

IALU

INTERNATIONAL ASSOCIATION OF LA SALLE UNIVERSITIES

Strategic Plan 2026 – 2028

One Mission · Global Talent · Shared Future

Approved framework for Board pre-approval (23 June 2026)
and General Assembly adoption (30 June 2026)

Contents

Executive Summary.....	4
◆ Message from the Outgoing President.....	5
◆ Message from the Incoming President.....	6
◆ Message from the Executive Director.....	7
1. Introduction and Purpose.....	8
Purpose of this Strategic Plan.....	8
Building on Previous Strategic Cycles	8
2. The Strategic Evolution of IALU.....	9
Phase 1: Institutional Coordination	9
Phase 2: Collaborative Global Network	9
Phase 3: Global Collaborative Ecosystem (2026–2028).....	9
3. Global Context and Strategic Challenges.....	10
3.1 Artificial Intelligence and Technological Transformation	10
3.2 Demographic and Enrollment Challenges.....	10
3.3 Sustainability and Climate Responsibility.....	10
3.4 Future of Work and Employability	10
3.5 Geopolitical Fragmentation and Internationalisation	10
3.6 Social Fragmentation and the Search for Meaning.....	11
Strategic Implications for IALU.....	11
4. Mission, Vision and Institutional Positioning.....	12
4.1 Mission	12
4.2 Vision 2026–2028	12
4.3 Strategic Positioning	12
5. Strategic Diagnosis.....	13
6. Strategic Framework 2026–2028.....	14
WHY: Strengthen the Global Lasallian Higher Education Ecosystem	14
WHAT: The Four Strategic Activities.....	14
IMPACT: Influence, Institutions, Education, and Society	14
7. The Four Strategic Activities.....	15
7.1 Global Advocacy and Influence.....	15
7.2 Network Collaboration and Connectivity	15
7.3 Talent and Leadership Development	16
7.4 Support for Emerging and Developing Universities	17
8. Key Success Factors	18
9. Expected Impact by 2028	19
10. Governance Model	20

10.1 Governance Bodies..... 20

10.2 Governance Principles 20

11. Conclusion 22

Executive Summary

The IALU Strategic Plan 2026–2028 defines the collective direction of the International Association of La Salle Universities for the next strategic cycle. It is the evolution of previous strategic plans and the product of a broad process of reflection involving the Board, regional leadership, and member institutions, consolidated at the IALU Board Meeting in New York (28–29 May 2026).

The Plan positions IALU as a globally connected Lasallian ecosystem and a common voice for transformative, ethical, humanistic, and sustainable higher education. It responds to the major transformations reshaping higher education worldwide (Artificial Intelligence, demographic change, sustainability, geopolitical fragmentation, and the demand for meaning and global citizenship) while reaffirming the enduring strength of the Lasallian mission.

The strategy is organised around four mutually reinforcing strategic activities:

ADVOCACY	NETWORKING	TALENT DEV.	SOLIDARITY & SHARED MISSION
Position IALU as a recognized global voice in higher education, ethics, sustainability, and human-centered innovation.	Strengthen collaboration, shared resources, and collective impact across the Lasallian global ecosystem.	Develop Lasallian leaders, educators, researchers, staff, and students for transformative global impact.	Reduce asymmetries across the network and strengthen institutional capacities globally.

Together, these four activities strengthen IALU’s capacity to generate global impact while reinforcing solidarity, mission, innovation, and institutional development across the network. They are delivered through a renewed governance model in which the Executive Director Office acts as the operational orchestrator of the ecosystem.

◆ Message from the Outgoing President

Dear members of the Board,

It has been one of the great privileges of my professional life to serve as President of IALU. Over these years I have watched our association grow from a network of goodwill into a genuine global community of La Salle universities, bound by a shared mission and by the conviction that we are stronger together than apart.

As I prepare to hand over this responsibility, I do so with gratitude and with hope: gratitude for the regional leaders, the Board, and the central office who have carried so much with so little; and hope, because the plan before you sets a clear and ambitious course for what comes next.

I want to be candid about one thing. A strategy, however well designed, achieves nothing on its own. The success of this plan will not be decided in the central office, or even in this room. It will be decided inside our member institutions, by the rectors, faculty, and students who choose to take part. IALU can convene, connect, and orchestrate, but it cannot substitute for the active engagement of its members. I therefore ask each of you to give this plan not only your vote, but your participation.

It has been an honour to serve. I leave the association in able hands, and I remain, always, a committed member of the La Salle family.

With gratitude and confidence,

David Livingston

Outgoing President, IALU

◆ Message from the Incoming President

Dear members of the Board,

I take up the presidency of IALU with deep respect for those who have brought us to this point, and with a clear sense of the opportunity before us. I want to thank David Livingston for his years of dedicated service and for the strong foundation on which we now build.

The plan you are considering is ambitious by design. It asks IALU to become more than a coordinating body: a globally connected ecosystem, a common voice, and a platform for collaboration across the whole La Salle world. I believe this is the right ambition for our time, and I am committed to pursuing it with energy and with you.

I also want to say plainly what this plan requires of us. Its goals cannot be reached by leadership alone. They depend on the active engagement of every member institution: on universities that step forward to host alliances and networks, on leaders who lend their expertise, and on colleagues who treat IALU not as a service they receive but as a community they build. My commitment to you is to lead; my request of you is to participate.

I look forward to the work ahead, and to building this shared future together and by association.

With confidence and commitment,

Josep Santos

Incoming President, IALU (from 1 July 2026)

◆ Message from the Executive Director

Dear members of the Board,

When I consider what IALU has achieved, and what our members are now asking of it, I see both a remarkable record and a clear inflection point. Members want more: deeper research collaboration, real coordination on internationalisation, a stronger voice for our mission, better communication, and meaningful support for our growing regions. We cannot meet those expectations simply by working harder at the centre. We have to work differently.

That is what this plan proposes, and it is the role I am ready to take on. The Executive Director Office will act as the orchestrator of the ecosystem: connecting institutions, aligning initiatives, and running the shared infrastructure and the measurement that lets us see our progress honestly. Most of the work, however, will not happen in my office. It will happen inside your institutions.

For that reason I want to underline the same point our presidents have made. Orchestration only works when there is something to orchestrate. The dashboard, the networks, the alliances, and the communities of practice are only as alive as the people who join them. The single most important variable in this plan is the active engagement of our members. Give it your participation, and I am confident we will deliver what we have set out to achieve.

I am grateful for your trust, and ready to begin.

With gratitude and confidence,

Carlos Coelho

Executive Director

Office of the Executive Director, IALU

1. Introduction and Purpose

The period 2026–2028 represents a new stage in the evolution of IALU. More than a continuation of previous initiatives, this cycle reflects the maturation of the Association into a global Lasallian higher education ecosystem capable of generating collective impact, institutional transformation, and international influence.

IALU enters this cycle at a moment of profound change. Universities worldwide are confronting unprecedented challenges and opportunities arising from technological disruption, demographic transformation, geopolitical instability, sustainability pressures, economic uncertainty, and the growing demand for more human-centred and values-driven education. Within this context, Lasallian universities hold a distinctive opportunity and responsibility: their historical commitment to human dignity, social justice, educational innovation, community, and service to vulnerable populations positions them uniquely to shape the future of higher education.

The Association is therefore called to evolve beyond coordination and occasional collaboration into a globally connected platform capable of articulating a common voice, generating shared solutions, and strengthening the collective influence of Lasallian higher education worldwide.

Purpose of this Strategic Plan

This Plan provides a coherent and actionable framework to guide IALU through this new phase. Specifically, it establishes:

- A shared institutional direction that aligns member institutions around common priorities and aspirations;
- A coherent strategic framework connecting mission, vision, governance, and operational action;
- Clear priorities that focus institutional energy and resources on areas of greatest collective impact;
- Governance and execution mechanisms capable of translating strategic ambition into measurable outcomes;
- A foundation for operational planning, evaluation, accountability, and continuous adaptation.

Building on Previous Strategic Cycles

This Plan does not emerge in isolation. It builds upon the 2018–2022 Action Plan (international collaboration, virtual learning, research cooperation, and institutional networking); the Barcelona 2022 Strategic Conclusions (a shared SWOT, Key Success Factors, Vision elements, and strategic priorities); the Vision 2025 process; the collective reflection of member institutions across all regions; and the conclusions of the IALU Board Meeting in New York (May 2026).

*This Strategic Plan must be understood simultaneously as **a strategic orientation document** that defines the long-term direction and priorities of IALU, and **a mandate for institutional transformation** calling the network to deepen collaboration, strengthen governance, expand global influence, and generate greater collective impact.*

2. The Strategic Evolution of IALU

The evolution of IALU reflects both the broader transformation of global higher education and the growing maturity of the Lasallian university network. Since its creation, IALU has progressively expanded its role, moving from a coordination structure focused on internationalisation toward a globally connected ecosystem capable of generating collective influence, strategic collaboration, and institutional transformation.

Phase 1: Institutional Coordination

The first stage established the foundations for international cooperation: internationalisation and mobility; student, faculty, and staff exchanges; initial shared projects; basic governance coordination; and regional and interregional connections. IALU operated primarily as a coordination platform and facilitator of relationships.

Phase 2: Collaborative Global Network

The second phase expanded collaborative capacity significantly, accelerating during the COVID-19 pandemic. Rather than retreating, the network demonstrated resilience, creativity, agility, and solidarity through COIL and virtual internationalisation, shared research and webinar series, mission formation and leadership development, interregional thematic collaboration, and mirror classes. Several insights emerged: collaboration creates greater collective value; virtual connectivity strengthens global fraternity; IALU possesses significant untapped collective capacity; and agility is a strategic asset.

Phase 3: Global Collaborative Ecosystem (2026–2028)

The 2026–2028 cycle begins a third and more ambitious stage: the transition from a collaborative network toward a globally connected collaborative ecosystem with strategic influence. IALU now seeks to position itself as a globally recognised Lasallian higher education ecosystem, a common voice in global educational debates, a platform for humanistic and ethical leadership, a catalyst for institutional transformation, and a network capable of generating societal impact at global scale.

The Strategic Transition	What it means in practice
From coordination to ecosystem orchestration	IALU moves beyond facilitating relationships toward actively orchestrating collaboration, partnerships, knowledge exchange, and collective action across the network.
From internal networking to global influence	IALU evolves from internal collaboration toward becoming an internationally recognised voice in higher education, ethics, sustainability, and humanistic innovation.
From operational collaboration to strategic transformation	The network moves from isolated initiatives toward long-term strategic action capable of transforming institutions, educational models, and societal impact.
From isolated initiatives to shared impact	IALU aligns resources, expertise, leadership, and action toward common goals that generate measurable collective outcomes.

3. Global Context and Strategic Challenges

The Plan is developed within a rapidly changing global environment that is transforming institutions, educational systems, labour markets, and society itself. IALU's priorities for 2026–2028 are framed by six interrelated megatrends.

3.1 Artificial Intelligence and Technological Transformation

Generative AI is reshaping teaching, learning, research, assessment, student support, and institutional management. It creates significant opportunities for innovation but raises profound ethical, pedagogical, and anthropological questions regarding human dignity, academic integrity, and the relationship between technology and humanity.

IALU aspires to position itself internationally as a global voice for “AI and Humanity,” where technological innovation is aligned with human dignity, social justice, inclusion, and the common good.

3.2 Demographic and Enrollment Challenges

Several regions face declining youth populations and intensifying competition for students, while others, particularly Africa, South Asia, and parts of Southeast Asia, experience rapid demographic growth and rising demand for higher education.

IALU views demographic change not only as a threat, but as an opportunity to strengthen the strategic logic of global collaboration and institutional solidarity.

3.3 Sustainability and Climate Responsibility

Universities are increasingly expected not only to teach sustainability but to embody it. Within the Catholic and Lasallian context, sustainability is connected to human dignity, social justice, care for creation, and integral human development. Laudato Si' provides a powerful moral and institutional framework for leadership.

Sustainability must become a transversal dimension across all institutional activities: teaching, research, campus operations, community engagement, and international partnerships.

3.4 Future of Work and Employability

Automation, digitalisation, AI, and evolving labour markets are changing the future of work. Traditional disciplinary models alone are no longer sufficient; micro-credentials, lifelong learning, executive education, and hybrid models are becoming central.

The challenge is not simply to prepare students for employment, but to prepare ethical leaders capable of transforming society.

3.5 Geopolitical Fragmentation and Internationalisation

Rising nationalism, conflict, migration pressures, and polarisation affect higher education worldwide. International university networks become increasingly important as spaces that build bridges across cultures and sustain collaboration despite political tension.

IALU recognises internationalisation not merely as mobility, but as a strategic ecosystem of global collaboration, positioning itself as a global “network of networks.”

3.6 Social Fragmentation and the Search for Meaning

Contemporary societies face polarisation, inequality, loneliness, and loss of community. Younger generations increasingly seek purpose, authenticity, ethical leadership, and social impact. Lasallian education responds directly to these needs through human-centred formation, fraternity, and accompaniment.

The future relevance of Lasallian universities depends on their ability to provide meaningful, values-driven, and community-oriented educational experiences.

Strategic Implications for IALU

These six megatrends collectively reinforce the strategic importance of IALU as a collaborative international ecosystem. Many of the challenges faced by individual institutions (AI transformation, sustainability, internationalisation, talent development, global visibility, and institutional resilience) cannot be addressed effectively through isolated action. The strategic response requires shared intelligence, collective leadership, global collaboration, institutional solidarity, strategic alliances, and coordinated innovation.

4. Mission, Vision and Institutional Positioning

Mission, vision, and positioning express the identity, purpose, and long-term aspiration of IALU and constitute the foundation on which the entire 2026–2028 Plan is built.

4.1 Mission

IALU exists to strengthen collaboration among La Salle universities worldwide in service of transformative education, research, innovation, and the integral development of people and communities.

The mission reflects the foundational Lasallian principle of “Together and by Association.” IALU exists because collaboration generates greater educational, institutional, and societal value than isolated action. Its role is not to replace the autonomy or identity of member institutions, but to amplify their collective potential through collaboration and shared purpose: strengthening collaboration, transformative education, research and innovation, and the integral development of the human person.

4.2 Vision 2026–2028

To be a globally connected Lasallian platform of member universities that, together and by association, serves as a common voice and collaborative ecosystem advancing transformative education, research, innovation, and global engagement, fostering human dignity, social justice, sustainability, and the integral development of people and communities worldwide.

4.3 Strategic Positioning

IALU positions itself simultaneously as:

- **A global Lasallian ecosystem** integrating institutions, talent, knowledge, mission, and collaboration across regions and cultures;
- **A network of networks** organised through institutional networks, academic alliances, communities of practice, and research collaborations;
- **A platform for collaboration and shared impact** enabling joint programmes, research, mobility, innovation, and collective learning;
- **A voice for ethical and humanistic higher education** defending human dignity, responsible AI, sustainability, inclusion, and social justice;
- **A catalyst for solidarity and institutional development** through accompaniment, capacity building, and mentorship, particularly for emerging institutions;
- **A global actor in educational transformation** through strategic partnerships, participation in international forums, thought leadership, and advocacy.

Strategic Conclusion: IALU enters 2026–2028 with the ambition to become more connected, more collaborative, more influential, more innovative, more mission-driven, and more globally engaged, while remaining deeply rooted in the Lasallian principles of faith, service, fraternity, association, and commitment to human dignity.

5. Strategic Diagnosis

The diagnosis confirms that IALU possesses significant institutional strengths and unique differentiating assets, while highlighting structural challenges that require a more coordinated, strategic, and professionalised response. The consolidated SWOT below is the shared analytical foundation from which the strategic priorities flow.

Strengths	Weaknesses
Global Lasallian identity and mission · Global institutional presence · Educational quality and values · Culture of collaboration and fraternity · Strong internationalisation capacity (COIL) · Critical mass of expertise and talent	Governance and coordination complexity · Uneven institutional maturity · Limited global visibility · Communication fragmentation · Funding asymmetries · Need for organisational professionalisation
Opportunities	Threats
Ethical AI leadership · Lifelong learning · Sustainability and the SDGs · Intercongregational collaboration · Growth in Africa and emerging regions · Global partnerships and advocacy	Increasing educational competition · Secularisation · Demographic decline · Geopolitical instability · Digital divide · Economic pressures on higher education

Strategic Conclusion: IALU's most powerful opportunities are achievable only through coordinated network action, and its most serious weaknesses relate precisely to coordination, communication, and execution capacity. The future success of the Association depends on its ability to strengthen governance, increase collaboration capacity, improve visibility, professionalise operations, reduce asymmetries, and convert collective potential into shared impact.

6. Strategic Framework 2026–2028

At the centre of the Plan lies a simple but powerful strategic logic answering three questions: why IALU acts, what it does, and the impact it seeks.

WHY	WHAT	IMPACT
Strengthen the global Lasallian higher education ecosystem	Advocacy + Networking + Talent Development + Institutional Solidarity	Greater global influence · Stronger institutions · Transformative education · Increased societal impact

WHY: Strengthen the Global Lasallian Higher Education Ecosystem

The central purpose of IALU during 2026–2028 is to strengthen the global Lasallian higher education ecosystem. The major challenges facing universities (AI, sustainability, demographic change, geopolitical fragmentation, educational innovation, and social transformation) require collaborative responses, shared intelligence, and collective leadership. The concept of “ecosystem” is central: IALU is conceived as a globally interconnected ecosystem of institutions, people, expertise, relationships, and shared mission.

WHAT: The Four Strategic Activities Axys

IALU creates value through four interconnected strategic activities that constitute the operational core of the Plan. They are mutually reinforcing and collectively define how the Association fulfils its mission and advances its vision.

ADVOCACY	NETWORKING	TALENT DEV.	SOLIDARITY & SHARED MISSION
Position IALU as a recognized global voice in higher education, ethics, sustainability, and human-centered innovation.	Strengthen collaboration, shared resources, and collective impact across the Lasallian global ecosystem.	Develop Lasallian leaders, educators, researchers, staff, and students for transformative global impact.	Reduce asymmetries across the network and strengthen institutional capacities globally.

IMPACT: Influence, Institutions, Education, and Society

Greater global influence: stronger visibility within global higher education, Catholic networks, sustainability agendas, and ethical-AI debates.

Stronger institutions: direct value through shared expertise, collaboration, internationalisation, talent development, and research cooperation.

Transformative education: educational models that form ethical leaders, global citizens, and socially responsible professionals.

Increased societal impact: meaningful contribution to human dignity, social justice, sustainability, inclusion, and the common good.

7. The Four Strategic Activities Axys

The four Strategic Activities translate the framework into concrete areas of institutional focus and collaborative action. They are deeply interconnected: complementary dimensions of a single integrated strategy.

7.1 Global Advocacy and Influence

Purpose: Position IALU as a recognised global voice in higher education, ethics, sustainability, and human-centred innovation.

Educational networks are increasingly expected to contribute to global debates, public policy, ethical leadership, and societal transformation. IALU will pursue:

- Global positioning and strategic communication: a coherent international identity, branding, and digital visibility;
- Partnerships with Vatican institutions, IFCU, UNESCO, UN Academic Impact, and the International Association of Universities, through a “network of networks” approach;
- An Ethical AI and Humanity agenda, including frameworks, research, position papers, and public dialogue;
- Laudato Si’ and sustainability leadership rooted in Catholic social teaching and the SDGs;
- Publications and thought leadership, and representation in global forums.

Expected outcomes: stronger international visibility; increased institutional influence; strategic global alliances; and recognition of IALU as a globally connected, mission-driven ecosystem.

7.2 Network Collaboration and Connectivity

Purpose: Strengthen collaboration, shared resources, and collective impact across the Lasallian global ecosystem.

Networking is reframed from institutional relationships toward ecosystem connectivity and collaborative orchestration. This activity is delivered through a dual architecture and a layer of role-based institutional networks.

Vertical Alliances of Excellence (sector-based cooperation)

Alliance	Focus
Business Schools Network	Joint executive programmes, case research, entrepreneurship
Engineering & Technology Schools	AI curriculum, joint labs, industry partnerships, STEM talent
Education Faculties Network	Lasallian pedagogy, teacher formation, educational research
Health & Social Sciences Institutions	Community health, social work, pastoral care integration

Institutional Networks (role-based peer communities, the “network of networks”)

Institutional Network	Wave	Primary peers and purpose
Internationalisation	Wave 1 (2026)	Directors of International Affairs; NAFSA/EAIE/APAIE participation and COIL coordination
Mission	Wave 1 (2026)	Mission and identity officers; annual Mission gathering; links with AIMEL/CIAMEL
Research	Wave 1 (2026)	Directors of Research; Encuentro 2028 research assessment; joint publications and grant intelligence
Communication	Wave 1 (2026)	Communication and brand directors; digital rebrand and global visibility
Student Affairs	Wave 2 (2027)	Deans of students and formation; Student Leadership Programme and peer exchange
Academic Affairs	Wave 2 (2027)	Provosts and academic VPs; quality assurance, joint programmes, credit recognition
Sustainability & Social Impact	Wave 2 (2027)	SDG and sustainability officers; links to the Laudato Si' Movement

Expected outcomes: higher inter-institutional collaboration; expanded shared programmes and mobility; greater research cooperation; and stronger ecosystem integration.

Alliance Governance and Coordination Framework

As the Lasallian network's academic alliances mature and expand, their interactions with senior leaders across the Institute, the broader Catholic higher education ecosystem, and external partners must be orchestrated by IALU. Vertical Alliances of Excellence and Institutional Networks operate within the IALU governance framework: they are a part of the IALU ecosystem, not independent actors. The Executive Director Office serves as the designated interface between alliance leadership and the wider Lasallian institutional environment, ensuring that external engagements, funding conversations, and strategic commitments made at the alliance level are aligned with IALU's strategic priorities, governance requirements, and member expectations.

This coordination responsibility covers: engagement with Institute leaders (Brothers, regional superiors, and congregational bodies); conversations with external funders, foundations, and philanthropic partners; participation in interinstitutional initiatives that carry implications for the broader network; and any alliance-level representation in global forums where IALU holds a standing position. The Alliance Governance and Coordination Protocol, developed by the EDO, specifies the notification, consultation, and approval flows that apply in each case.

This framework is enabling, not restrictive. Alliance initiatives generate significant value for the network. The goal of coordination is to amplify that value, prevent duplication, protect governance coherence, and ensure that the momentum built by alliances translates into outcomes aligned with the collective direction of IALU and its member institutions.

7.3 Talent and Leadership Development

Purpose: Develop Lasallian leaders, educators, researchers, staff, and students for transformative global impact.

People are the central strategic asset of the Lasallian mission. Priorities include leadership formation; mission and identity programmes; innovation and entrepreneurship; AI and digital competencies; lifelong learning and executive education; global citizenship and interculturality; and faculty and staff development.

Expected outcomes: expanded leadership capacity; deeper mission alignment; stronger innovation capabilities; and increased international talent development.

7.4 Support for Emerging and Developing Universities

Purpose: Reduce asymmetries across the network and strengthen institutional capacities globally.

Solidarity and accompaniment are core dimensions of the mission. Priorities include institutional mentoring; shared expertise and faculty pools; quality assurance and accreditation support; an African Universities development agenda; service learning and community engagement as a distinctive contribution of Lasallian higher education; fundraising and scholarships; and shared infrastructures and services.

Expected outcomes: stronger institutional sustainability; greater solidarity across regions; increased access to opportunities and expertise; and capacity-building impact in emerging regions.

8. Key Success Factors

The successful implementation of the Plan depends not only on the quality of its vision but on IALU's capacity to translate ambition into coordinated action and measurable outcomes. Ten Key Success Factors define the critical conditions for delivery.

#	Key Success Factor	Why it matters
1	Strong participation from member institutions	Move from passive membership toward active ecosystem participation and shared ownership.
2	Shared mission and fraternity	"Together and by Association" as the social and cultural infrastructure enabling trust and alignment.
3	Effective communication and storytelling	Connect institutions, share knowledge, increase visibility, and articulate impact.
4	Strategic alliances	Partnerships with Vatican, IFCU, UNESCO, UNAI, and IAU reinforce the "network of networks."
5	Sustainable funding	Diversified revenue, grants, and shared funding models as enablers of solidarity and impact.
6	Professional execution	Combine agility and mission-centred leadership with strategic discipline and measurable delivery.
7	Shared digital infrastructures	Platforms supporting networks, communities of practice, COIL, and collaborative research.
8	Leadership commitment	Visible commitment from presidents and directors to align institutions and allocate resources.
9	Collaborative culture	Embed systematic collaborative behaviour across the ecosystem.
10	Clear KPIs and evaluation systems	Evidence-based strategic management strengthening collective impact.

9. Expected Impact by 2028

By 2028, IALU aspires to consolidate itself as a globally connected collaborative ecosystem recognised for its capacity to generate shared value, educational innovation, ethical leadership, and social impact.

A globally recognised Lasallian higher education ecosystem

Recognised within international higher education forums, Catholic networks, sustainability ecosystems, and global policy discussions, and characterised by connectivity, shared knowledge, collaborative governance, and strategic partnerships.

A strategic platform connecting institutions and talent worldwide

Strong institutional networks, consolidated vertical alliances, active communities of practice, shared digital infrastructures, and continuous interregional collaboration.

A respected voice in ethical and humanistic higher education

An internationally respected contributor to debates on ethical education, AI and humanity, sustainability, inclusion, and the future of higher education.

A leader in collaborative internationalisation

A global reference in virtual internationalisation, collaborative online learning, global classrooms, shared curricula, and double degrees.

A catalyst for sustainability and social transformation

Inspired by Laudato Si' and the SDGs, a platform for sustainability collaboration, social innovation, and integral ecology.

A solidarity mechanism strengthening institutional capacities globally

Strengthened mentoring, shared expertise, capacity building, scholarships, service learning and community engagement, and support for emerging and African universities. Solidarity is understood as a strategic expression of fraternity and shared mission.

10. Governance Model

Implementation requires a governance model capable of translating strategic ambition into coordinated action and measurable outcomes. As IALU evolves toward a globally connected ecosystem, its governance must balance global coordination and local autonomy; strategic leadership and collaborative participation; institutional representation and operational efficiency; and professional execution and mission-centred culture.

10.1 Governance Bodies

Body	Role and rhythm
General Assembly	Highest representative body. Approves strategic directions, budgets, and governance decisions. Meets annually.
Board of Directors	Principal strategic leadership and oversight. Monitors implementation, financial sustainability, KPIs, and partnerships. Quarterly meetings plus monthly calls; includes Regional Presidents.
Regional Presidents (6 regions)	Connect global strategy with regional realities; coordinate regional councils twice yearly; represent regions at Board level.
President's Office	Central leadership hub. Guides implementation, represents IALU internationally, and coordinates governance bodies.
Executive Director Office	Operational orchestration centre and the operational orchestrator of the ecosystem. Ensures strategic execution, project coordination, KPI tracking, and institutional follow-up.
General Secretariat	Governance integrity, administrative continuity, statutory compliance, and membership management.

The orchestrator function. In this cycle the Executive Director Office assumes an explicit role as operational orchestrator: it does not centralise activity, but connects institutions, aligns initiatives across the four activities, runs the KPI and evaluation system, and converts strategic intent into coordinated delivery. As part of this role, the EDO serves as the governance interface between IALU's Vertical Alliances and Institutional Networks and the broader Lasallian institutional environment, ensuring that alliance-level engagements with Institute leaders, external funders, and global partners remain aligned with IALU's strategic framework. The mechanics of this role are set out in the companion Executive Director Office Action Plan 2026–2028.

10.2 Governance Principles

1. **Subsidiarity:** decisions made at the most effective level, global when necessary, regional when possible, and local when appropriate.
2. **Agility:** lean, adaptive, responsive, and innovation-oriented structures.
3. **Representation:** all six regions and institutional realities participate meaningfully.

4. **Accountability:** transparent reporting, measurable objectives, and responsible stewardship.
5. **Mission alignment:** every decision reinforces the Lasallian educational mission and human dignity.

11. Conclusion

The IALU Strategic Plan 2026–2028 marks the transition of the Association from an international coordination network toward a globally connected collaborative ecosystem with strategic influence, institutional maturity, and growing global relevance. Rooted in fraternity, association, service, inclusion, and the integral development of the human person, Lasallian universities possess both the responsibility and the opportunity to contribute meaningfully to the future of higher education and the transformation of society.

IALU's commitment for 2026–2028:

- Build bridges across cultures, regions, and institutions through collaboration and global engagement;
- Promote human dignity, inclusion, and social justice through transformative education and mission-driven leadership;
- Lead ethically in the era of Artificial Intelligence by advocating human-centred innovation;
- Strengthen fraternity and solidarity, particularly through support for emerging institutions and regions;
- Form leaders capable of transforming society through values-based education, innovation, and global citizenship.

“Together and by Association” remains the central organising principle of this transformation, reflecting both the historical identity of the Lasallian educational tradition and the strategic logic required for the future of higher education in an interconnected world.

IALU moves forward committed to: Collaboration with purpose · Innovation with ethics · Leadership with values · Global engagement with solidarity · Educational excellence with human dignity.