economic depression, and destruction of the natural environment. Those of us living in the 21st century have a responsibility to spread the light further while rolling back the shadows and working toward sustainable development on a global scale. In that sense, worldwide expectations toward higher education are great indeed.

What will the world look like at the end of the 21st century? It is extremely difficult to predict events 85 years in the future, but it is essential for us to maintain peace and harmony as we move forward. In that sense, a key word as we progress toward the end of the 21st century is what we call “*kyōsei*” in Japanese. Originating in the biological concept of symbiosis, “*kyōsei*” is recently often translated into English as “living and working together for the common good.”

The world’s population first reached 1 billion in 1810. From then, it took 115 years to reach 2 billion, only 35 years to reach 3 billion, and 15 years to reach 4 billion. The 5-billion mark was reached on July 11, 1987, and the 6-billion mark in 1999. The world’s population is now projected to reach 8.1 billion in 2025. As population has increased, so has the nature of higher education changed.

The first institutions of higher education in Europe were the University of Bologna and the University of Paris, both founded at the end of the 12th century. The style of learning at that time consisted not of courses taught by professors in classrooms, but of those interested in Roman law and ecclesiastical law, regardless of age or social status, simply gathering together to listen to those versed in such matters.

The universities of those times, which catered to a very special group of people, changed greatly over the centuries so that today, practically anyone who wishes to learn has the opportunity to study at a university. One might say that universities have become objects

of what the educator Martin Trow called universal access. The growth of world population, together with changes in social expectations and values, has led to both quantitative and qualitative changes in higher education. Medieval universities taught the seven liberal arts; modern universities provide education as preparation for employment. Methods of instruction have also changed greatly with the development of distance learning and other technologies. However, when we look at the world as a whole, it is a fact that great disparities remain. Those of us in higher education must continually stay on top of what is happening in the world and boldly scrutinize ongoing changes.

Human society is where those with different cultures, religions, and values coexist and cooperate. It is especially necessary to respect the culture, religion, and history of other countries and to understand each other's perspectives. I believe that we in higher education have a calling to respect diversity while attempting to feel others' pain and learn to think about things from their perspective.

In closing I would like to recite two quotations. The first is from Charles Darwin, the author of *On the Origin of Species*, who said, "It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."

The second is from the American theologian Reinhold Niebuhr, whose "Serenity Prayer" reads as follows:

O God, give us
serenity to accept what cannot be changed,
courage to change what should be changed,
and wisdom to distinguish the one from the other.

Taken together, these quotations suggest that as society continues to change at a dizzying pace, universities must also change as necessary in order to survive. However, I would take this idea one step further to suggest that as institutions of higher education we must change not reactively, but proactively, as a force for good.

I thus close my remarks with my hope that during its second half century of existence, the IAUP will continue to be a pioneer in working for humanity and for peace throughout the world.

Business Meeting



Executive Committee and Council of Senior Advisors 2014-2017



The Triennial Conference marks the final meeting of the Board of Directors for the triennial period ending and the first meeting of the Board of Directors for the triennial period beginning. Eight such meetings are conducted during each Triennial period, including one organizational meeting at the Triennial, six semi-annual meetings, and a final meeting at the next triennial.

The IAUP Triennial also usually marks the final meeting of the IAUP Executive Committee and IAUP Council of Senior Advisors for the triennial period beginning. As with the Board of Directors, eight such meetings are conducted each Triennial period, including one organizational meeting at the Triennial, six semi-annual meetings, and a final meeting at the next Triennial.

Perhaps most importantly, the IAUP General Assembly meets during the Triennial, when nominations for officers-elect are announced and approved, having already been reviewed and vetted by a Nominations Committee, recommended to the Board of Directors and the Executive Committee, and finally referred to the full IAUP membership. Once approved by the General Assembly, the President-Elect makes a few remarks and announces the location for the next IAUP Triennial, which will be his or her responsibility to organize and host.

The slate of new officers approved by the General Assembly in 2014 was:

President-Elect:

Dr. Kakha Shengelia, President of Caucasus University (Republic of Georgia)

Treasurer-Elect:

Dr. Nicolette DeVille Christensen, Arcadia University (USA)

Secretary-General-Elect:

Dr. Gerald Reisinger, President, University of Applied Sciences, Upper Austria

As the ultimate governing body for IAUP, any amendments to the company Articles of Association must, under UK law, be reviewed and adopted by the General Assembly. No amendments were made at the Yokohama Triennial Conference.

The IAUP Triennial brings together both longstanding members for whom the mission and traditions of IAUP are well-known, and who see each event as a kind of family reunion, as well as new members for whom the IAUP Triennial represents an exciting opportunity to meet the peers from around the world, develop their professional networks, and develop new partnerships. The friendships that emerge from the IAUP Triennial are not only international and intercultural, but often also intergenerational.



Welcoming group for Gala Dinner at Yokohama Bay Hotel Tokyu



Participants at the Gala Dinner



Taiko drum ceremony

Supporters

We are grateful to the corporate and organizational sponsors of the XVI Triennial Meeting. We are particularly grateful to Dr. Se Ung Lee, Member of the IAUP Council of Senior Advisors, for his financial support to publish the two-volume History of the IAUP, as well as an additional donation for the Yokohama Triennial Conference and during the 2014-2017 Triennium. Taken all together, more than \$400,000 was contributed to make the XVII Triennial a most memorable occasion.

Some of our sponsors, such as ELS and SCU also helped during the triennium with various sponsorships. Farleigh Dickinson University and Kyung Hee University were particularly supportive of our 50th Anniversary celebration in Oxford and Wroxtton, UK.



J. F. OBERLIN



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IAUP
INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

CHAPTER EIGHT

IAUP Semi-Annual Meetings

CHAPTER EIGHT

IAUP Semi-Annual Meetings

8.1 Overview

IAUP Semi-Annual Meetings take place at locations around the globe and are organized to offer fruitful activity between triennials. All IAUP members are invited and encouraged to attend these gatherings of higher education chief executives, which afford unique opportunities for the development for international partnerships. Each semi-annual meeting is hosted by a member of members of the IAUP Executive Committee and/or IAUP Council of Senior Advisors.

Generally, meetings include academic sessions on topics of regional interest as well as meetings of the Board of Directors, Executive Committee, Council of Senior Advisors, and various formal and informal working groups. The most recent format has allowed considerably more time to the academic presentations and discussions. This was a request by all participants and the first time the new format was adopted was in the San Diego/Tijuana, February 2017 Semi-Annual meeting. Still, time is always set aside for cultural programs and sightseeing and spouses frequently accompany members.

During the 2014-2017 Triennium, Semi-Annual Meetings were held in Prague (Czech Republic,) Oxford and Wroxton (United Kingdom,) Gold Coast (Australia,) Alcalá de Henares (Madrid Spain,) Cape Town (South Africa,) and San Diego/Tijuana (USA/Mexico.)

IAUP Prague Semi-Annual Meeting

The first IAUP semi-annual meeting of the 2014-2017 Triennial term, was very successfully held in Prague, on September 12-14, 2014, with the gracious hospitality of our host, Rector Bohuslava Senkyrová, of the University of Finance and Administration (VSFS) and the patronage of the President of the Czech Republic, Mr. Miloš Zeman. A representative from the Presidency of the Czech Republic honored us with his presence at the gala dinner on September 14, 2014. IAUP President Toyoshi Satow and Rector Bohuslava Senkyrová both referred to the fact that this meeting marks the very first time that an IAUP meeting takes place in Prague.



The attendance was substantial and, as it has now been customary, -in addition to Executive Committee Members and Advisory Council members- participation was open to all IAUP members. In fact, several local universities participated, as well as partner institutions of VSFS, some of which have since become IAUP members. We welcomed them cordially. We had rich networking opportunities, which at least in one case led to an exchange agreement being signed during the event.

During this meeting we had the closing report by the 2011-2014 Presidency and the plans and potential programs for the triennium 2014-2017. It is expected that many of the existing programs will continue and new ones are already taking form. Everyone was encouraged to attend the IAUP 50th Anniversary semi-annual meeting to be held in Oxford and Wroxton, united Kingdom on May 22-24th, 2015. It was expected to be a very special and academically and culturally rewarding event, again with great networking opportunities. IAUP members were encouraged to plan attending. The full report on the planning of this meeting was presented during the IAUP Prague meeting. The IAUP two-volume History of the IAUP was then expected to be ready for distribution to all members during the 50th Anniversary Celebration in Wroxton and Oxford, UK in May 2015. The memories of the elegant hospitality extended by the University of Finance and Administration, led by Rector Bohuslava and her excellent team of collaborators are still in our minds. The official group photo of this event accompanies this note.



IAUP Semi-Annual Meeting, September 12-14, 2014, Prague, Czech Republic



Rector Bohuslava with one collaborator; Dr. Romo and Dr. Satow to the right

Wroxton/Oxford Semi-Annual Meeting: IAUP 50th Anniversary



The International Association of University Presidents returned to the location of its first ever meeting – Oxford and Wroxton, United Kingdom. Conference venues included Oxford University's Trinity College, which hosted one day of the historic 1965 meeting, and Fairleigh Dickinson University's Wroxton College, which hosted the other day. For five decades the International Association of University Presidents, or IAUP, had served by 2015 as the voice of global higher education, promoting peace, mutual understanding and respect through academic diplomacy and fostering the vitality and reach of higher education institutions through energetic international partnerships.

In Oxford and Wroxton, United Kingdom, nearly 150 university leaders and other participants from 37 countries gathered on May 22-24,

2015, for its 50th Anniversary Conference Meeting to celebrate IAUP's achievements and consider the challenges facing higher education and the wider world in the next 50 years. University World News (UWN,) has been IAUP's media partner and reported on several presentations made during the conference, including a report by Brendan O'Malley, a distinguished and worldwide known journalist with UWN.

During the first day, Friday, May 22nd, during the Welcome Reception, Vice Chancellor Andrew Hamilton of Oxford University, as well as Mr. Sheldon Drucker, President of Fairleigh Dickinson University (FDU) and one of the co-sponsors of the whole event, and IAUP President, Prof. Toyoshi Satow welcomed the participants to this outstanding celebration.

Saturday, May 23rd included the following: IAUP Business Meetings at Wroxton College, Fairleigh Dickinson University; Networking Lunch at Wroxton College, Fairleigh Dickinson University; 50th Anniversary Keynote and Commemoration at Wroxton College, Fairleigh Dickinson University. The commemoration keynote speaker was Dr. Inwon Choue, President of Kyung Hee University (KHU,) who along with President Drucker was the co-host of the entire conference meeting. Both FDU and KHU were founding institutions of IAUP. Two other founding institutions participated: The University of Puerto Rico and the University of Liberia. A Gala Dinner was held at Oxford's Ashmolean Museum, that night, sponsored by Fairleigh Dickinson University.

On Sunday May 24th, an Academic Conference: Higher Education in 2065, was held at Trinity College, Oxford University with an impressive roster of worldwide known academic personalities. The conference featured a keynote address by Professor Sir Nigel Thrift, Vice Chancellor of University of Warwick. A Networking Lunch at Trinity College, Oxford University, was held after the conference. The day culminated with a Farewell Dinner at the iconic Rhodes House, sponsored by Kyung Hee University.

Other sponsors and partners included ELS English Language Schools, Seoul Cyber University, University World News, the Institute for International Education, and the United Nations Academic Impact Program. The proceedings were published the following year, 2016, by Fairleigh Dickinson University Press, to complement the 1965 proceedings under the title: Higher Education as a Bridge to the Future, edited by Dr. Jason A. Scorza.

The 2014-2017 presented to all participants at this 50th Anniversary meeting, the two-volume History of the IAUP, covering from 1965 to 2015. Later the two-volumes were distributed throughout the world with the help of the regional chairs.



From left to right, Sir Enan Galaly, Chair of the IAUP Council of Senior Advisors, and Neal King, Chair of the IAUP Board of Directors



Dr. Inwon Choue, President of Kyung Hee University, arrives at the 50th Anniversary Gala Dinner



From left to right, President Sheldon Drucker of Fairleigh Dickinson University, IAUP President Toyoshi Satow, Sir Andrew Hamilton, Vice Chancellor of Oxford University, and IAUP Secretary-General Alvaro Romo



From left to right, Professor Dame Glynis Breakwell, Vice Chancellor of University of Bath, Dr. Jason Scorza, IAUP Secretary General Emeritus, and Dr. Allan Goodman, President of the Institute of International Education



IAUP Executive Committee and Council of Senior Advisors at Fairleigh Dickinson University's Wroxton College on May 23, 2015

IAUP Semi-Annual Meeting, Gold Coast, Australia



After the great success of the Oxford and Wroxton IAUP 50th Anniversary Conference, held on May 22-24, the third semi-annual meeting of this triennium (2014-2017) was held very successfully from October 14-17, 2015, in Gold Coast, Australia. Prof. Tim Brailsford, Vice Chancellor and President of Bond University was the gracious host and all meetings were held at the beautiful Bond University campus.

Nearly 30 delegates from 11 countries participated. At the Welcome Reception we had Mayor Tom Tate personally welcome everyone to Gold Coast. In addition to the working sessions of the Executive Committee and the Council of Senior Advisors, as well as the Board of Directors meeting, two panel sessions were held on Friday, October 16. As it is customary, any members of IAUP, independently of the region

they come from, are welcome to all semi-annual meetings. It is a way to facilitate excellent and productive networking with all regions of the world.

The panel sessions focused on two of the biggest challenges facing universities today: Meeting Technology Challenges and Forging Successful International Partnerships. Participants heard from a panel of expert speakers discussions on how information technology continues to challenge and create opportunities for universities today and how it continues to impact on the evolution of higher education and institutions throughout the world. Special Session Two was on the topic of how international collaborations and partnerships, through a myriad of ways, have become integral to universities in supporting their international aspirations. There was also a presentation by a senior representative from the Australian Government on how universities and international education can help in contributing to soft diplomacy power.

The closing dinner on Friday 16th was memorable and most delegates departed Gold Coast on Saturday, October 17.



Group Photograph, Bond University, Australia



Bond University view of the campus

IAUP Semi-Annual Meeting at Alcalá University, Spain



INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS



Universidad
de Alcalá

Alcalá University, Spain, headed by Rector Fernando Galván, was the venue of IAUP's fourth Semi-Annual Meeting of the triennium 2014-2017. With record attendance for a regular semi-annual meeting, as well as with an excellent program, this meeting was a resounding success. The Mayor of the city of Alcalá welcomed all participants personally.

The University of Alcalá (UAH) is one of Europe's oldest. Its origins can be traced as far back as the Studium Generale, or programme of university studies, that was instituted on 20 May 1293 under the protection of King Sancho IV de Castilla. The UAH is a modern, medium-sized institution, recognized as a trend-setter in Europe and the American continent. The City of Alcalá de Henares is in the Autonomous Region of Madrid, 30 km from Madrid on the Madrid-Barcelona motorway and 20 km from Madrid's international Adolfo Suarez-Barajas Airport.

As usual, the working program included both IAUP business sessions and an academic program. The academic program had two panel sessions:

1.- “Universities and the Preservation of Culture: an International Challenge,” with the participation of the following speakers:

Ramu Damodaran (United Nations)
 Juan Ramón de la Fuente (UNAM, Mexico)
 Remus Pricopie (SNSPA Bucharest, Romania)

2.- Panel Session 2: “Higher Education Institutions and Sustainability:”

Carmen Z. Lamagna (AIUB, Bangladesh)
 Daniella Tilbury (University of Gibraltar)
 Fernando León García (CETYS, Mexico)

Both panel sessions triggered lively discussion.

There was also an excellent cultural program that provided an opportunity to catch a glimpse of the rich culture and history of Spain, including for all participants the beautiful cities of Madrid and Toledo. Networking opportunities aplenty were there for the picking, even with concrete signing of MOU’S between participating institutions.



University of Alcalá



Delegates group photo

IAUP Cape Town Semi-Annual Meeting



With healthy attendance and participation by representatives from all over the world, as well as the continent of Africa, over 40 participants met in Cape Town, South Africa, from October 13 to 16, 2016. Participants were welcomed by the representative of Ministry, as well as by the Mayor's office.

This IAUP fifth meeting of the 2014-2017 Triennial term was hosted by Central University of Technology, Free State (CUT) and Cape Peninsula University of Technology (CPUT) The Western Cape of South Africa is one of the world's most scenic regions and was a most appropriate venue for this second semi-annual meeting of the IAUP in the year 2016. Vice Chancellor Prof. Thandwa Mthembu, of Central University of Technology (at the time of the meeting already the brand new Vice Chancellor of Durban University) and Dr. Prinsloo Azwitevhelwi Nevhutalu, Vice Chancellor of Cape Peninsula University of Technology.

The substantive academic program featured two panel sessions:

Session 1: Innovation and International Partnerships for Sustainable Development.

Prof. Alvaro Romo
Prof. Irene Moutlana
Dr. Nico Jooste
Prof. Yusuf Sayed

Session 2: The role of Science and Technology in Addressing United Nations Sustainable Development Goals.

Dr. Phil Mjwara
Dr. Molapo Qhobela
Dr. David Phaho

Rich interaction with the panelists took place.

On the cultural side, Cape Town is hardly equaled in beauty and richness of its South African culture.



Famous Table Mountain



Group photo

IAUP Semi-Annual Meeting in San Diego, California, and Tijuana, Mexico



CETYS University, San Diego State University and the University of San Diego welcomed over sixty university leaders from the Americas, Europe, Asia, Middle East and to the beautiful region known colloquially as San Dijuana (San Diego-Tijuana), a region comprised of two countries and with a very unique dynamic. Presidents Fernando León, James T. Harris III and Elliot Hirshman were the three hosts of this unique meeting.

The San Diego and Tijuana region, is the largest bi-national urban area shared between the United States and Mexico, the second largest shared between the US and another country, and the fourth largest in the world. It is the third most populous region in the California-Baja California region.

The main purpose of the meeting was to discuss challenges and opportunities pertaining to innovation. This was the sixth and last

IAUP Semi-Annual Meeting of the 2014-2017 triennium and took place on February 2-4, 2017. It was also the first time that a completely new format for the meeting was adopted, separating the business meetings (one day) from the academic program (two days.) San Diego was the place where we were lodged, but the final day took place in Tijuana, Baja California, where CETYS University has a large campus. It was the first time ever that an IAUP semi-annual meeting is held in two countries.

The program, in addition to the usual IAUP meetings and sessions, included addresses and two keynote plenaries with an emphasis on Innovation in Higher Education. With a packed and interactive schedule, attendees visited the three host universities and got a general sense of what the mega region has to offer. This one-of-a-kind event, in a two-country collaboration and host effort, was simply exceptional.

University World News (UWN) –Issue 446 of February 12, 2017- published an extensive article written by Dr. Fernando León García, with the title “Building bridges not walls will bring greater innovation, ” with ample coverage of by Dr. León García about the IAUP Semi-Annual meeting held in San Diego, California and Tijuana, Mexico on February 2-4, 2017. We encourage anyone interested in reading more details to search for this University World News issue.

NOTE:

All preparatory steps of each semi-annual meeting were in charge of Prof. Alvaro Romo and Mr. Tatsuro Tanioka long before the date of each meeting.



Group photo



Group photo at University of San Diego



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

CHAPTER NINE

Regional and other Activities

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Regional and other Activities

9.1 Overview

Since the IAUP has members around the world and some regions and even countries organize as chapters, a considerable amount of activity takes place regionally. During the 2014-2017 Triennial period, regional activities took place in North America, Latin America, Europe and the Middle East .

9.2 WISE Educational Leadership Program

wise|summit WISE Education Leadership Program continued to seek applications from IAUP member presidents and their colleagues. IAUP was one of the founding co-sponsors for the activity in Qatar, together with the Institute of International Education (IIE.) The WISE Education Leadership Program is an initiative that supports emerging leaders, including new University Presidents, in higher education from developing countries around the world.

The World International Summit on Education (WISE) has been an initiative of the Qatar Foundation – it is a global platform for debate and action that contributes to building the future of education through various programs throughout the year. The annual WISE Summit brings together over 1,000 thought leaders, decision-makers and practitioners from diverse sectors, including education, business, politics, civil society and the media.

Over the last three years, the format of the WISE programs has changed emphasis considerably. Therefore, IAUP has decided to leave each IAUP member free to decide whether they wish to participate in the yearly summit.

9.3 United Nations Lecture Series Named in Honor of J. Michael Adams

At the close of the previous Presidency term, UN Secretary-General Ban Ki-moon paid tribute to J. Michael Adams, former president of Fairleigh Dickinson University, at the launch of the new Conversation Series named in his honor. Organized by the United Nations Academic



Impact (UNAI) program, which President Adams helped create, the J. Michael Adams Conversation Series each year will invite a globally renowned scholar to speak to, and interact with, the United Nations community on a subject of global significance and interest.

"Dr. Adams was by my side when we launched UNAI. He had been a constant guide, from the time the UN first suggested the idea to the International Association of University Presidents in 2005, to its formal launch five years later." Remembering Michael Adams, the Secretary-General, said, "He was a pioneer in bringing academia and the UN together. As President of Fairleigh Dickinson, he enabled it to become the first university to receive consultative status with the UN Economic and Social Council."

More than fifty representatives of the Fairleigh Dickinson University community, including students, were in attendance at this homage. President Sheldon Drucker led the FDU contingent. Also present were Mrs. Susan Adams, the former FDU first lady and member of the IAUP Council of Senior Advisors, as well as many friends of the Adams family. IAUP was represented by President Drucker, member of the IAUP Executive Committee, and former Secretary-General Jason Scorza, member of the IAUP Board of Directors.



UN Secretary General Ban-Ki Moon; Mrs. Susan Adams to his right



9.4 LACHEC 2014

The following event by one of our IAUP members in Bucaramanga, Colombia, may be of interest to many in higher education, especially those interested in Latin America and the Caribbean.

Building up a communal environment for higher education has been related to factors like modernization, innovation and internationalization of educational systems supported by the principle of convergence. LACHEC 2014 version seeks to take up the principal initiatives developed on the region based on this purpose, and contribute as an academic scenario to the discussion about advantages, challenges and opportunities that this process might bring to the universities.

The discussion about relevant reforms oriented to find a better compatibility among educational systems in higher education, has led to the development of the following projects which have helped to support the research, analysis and setting up of the academic integration related to university modernization. The articulation of higher education to integration processes of different regional clusters created by the countries, allows work in broader communal policies to be developed under a macro-project of economic, political and social integration which contributes to the reduction of asymmetries among the regional systems. Analysis of impact and contributions by the principal clusters of the region to build up a communal environment for higher education.

The condition and quality assurance in higher education is one of the principles in academic integration, which supports the building up of a common framework among institutions. That's the base for the necessity to strength curriculums by implementing strategies to foster the internationalization of the academy in order to take into account formation from international standards, without leaving aside diversity and regional educational needs. Some of these strategies are: Curriculum Internationalization, Multilingualism, Dual degrees, New Technologies, and others.

9.5 Many Languages, One World



-Give your students the opportunity to speak at the United Nations!

We were pleased to announce that ELS and the United Nations Academic Impact global initiative continued working together again to support the positive impact of multilingualism through the *Many Languages, One World*— Student Essay Competition and Youth Forum in the year 2014-2015. *Many Languages, One World* is a once-in-a-lifetime opportunity for talented, bright multilingual students to present their perspective and opinions at the General Assembly of the United Nations Headquarters in New York City. This year's essay topic asks students to research and reflect on the proposed sustainability goals of the United Nations post-2015 global development agenda.

9.5 11th International Conference of the Hispanic Association of Colleges and Universities

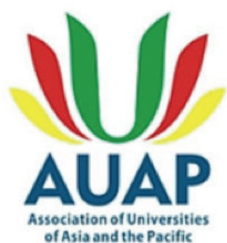
The Universidad Autónoma de Guadalajara (UAG,) a longtime IAUP member hosted the 11th International Conference of the Hispanic Association of Colleges and Universities (HACU,) on February 25-27, 2015. The Title of this conference is "100,000 Strong in the Americas: Challenges and Opportunities for a More Prosperous and Fair Hemisphere." Prof. Alvaro Romo, IAUP Secretary General was invited to participate. The Universidad de Guanajuato, in Guanajuato, Mexico was a co-host of this gathering.



The 11th International Conference of HACU offered a unique platform to discuss just how colleges and universities can work together to promote these exchanges so that our students, universities and countries continue to prosper. There was a rich discussion during the plenary sessions, workshops and other events along with some excellent opportunities for networking.

IAUP had the opportunity to invite potential members to join our association.

9.7 Association of Universities of Asia and the Pacific 20th Anniversary



Our sister organization, the Association of Universities of Asia and the Pacific (AUAP,) celebrated its 20th Anniversary in July 2015, coinciding with the 25th Founding Anniversary of Suranaree University of Technology (SUT) where the AUAP Headquarter is housed. A good number of IAUP members participated, including several current and past officers.

Events carried out to commemorate these auspicious occasions were held at Suranaree University of Technology (SUT) Campus in Nakhon Ratchasima, Thailand from 22 to 30 July 2015. In particular, the following AUAP activities took place on 22 to 27 July 2015:

The 1st AUAP Student English Debate Competition (each member university could nominate 3 students)

The 38th AUAP Executive Board Meeting

The 1st Student English Speech Contest

The 14th AUAP Forum on "AUAP 20 Years-Higher Education Cooperation In ASEAN After The Integration"

The 3rd AUAP Country Chapter Chairs Meeting and

The Bilateral/Multilateral Signing Ceremony

As part of the 25th Anniversary of SUT, the following conferences are going to be held from 28 to 30 July 2015 and AUAP members are welcome to attend:

World University of Technology Colloquium: "Globalization Impacts & Challenges"

South West Asian Technical University Consortium (SEATUC) Symposium

9.8 IAUP at the ACE Annual Meetings



-ACE 2015

More than 200 higher education leaders attended the international pre-conference session co-sponsored by the International Association of University Presidents (IAUP) and the Center for Internationalization and Global Engagement (CIGE) at the Annual Meeting of the American Council on Education (ACE), on 14 March 2015.

Focused on the topic of Higher Education in the Middle East, participants included Haifa Jamal Al-Lail, President of Effat University (Saudi Arabia) (IAUP member), Hady Mahfouz, President of Holy Spirit University of Kaslik (Lebanon) (Also an IAUP member,) Sheikha Abdulla Al-Misnad, President of Qatar University, and Jane McAuliffe, Director of the John W. Kluge Center of the Library of Congress. The session introduced recent developments and current challenges in the diverse higher education sectors of the Middle East and was chaired by Patti McGill Peterson, ACE Presidential Advisor for Global Initiatives. Participants focused on issues including the role of women within higher education systems, the development institutional leadership, and relationships between higher education institutions and the broader society.

Additionally, an IAUP delegation led by Dr. Ichiro Tanioka, IAUP Treasurer, Prof. Alvaro Romo, IAUP Secretary General, Dr. Don Betz, IAUP North American Regional Chair, Dr. Fernando Leon Garcia, IAUP

Latin American Region Co-Chair, and Dr. Jason Scorza, IAUP Board Member and immediate past Secretary General, welcomed conference attendees to the International Welcome and Networking Reception. The reception, sponsored by IAUP for the past three years, provides opportunities for foreign participants to meet and network with their American counterparts. The ACE annual meeting, which is the largest and most prestigious gathering of higher education institutions in the USA, has been drawing increasing numbers of international attendees. More than 100 international participants from eighteen countries attended the 2015 ACE Annual Meeting.

IAUP is proud to partner with ACE's Center for Internationalization and Global Engagement (CIGE), which helps institutions develop comprehensive and effective internationalization initiatives for the benefit of students, faculty and staff. Cooperating with other education associations around world, CIGE also monitors, analyzes, and reports on global trends in higher education.



Left to right, Mr. Tatsuro Tanioka, Dr. Alvaro Romo, Dr. Ichiro Tanioka (background) Mrs. Carmen C. Romo)

Photo by Tim Trumble for ACE



Alvaro Romo, IAUP Secretary General with President of ACE Dr. Molly Corbett Broad. Dr. Ichiro Tanioka, IAUP Treasurer, and Mr. Tatsuro Tanioka in the background on the left.

Photo by Tim Trumble for ACE

-ACE 2016

As has become a tradition every year, the IAUP participated in the 2016 98th Annual Meeting of the American Council on Education (ACE) sponsoring the International Networking Reception. This year of 2016 the venue was San Francisco, California and the number of participants was a record-breaking figure of more than 1,600 attendees, including more than 250 presidents and chancellors and over 170 chief academic officers and provosts. The dates were March 12-15, 2016. The International Welcome and Networking Reception, was held on Saturday, March 12, 5:00 to 6:00 pm. IAUP also co-sponsored the International Special Academic Session held this year on Sunday, March 13, from 2:00 to 3:00 pm.

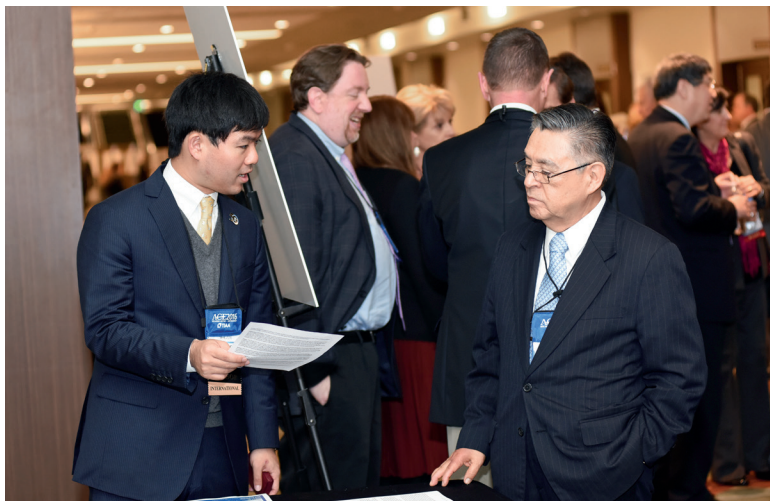
The success of these events was great and the attendance also was higher than ever before. At the ACE welcome and networking reception, Dr. Don Betz, President of the University of Central Oklahoma, said remarks on behalf of the IAUP in his role as Chair of the USA region. Also present at the event were Dr. Ichiro Tanioka (IAUP Treasurer),

Prof. Alvaro Romo (IAUP Secretary General,) and Mr. Tatsuro Tanioka (IAUP Assistant Secretary General and Deputy Treasurer.) Naturally, other distinguished IAUP members both from the USA and from other countries also participated.

ACE is the nation's most visible and influential higher education association in the USA. It has internationalized significantly and each year attracts an increasing number of international Presidents, Chancellors and university CEOs from around the world. The networking opportunities at the yearly ACE meeting amply justify IAUP's participation in this gathering each year.



Dr. Don Betz, IAUP Chair of the U.S.A. region spoke to the audience.
Dr. Molly Corbett-Broad, ACE President, is to his right.



ACE President Dr. Molly Corbett-Broad addresses the audience

IAUP and the United Nations Academic Impact (UNAI)



9.9 IAUP and UNAI co-sponsor two successive Climate Change Academic Meetings in Paris and in Marrakech

The IAUP and UNAI partnered in several events throughout the world during the Triennial period 2014-2017.

Two successive and related events took place during the month of November 2015: The first one convened an academic gathering with the purpose of discussing the role of universities and their social and intellectual responsibility on the question of climate change

and its consequences as well as other issues related to sustainable development. The event attracted academicians from different parts of the world. It was mainly organized by ESSEC Business School, Paris and other partners included the Institute des Ameriques, the Universidad Nacional de Cuyo, Argentina, a very active IAUP institution during this triennium, as well as the Pontifical Academy of Sciences, of the Vatican.

IAUP participated with two speakers: one was Dr. Pedro Alejandro Basualdo, from Argentina, IAUP Executive Committee member and UNAI Latin American Coordinator, who presented the topic "University Intellectual Responsibility" in its connection with the theme; the other one was Dr. Fernando Galván Ruela, from Spain, Rector of Alcalá de Henares University, Spain, and prominent member of the IAUP, recently selected as candidate for the position of Secretary General-Elect of the IAUP for the period 2017-2020.

We believe that this responsibility cannot be delegated and, therefore, must be assumed by the universities as a commitment to mankind. For that purpose, lecturers, academicians and other personalities met in Paris where they had an academic forum to propose strategic guidelines in order to ponder and discuss what universities all over the world must do now to take care of our common house: The Earth.

The second event was the 2nd CCAM 2016, Marrakech (**Second Climate Change Academic Meeting: "University Intellectual Social Responsibility"**.) This was also the Conference of the Parties -**COP 22** and was held in Marrakech, Morocco on November 10 & 11, 2016, immediately after the Paris encounter.

The host institution was the University of Cadi Ayyad, Marraquesh and had as partner institutions the Pontifical Academy of Sciences (Vatican State) and the Universidad Nacional de Cuyo (Argentina,) our most active IAUP Argentinian member institution and whose Rector is a member of the IAUP Executive Committee.

One interesting characteristic of this meeting was that not only university presidents, but also university professors were welcome to participate in the meeting. University presidents were invited to send one or several professors representing their institution.

These two events were very successful. The one with UNAI has been included earlier in this report.

9.10 IAUP at the VI International Seminar “University, Society and the State” in Mendoza, Argentina

Another high-level event organized and hosted by the National University of Cuyo, in Mendoza, Argentina, was the VI International Seminar “University, Society and the State: Challenges of Democracy in Latin America. The date of the meeting was November 5, 2015. This was also the official gathering of the very important **Latin American Association of Universities Montevideo Group**. This group includes a large number of universities from Argentina, Bolivia, Brazil, Chile, Paraguay, and Uruguay, the complete “Southern Cone” of the Americas.

The IAUP had a prominent participation: Prof. Alvaro Romo, Secretary General of the IAUP represented the 2014-2017 IAUP Presidency and was given the special distinction of being the closing speaker, with the topic “The Future of the University; the University of the Future.”

Rector Daniel Ricardo Pizzi, of the National University of Cuyo, was the gracious host of this meeting and actively participated in all the discussions. The President of the Montevideo Group of Universities, Dr. Carlos Alexandre Netto, and the Executive Secretary of the Group, Dr. Alvaro Maglia, co-presided with Rector Pizzi for the opening of the event.

Speakers from abroad included: Andrés Malamud, researcher of the Institute of Social Sciences of the University of Lisbon, Francisco Leita, Professor of International Trade Law at the School of Law, University of Padua, Italy, and Miguel Carrera Troyano, Director of the Master Program in International Cooperation for Development of the University of Salamanca, Spain. They all dealt with “The Transition of Latin American Economic Integration.”

Other speakers, addressing the problem of “Organized Crime and its Challenge for Institutions,” included the following: Waldo Albarracín Sánchez, Rector, Universidad Mayor de San Andrés, La Paz, Bolivia; Diana Cohen Agrest, Professor, Department of Philosophy, University of Buenos Aires, Argentina; Matías Verrier, Adviser to the Vice-Chief of Government of the City of Buenos Aires.

Finally, the last group of speakers dealt with “Climate Change: Productive and Environmental Impacts.” They included: Juan José Grigera Naon, of the Rural Society of Argentina; Daniel Tomasini, Coordinator of the area of Environment and Sustainable Development Program of the United Nations for Development; Inés Ángela Camilloni, Independent

Researcher, National Council for Science and Technology Research and University of Buenos Aires, and Academic Secretary of Exact and Natural Sciences, University of Buenos Aires.



9.11 IAUP and the United Nations Academic Impact (UNAI)



-IAUP and the United Nations Organization

IAUP is a non-governmental organization holding consultative status with the United Nations through the UN Economic and Social Council (ECOSOC). IAUP is also a full member of the Conference of Non-

Governmental Organizations in Consultative Relations with the United Nations (CoNGO). Additionally, IAUP is the only external organization to manage a joint commission with the United Nations: The IAUP/ UN Commission on Disarmament Education, Conflict Resolution and Peace. The Commission's delegates are appointed by the President of the IAUP, in consultation with the commission co-chairs. IAUP was instrumental in creating the Year of Peace at the UN and is recognized annually at the UN Day of Peace activities.

IAUP is the lead partner organization with the United Nations in creating its Academic Impact initiative [<http://academicimpact.org>]. Leadership opportunities continue to exist for IAUP members in managing this global initiative of educational institutions.

IAUP is an accredited NGO with the UN Educational, Social and Cultural Organization (UNESCO) in Paris.

All of these linkages represent valuable opportunities for IAUP members to interact at high levels with UN-related organizations.

In 2016, IAUP delivered its written statement for the 2016 ECOSOC High-Level Segment to the United Nations.

-IAUP and UNAI in Puerto Rico, March 25, 2015



Sistema Universitario
Ana G. Méndez

TURABO

UNIVERSIDAD
DEL TURABO
SISTEMA UNIVERSITARIO
ANA G. MÉNDEZ

Many have been the events where the United Nations Academic Impact (UNAI) and the IAUP have continued to work together and keep their productive relationship very active. One of them was the **5th International Symposium on the Internationalization of Higher Education**, co-organized by the Library-Museum Governor Pedro Roselló in San Juan Puerto Rico and the Universidad del Turabo, (University System Ana G. Méndez.) The event was held on March 25, 2015.

The welcome remarks were by Dr. E. David Méndez, Associate VP for International Affairs, Ana G. Méndez System. Then Dr. José F. Méndez, President of the Ana G. Méndez System of Universities delivered his remarks. An introduction was made by Dr. Pedro Roselló, former Governor of Puerto Rico and Professor of Turabo University.

The first presentation of the program was made: Mr. Ramu Damodaran, Director of Academic Impact, United Nations, presented on "The UN at 70: From Global Organization to Global Citizenship." Then Dr. Peter Stearns, Provost Emeritus and Professor of History of George Mason University made the presentation on "Taking Internationalization Seriously."

The next two presentations were by Dr. José F. Calderero, Dean of the School of Education of the Rioja International University, Spain on "Educational Strategies to promote internationalization and prepare global citizens and by Mr. Brad Farnsworth, Assistant Vice President for

Internationalization and Global Engagement of the American Council on Education, on the topic "Comprehensive Internationalization: Theory and Practice."

The last presentation was by Prof. Alvaro Romo, Secretary General of the IAUP, on the topic "Internationalization of Higher Education and the Global Citizen Today."

The symposium was closed with remarks made by Dr. E. David Méndez, Associate Vice President for International Affairs, Ana G. Méndez University.



Dr. José F. Méndez



Dr. Pedro Roselló



Mr. Ramu Damodaran



Prof. Alvaro Romo



Dr. José F. Calderero



Mr. Brad Farnsworth

Other events where both UNAI and IAUP have worked together or participated together appear earlier in this Triennial report.

9.12 IAUP at the General Assembly of FIMPES, May 6-8, 2015

The Mexican Federation of Private Higher Education Institutions (FIMPES, in its Spanish acronym) held its General Assembly at the CETYS Universidad, Tijuana campus, Mexico, on May 6-8, 2015. FIMPES is the most important association of its kind in Mexico. The invitation was extended to IAUP to participate in a prominent place in the program

and use the opportunity to recruit new members from FIMPES to join IAUP.

Therefore, the IAUP, represented by Secretary General Prof. Alvaro Romo, was in charge of the opening keynote address on the topic "Models and Strategies for the Internationalization of Universities." IAUP also hosted the welcome cocktail reception on May 6, 2015.

The meeting was presided by Dr. Juan de la Borbolla Rivero, President of the FIMPES Board of Directors and Dr. Fernando León García, the host Rector. The rest of the presenters dealt with topics of the highest interest, such as "Building Peace and Reforming Justice," "Educating in Values in our Times: Toward a Citizens' Competence," "University Social Responsibility," "Carrying Out a University Model based on Values and Social Responsibility." The closing was a panel with participation from the private sector of Baja California and workshops on "The Challenge of Educating in Values at the Mexican Universities."

FIMPES met as a General Assembly to deal with business aspects and the election of new officers of the association.

9.13 IAUP and the Coimbra Group of Brazilian Universities



The Coimbra Group of Brazilian Universities (GCUB) invited IAUP to participate in its 7th International Seminary and 8th General Assembly, "Higher Education Innovation and Internationalization," held on 27-29 October, 2015. This academic gathering was hosted by the University of Manchester in the UK, and the IAUP had excellent representation with the participation of Dr. Fernando Galván Reula, Rector of the University of Alcalá, Spain. Dr. Galván attended also in his role as Chair of the Western and Southern Europe region of the IAUP.



Dr. Galván was in the program as a speaker in Round Table 2, on 28, October, on the topic “Higher Education, Science and Technology, Innovations and Internationalisation.”

Rector Fernando Galván Reula

IN MEMORIAM

We are saddened by the fact that we lost several members who had been extremely supportive of our organization during our triennial period. They are: Glenn Goerke, U.S.A., Heinrich Stremitzer, Austria, David Strangway, Canada, and Guido Declercq, Belgium. The first three were members of our Executive Committee and the fourth one was a member of our Council of Senior Advisors.



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

CHAPTER TEN

Recognition and Appreciation

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10.1 Overview

All officers of the IAUP exercise their duties on a volunteer basis. IAUP depends on their members and their institutions to support IAUP activities, by hosting events such as semi-annual meetings, regional activities, and provide financial and in-kind support for IAUP's operation. Among our membership, members of the Executive Committee and of the Council of Senior Advisors are of particular importance to allow IAUP to achieve its mission. We are also fortunate to have been assisted over the last three years, by dedicated staff based at the academic institutions of the Presidency.



10.2 Council of Senior Advisors

Mr. Enan Galaly, Denmark Founder and Chairman of Helnan International Hotels.

In addition to his outstanding career as a hotelier, Galaly has been distinguished as “Knight of Dannebrog” by the Kingdom of Denmark. He has served IAUP as a senior advisor since 2000 and as Chair of the Council of Senior Advisors since 2011.

General Members:

Mrs. Susan Adams, U.S.A.

She has been involved with IAUP since 2000 and has served as a member of the IAUP Council of Senior Advisors since 2012. Formerly an executive in the financial services industry.

Mr. Ramu Damodaran – India

Chief, United Nations Academic Impact (UNAI), Department of Public Information, United Nations Secretariat; Deputy Director for Partnerships and Public Engagement, UN-DPI; former Chief of its Civil Society Service, UN-DPI. Diplomat, writer, thinker, eloquent speaker.

Allan Goodman, U.S.A.

President and CEO, Institute of International Education; previously, he was Executive Dean of the School of Foreign Service and Professor at Georgetown University; author of books on international affairs published by Harvard, Princeton and Yale University Presses and Diversity in Governance, published by the American Council on Education. International Education leader recognized worldwide.

Jan de Groof – Belgium

President, European Association for Education Law and Policy, UNESCO Charge de Mission
Arthur Goemaerelei 52, B-2018 Antwerpen, BELGIUM

Mark W. Harris – USA

Former President & Chief Executive Officer, ELS Language Centers; Former President of ELS Educational Services Inc.; Executive Vice President of Benesse Holdings, Inc. Previously he served as an Executive Vice President of Berlitz International, Inc. of Benesse Corp.

Sang-Kyun Lee – Korea

Board Chair, Shin-Il Educational Foundation, Co-Chair, Seoul Cyber University, Seoul, Republic of Korea. Chairman of the Board of the Korea-Sweden Arts & Culture Society (2002.) General Manager of Shin-Il Cultural Foundation (2000 to present)

Se Ung Lee – Korea

President, Shin IL Corporation and Shin IL Educational Foundation; chairman of the Board of Trustees of Seoul Cyber University; chairman of the Board of Directors of the Seoul Arts Center and the Korea National Ballet Company; former vice president of the Korean National Red Cross; and former board chairman of Sookmyung Women's University. Lee has contributed to the work of the IAUP since the late 1980's.

Jose Ramos-Horta – Timor-Leste

President of East Timor; Nobel Peace Prize Laureate, 1996; former prime minister, founder and former member of the Revolutionary Front for an Independent East Timor; former minister of external relations and information and permanent representative to the United Nations. Ramos-Horta has been a speaker and participant at IAUP events.

H.E. Fidel V. Ramos, Philippines

Former president of the Philippines; key contributor to the association of South East Asian Nations (ASEAN); founder of the Ramos Foundation for Peace and Development, Inc.; co-founder and current chairman of

the Board of Directors for the Boao Forum for Asia; and chairman of the Global Meeting of Emerging Markets Forum.

Professor Teiichi Sato, Japan

Senior Advisor for Academic Affairs, International University of Health and Welfare; Honorary Executive Director, Tokyo National Museum; Ambassador Extraordinary and Plenipotentiary to UNESCO (2003-2006)

Heitor Gurgulino de Souza – Brazil

Secretary-General, IAUP 2008-2011; Former Rector, United Nations University, President of the World Academy of Arts and Sciences, Member of the Club of Rome.

Mr. Michael C. Stevenson – United Kingdom

President MC Stevenson Limited, author and speaker

10.3 Executive Committee

PAST OFFICERS

Neal King – USA

IAUP President, 2011-2014, Chairman of the Board, 2014-2017
President Emeritus, Sofia University

Jason Scorza – USA

IAUP Secretary-General, 2011-2014
Vice Provost, Global Learning, Fairleigh Dickinson University

Carmen Lamagna – Bangladesh

IAUP Treasurer, 2011-2014
Vice Chancellor, American International University-Bangladesh (AIUB)

Barham Madain Ayub – Chile

(President, 2008-2011)
President Emeritus, Universidad de Viña del Mar

José Rodríguez Pérez – Chile

IAUP Treasurer, 2008-2011
Rector, Universidad Andrés Bello

Pornchai Mongkhonvanit – Thailand

IAUP President, 2005-2008

President, Siam University

Ingrid Moses – Australia

IAUP President, 2002-2005

Chancellor Emeritus, University of Canberra

James McWha – Australia

IAUP Secretary-General, 2002-2005

Vice Chancellor, University of Rwanda

Former Vice Chancellor, The University of Adelaide

Sven Lars Caspersen – Denmark

IAUP President, 1999-2002

Former Chairman of the Board, Aalborg University

Jef Van der Perre – Belgium

IAUP Secretary-General, 1999-2002

Former Secretary General, Flemish Inter University Council

Donald Gerth – USA

IAUP President, 1996-1999

President Emeritus, California State University at Sacramento

Roseville, CA, USA

REGIONAL CHAIRS

Joshua Alabi – Ghana

(Chair, West Africa Region)

Rector, Institute of Professional Studies, Accra

David Atkinson - Canada

(Chair, Canada region)

President, Grant MacEwan University

Donald Betz – USA

(Chair, U.S.A. Region)

President, University of Central Oklahoma

Shawn Chen – P. R. China

(Chair, North East Asia Region)

President, SIAS International University

Fernando Galván Reula – Spain

(Chair, Western & Southern Europe Region)
Rector, University of Alcalá

Fernando León García – Mexico

(Co-Chair, Mexico/Central America Region)
President, CETYS Universidad System

Dr. Soon Heung Chang – Korea

(Chair, Korea Region)
President, Handong Global University

Thandwa Zizwe Mthembu – South Africa

(Chair, South Africa Region)
Vice-Chancellor and Principal,
Durban University of Technology

Antonio Leño Reyes – Mexico

(Co-Chair, Mexico/Central America Region)
Rector, Universidad Autónoma de Guadalajara
Bohuslava Šenkýřová – Czech Republic
(Chair, Northern Europe Region)
Rector, University of Finance & Administration (VSFS)

Eda Coutinho Barbosa Machado de Souza – Brazil

(Chair, Brazil Region)
President, Instituto de Educação Superior de Brasília (IESB)

Janjira Wongkhomthong – Thailand

(Chair, South East Asia Region)
President, Christian University of Thailand

GENERAL MEMBERS**Dr. Pedro Alejandro Basualdo - Argentina**

Academic Secretary,
Alma Mater Studiorum Universitá di Bologna (Representation in Argentina)

Dr. Inwon Choue – Republic of Korea,

President, Kyung Hee University,
Seoul, Republic of Korea

Constantine W. Curris – U.S.A.

Former President, American Association of State Colleges and University (AASCU)

Jackie Jenkins-Scott – U.S.A.

(Co-Chair, IAUP/UN Commission on Disarmament Education, Conflict Resolution & Peace)
President Emeritus, Wheelock College

Eunjoo Lee – Republic of Korea

President, Seoul Cyber University

Keith Terrence Miller – USA

President Emeritus, Virginia State University

Professor Daniel Ricardo Pizzi - Argentina

Rector, Universidad Nacional De Cuyo

James Roach – USA

Former President, Western Connecticut State University

Gulsun Saglamer – Turkey

Former Rector, Istanbul Technical University

David James Schmidly – U.S.A.

Former President, University of New Mexico

Jei-Fu Shaw – Taiwan

President, I-Shou University

Sheldon Drucker – USA

President, Farleigh Dickinson University

10.4 Support Staff



Dr. Yoshiro Tanaka
Deputy Secretary General, IAUP



Ms. Yukiko Ebara
Assistant to Chancellor
J. F. Oberlin, University



Dr. Hiroaki Hatayama
Assistant to the President, IAUP



Ms. Araceli Giacomel
Assistant to the Secretary
General, IAUP



Mr. Tatsuro Tanioka
Assistant Secretary General,
Deputy Treasurer, IAUP

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