

Recovery and Transformation:
Innovation and Inclusion.

TRIENNIAL REPORT

2021-2024



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS



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FOREWORD

IAUP / TRIENNIAL REPORT JULY 2021 - JUNE 2024

As institutions worldwide continue to grapple with what has become the “post-pandemic” world, facing not only the challenges brought on by this unexpected event but also the dynamic shifts that characterize today’s fast-paced environment, transformations continue to unfold across higher education.

This document serves as a testament that universities were able to change and adjust when needed. Looking to the future and seeking to continue serving our students and our respective societies, we must acknowledge what is working, take note of what has failed, improve on what makes sense to do so, and seek to reinvent and innovate that which we must, as we explore the boundaries of what we know. ●

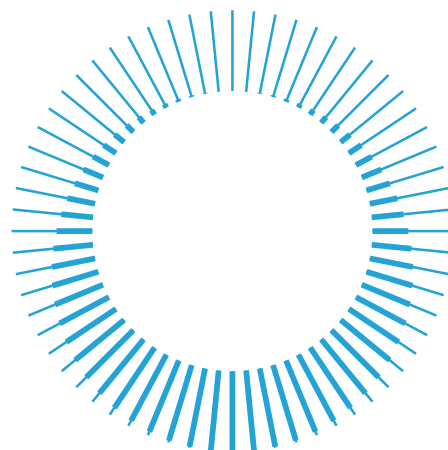


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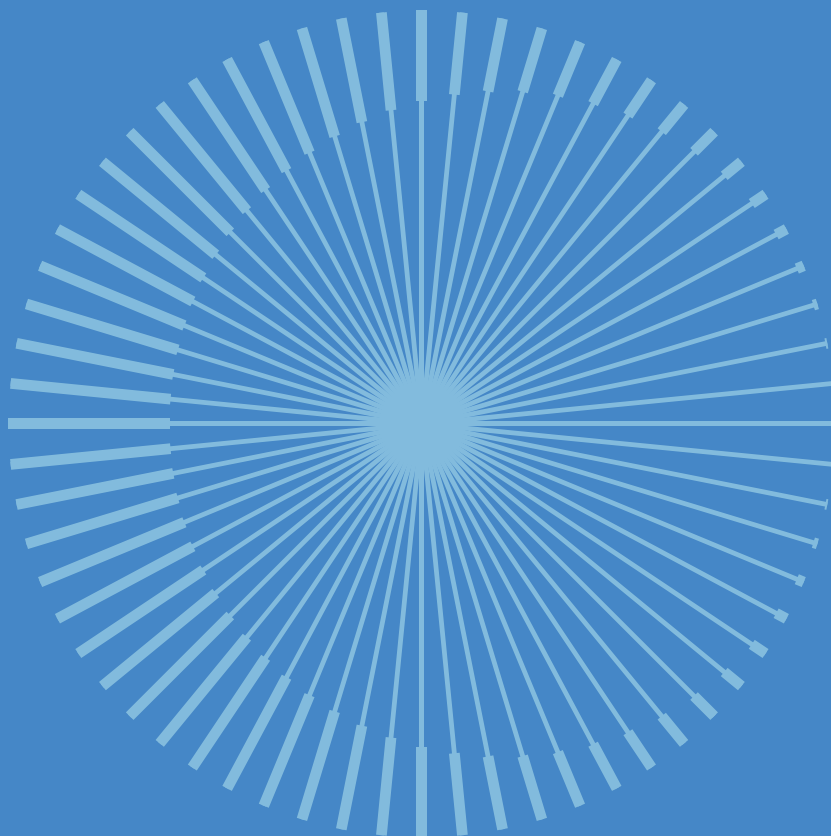


IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

MESSAGES FROM THE PRESIDENCY

2021-2024





PRESIDENCY 2021 - 2024

Message from the President

During our tenure leading the International Association of University Presidents (IAUP), we have faced daunting challenges that have impacted higher education globally. Still fresh in our collective minds is the COVID-19 Pandemic and how it shook the foundations of and accelerated numerous changes in higher education. Accordingly, our theme throughout 2021-2024 has been Recovery and Transformation: Innovation and Inclusion. The report that follows attempts to highlight the main activities that we were able to carry out on behalf of IAUP with broad participation of and support from our membership around the world, our IAUP Executive Committee, and our IAUP Board.

It has been a pleasure working with and having as part of the 2021-2024 Team Dr. Fernando Galván as our Secretary General and Dr. Shawn Chen as Treasurer of the IAUP. I am thankful and acknowledge their commitment and effort to move IAUP priorities forward.

Starting with key words that emerged from the Pandemic as a Black Swan type of event, that required universities to restore, rebuild, and recreate, to face rapid innovation and radical change, and to test resilience and the capacity for recovery, we all had to learn to pivot and understand that this was not a storm but the equivalent to a major climate change. As AGB (Association of Governing Boards) stated in the early days of the Pandemic, we potentially went through the following stages: Emergency, Transition, and Transformation. Our portfolio of activities included the IAUP Triennial, IAUP surveys on key topics, IAUP semi-annual and regional conferences, strategic activities for the period such as the Seminar on Leadership Development for New Presidents and Emerging Leaders, the Women's Leadership Initiative, Student Entrepreneurship Competitions, the IAUP Mobility Bank, among others. Our report provides further details on these activities.

The IAUP Triennial identified several key concepts that we needed to keep in mind as we were coping with the Pandemic and trying to move forward. These include: the notion of “nimblity”; a bifocal leadership; making sure that we are moving towards programs that are short, accessible, and laser focused on skills and workplace; an emphasis on more personalized programs and more individual learning; student mental health and student success, the need to seek and develop talent (“Einsteins”); looking at diversity and inclusion as a strength; acting with empathy, solidarity, flexibility, and opportunity; being increasingly mindful of mission, quality, operational/financial sustainability, strategic in all we do; and acknowledging that we are moving from the university as we have known it to what will likely be a global multiversity.

The results of the different surveys that were conducted by IAUP, served as recurring themes across the different conferences. These included, in addition to those mentioned earlier: the role of faculty in helping institutions migrate to remote distance education and similar modes of delivery; identifying and discussing a broader perspective on internationalization (e-mobility, I@ Home, partnerships); acknowledging the short-term financial impact and moving towards long-term sustainability; and envisioning a future where face-to-face education will increasingly incorporate technology and be accompanied by hybrid and online modes of delivery.

Through the numerous IAUP conferences and events, we were able to be in touch with, learn about the challenges and opportunities, and provide support as possible to our membership across Europe, Africa, the Americas, and Asia Pacific. Of particular significance and importance was the strengthening and diversification of the IAUP Executive Committee. More leaders from distinguished universities and higher education organization across the globe joined this key group, including more women.

Of special importance for the continued success of IAUP was the membership drive. As Secretary General Fernando Galván correctly states as part of this message, it was critical because of COVID-19 and recurrent challenges to work diligently and systematically to maintain current IAUP members, invite former IAUP members to return, and recruit new members to join IAUP. Through the involvement of members of the Board, the Executive Committee, and relevant connections and networks coupled with a more robust value proposition, IAUP membership grew during this triennium and is on more stable ground for future development.

Looking to the future and seeking to continue serving our students and our respective societies, as leaders we should acknowledge what is working, take note of what has failed, improve on what makes sense to do so, and seek to reinvent and innovate that which we must as we explore, extending the boundaries of what we know. We should strive to become better, of higher quality, responsive, relevant, resilient, more innovative and inclusive as we seek to achieve student success and greater welfare and well-being in our societies.

We are indebted to the following institutions for hosting and supporting our semi-annual or regional conferences: Universidad Autónoma de Bucaramanga (Colombia); Osaka University of Commerce (Japan); and Nottingham Trent University (UK). We are also appreciative of the Qatar Foundation for hosting IAUP at Education City in Doha, Qatar. A special recognition goes to Sir Enan Galaxy and the Helnan Group who hosted an IAUP event in Cairo, Egypt as well as the IV Seminar on Leadership Development held in Aarhus, Denmark. We are most thankful to Dr. Arturo Cherbowski and Santander Universidades for their strategic partnership across a broad spectrum of IAUP activities around the world over the 2021-2024 triennium.



Dr. Fernando León-García
President, IAUP (2021-2024)
President, CETYS University
(Mexico)

We express and send our best wishes to Dr. Shawn Chen as he begins his period as IAUP President for 2024-2027, and extend a welcome to our future President for 2027-2030, Dr. Tomás Morales.

I extend my deepest gratitude to our members, partners, advisors, and collaborators, who have supported us in this endeavor. Your dedication, expertise and passion have been a driving force behind the accomplishments that are presented in this document.

Message from the Board Chair

Dear IAUP Members,

As we conclude the 2021-2024 term, it is a privilege to reflect on our shared journey during a time of significant transformation in higher education. The post-pandemic era has posed numerous challenges, but it has also underscored the importance of resilience, adaptability, and innovation within our institutions.

Our board members have shown exceptional engagement throughout this term, actively participating in meetings across various regions, from Europe to Asia and the Americas. Their contributions have been invaluable as we navigated complex global issues. We have also seen a remarkable increase in our membership, reflecting the growing interest in IAUP's mission and programs. This surge in membership is a testament to the relevance of our initiatives, which have included global forums and conferences on pressing issues such as generative AI in education, internationalization of academic programs, female leadership in academia, and strategies for fostering student success in a rapidly changing world.

Our events and programs have provided critical platforms for dialogue, learning, and collaboration. Notably, our virtual and in-person conferences have enabled members to exchange ideas and best practices, reinforcing IAUP's role as a leader in global higher education discourse.



IAUP Chairman of the Board

Dr. Kakha Shengelia

President, Caucasus University (Georgia)

I want to express my deep gratitude to all board members for their dedication, to our global partners for their unwavering support, to the Executive Committee and Advisory Council, and to each IAUP member for their commitment to advancing the cause of higher education worldwide. Together, we have made significant strides, and I am confident that IAUP will continue to thrive a guiding light of leadership and collaboration in the years to come.

Thank you for being part of this incredible journey.

Message from the Secretary General

Our Presidency was initially marked by the pandemic and immediate post-pandemic. One of the worst consequences for IAUP was the dramatic fall in membership. Originally the previous Presidency (2017-2020), chaired by Dr Kakha Shengelia, was due to finish in July 2020, and most memberships also expired in 2020. But, due to Covid, it proved impossible to organize the Triennial conference in July 2020 and it had to be postponed to July 2021. Most memberships expired in 2020, and it was impossible to renew them during 2020-2021, because many universities in the world closed or discontinued part of their activities. Many members disappeared from our lists and the new Presidency had to face the delicate and hard task of trying to persuade our former members that it was worthwhile returning to IAUP.

Recovery took some time, and only through the new set of activities, webinars, seminars and other initiatives developed after 2022, as well as the support of colleagues and members of the Board and the Executive Committee, we succeeded in recovering a substantial number of former members and recruiting new ones. Fortunately, the situation of membership in October 2024 is now very good, with over 150 active members, even better than that of the pre-pandemic situation.

It is also important to notice that there are now more members than in the past from regions such as Africa, Europe and South America, which is very good news for the internationalization of IAUP. Among the reasons for this, we can mention the successful sessions of the Seminar on Leadership Development for New Presidents and Emerging Leaders, held in Denmark, Mexico, and Qatar.

The Executive Committee (EC) and the Board were also very active in this triennium. Nine meetings were held by the EC. The Board held ten meetings in different parts of the world, in addition to those held online. We were present in England, Japan, China, Egypt, Colombia, Chile and Mexico. Many important decisions were taken during this period; one of them was an update of the IAUP Byelaws, in order to adapt them to changes and current requirements



IAUP Secretary General

Dr. Fernando Galván

President Emeritus, Universidad de Alcalá (Spain)

(approved in 2022 in Bucaramanga, Colombia). Another one was to move the deposit account we had in Austria to the UK, to Santander Bank. Although it was a complex and long bureaucratic process, due to the formal financial and banking restrictions affecting international organizations, it has eventually proved an excellent decision because the amount deposited in that new Santander account in the UK is now producing interest (in the last year the interest produced could pay for all the secretarial services IAUP needed, for instance).

I also wish to mention the excellent service IAUP is now offering through our website, updated by the CETYS group in Mexico. Plenty of information, which is being continuously updated, is presented on the website (<https://www.iaup.org>), not only about IAUP institutional activities, but also on those initiatives performed by IAUP members. Current weekly information from the news bulletin produced by the United Nations Department of Global Communication is also provided regularly, in agreement with our institutional cooperation with the UN and our current special consultative status as an NGO with the United Nations Economic and Social Council (ECOSOC). All this has also contributed to the dissemination of our activities worldwide through the specialized periodicals, such as, among others, University World News, which has been regularly publishing news about our activities in recent years.

Readers of this Triennial Report will find many details about this in the following pages. I hope you enjoy reading them. Should you have any queries, please do not hesitate to get back to the Secretary General of IAUP. We are here to help!

Message from the Treasurer

As the Treasurer of the International Association of University Presidents (IAUP) for the 2021-2024 term, I am pleased to report on the financial health and achievements of our organization during this challenging yet transformative period.

The COVID-19 pandemic posed unprecedented challenges to our institutions and to IAUP itself. However, through resilience, adaptability, and the collective efforts of our members, we have not only survived but also thrived. Our financial management strategies have been instrumental in ensuring the stability and growth of IAUP during this time.

One of our key accomplishments has been the successful recovery of membership numbers. Despite the initial decline due to the pandemic, we have worked diligently to renew expired memberships, persuade former members to return, and recruit new members. The growth of members underscores the relevance and importance of our initiatives in the global higher education landscape.

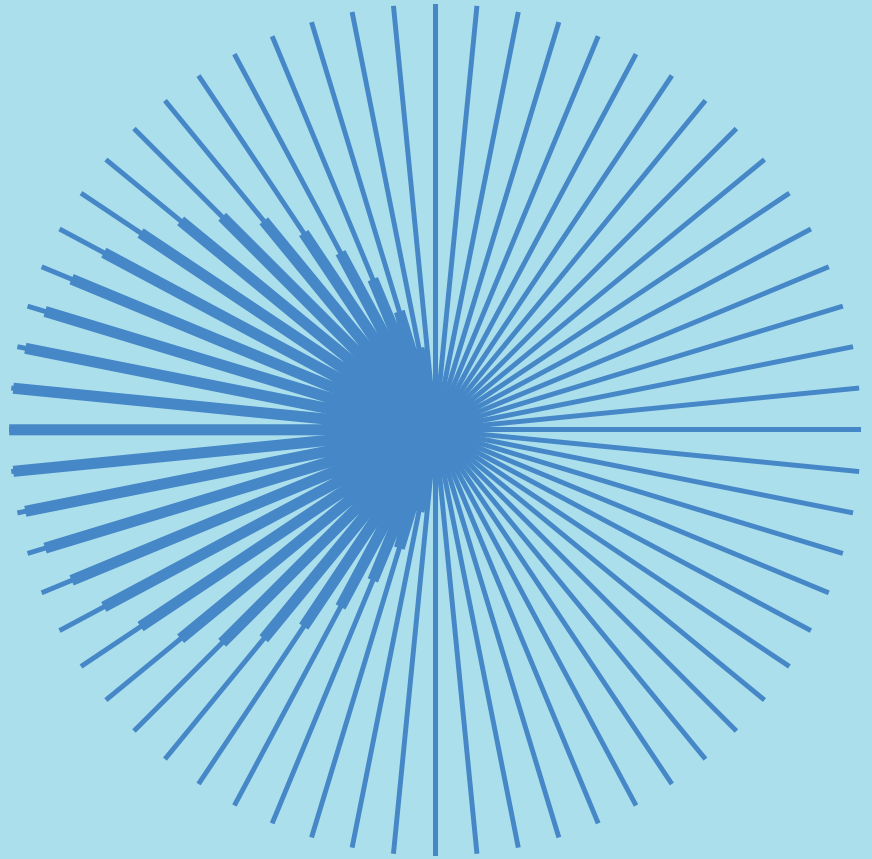
Our financial stability has enabled us to continue supporting and expanding our programs and initiatives. From global forums and conferences on pressing issues such as generative AI in education and the internationalization of academic programs, to the Women's Leadership Initiative and Student Entrepreneurship Competitions, we have provided critical platforms for dialogue, learning, and collaboration among our members.

Looking ahead, we remain committed to maintaining our financial stability and continuing to support the growth and development of IAUP. We will continue to explore new opportunities and partnerships that align with our mission and vision for a more resilient, inclusive, and innovative global higher education community.

Thank you to all our members, partners, and collaborators for your unwavering support and dedication to advancing the cause of higher education. Together, we have navigated through challenging times and emerged stronger, ready to face the future with renewed vigor and purpose.



IAUP Treasurer / President Elect
Dr. Shawn Chen
Chancellor, SIAS University (China)



IAUP

INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS

ORGANIZATIONAL AND ADMINISTRATIVE STRUCTURE

International Association of **University Presidents**

The International Association of University Presidents (IAUP) is a globally recognized network comprising university leaders and institutions united by a shared commitment to advancing higher education for the betterment of the world. With a diverse membership representing institutions from various regions, the organization provides a platform for university leaders to connect, engage in meaningful dialogue, share experiences, promote best practices and embrace transformative initiatives that contribute to higher education on a global scale. In the 2021-2024 Triennium of the IAUP, the central theme has been “Recovery and Transformation: Innovation and Inclusion”.



HISTORY

The founding fathers of the IAUP, university leaders from the US, South Korea, Puerto Rico, the Philippines and Liberia, met in 1964 to discuss creating a global organization promoting collaboration among higher education leaders. In June 1965, the IAUP held its first conference in Oxford with 120 representatives from 21 countries. Today, the association has continued to grow, contributing to member institutions' international mission and quality of education.

MISSION

Our mission is to provide a platform for university presidents to exchange ideas and best practices, strengthening the international mission and quality of higher education institutions in an increasingly interdependent world.

Since its foundation, the IAUP has continued to strive for excellence in the following:

- Increasing the exchange of experiences, levels of collaboration and networking between university leaders.
- Providing a well informed forum for university leaders throughout the world.
- Contributing to a worldwide vision of higher education.
- Strengthening the international mission of institutions throughout the world.
- Making every effort for the voice of educational leaders to be heard.
- Supporting sustainable development in a context of global competency.
- Promoting peace and international understanding through education.

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. It 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, along its general responsibility for the Charity's affairs, is the main forum for discussing issues relating to the Charity's structure and its policies and strategies, both internally and externally.



**IAUP Chairman of the Board and former
IAUP President**

Dr. Kakha Shengelia

President, Caucasus University (Georgia)



Former IAUP Secretary General

Dr. Gerald Reisinger

President, University of Applied Sciences
Upper Austria (Austria)



Former IAUP Treasurer

Dr. Nicolette DeVille Christensen

Former President, Arcadia University (USA)



IAUP President

Dr. Fernando León-García

President, CETYS University (Mexico)



IAUP Secretary General

Dr. Fernando Galván

President Emeritus, Universidad de Alcalá (Spain)



IAUP Treasurer and President-Elect

Dr. Shawn Chen

Chancellor, SIAS University (China)



Secretary General 2024 - 2027

Mr. Tatsuro Tanioka

Vice Chancellor, Tanioka Gakuen Educational Foundation (Japan)



Treasurer 2024 - 2027

Dr. Brent White

Chief Global Officer, University of Hawai'i at Mānoa (USA)



Ex-Officio IAUP Member

Dr. Nicholas Baldwin

Dean and Director of Operations, Wroxton College of Fairleigh Dickinson University (USA)

The Executive Committee

The Executive Committee is chaired by the President of the IAUP or, in his/her absence, by another officer nominated by the President. The Executive Committee is an advisory committee of 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 IAUP's structure, its policies and strategies, both internally and externally.

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. Executive Committee Membership includes the Board of Directors.

USA & CANADA



Dr. Tomás Morales
IAUP Vice President for USA & Canada
President, California State University, San Bernardino (USA)



Dr. Devorah Lieberman
President Emerita, University of La Verne (USA)



Dr. Elizabeth Stroble
Chancellor, Webster University (USA)



Dr. Ramu Damodaran
Honorary Advisor, University for Peace (USA)



Dr. David Atkinson
President Emeritus, MacEwan University (Canada)



Dr. Don Betz
President Emeritus, University of Central Oklahoma (USA)



Dr. Mildred García
Chancellor, California State University System (USA)



Dr. Randy Frisch
President, City University of Seattle/ National University (USA)

MEXICO, CENTRAL AMERICA & THE CARIBBEAN



Dr. Ricardo Villanueva Lomelí
IAUP Vice President for Mexico,
Central America and the Caribbean
Universidad de Guadalajara (Mexico)



Dr. Antonio Leaño Reyes
President, Universidad Autónoma de
Guadalajara (Mexico)

SOUTH AMERICA



Dr. Ignacio Sánchez
IAUP Vice President for South America
President, Universidad Católica de Chile
(Chile)



Dr. Eda Coutinho Machado
President, Centro Universitário IESB /
Campus Sul (Brazil)



Dr. Gonzalo Mendieta
President, Universidad de las Américas
(Ecuador)



Dr. Juan Camilo Montoya Bozzi
President, Universidad Autónoma de
Bucaramanga (Colombia)

EUROPE



Dr. Pilar Aranda
IAUP Vice President for Europe
President, Universidad de Granada
(Spain)



Dr. Edward Peck
President, Nottingham Trent University (UK)



Dr. George Sharvashidze
President, Ivane Javakishvili Tbilisi State
University (Georgia)



Dr. Gulsun Saglamer
President, European Women Rectors
Association (Belgium)



Dr. Ricardo Mairal-Usón
President, Universidad Nacional de
Educación a Distancia (Spain)



Dr. María Vicenta Mestre
President, Universitat de València (Spain)



Prof. Mustafa Aydin
President, Eurasian Universities Union
(Turkey)

AFRICA



Dr. Letlhokwa George Mpedi
IAUP Vice President for Africa
President, Vice-Chancellor and Principal,
University of Johannesburg (South Africa)



Dr. Amine Bensaid
President, Al Akhawayn University
(Morocco)

ASIA & MIDDLE EAST



Dr. Jiang Hongxin
IAUP Vice President for Asia & Middle East
Chairman, Hunan Normal University
(China)



Dr. Anand Jacob Verghese
Chancellor, Hindustan Institute of
Technology and Science (India)



Dr. Carmen Z. Lamagna
President, American International
University of Bangladesh (Bangladesh)



Dr. Mohammad Sharif Malekzadeh
CEO, SIT11 International University and
Organization (Iran)



Mr. Tatsuro Tanioka
Vice Chancellor, Tanioka Gakuen
Educational Foundation (Japan)



Yunkeum Chang
President, Sookmyung Women's
University (Korea)

PARTNER ORGANIZATIONS



Dr. Allan E. Goodman
President, Institute of International
Education (USA)



Dr. Marek Kręglewski
President, Compostela Group of
Universities (Spain / Poland)



Dr. Sue Cunningham
President, Council for Advancement and
Support of Education (USA)



Dr. Ted Mitchell
American Council on Education (USA)



Dr. Carl Jubran
President, American College of the
Mediterranean / AAICU (France)

The Advisory Council

The Advisory council of the IAUP is composed of internationally distinguished leaders from the educational sector, the business world or the government sector, who actively support the causes for which the IAUP stands. Members, appointed by the President of the IAUP, provide:

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

MEMBERS

- **Dr. Enan Galaly (†)**
Chair, Council of Senior Advisors -
Denmark
- **Dr. Álvaro Romo**
Former IAUP Secretary General - USA
- **Dr. Hassan Diab**
Former President American University
of Beirut (AUB) - Lebanon
- **Dr. Se Ung Lee**
Shinil Educational Foundation - Korea

SUPPORT STAFF FOR 2021-2024

- **Dr. Noé Chirino Hernández**
Director of International Strategic
Initiatives for the IAUP
CETYS University
- **Ana Carlota Muñiz Guajardo**
Communications Manager for the IAUP
CETYS University
- **Jillian Linnett**
Assistant
Christou, Chartered Certified Accountants
- **Julian Yue Junliang**
Assistant to the IAUP Treasurer
SIAS University
- **Nubia Cervantes**
Assistant to President of the IAUP
CETYS University

Overview of the Triennium

Recovery and Transformation: Innovation & Inclusion

In the years following the pandemic, institutions of Higher Education were called to embrace the unique opportunities and challenges that arose in such unprecedented times. For the 2021-2024 Triennium, the IAUP committed to leading this endeavor, through four key pillars that reflected the core focus and strategic direction of the organization:

Recovery and Transformation: Innovation and Inclusion.

The association has sought to support institutions in building resilience, overcoming disruptions and gaining stability while evolving to meet new demands, by emphasizing the importance of embracing innovation, ensuring inclusion, and strengthening leadership through global collaboration. This allows higher education institutions to deliver a transformative educational experience that not only impacts the present but also enables them to transcend, ensuring a sustainable and promising future for all. ●

Strategic Initiatives

2021-2024



REGIONAL CONFERENCES AND FORUMS

on Key Higher Education
Issues at Select Locations
Around the World



PERIODIC SURVEYS on Select Themes of Global Interest



SEMINAR ON LEADERSHIP DEVELOPMENT

for New Presidents and
Emerging Leaders



WOMEN'S LEADERSHIP

Empowering Women in
Higher Education



STRATEGIC LINKAGES with Higher Education Organizations Around the World



PILOT STUDENT COMPETITIONS on Select Themes

International Academic Dialogue

The IAUP's unwavering commitment to fostering academic dialogue on a global scale is a reflection of its mission to provide a platform where university presidents can share insights and best practices, ultimately strengthening the quality of higher education institutions. Through global meetings, strategic Board and Executive Committee sessions, and participation in a wide range of international forums, the IAUP unites thought leaders to engage in meaningful discussions, build partnerships, and chart new paths. By actively engaging in global conversations, hosting impactful webinars, and maintaining a media presence, the IAUP amplifies the voices of its members while cultivating a spirit of collaboration that transcends borders. These exchanges of ideas are the driving force behind innovation and transformation, enabling universities to lead with purpose and enhancing the quality of education worldwide. ●



XIX IAUP TRIENNIAL CONFERENCE:

“Innovation and Inclusion, Key Priorities for Higher Education in a Post Pandemic World”



VIRTUAL • JULY 29-31, 2021

+ **430**
SENIOR
LEADERS

+ **40**
COUNTRIES

+ **80**
EXPERTS
AROUND
THE WORLD

KEY HIGHLIGHT

Institutions must be committed to strengthening leadership and governance through continued collaboration and innovation, to better serve students and society in the post-pandemic era.



Plenary 6: Women's Leadership: A Priority in the Post Pandemic Era



Session 1: Innovation/Technology during the Pandemic and Post Pandemic



Session 2: Accreditation and Quality Assurance during the Pandemic and Post Pandemic



Session 3: Trends in Internationalization during the Pandemic and Post Pandemic



Session 4: Internationalization Challenges during the Pandemic and Post Pandemic



Session 5: Inclusion/Social Responsibility during the Pandemic and Post Pandemic



Session 6: Internationalization: Best Practices during the Pandemic and Post Pandemic



Session 7: Inclusion/Social Responsibility during the Pandemic and Post Pandemic



Session 8: Innovation/Technology during the Pandemic and Post Pandemic



Session 9: Internationalization: Best Practices during the Pandemic and Post Pandemic



Closing Ceremony



KEY TOPICS

Innovation/Technology, Accreditation/ Quality Assurance, Internationalization, Inclusion/Social Responsibility, Leadership/ Governance, Women's Leadership, and Fund Raising/Institutional Development.

The XIX IAUP Triennial Conference provided a robust platform for exploring the profound changes and challenges facing higher education during and after the pandemic. Key themes included the transformation of universities in response to a rapidly evolving educational landscape, with an emphasis on the adaptation of institutions to be more flexible and resilient. Discussions focused on the impact of the pandemic on the exacerbation of social inequalities and the critical role of technology, internationalization and global collaboration in addressing these challenges. Strategic leadership emerged as a crucial factor in navigating the crisis, with sessions highlighting the importance of innovative governance, empathy, and inclusion in driving institutional success.

In addition to these broad themes, the conference delved into specific areas such as student empowerment, accreditation and rankings, Women's Leadership, fundraising, and social responsibility. The sessions explored, for example, how institutions are integrating new technologies, creating personalized learning environments, and fostering global connections despite the constraints of the pandemic. The importance of inclusivity and social responsibility was also a major focus, with discussions on breaking down systemic barriers, promoting gender equality, and ensuring broader access to higher education. The conference concluded with a strong call for continued collaboration and innovation, as well as a commitment to strengthening leadership and governance to better serve students and society in the post-pandemic era. ●

J. MICHAEL ADAMS LEADERSHIP AND SERVICE AWARD

The IAUP has unanimously approved the institution of the J. Michael Adams Leadership and Service Award, to be bestowed every three years upon an individual whose work is emblematic of President Adams' commitment to peace, to sustainable development, economic progress and social advancement, and to higher education as a bridge to these.

2021 WINNER: RAMU DAMODARAN, CHIEF OF THE UNITED NATIONS ACADEMIC IMPACT (UNAI)

The Board of Directors of the IAUP unanimously agreed to confer the J. Michael Adams award to Ramu Damodaran during the 2021 Triennial Conference of the IAUP. Damodaran served as Director for the United Nations Academic Impact (UNAI), an organization that under his leadership fostered a diverse and vibrant global network comprising over 1,600 member institutions spanning more than 150 countries, impacting over 25 million individuals in the fields of education and research, and serving as a hub of innovative solutions and ideas that help advance the Sustainable Development Goals across different latitudes and disciplines.



SEMI-ANNUAL MEETING IN COLOMBIA:

“Recovery and Transformation: New Challenges for Leaders of Higher Education”



SEPTEMBER 28-30, 2022



Universidad Autónoma de Bucaramanga
(UNAB), Colombia.



Participants from Mexico, United States, Austria, Costa Rica, Colombia, Spain, France, Chile, United Kingdom, Georgia, and Bangladesh.



KEY HIGHLIGHT

Universities must be proactive and adaptive in responding to the changing needs of students and the ever-evolving role of higher education.



The Semi-Annual Meeting in Colombia featured over 20 international speakers, with participants engaging in six panels and a conference, networking opportunities, and various cultural experiences. The event centered on key leadership challenges for universities post-pandemic, with a focus on solidarity, empathy, innovation, and community. Participants explored ways to reinvent higher education, emphasizing the importance of **interdisciplinarity**, **lifelong learning** and **digital transformation**. The concept of the **glocal multiversity** was also examined, addressing the evolving roles of universities in solving human, social, and economic challenges. Discussions also highlighted the significance of research and community outreach in achieving **global sustainability**, as well as the importance of supporting student's well-being, and employability. The meeting concluded with a call for universities to be proactive and adaptive in responding to the changing needs of students and the ever-evolving role of higher education. ●

SEMI-ANNUAL MEETING IN EGYPT:

“Transforming Global Higher Education through Quality, Innovation, and Inclusion”



MAY 11-13, 2023



Helnan Dream Hotel, Cairo, Egypt



Participants from 18 countries in the Americas, Africa, Europe, and Asia



KEY HIGHLIGHT

Inclusivity and excellence should be at the core of the university's effort. The focus must be on building solid institutions that empower and shape future generations.




The 2023 IAUP Semi-Annual Meeting in Egypt featured several panel sessions, cultural activities, and networking opportunities, with a focus on lessons learned from the pandemic and future challenges. Discussions emphasized the importance of **international collaboration**, higher education as a human right, and ensuring **access** to quality education for all students. Panel sessions covered a wide range of topics, including the **UNESCO 2030 Roadmap**, the global phenomenon of the **Great Resignation**, and the future of recovery and transformation in education, including a more **student-centered approach**. The importance of inclusivity, sustainability, internationalization, and the role of AI in education were highlighted as key factors for shaping the future of universities. The event also included a visit to October 6 University, fostering valuable discussions among global academic leaders, and the signing of several Memorandums of Understanding, furthering international collaboration and academic cooperation among IAUP members. ●

Semi-Annual Meeting in Japan



 SEPTEMBER 12-15, 2023

 Rihga Royal Hotel Osaka, Japan

 Participants from 14 countries in the Americas,
Africa, Europe, and Asia



KEY HIGHLIGHT

**Universities must be the leaders of positive change.
The focus should be on transformational leadership.**



The 2023 IAUP Semi-Annual Meeting in Japan emphasized the importance of promoting **inclusivity** within educational institutions, highlighting the need for universities to be leaders and **agents of positive change**. The concept of developing **well-rounded graduates** who are both employable and responsible citizens was explored, with a focus on balancing technical skills with a broader education. **Women's leadership** challenges and opportunities were also discussed, emphasizing the importance of diversity, equity, and inclusion in leadership roles. **Global enrollment trends** and the **impact of AI** and technology on education were key topics, with a focus on the long-term implications of these changes. The event also included the signing of several Memorandums of Understanding, along with panel sessions, cultural activities and networking opportunities that completed the program. ●

SEMI-ANNUAL MEETING IN THE UK

“Transforming Higher Education, Transforming Lives”



MARCH 7-9, 2024



Nottingham Trent University - London
and Nottingham, United Kingdom



Participants from Europe, Asia, Africa,
and the Americas



Nottingham Trent
University

KEY HIGHLIGHT

As transformations continue to take place in different areas around the world, universities must adapt to changing demands from students, governments and communities, impacting in their communities effectively, efficiently, and sustainably.




The 2024 IAUP Semi-Annual Meeting in the UK brought together over 40 higher education leaders from around the world to discuss the transformation of higher education. More than 20 speakers shared their insights on the evolving role of universities in the post-pandemic world in six panel sessions. Discussions emphasized the profound impact university presidents have on **leadership, enrollment, student experiences** and the **global workforce**. The meeting highlighted the importance of universities in transforming student lives, local economies, and the environment. A key focus was on the use of technology to meet funding demands and support student mental health, as well as the need for a clear path to sustainable transformation. The preliminary results of the 2023 IAUP Survey on Leadership in the Post-Pandemic Era were also presented, providing valuable perspectives on evolving leadership priorities and institutional responses in the last few years. The event included an MOU signing ceremony and several networking opportunities. ●

Meeting in Chile



 JULY 17, 2024

 Pontificia Universidad Católica de Chile,
Santiago, Chile

 Participants from 16 countries



UC | Chile

KEY HIGHLIGHT

Universities are essential in addressing the common challenges humanity faces by promoting education and creating new knowledge. Internationalization plays a key role in this endeavor.



In this gathering at UC Chile, university presidents debated the role of higher education leaders and their impact on solving current global challenges. Sessions included a panel on “Leadership Challenges in Higher Education: A Comparative Perspective,” where institutional leaders shared their insights and experiences on the various challenges facing higher education today, and “Successful Strategies in Internationalization across the Globe”, which brought together vice presidents to discuss effective strategies for global engagement and ideas to enhance internationalization efforts. The event also included a guided tour of UC Chile’s Central Campus and the signing of memorandums of understanding, marking a significant advancement in international collaboration among universities. ●

REGIONAL MEETING

Mexico, Central America and the Caribbean



SEPTEMBER 4, 2024



Universidad de Guadalajara



KEY HIGHLIGHT

Universities must adapt to rapid technological changes through innovation, inclusion, and the integration of artificial intelligence, to foster societal progress and student success.



The IAUP regional meeting for Mexico, Central America, and the Caribbean, held on September 4, 2024, in the context of the Innova Forum at Universidad de Guadalajara, focused on the evolving role of higher education in a rapidly changing technological landscape. The discussions focused on innovation, student success, and the role of artificial intelligence in shaping the future of higher education. Academic leaders highlighted the need for universities to adapt to rapid technological changes and evolving societal needs, while promoting inclusive environments that provide support for both students and staff. The social responsibility of educational institutions was also discussed, with an emphasis on their role in enhancing quality of life through the generation of knowledge with a practical, positive impact. Additionally, participants stressed the importance of ongoing reflection in response to AI's increasing influence and the need to adopt creative, sustainable strategies that drive societal progress, all while maintaining their commitment to their core purpose: serving students. ●

INQAAHE FORUM 2022

“Sustainable Quality Assurance: Optimizing Synergies between Human and Artificial Intelligence”



Co hosted by the INQAAHE, IAUP, FIMPES, and CETYS University



150 participants from 32 countries in North America, Europe, Asia, the Middle East and Africa.



June 6 - 9, 2022



Mexico City

IAUP, the Federation of Private Mexican Institutions of Higher Education (FIMPES) and CETYS University co-hosted, along with the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), **INQAAHE's 13th Biennial Forum** held in Mexico City. With more than 150 attendees from 32 countries, the Forum covered topics related to **educational quality**, current trends and future challenges in education, the **impact of data**, and the use of **artificial intelligence in quality assurance policies and processes**, among other highly relevant aspects to achieve the sustainable development of higher education worldwide. It offered valuable insights into the global evolution of quality assurance post-pandemic, highlighting emerging mechanisms, educational shifts, and the integration of diversity, inclusion, gender equality, and sustainability into accreditation processes, while also providing participants an opportunity to learn from institutional best practices. ●



ACE 2023

American Council on Education Annual Meeting



ACE® American Council on Education®



April 13-15, 2023



1000 attendees from around the world



Washington, DC



Key events co hosted by the IAUP: Latin American and Global Dinner, Roundtable Discussion, Panel Session on “Best Practices in Higher Education Global Engagement from a Transatlantic and Global Perspective.”

The IAUP took part in the 2023 American Council on Education (ACE) Annual Meeting held in Washington, DC attended by over 1,000 leaders in higher education from both the USA and around the world, organizing several activities in collaboration with Santander Universidades. Thanks to the support of ACE President and IAUP Executive Committee member Ted Mitchell and Santander Universidades Executive Director Arturo Cherbowski, the three organizations were able to convene and advance collaboration with colleagues from across the globe at events such as the **Latin American and Global Dinner**, which included a keynote delivered by the Ambassador to Mexico, His Excellency Esteban Moctezuma.

Other sessions organized by both the IAUP and Santander Universidades included a **Roundtable Discussion** held with representatives from the USA, Ibero-America, and Europe, which served as a basis for future collaboration between ACE, Santander Universidades, and IAUP, as well as a Panel Session on “**Best Practices in Higher Education Global Engagement from a Transatlantic and Global Perspective**”, which included panelists from Canada, UK, Australia, USA, and Ibero America. The IAUP was represented at the ACE2023DC by a diverse group of its members from around the world. ●



V International Presidents Meeting - Universia



May 8-10, 2023



Valencia, Spain



700 participants



14 countries from the Americas, Europe, Asia and Africa.



Key events co hosted by the IAUP:
IAUP Presidents Roundtable

The V International Presidents Meeting - Universia, held in Valencia, Spain, brought together nearly 700 higher education leaders from 14 countries to discuss the theme **“University and Society”**. The event focused on the crucial role of **universities as catalysts for social and economic development**, with a strong emphasis on sustainability. Inaugurated by the President of the Government of Spain, Pedro Sánchez, alongside Ana Botín, President of Banco Santander and Universia, and IAUP Executive Committee Member Enrique Graue, President of the National Autonomous University of Mexico (UNAM), the meeting featured multiple panel sessions, including the **IAUP Presidents Roundtable**, where 20 speakers representing 10 countries from the Americas, Europe, Asia and Africa, shared their experiences and insights on the current and future landscape of higher education. Dr. Fernando León García, President of the IAUP, took part in Panel I, **“Creating new frameworks and networks for mobility”**. During the event, IAUP member institutions also formalized collaboration agreements. ●



Board and Executive Committee Meetings

Between 2021 and 2024, the IAUP conducted eight Board and Executive Committee meetings, bringing together representatives from universities and organizations across the Americas, Europe, Asia, and Africa. These hybrid sessions, which combined in-person participation with virtual attendance, provided a platform for global collaboration and exchange of ideas. Meetings included comprehensive reports on activities from previous quarters and discussions on future agendas. Participants reviewed ongoing initiatives, provided regional updates, and addressed key matters, all while laying the groundwork for continued progress and collaboration, reinforcing existing partnerships and fostering new opportunities for innovation and growth in global education.



IAUP MEETINGS DURING THE TRIENNIUM 2021-2024

MEETING OF IAUP GENERAL ASSEMBLY

- Meeting (virtual) from Mexico during the Triennial: July 30, 2021

MEETINGS OF IAUP BOARD OF DIRECTORS

- Meeting 1 (virtual): February 3, 2022
- Meeting 2 (hybrid), in Mexico City: June 8, 2022
- Meeting 3 (hybrid), in Bucaramanga (Colombia): September 28, 2022
- Meeting 4 (virtual): March 10, 2023
- Meeting 5 (hybrid), in Cairo (Egypt): May 12, 2023
- Meeting 6 (hybrid) in Osaka (Japan): September 14, 2023
- Meeting 7 (virtual): December 18, 2023
- Meeting 8 (hybrid), in Nottingham (UK): March 9, 2024
- Meeting 9 (hybrid), in Santiago (Chile): July 17, 2024
- Meeting 10 (hybrid), in Beijing (China): October 13, 2024

MEETINGS OF IAUP EXECUTIVE COMMITTEE

- Meeting 1 (virtual): December 17, 2021
- Meeting 2 (hybrid), in San Diego (USA): March 7, 2022
- Meeting 3 (virtual): June 3, 2022
- Meeting 4 (hybrid), in Bucaramanga (Colombia): September 29, 2022
- Meeting 5 (hybrid), in Washington, D.C. (USA): April 14, 2023
- Meeting 6 (hybrid), in Osaka (Japan): September 13, 2023
- Meeting 7 (hybrid), in London (UK): March 7, 2024
- Meeting 8 (hybrid), in Santiago (Chile): July 17, 2024
- Meeting 9 (hybrid), in Beijing (China): October 13, 2024



IAUP Webinar Series with TCSP

The IAUP co-hosted a Webinar Series on mental health together with The Chicago School of Professional Psychology (TCSP), addressing the critical challenges faced by higher education institutions in supporting student well-being. The series featured Dr. Michele Nealon, President of TCSP, who led insightful discussions on key topics. Beginning with the exploration of student's mental health after the pandemic, identifying systemic challenges as well as the need for universities to broaden and diversify resources in this area. The next session discussed what universities can do to increase both the number of trained mental health professionals and the size of community members each provider can support. Finally, in the last session, Dr. Nealon was joined by Dr. Edward Peck, Vice Chancellor of Nottingham Trent University and UK Student Support Champion, where both discussed the importance of sharing information within the institution, broader support networks, developing resilience, and the importance of Student Data Analytics in anticipating and identifying student mental health needs. ●



Close to 300 participants

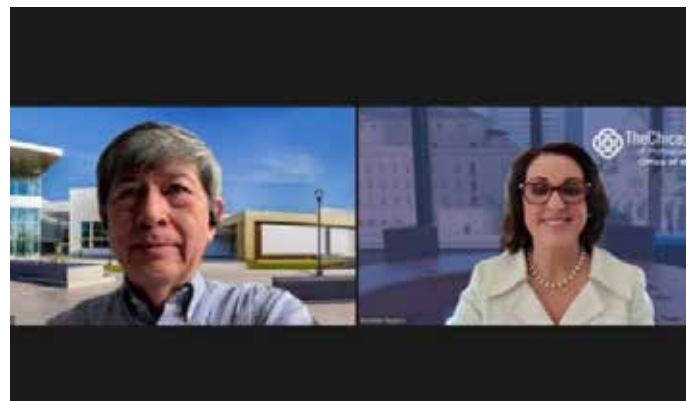


From North and South America, Europe, Asia, and Africa.



Key Topics:


- The State of Student Mental Health
- Meeting the Escalating Demand for Mental Health Services: How Universities and Colleges can Shape the Workforce
- How Higher Education Institutions Can Meet Surging Demand for Mental Health Support



IAUP - ASU Webinar Series

The IAUP Webinar Series with the University Design Institute (UDI) from Arizona State University on Designs for Innovations in Higher Education led by Dr. Minu Ipe featured sessions on **leadership** and **financial sustainability**. The series began on March 30, 2022, with “Leaders as Designers in Higher Education”, led by ASU President Dr. Michael Crow, highlighting the role of leaders as designers who must rethink and reshape universities to better serve society, emphasizing the need for universities to be adaptive, entrepreneurial, and involved with their communities. On October 17, 2022, the session “Resource Diversification and Financial Sustainability” was delivered by Dr. Morgan Olsen, ASU’s Executive VP and CFO. Dr. Olsen discussed strategies for financial sustainability amid declining public support, highlighting the importance of strategic partnerships. He shared ASU’s approach to leveraging partnerships, advising institutions to embrace learning from mistakes and stay true to their values in these endeavors. ●



 Close to 400 total participants

 From over 20 countries

 **Key Topics:**

- Leaders as Designers in Higher Education
- Resource Diversification and Financial Sustainability

Webinar: Resource Diversification and Financial Sustainability



Dr. Fernando Lora Garcia,
ASU President and
President of IETTS/Instituto



President Dr. Morgan Olsen,
Executive VP, Finance & CFO,
Arizona State University



Dr. Minu Ipe, Managing Director and
Chair of the University Design Institute,
and Advisor to ASU President

IAUP Webinar Series

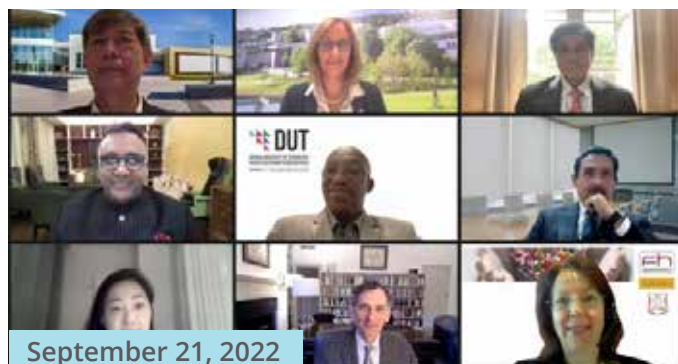
The IAUP, together with Dr. Ramu Damodaran, Senior Advisor for the University for Peace (USA), launched a diverse webinar series that brought together a dynamic panel of global thought leaders. Covering a broad range of topics from technology and healthcare to sustainability, all relating to higher education,, the series fostered a cross-disciplinary exchange of knowledge, providing fresh perspectives on global challenges and innovations. This initiative encouraged meaningful dialogue and collaboration, offering actionable insights for personal and professional growth. Speakers included personalities, such as Ambassador Zlatko Lagumdzija, Nobel Prize Nominee Cora Weiss, and G20 Sherpa Amitabh Kant, among many other experts who enriched this experience.



Close to
500 participants



From Asia, Africa,
Americas, Europe



September 21, 2022

International Day of Peace Virtual Panel

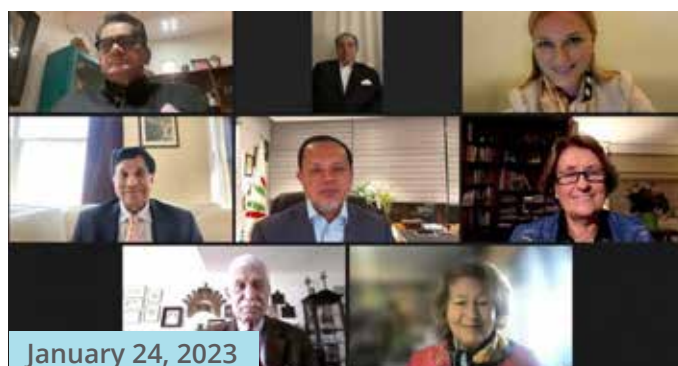
- 🏆 The role of higher education institutions in building peace across nations.



November 18, 2022

United Nations Academic Impact: 12 Years and Beyond

- 🏆 Reflections on the efforts and achievements of the United Nations Academic Impact (UNAI), which the IAUP led efforts to launch more than a decade ago.



January 24, 2023

Investing in People

- 🏆 The role of higher education in UNESCO's theme for 2023: "To Invest in People, Prioritize Education".



June 5, 2023

A Planet to Lose: Reflections on World Environment Day

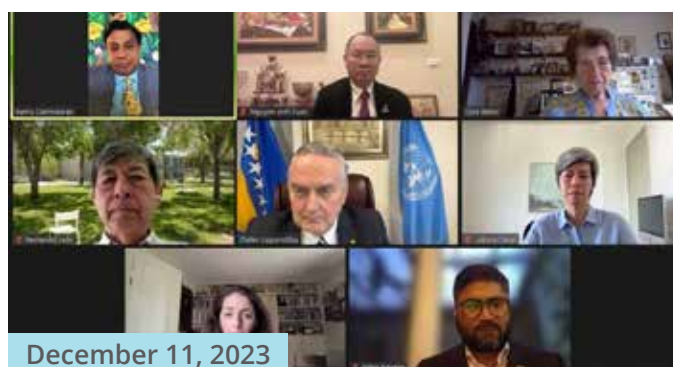
- 🏆 The vital role universities play in tackling global environmental challenges.



September 21, 2023

Looking to the Future

- 🏆 The role of higher education in fostering peace, emphasizing the importance of gender equality in leadership roles within academic institutions.



December 11, 2023

Human Rights 2023: To Innovate, To Include

- 🏆 Higher education and diplomacy, peace advocacy, gender rights, and the transformative power of music.

Partnerships and Alliances

Through a series of activities, the IAUP has successfully forged new strategic alliances and consolidated long-standing relationships with universities and organizations from different parts of the world, promoting academic collaboration and knowledge exchange.

The association has also facilitated spaces for the formalization of agreements between member institutions during different gatherings across the world, further strengthening the framework for ongoing cooperation and shared academic endeavors. Some examples include:



Visits to **California State University San Bernardino, Universidad de Valencia, Arab Academy for Science, Technology & Maritime Transport (AASTMT), Al Akhawayn University.**



Framework agreement with **Compostela Group of Universities.**



California State University San Bernardino (CSUSB), Krakow University of Economics (Poland) and Lviv Polytechnic National University (Ukraine) sign a Trilateral Agreement.



Meeting with universities in South Korea (Seoul Cyber University, Taejae University, Chung-Ang University, Handong University, Hanseong University).



Various MOU signing ceremonies during Semi-Annual Meetings.

Participations around the World

52

August 2021

CAEI Conference | Virtual

September 2021

Keynote Lecture on Higher Ed Policies | Mexico
CETYS 60th Anniversary International Panel | Mexico
Institut des Amériques Congrès | France

October 2021

THE Leadership & Management Summit | Virtual
3rd AUAP Zoom Forum | Virtual

November 2021

International Forum on Governance | Colombia
Leaders Forum on Green Internationalization | UK
WISE Summit | Qatar
CSUSB International Education Week | USA

December 2021

WAAS International Conference | Virtual
5th International Conference on Future Education | Virtual

March 2022

ACE2022 Sponsorship | USA
AIMA International Conference | India (Virtual)



CASE Latin America Congress | Mexico
Universia Council Meeting | Mexico

May 2022

2nd EWORA Workshop | Spain
UNESCO World Higher Education Conference | Spain

June 2022

Wenner-Gren Symposium | Sweden
HACU Leadership Academy | USA

July 2022

Legacy Conversations at LATAM Summit | Virtual
Latin America Universities Forum | Virtual
CASE Summit for Leaders in Advancement | USA

August 2022

Silk Road Forum | China
Caucasus University Awards Honorary Doctorate Degree to IAUP President | Georgia

October 2022

HACU Annual Conference | USA
SOCIN'22 Conference | Lithuania
IAU General Conference | Ireland

November 2022

Election of IAUP Treasurer as WFUNA President | Switzerland
IV Academic Summit | Romania
AUAP General Conference | Bangladesh

January 2023

CIC Annual Conference | USA



March 2023

6th International Conference on Future Education | Virtual
Global Excellence Award Bestowed to IAUP Chairman | Georgia

May 2023

XX FECIES Forum | Virtual
World Women Presidents Forum | China
Roundtable on Latin American & European Partnerships | Virtual

July 2023

Fifth Academic Summit LAC-EU | Spain

September 2023

11th Beijing Humboldt Forum | China
China-Mexico University Forum | China

October 2023

CUMU 28th Annual Conference | USA
Symposium on Social Responsibility in Higher Education | Mexico

November 2023

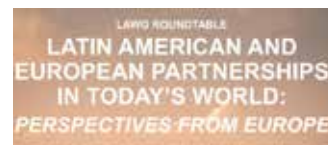
8th EWORA Conference | Turkey
AASCU 2023 Annual Conference | USA
CAEI 2023 | Virtual
CASE Latin America Meeting | USA

February 2024

9th Eurasia Higher Education Summit | Turkey

May 2024

11th World Women University Presidents Forum (WWUPF) | China
2024 NAFSA Annual Conference | USA



第 11 届北京洪堡论坛 The 11th, Beijing Humboldt Forum

创新发展 · 国际合作
Innovative Development & International Cooperation



Media Spotlight

- Opinion: The Pandemic Has Transformed Higher Education. Where Do We Go From Here? – *The San Diego Union-Tribune*
- Innovation and Inclusion: Key priorities for higher education in a post pandemic world” – *UWN*
- International Mentorship For New University Leaders – *UWN*
- Higher Ed Globalization – *The EdUp Experience Podcast*
- The Higher Ed Worldview – *The EdUp Experience Podcast*
- The Post-Pandemic University: The View from the Top – *On The Horizon*
- More Schools, Students Brace for AI-Driven Classrooms – *The Korea Times*
- IAUP Promotes Cosmopolitanism In Higher Education – *The Korea Times*
- Universities Must Teach Employment, Betterment of Society – *The Korea Times*
- Latin American Universities Expand Indigenous Access Efforts – *Times Higher Education*
- Pearls of Wisdom: Expert Mentorship for New HE Leaders – *UWN*
- Understanding Local Needs Can Give Universities the Edge – *UWN*
- COVID Was a Wake-Up Call! Not All Universities Heard It – *UWN*
- University leaders ‘need to be better prepared for tough times’ – *Times Higher Education*
- Fortalecer alianzas globales, el compromiso de la IAUP – *Campus Milenio*




Global Higher Education Surveys



LEADERSHIP RESPONSES TO COVID-19: A Global Survey of College and University Leadership (IAUP)

 763 Respondents

 Senior leaders of colleges and universities from around the world

 89 Countries

The IAUP partnered with Santander Universidades to design, develop, and implement a Global Survey to understand leadership responses to COVID-19 in higher education, expanding its scope and reach with help from organizations like HACU, CONAHEC, FIMPES, ANUIES, and AIU.

It focused on three key areas: **Initial Institutional Reaction**, **Preparing for 2020-2021**, and **Looking Forward**. Results were presented from global, regional, sectoral, and specific country perspectives.

KEY HIGHLIGHTS

37%

of respondents felt their institutions were ready for the pandemic.



Key Institutional Actions

Faculty training, addressing technology needs, maintaining academic standards, and providing mental health support.

73%

of institutions prepared for hybrid or mixed-mode learning for the 2020-2021 academic year.



Preventive Measures

Social distancing, sanitizing buildings, compulsory masks, and COVID-19 training for employees.

— Revenue, enrollment, and infrastructure investment.

+ Financial aid for students and continuing education programs.



Financial Measures

Postponing hires, using reserve funds, and promoting early retirement.



Leaders foresee a future with a mix of online, hybrid, and face-to-face education models, with an increasing role of technology.



Concerns of Leaders

Student success, financial stability and maintaining student engagement.



More institutions focused on addressing temporary needs rather than restructuring or reinventing.



Institutions concentrated on maintaining partnerships, virtual mobility, and internationalization at home.

LEADERSHIP RESPONSES TO COVID-19:

Global Perspectives of College & University Leaders in the Post-Pandemic Era

-  60 Respondents from select IAUP member institutions
-  30 Interviews
-  Africa, Asia and Oceania, Europe, Mexico, Central America, and the Caribbean, South America, US and Canada.

As a follow-up to the previous report, “Global Perspectives of College & University Leaders in the Post-Pandemic Era”, IAUP partnered with Santander Universidades to explore evolving leadership priorities among IAUP members, drawing on survey data and interviews.

It provides insights into changes since the COVID-19 pandemic, identifying new priorities and challenges for the next 3 to 5 years.

58

KEY HIGHLIGHTS



Impact on Financial Models

Showcased institutional resilience and adaptation.



Future Focus

On agility, foresight, and enriching academic experiences while contributing to the global community.



Aligning with SDGs

Institutions emphasize sustainability, research impact, interdisciplinarity, and community well-being.



International Partnerships and Digital Technologies

for a student-centered educational experience.



Strategic Changes

With efforts to globalize and expand institutional reach.



Evolving Academic Experience

In response to new priorities and regional differences.



Global Competencies

For the globalized workforce.



Faculty

Development and support.

Seminar on
Leadership
Development for
**New Presidents
and Emerging
Leaders**



Seminar on Leadership Development for New Presidents and Emerging Leaders

📁 +60 participants from Americas, Europe, Africa, and Asia throughout the years

📋 **Topics such as:**

- Strategic Planning
- Governance
- Internationalization
- Inclusion
- Aligning with SDGs
- Current and Future Trends and Challenges
- Digital Transformation and AI
- Student Success
- Interaction with External and Internal Constituents
- Revenue Supplementation
- Crisis Management



Insights from
seasoned experts



Peer to peer
learning



Held in Mexico,
Qatar, Denmark

The IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders is a global learning experience designed to enhance the leadership and strategic management skills of senior university leaders. With its first edition being held in 2019 in Aalborg, Denmark, this selective, interactive, and experiential program was created to address current trends and future needs in higher education leadership. Over the course of four seminars, it has provided select participants with valuable peer-to-peer learning, insights from experienced university presidents, and opportunities to discuss complex issues, exchange practical knowledge, and propose innovative solutions for the challenges facing higher education today through a program that includes panels, mentoring sessions and other networking opportunities, participants are able to address specific issues in their institution and elaborate concrete action plans. We are most thankful for the strategic partnership and support for Sir Enan Galaly and the Helnan Group, Santander Universidades, the Shinil Educational Foundation, and the Qatar Foundation. ●

MEXICO CITY, MEXICO JUNE 2022



DOHA, QATAR 2023



AARHUS, DENMARK 2024



Women's Leadership


The IAUP Women's Leadership Initiative launched and supported by female members of the IAUP Executive Committee and currently led by Dr. Devorah Lieberman, President Emerita, University of La Verne (USA), seeks to address the pressing need for greater gender diversity in higher education leadership. This initiative aims to create spaces of discussion and provide women with the tools, mentorship, and networking opportunities needed to excel in their academic careers. Various panels across diverse IAUP Meetings have also addressed this issue, drawing from the experiences and journeys of female presidents in IAUP member institutions.



Webinar

Spotlighting Leadership Strategies from **Female Presidents at IAUP Institutions**



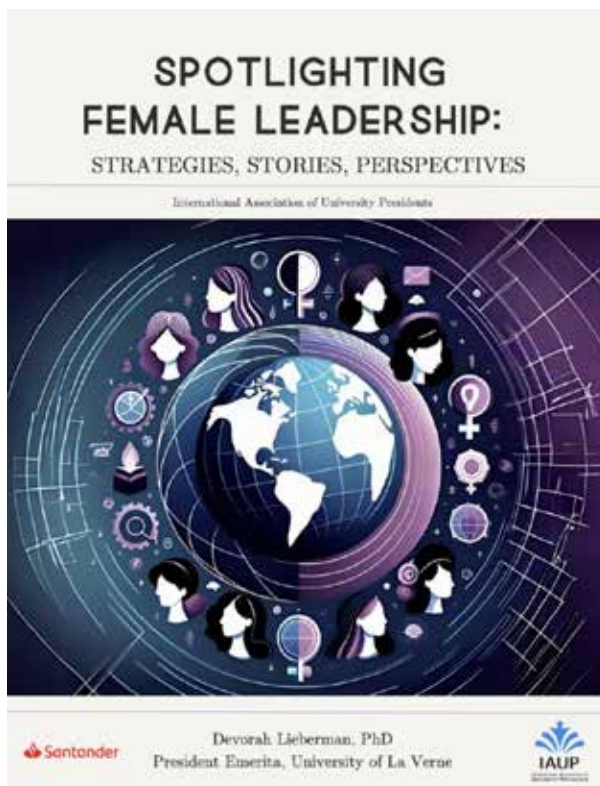
 May 31, 2024

 Participants from 26 countries

The IAUP hosted the Webinar “Spotlighting Leadership Strategies from Female Presidents at IAUP Institutions”, featuring a panel of distinguished female university presidents from around the globe, including Dr. Sue Cunningham, President of the Council for Advancement and Support of Education (USA); Dr. Carmen Z. Lamagna, Former President of the American International University of Bangladesh (Bangladesh); Dr. María V. Mestre, President of Universidad de Valencia (Spain); Dr. Eun-jo Lee, President of Seoul Cyber University (Korea); and Dr. Elizabeth Stroble, Chancellor of Webster University (USA). The session was moderated by Dr. Deborah Lieberman, President Emerita of the University of La Verne (USA), and introduced by Dr. Fernando León-García, IAUP President and President of CETYS University.

Participants from 26 countries signed up to join this webinar, part of the IAUP's Women's Leadership Initiative. The event underscored the significance of female representation in university presidencies, highlighting both the challenges and successes these leaders have faced in their journeys.

Spotlighting Female Leadership: Strategies, Stories, Perspectives.



10 Female Leaders



Americas, Europe, Asia



Key Overarching Themes:

- Being the First Female Institutional Leader
- Proving oneself
- Dedication to a Higher Purpose
- Importance of a Mentor/Coach
- Essential Attributes Needed
- Navigating External Perceptions
- Imposter Syndrome
- Importance of Listening Carefully

This publication covers the leadership experiences of ten female presidents, chancellors, and rectors from diverse higher education institutions that are part of the IAUP.

Despite the wide range of institutions—varying in size, age, location, and focus—common themes emerged in their leadership journeys. Each leader contributed insights on their institution, tenure, career trajectory, gender dynamics, successful strategies, and advice for current and aspiring female leaders.

Findings reveal consistent patterns in their paths to leadership, the influence of gender on their careers, and their shared strategies and recommendations, providing valuable perspectives on female leadership in higher education globally. The publication was compiled by Dr. Devorah Lieberman, President Emerita, University of La Verne (USA).

IAUP Global Mobility

As part of its 2021-2024 Strategic Activities, the IAUP launched the **Student Exchange Bank** in 2023. Open to undergraduates at IAUP member institutions that joined the initiative, this program allows participants to engage virtually and/or in long or short stays, with tuition and fees waived by the host institution.

PARTICIPATING INSTITUTIONS

Al Akhawayn University - [Morocco](#)

Panpacific University - [Philippines](#)

Almaty Management University - [Kazakhstan](#)

SIAS University - [China](#)

California State University, San Bernardino - [USA](#)

Universidad Autónoma de Bucaramanga - [Colombia](#)

Caucasus University - [Georgia](#)

Universidad Autónoma de Guadalajara - [Mexico](#)

CETYS University - [Mexico](#)

Universidad Nacional Autónoma de México - [Mexico](#)

Daffodil International University - [Bangladesh](#)

West University of Timișoara - [Romania](#)

Dokuz Eylül University - [Turkey](#)

Woodbury University - [USA](#)

Hunan Normal University - [China](#)

Nottingham Trent University - [UK](#)



12 countries



IAUP International Business Model Student Competition

The IAUP International Business Model Student Competition was created in collaboration with CETYS University to encourage undergraduate students from IAUP member institutions to actively contribute to global sustainability through innovative business solutions that address real-world problems while aligning with one or more of the 17 Sustainable Development Goals (SDGs).

There have currently been three editions held and each year a virtual Awards Ceremony is hosted where winners are announced. Winners receive a financial reward intended to support the development of their business idea. First prize receives \$2,500 USD, second place \$1,500 USD and the third place \$1,000 USD. This competition serves as a global platform for students to showcase their learning, creativity, and entrepreneurial skills, providing them with the opportunity to make a meaningful impact on the world.

\$15,000USD

TOTAL FINANCIAL INCENTIVE
FOR WINNING IDEAS

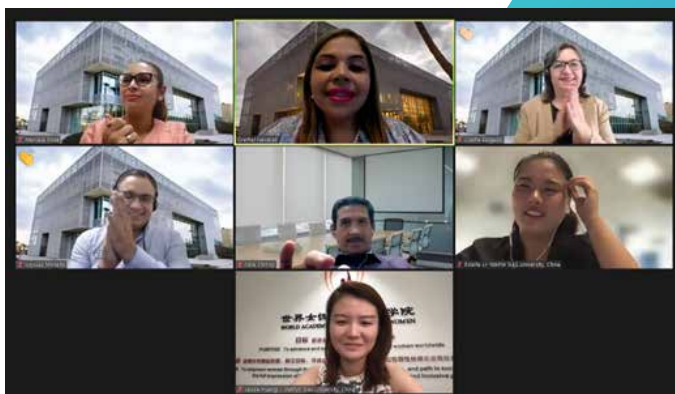
3 EDITIONS

+130

REGISTERED STUDENT GROUPS

14 COUNTRIES

2022



WINNERS

#1

Chip Craftsman, from Hunan Normal University, China.

#2

World Academy for the Future of Women, from SIAS University, China

#3

The Fantasy of Hunan Culture, from Hunan Normal University, China.

2023



WINNERS

#1

Good Growth, International University of Business Agriculture and Technology (IUBAT), Bangladesh

#2

Reusing Greywater, Technological Institute of the Philippines

#3

Wastech, Daffodil International University, Bangladesh

WINNERS

#1

Mini Minds, CETYS University, Mexico

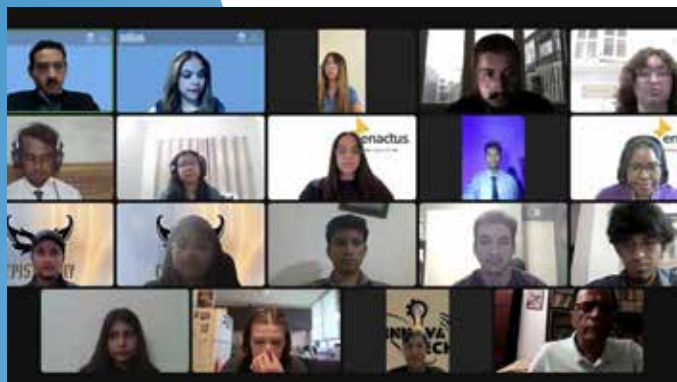
#2

HydroZen Labs, Daffodil International University, Bangladesh

#3

Save Reality, Nottingham University, United Kingdom

2024

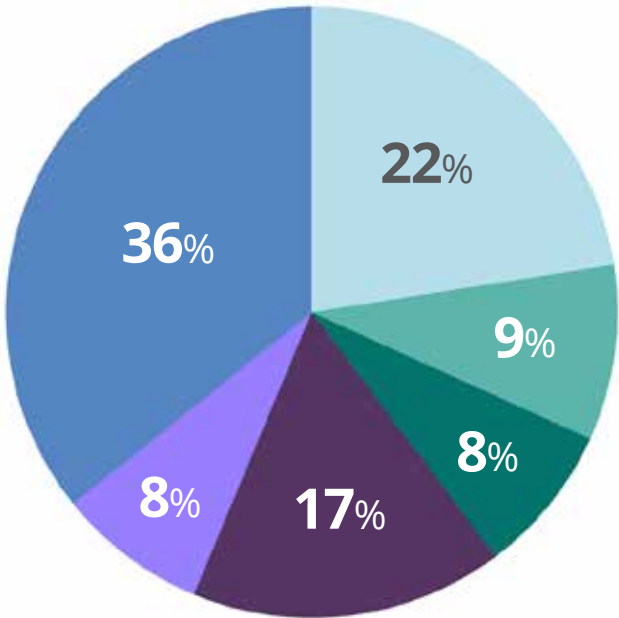


Membership

TOTAL ACTIVE MEMBERS
150

(BY REGION)

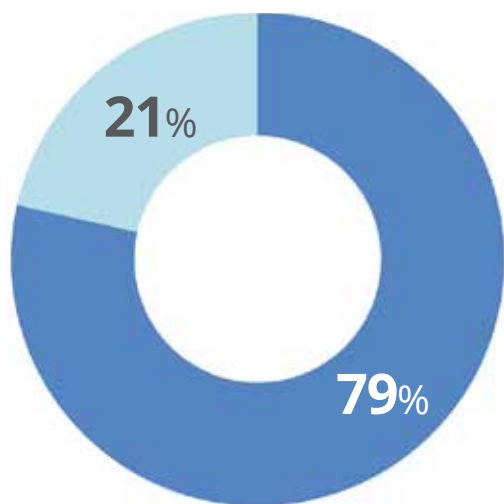
- USA & Canada (34)
- Mexico, Central America & The Caribbean (13)
- South America (12)
- Europe (25)
- Africa (12)
- Asia & Oceania (54)



55 COUNTRIES

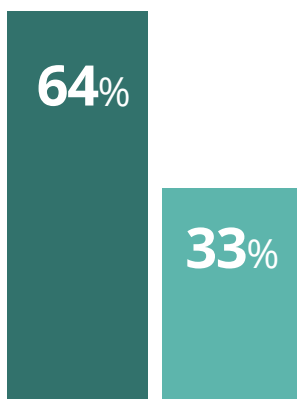


ACTIVE MEMBERS



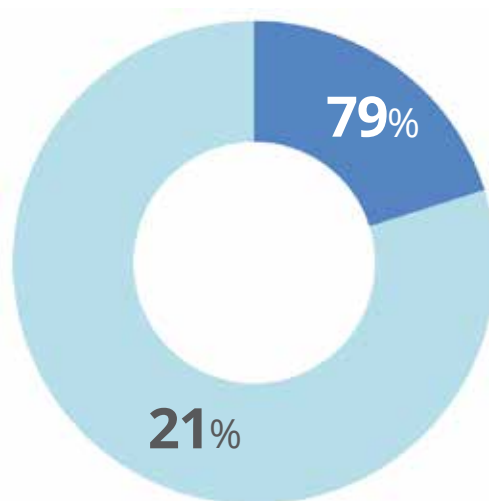
Active (118) Lifetime (32)

NEW VS. RENEWALS



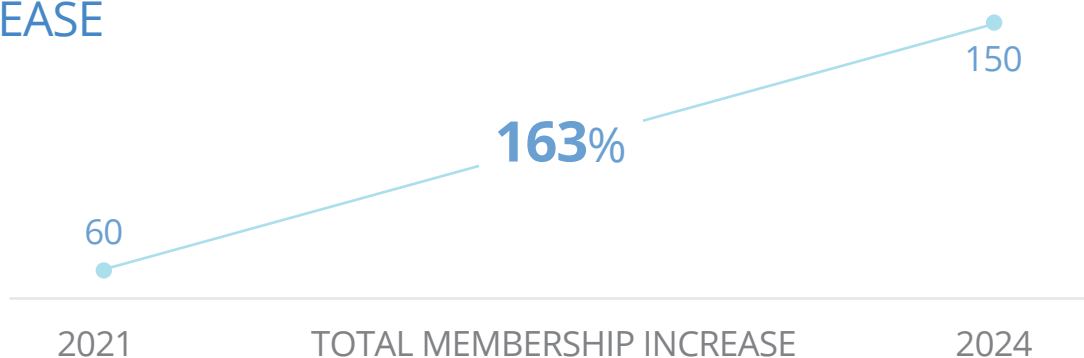
New (75)
Renewals (43)

MEMBERSHIP BY GENDER



Female (31) Male (119)

TOTAL MEMBERSHIP INCREASE



*Each year begins on July 1st and ends on June 30th. Includes both New members and Renewals.

Report of the Trustees for the Year Ending 30 June 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The trustees have complied with their duty in Section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission.

This report is prepared in accordance with the small company regime, Section 419(2) of the Companies Act 2006.

OBJECTIVES AND ACTIVITIES

The “public” served by IAUP encompasses the students, staff and faculty of higher education institutions around the world, as well as the diverse communities served in turn by these institutions. The activities of the IAUP and its membership provides public benefit by (1) focusing the support of global higher education on behalf of issues on the agenda of the United Nations; (2) furthering role of higher education in promoting international understanding and global social change; and (3) capacity building and leadership development within the higher education sector itself, particularly in the global South.

SUPPORT FOR THE UNITED NATIONS

- IAUP is accredited by the UN Economic and Social Council (ECOSOC), the UN Department of Public Information (UN-DPI), and the UN Educational, Social and Cultural Organization (UNESCO), and works with several other UN departments and offices.
- Established in 1990, the IAUP/UN Commission on Disarmament Education, Conflict Prevention and Peace has been the only joint commission to be established by the UN with an NGO. The IAUP/UN Commission has worked in the past with the United Nations Office for Disarmament Affairs (UNODA) and has received funding from UNESCO, although in the year corresponding to this Report no activities were carried out due to the pandemic and post-pandemic problems.

PROMOTING INTERNATIONAL UNDERSTANDING AND GLOBAL SOCIAL CHANGE

- The IAUP continues to work closely with the Institute for International Education (IIE), the Scholar Rescue Fund (SRF) program sponsored by IIE, which provides safe havens overseas for professors and research scholars threatened by domestic political conflicts.
- The IAUP has been instrumental in the development of the United Nations Academic Impact (UNAI), an initiative of UN Secretary General Ban Ki Moon. Academic Impact is a global initiative aligning 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.

MEETINGS AND CONFERENCES

July 6-8, 2023 – IAUP President and Secretary General at the Fifth Academic Summit LAC-EU

IAUP President Dr. Fernando León García and Secretary General Dr. Fernando Galván participated in the Fifth Academic Summit on Latin America, the Caribbean, and the European Union (LAC-EU) held at the University of Alcalá, Spain, taking part in a roundtable and a discussion group on the future of HE in the two regions.

September 12-15, 2023 – IAUP Semi-Annual Meeting in Japan

Participants from 14 countries in the Americas, Africa, Europe and Asia took part in the second IAUP Semi-Annual Meeting of 2023 at Rihga Royal Hotel Osaka in Japan from September 12-15, 2023, with discussions led by higher education experts. The program included several panel sessions as well as cultural activities, networking events, and the signing of several Memorandums of Understanding between IAUP members.

September 13, 2023 - IAUP holds 6th Executive Committee Meeting for 2021-2024

On September 13, 2023, the IAUP convened its sixth

Executive Committee Meeting for the term 2021-2024. Representatives from universities and organizations in the Americas, Europe, Asia, and Africa were briefed on the IAUP's activities for the previous and upcoming semesters, as well as the budget for the following year.

September 14, 2023 – IAUP holds a hybrid Board meeting, at Rihga Royal Hotel, Osaka, Japan.

September 17-18, 2023 - IAUP at 11th Beijing Humboldt Forum

The 11th Beijing Humboldt Forum (BHF), hosted by the University of International Business and Economics (UIBE), held its annual meeting from September 17-18, 2023. IAUP President Dr. Fernando León García delivered closing remarks at the event.

September 18-21, 2023 - IAUP President Joins China-Mexico University Forum Exploring Higher Education Collaboration Strategies

During the Fourth China-Mexico University Presidents' Forum in Beijing, held on September 18-21, 2023, Dr. León García addressed the topic of "Student and Faculty Mobility in Both Directions," shared the IAUP Survey "Leadership Perspectives on COVID-19," and participated in a panel titled "Faculty-Student Communication in the Post-Pandemic Era."

September 21, 2023 - Looking to the Future: The Role of Higher Education in Fostering Peace

In commemoration of the International Day of Peace on September 21, 2023, the IAUP held a virtual discussion titled "Looking to the Future." It featured prominent leaders from around the world and was organized with Dr. Ramu Damodaran, Advisor for the University for Peace.

October 15-18, 2023 - IAUP Shares Insights on International Education on Urban Campuses

Invited by the Coalition of Urban and Metropolitan Universities (CUMU), IAUP and CETYS President Dr. Fernando León García participated in a panel discussion during its 28th Annual Conference "Resilient Campuses. Resilient Cities," held in Washington, DC from October 15-18, 2023.

November 2-3, 2023 - IAUP Executive Committee Members at 8th EWORA Conference

The 8th EWORA Conference, held at Kadir Has University in Istanbul on November 2-3, 2023, brought together more than sixty distinguished academics to explore the theme of global female leadership, including Dr. Gulsun Saglamer, President of EWORA, and Dr. Elizabeth Stroble, Chancellor of Webster University, both IAUP Executive Committee Members.

November 4-7, 2023 - Impactful Discussions: IAUP at AASCU 2023 Conference

The IAUP participated in the American Association of State Colleges and Universities (AASCU) 2023 Annual Conference held on Nov. 4-7, 2023, in Chicago, Illinois. IAUP President Dr. Fernando León García, took part in a discussion centered around the Binational Dialogue on Regional and Workforce Development & Stewardship of Place; IAUP Executive Committee Members Dr. Mildred García, California State University President, and Dr. Tomás Morales, President of California State University San Bernardino, were also part of the event.

November 7, 2023 - Fostering Global Collaboration: CAEI 2023

Under the theme “Future Horizons of Higher Education,” IAUP President Dr. Fernando León García took part in a presidents’ roundtable discussion during the 8th edition of the Conference of the Americas on International Education (CAIE) held in Las Vegas, Nevada on November 7, 2023.

November 15, 2023 - IAUP President Leads CASE Latin America Meeting

On November 15, 2023, IAUP President Dr. Fernando León García chaired the meeting of the Council for the Advancement and Support of Education (CASE) Latin America in Washington, DC, led by CASE Global President and IAUP Executive Committee Member, Dr. Sue Cunningham.

November 30 - December 2, 2023 - IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders in Doha, Qatar

From November 30 to December 2, 2023, speakers and participants from over 20 countries took part in the third

edition of the IAUP Seminar on Leadership Development for New Presidents and Emerging Leaders in Doha, Qatar. Organized jointly with Qatar Foundation and Santander Universidades, the seminar featured daily sessions on themes such as leadership, governance, digital transformation of higher education, quality assurance, financial diversification, internationalization, equality, and inclusion, among others, as well as individual mentoring sessions.

December 11, 2023 - Addressing Complex Global Challenges: “To Innovate, To Include” Human Rights Webinar

The IAUP hosted the webinar “Human Rights 2023: To Innovate, To Include” on December 11, 2023, with close to 100 registered participants from over 25 countries. The panel featured a diverse group of speakers with expertise in various fields, offering a wide array of perspectives while addressing topics ranging from higher education and diplomacy to peace advocacy, gender rights, and the transformative power of music.

December 18, 2023 - IAUP holds online Board meeting

During this meeting of the IAUP Board, held online, two important decisions were taken: a) the awarding of the J. Michael Adams Leadership and Service Award for 2024 to Dr. Se Ung Lee, in recognition of his academic merits and his continuous and generous support to IAUP for a number of years; and b) the plan and budget of the IAUP 20th Triennial Conference, to be held in Beijing, China, on October 13-15, 2024.

February 27-29, 2024 - IAUP at the 9th Eurasia Higher Education Summit

The 9th Eurasia Higher Education Summit was held in Istanbul, Turkey, from February 27-29, 2024, bringing together approximately 2,000 attendees under the theme “Building Global Connections”. IAUP President Dr. Fernando León-García delivered opening remarks, and took part in a panel on leadership challenges and trends.

March 7, 2024 - IAUP Holds 7th Executive Committee Meeting for 2021-2024

On March 7, 2024, the IAUP convened its seventh Executive Committee Meeting for the term 2021-2024 in London. During the session, representatives from

universities and organizations in the Americas, Europe, Asia, and Africa assessed the ongoing activities of the organization, examined trends in new membership growth, and outlined activities for the current year, which include the 20th Triennial Conference, among others.

March 7-9, 2024 - Global Higher Education Leaders Convene in the UK to Discuss the Transformation of Higher Education

More than 40 higher education leaders from Europe, Asia, Africa, and the Americas convened in Nottingham Trent University (NTU) for the 2024 IAUP Semi-Annual Meeting in the UK: "Transforming higher education, transforming lives". Held from March 7-9 in both London and Nottingham, the event featured more than 20 speakers who shared their expertise and perspective on the profound impact university presidents have on leadership, enrolment, student experiences, the workforce, industries and the world itself as higher education continues to evolve post-pandemic.

March 9, 2024 - IAUP holds a hybrid Board meeting at Nottingham Trent University, UK

April 8-12, 2024 - IAUP meets with university presidents in South Korea

With Seoul Cyber University as the host, IAUP and CETYS University President Dr. Fernando León-García met with Presidents from various universities in South Korea. IAUP President Elect Dr. Shawn Chen and IAUP Secretary General Elect Tatsuro Tanioka were present as well. The meeting served as a platform for fostering closer ties between leading minds in education, signaling a promising trajectory for future partnerships and initiatives.

May 24-29, 2024 - IAUP President Highlights Key Initiatives at the 11th WWUPF in Zhengzhou

The IAUP took part in the 11th World Women University Presidents Forum (WWUPF), held from May 24 to 29 in Zhengzhou, China. The forum, titled "Multicultural Backgrounds and Multinational Cooperation," focused on promoting gender equality and advancing women's roles in higher education leadership.

May 28-31, 2024 - IAUP at the 2024 NAFSA Annual Conference: Celebrating Resilience, Renewal, and Community

The IAUP participated in the 2024 NAFSA Annual Conference & Expo held in New Orleans, LA from May 28-31, 2024. This year's conference celebrated international education and global leadership under the theme "Resilience. Renewal. Community." The event facilitated meaningful connections among colleagues from around the world, fostering a collaborative environment essential for the advancement of international education.

May 31, 2024 - IAUP Hosts Webinar on Female Leadership in Higher Education

On May 31, 2024, IAUP hosted the Webinar "Spotlighting Leadership Strategies from Female Presidents at IAUP Institutions", featuring a panel of distinguished female university presidents from around the globe. This event highlighted the collective wisdom and diverse experiences of female leaders in higher education, offering insightful advice and encouraging aspiring presidents to embrace opportunities and challenges alike. The webinar also announced an upcoming IAUP publication featuring ten female presidents from member institutions.

PUBLIC BENEFIT

The IAUP has made a significant and positive difference to improve the quality and programs of its beneficiaries, the member institutions, and their staff and students. Through its members and through work with partner organizations, such as the United Nations, Institution of International Education, UN Academic Impact and UNESCO, as well as NAFSA, the IAUP also impacts global societies. Some of those impacts are reflected below in section "Achievement and performance".

ACHIEVEMENT AND PERFORMANCE

July 2023 - Caucasus University Awards Honorary Doctorate to AlmatyU and UJ Presidents

In July 2023, Dr. Kakha Shengelia, President of Caucasus University and IAUP Chairman of the Board, conferred the prestigious title of Honorary Doctor upon Asylbek Kozhakhmetov, Founder and President of Almaty University, and Letlhokwa George Mpedi, Vice Chancellor and Principal of the University of Johannesburg, both IAUP member institutions.

October 1, 2023 - Dr. Mildred García Begins Tenure as Cal State System Chancellor

On October 1, 2023, Dr. Mildred García, former President of the American Association of State Colleges and Universities (AASCU) and IAUP Executive Committee Member, commenced her tenure as the 11th Chancellor of California State University (CSU). Dr. García is the first Latina to lead CSU, the largest four-year university system in the USA.

October 19, 2023 - Global Experts Discuss Social Responsibility in Higher Education and Honor Distinguished Career

Higher education experts convened at a symposium organized on October 19, 2023, by the Universidad Autónoma de Guadalajara (UAG) in Mexico. The event, titled "Social Responsibility in Education," celebrated UAG President and IAUP Executive Committee member Lic. Antonio Leaño Reyes' career, who has dedicated more than five decades to higher education.

October 31, 2023 - Dr. Devorah Lieberman inducted into HACU Hall of Champions

Dr. Devorah Lieberman, President Emerita of the University of LaVerne (ULV) and IAUP Executive Committee member, was inducted into the 2023 Hall of Champions by the Hispanic Association of Colleges and Universities (HACU).

March 12, 2024 - Understanding Local Needs Can Give Universities the Edge

In an article by Poorna Rodrigo titled "Understanding Local Needs Can Give Universities the Edge," published in University World News on March 12, 2024, the importance of universities aligning their programs and initiatives with the specific needs of their local communities was

emphasized, drawing insights from the IAUP Semi-Annual Meeting hosted by Nottingham Trent University in England (March 7-9, 2024).

March 14, 2024 - COVID Was a Wake-Up Call! Not All Universities Heard It

Published in University World News on March 14, 2024, Poorna Rodrigo's article "COVID Was a Wake-Up Call! Not All Universities Heard It" reflects on the responses of universities to the challenges posed by the COVID-19 pandemic, based on insights from the IAUP Semi-Annual Meeting hosted by Nottingham Trent University in England (March 7-9, 2024).

March 16, 2024 - Dr. Devorah Lieberman Awarded 2024 Legacy Woman of the Year by California State Senate

On March 16, 2024, Dr. Devorah Lieberman, President Emerita of the University of La Verne (ULV) and IAUP Executive Committee Member, was awarded the title of 2024 Legacy Woman of the Year by the California State Senate.

May 30, 2024 - IAUP International Business Model Student Competition Winners Announced

On May 30, 2024, the IAUP hosted a virtual awards ceremony via Zoom to celebrate the achievements of participants in the III IAUP International Business Model Student Competition. The event, aimed at fostering innovation and collaboration among undergraduate students, drew more than 60 registrations and 40 final projects from 10 countries. Winners included: CETYS University, Daffodil International University, and Nottingham Trent University.

June 16, 2024 - Mentorship and Leadership Strategies for Emerging Higher Education Leaders

An article was published in University World News titled "Pearls of Wisdom: Expert Mentorship for New HE Leaders," where Paul Cochrane explored the evolving strategies and insights of newly appointed higher education leaders as they address their most pressing challenges, drawing on experiences shared by participants at the III IAUP Seminar on Leadership Development for New and Emerging Leaders, held in late 2023 in Doha, Qatar.

FINANCIAL REVIEW

Income and Endowments	30.06.24	30.06.21
	£	£
Donations	–	–
Members' subscriptions	46,741	19,856
Seminar fees	8,004	–
Investment income	29,577	160
Other income	–	–
	<hr/>	<hr/>
	84,322	20,016

Reserves policy

At the end of the reporting period, in 2024, £498,725 (2023 £443,802; 2022 £414,710; 2021 £430,125) remained in unrestricted funds in the IAUP account.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure, governance and management

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

IAUP is governed by a ten-member Board of Directors. This Board consists of the three current officers, the three immediate past officers, the officers elect, and (ex-officio) the Dean of Wroxton College, UK. Each Director serves a maximum of nine years in office, except for the Dean of Wroxton College, whose appointment is ex-officio. This provides both for continuity and for the regular regeneration of this important body. The Chair of the Board of Directors is the immediate past president. The activities of the Board of Directors are defined and guided by the Articles of Association and further defined and guided by the By-laws, which are subordinate to the Articles of Association.

The IAUP charity is managed by a three-member team of executive 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 most recent General Assembly was held via virtual format with Mexico City, Mexico as the base, on July 30, 2021. The next General Assembly is scheduled to be held on October 15, 2024, to coincide with the 20th Triennial Conference, in Beijing, China.

The IAUP does not maintain a permanent secretariat. Rather, most administrative support functions are undertaken by the staff at the universities at which the officers are based. Company secretary and accounting functions are contracted to an established firm in the United Kingdom. Legal services are provided on a fee-for-service basis by another established firm in the United Kingdom. This arrangement ensures cost-effectiveness and expertise in the administration of the IAUP business.

RECRUITMENT AND APPOINTMENT OF NEW TRUSTEES

The constitution of the organization requires:

- **Section 6 of the Bylaws of the International Association of University Presidents Board of Directors**

6.1 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 is comprised of ten persons: the President, Secretary General, and Treasurer from the current, immediate past, newly elected officers, and an ex-officio member. Elections take place every three years at the Triennial meeting of the General Assembly.

- **Section 15.4 of the Articles of Association of the International Association of University Presidents**

At each Triennial General Assembly Meeting, the General Assembly Members shall elect a President-Elect, Secretary General-Elect, and Treasurer-Elect. Each shall serve as such from the end of the Triennial General Assembly Meeting at which they are elected until the end of the next following Triennial General Assembly Meeting.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company Number

06706658 (England and Wales)

Registered Charity Number

1138160

Registered Office

Leofric House
Binley Road
Coventry
CV3 1JN

TRUSTEES

K Shengelia Chairman

F Leon-Garcia President

F Galvan Reula Secretary General

S Chen Treasurer

G Reisinger Trustee

N DeVille Christensen Trustee

N Baldwin Trustee

T Tanioka Trustee

B White Trustee

COMPANY SECRETARY

LCC Associates Limited

INDEPENDENT EXAMINER

Chris Christou FCCA MAE

Leigh Christou Ltd

Chartered Certified Accountants

Leofric House

Binley Road

Coventry

CV3 1JN

FINANCIAL AND RISK MANAGEMENT OBJECTIVES AND POLICIES

The principal asset of the company is its bank accounts which are largely built up as a result of its membership subscriptions. The bank accounts are regularly reviewed by the Trustees prior to any major commitment made in respect of expending financial resources. Access to the company's financial systems and membership database is limited with all expended resources requiring the approval of at least 2 Trustees.



In Memoriam

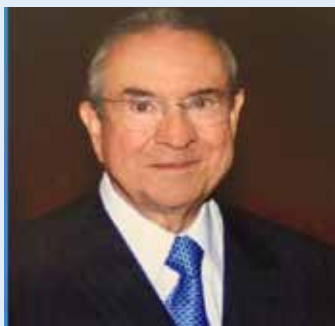
In loving memory of the esteemed members and former leaders of the IAUP who have recently passed, whose dedication to advancing higher education worldwide has left a profound and lasting impact in the association and beyond. Their vision, leadership, and unwavering commitment to fostering knowledge and innovation continue to inspire the global academic community. Their legacy lives on in the countless lives they have touched and the future generations who will benefit from their contributions.



SIR ENAN GALALY
Chair, Advisory Council

Sir Enan Galaly was a revered leader, businessman, and mentor, founder of Helnan Hotels, an active member of numerous worldwide associations and organizations, and Ambassador of Denmark for the Historical Relations to the Middle East.

He served as Chairman of the IAUP Advisory Board with exceptional dedication, clear vision and strategic insight, and was an enthusiastic supporter of numerous IAUP conferences and initiatives.



DR. HEITOR GURGULINO DE SOUZA
Advisory Council

Dr. Gurgulino de Souza was President of the Latin American University Group, and director of the Planning Commission of the Federal Council of Education in the Brazilian Ministry of Education. He was appointed the third Rector of the United Nations University (UNU) in 1987, served as Special Advisor to the Director-General of UNESCO from 1997 to 1999, and as Former IAUP Vice-President (1999-2002).



DR. JASON SCORZA

Former Secretary-General

Dr. Jason Scorza was Vice Provost for Academic and International Affairs, Professor of Political Science and Philosophy, and Director of the University's Core Program at Fairleigh Dickinson University (FDU) in the USA. He served in various leadership roles including Director of the School of Art & Media Studies and Director of the School of English, Philosophy, and Humanities at FDU. He was IAUP Secretary-General (2011-2014) and member of the IAUP Board (2014-2017).



DR. CHAROEN KHANTHAWONGS

Former Secretary-General

Dr. Khanthawongs was founder of Bangkok University, one of the leading private universities in Thailand, where he was President from its inception until 1988. He also served as Former Minister of Science in Thailand and was IAUP Secretary General for 1984-1987 and member of the IAUP Board (1987-1990).



IAUP

**INTERNATIONAL ASSOCIATION OF
UNIVERSITY PRESIDENTS**

For more information please contact

www.iaup.org