



Organisation Universitaire Interaméricaine
Inter-American Organization for Higher Education
Organización Universitaria Interamericana
Organização Universitária Interamericana

STRATEGIC PLAN

2017-2022

Approved by the General Assembly of the IOHE

November 25, 2016

IOHE's INSPIRATION

"I aspire to establish an Inter-American chain of universities which transcends all political, geographical, economic, ideological, or social boundaries and jointly works to improve and strengthen each of its linkages.



"I had observed a lack of knowledge and a deplorable lack of collaborative linkages between universities in South and North America. There existed great potential for exchange between the institutions that belonged to the same continent. What's more, there were not any organizations that managed these institutions as a collective group. I therefore believed that the solution could lie in the creation of such an institution.

"The action of the organism rests upon the vision of the true role of the university, which is, in fact, a social role. There exists in each community, in each nation and in each country, an indispensable engine for social improvement, and this engine is the university. Furthermore, the university functions as a service to the community, and owes, by virtue of this fact, its existence to the public. Thanks to its activities geared towards the higher education institutions, the IOHE contributes to leading its people towards political, social and economic freedom."

Gilles Boulet – IOHE's OPENING CONGRESS 1980

IOHE's STRATEGIC IDENTITY

MISSION

Contribute to the transformation in Higher Education Institutions (HEIs) to better tend to their social and political contexts, while building and innovating common spaces of Inter-American collaboration in coordination with its members and other strategic partners.

VISION

Be the reference as Inter-American leader and strategic ally of HEIs in consolidating their role as drivers of social change and overcome social inequalities and promote the development of a knowledge society.

IOHE's VALUES



ETHICS

Promote the training of ethical individuals and implement a culture of honesty and transparency manifested in principles, norms and institutional policies that guide the accountability of the decisions and actions implemented by IOHE.



INTER-AMERICANISM

Foster dialogue and collaboration among diverse stakeholders in the Higher Education sector in order to establish relations of affinity and a sense of continental belonging conducive to the development of the global citizenship and wellbeing of our societies.



INNOVATION

Promote collaborative environments that fuel a culture of innovation marked by creativity, social responsibility and the implementation of new proposals that generate value for societal transformation and sustainable development.



EQUITY

Encourage inclusion and interaction in higher education among diverse social, cultural, gender and linguistic groups of the continent based on the respect of gender and identity while fostering mutual understanding for the betterment of our societies.

IOHE 2017-2022 STRATEGIC AXES

FIRST AXIS: SOCIAL COMMITMENT

Strengthen and broaden the initiatives that stimulate transformations in HEIs that lead to the fulfilment of their social mission.

Corresponding Strategic Initiatives:

- 1.1. Uphold the **Space for Women Leaders from Higher Education Institutions in the Americas (EMULIES)** as a mechanism of inclusion and social justice with equity;
- 1.2. Promote the **Inter-American Space for Technical and Technological Institutions of Higher Education (EIESTEC)** in all regions of the Americas;
- 1.3. Consolidate the activities of **SOCIAL CAMPUS** as the common space where HEIs can share successful practices related to social commitment and their relation with their environment;
- 1.4. Implement, promote and consolidate the **Inter-American Prize for Educational Innovation in Higher Education (MEIN)** for HEIs of the Americas and thus encourage innovative practices in the field of higher education.

SECOND AXIS: INNOVATION

Broaden the initiatives and innovative practices that may facilitate the transformation of the HEIs and their environment.

Corresponding Strategic Initiatives:

- 2.1. Build a collaborative space for the development of innovation ecosystems and innovation management capacity in the HEIs of the Americas;
- 2.2. Develop, in collaboration with HEIs, initiatives related to the **Management of Innovation Environments** to promote the culture of entrepreneurship and innovation ecosystems;
- 2.4. Promote synergies among the HEIs of the Americas to strengthen the **Management of Research and Innovation**;
- 2.5. Establish a mechanism that allows for HEIs in the Americas to exchange on best practices related to innovation.

THIRD AXIS: INTERNATIONALIZATION

Consolidate and amplify the development of capacities of the implementation of comprehensive internationalization strategies that effectively promote institutional transformation in HEI's of the Americas in accordance with the demands and challenges of their environments.

Corresponding Strategic Initiatives

- 3.1 Consolidate the **Conference of the Americas on International Education (CAIE)** as the forum - par excellence – in which the HEIs of the Americas can update, articulate and promote international collaboration among different actors and stakeholders;
- 3.2 Broaden training opportunities for capacity building related to the **Internationalization of Higher Education** in key subjects such as internationalization of the curriculum, of graduate programs, research and innovation, among others;
- 3.3 Promote **inter-institutional cooperation** in order to achieve a harmonious advancement of internationalization of HEIs across the Americas;
- 3.4 Implement the Virtual Mobility Space in Higher Education- EMOVIES between IOHE's members to facilitate internationalization through a mobility mechanism supported by the use of TIC's that stimulate an institutional approach.
- 3.5 Promote the professionalization and certification of **Senior International Officers (SIOs)** in order to ensure quality and continuous improvement of internationalization across the continent.

FOURTH AXIS: SUSTAINABLE DEVELOPMENT

Position, from an Inter-American perspective, the efforts and initiatives of HEI's in order to contribute to the achievement of the Sustainable Development Goals (SDG's) of the continent.

Corresponding Strategic Initiatives

- 4.1 Support the scope of the SDG's through the existing capacities of HEI's;
- 4.2 Promoting the articulation of research consortiums and specialized networks that serve as platforms for sharing information, databases, and successful experiences, among others;
- 4.3 Ensuring a space within CAIE that promotes the strengthening and dialogue in relation with the sustainable development of the continent in line with the international tendencies and existing accords.

FIFTH AXIS: ORGANIZATIONAL MANAGEMENT AND LEADERSHIP

Enhance the offer of training opportunities in the field of innovative management of HEIs and consolidate the governance of IOHE while adapting to global changes.

Corresponding Strategic Initiatives

- 5.1 Assemble a working group to inform and support the reflection around matters of **Quality Assurance** (certification, accreditation, rankings, etc.) and **Competency Accreditation** pertinent to member HEIs;
- 5.2 Systemize the internal management of the IOHE, through the implementation of innovative methodologies, technological tools, communication processes and management through social networks, as well as through effective administrative processes to facilitate interaction and collaboration between its different headquarters and the programs it is comprised of;
- 5.3 Establish principles and mechanisms of internal and external management that promote gender equity in each of IOHE's initiatives and programs;
- 5.4 Strengthen the processes of **IOHE's Regional Management** by implementing practices of good governance in higher education and supported on the principles of ethical leadership and sustainable development;
- 5.5 Establish financing methodologies and models and strengthen the OUI Foundation as a vehicle for managing alliances and procuring external resources to ensure the viability of projects and activities framed in the action plans of the Organization and its Regions;
- 5.6 Consolidate the **Institute for University Management and Leadership (IGLU)** as a program of excellence for the training of leaders of HEIs of the Americas, through the implementation of an interaction platform that gathers good practices and competitive intelligence and promotes collaboration among graduates, as well as the exchange of relevant information to the development of HEIs in the region;