



ICED Council Meeting / AGM, 5 and 6 October 2023

President's Report: Associate Professor Kasturi Behari-Leak (PhD)

The President's report serves as a summary of the activities of ICED for the year between Annual General Meetings (AGMs). It differs from the Annual Report that is required by the UK Charity Commission, which is based on the calendar year. Please refer to the Annual Report for specific detail on activities including finance. These will be cross-referenced throughout but this report serves as a narrative account of ICED's work and leadership. It also serves as an additional source of information for new network representatives about the work of the ICED Board in particular.

It gives me great pleasure to report on ICED's key activities in the last year (June 2022-October 2023). As President, I take the opportunity to offer insights gleaned during my term of office (August 2021-October 2023) in the hope that this might help to shape future directions in ICED. This report, building on past leadership contributions as well as global trends and developments and member networks' needs, is a summary of the main thrust of ICED's organisational work over 2 consecutive years, 2022 and 2023.

Highlights of 2022

1. ICED Conference

The ICED 2022 Conference was held on May 31 – June 3 at the Radisson Blu in Aarhus, Denmark, hosted by DUN, Danish Network for Educational Development in Higher Education. As universities and the higher education sector at large returned to 'on-campus' mode in 2022, the ICED2022 conference was a phenomenal success, not least because the in-person conference enabled us to engage and re-establish connections with our ICED colleagues and friends. The theme of the conference was "Sustainable Educational Development" which addressed the role and responsibility of educational developers in coping with the global goals of sustainability in local contexts.

1.1 Unity-in-diversity

Conference attendance reaffirms ICED's goal to bring together educational developers across the world. Of the 458 participating attendees, 91 were registered online attendees from 35 nations. 367 participants attended the on-site program in Denmark including neighbouring countries Norway, Sweden and Germany which made up 51 % of the on-site participants. The conference program, (with 164 proposals), as well as the proceedings, are archived on the conference website until June 2024 (<https://conferencemanager.events/iced22>).

1.2 An ICED-first

The hybrid format of the 2022 conference was a first for ICED. This was mainly to embrace participants, who due to Covid restrictions, could not attend the conference in person but also to accommodate those who could not bear the cost of international travel. The hybrid

conference demonstrated ICED's ability to pivot online and to be keep abreast of technology affordances that manifested post-pandemic. According to the Aarhus team, although time zones were challenging, they were able to successfully mediate the hybrid mode through an innovation called *Virtual Touch Points*. Here, online participants could meet each other for discussions based on sessions they had attended, facilitated by the conference planning committee. Based on the success of this hybrid option, similar innovations and interventions will be considered for future ICED conferences. A cautionary tale from the Aarhus team is to consider how to further diversify participation among participating countries in future conferences because countries who joined the online event were also countries that presented on-site.

1.3 Newcomers to the ICED conference

Many newcomers benefitted from meeting other newcomers at the ICED conference through specific interventions, hosted by the planning team, namely two street tours to food markets. Related to the goal of increasing participation, ICED offered support for in-person attendance through 20 scholarships offered by sponsors. The Aarhus team further recommends that ICED consider in more detail how to get the economically challenged countries to apply for sponsorships.

1.4 Huge Thanks!

As ICED president and on behalf of ICED Council and Board, I wish to express my sincere thanks to the Danish network and the Aarhus organising team for a truly wonderful conference experience. Through the opportunity for human connection, we were reminded about the importance of conviviality and compassion in our ways of being as educational developers. Through renewed and emerging scholarly partnerships, we participated in animated ways which re-ignited the creativity and energy needed post pandemic, for the work we do with students, faculty/staff and leadership/management in our various educational development settings and spaces.

2.ICED Council Meeting and AGM May 2022

The two-day meeting is divided into a Consortium Day and a Business Meeting (AGM). In non-conference years, the two-day meeting is often accompanied by a symposium organised by the hosts, sponsored by ICED, aimed at supporting academic development and academic developers in the host country.

2.1 Day 1: 29 May 2022

The first day of the two-day Council meeting is typically a 'consortium day' where council members and network representatives engage creatively in activities that re-invigorate ICED's purpose, mission and vision. Our consortium day organisers and facilitators, Donna Ellis, Ariane Dumont and Robert Pardo Silva designed a day that was innovative and creative, through which members were able to generate important data and insights regarding key projects that ICED needed to be tackled in the coming year. This activity also involved a reflection on what works/does not work in terms of ICED's growth trajectory. This past year 2023 has thus been re-focused on re-designing and re-shaping what we do to fully engage our member networks, based on the projects list generated on day 1.

2.2 Day 2: 30 May 2022

Typically, day two is the business meeting which takes the form of the annual general meeting. Key changes instituted at the AGM were as follows:

- ❖ Donna Ellis was duly confirmed as president-elect (2022-23).
- ❖ Ariane Dumont was elected ICED treasurer (ex-officio with non-voting status).
- ❖ Anna Serbati (Italy) and Nitzza Davidovitch (Israel) representing their respective networks were duly rotated on to the Board as per ICED procedures.
- ❖ Jakob Ravn remained on the Board till November to discuss conference handover reports with the board and the next conference host, AFELT/Kenya.

Please refer to the AGM minutes for detail on decisions taken above. Ignited by the energy of Council members on the Consortium Day and AGM, the ICED Board left Aarhus with a renewed strength and impetus to shape the next chapter of ICED's legacy. We re-affirmed that we want to be an organisation that serves its members as we co-create practices that are sustainable, emergent, socially just, and future oriented.

Highlights: 2023

1. Board Meetings: 2022-23

I have chaired eight Board meetings between July 2022 and October 2023, to respond to and address the action items from the 2022 Council meeting and AGM. Some action items are directed to Council members more broadly but this time around, these were also directed to project leads and members specifically, as identified on the Consortium Day in Denmark. Board and project members were required to take the initiative on actionable tasks and matters to be resolved. Network representatives were again encouraged through Board representation to step up and offer support in areas such as communications and social media, which go beyond the scope of the Board's ambit.

1.1 Board Decisions and Council Actions in 2022-23

The Board has focused on implementing the changes following the 2022 AGM by responding effectively to the action items and decisions made by the Council. The Council drives the Board agenda and generates an actions list which the Board is supposed to implement. The central aim is to create a connected network of educational developers to further develop the project of educational development globally. The Board has progressed a few significant action items from the ICED Council/AGM 2022. Please refer to the Actions and Decisions List in the ICED repository.

1.2 New Board member induction

Given the almost new Board constitution and its more global representation in 2021-22, induction of new Board members revealed a gap that ICED needs to consider regarding induction generally. It became apparent that induction into new roles and positions requires attention as there is no formal process or document that encapsulates historical data that could be informative to new Board members. To this end, Kath Sutherland suggested that the older members of ICED leadership (Roz and Kath currently) collate their organisational knowledge in some form. In addition, suggestions were made by Kath to interview past presidents to establish this data and memory. The following texts were suggested:

- <https://icedonline.net/wp-content/uploads/2023/06/ICED-History-Web-1.pdf> (Kristine Mason O'Connor's history of ICED)
- <https://www.tandfonline.com/toc/rjia20/21/2> (special issue of IJAD)
- Graham Gibbs' Stockholm keynote.

1.3 Roles on the Board versus Network roles

Except for the ex-officio members (Treasurer, Administrator and IJAD Representative), the roles of members joining the board are not clear and not well distributed. As President, I found that a clear distinction needs to be drawn and maintained between incumbents' roles as Board members and their roles as Network Representatives. Although Board members carry their network portfolios with them into the Board, the activities and goals of the Board should take precedence and supersede network interests. The sooner Board members are inducted into well demarcated roles, the easier it is for them to share the load of the Council Actions List for the year. We rotate onto the Board to 'serve' the larger ICED through the stewardship and leadership via the Board. This must be made clear to all newcomers as well as general membership, should it be their turn to next serve on the board.

1.4 Board member portfolios

As an attempt to induct all members to the Board, old and new, I encouraged Board members to identify areas of work from our list of Council actions, that they could self-nominate for, to lead as part of their role on the Board. This is separate to ex-officio members who have clearly demarcated roles such as the Administrator, Treasurer, IJAD Representative and Chair. In other words, given the broad-based professional expertise and academic strengths on the Board, I thought that Board members could champion specific portfolios based on their expertise and interests, to drive ICED's agenda. In this way, the workload could be shared through a distribution of portfolios across members and actions. There was some resistance to this initially but through the project teamwork led by Donna, Board members had to inadvertently get involved in the work beyond Board meetings only.

1.5 The Board's Finger-on-the-Pulse

The new composition of the Board provided me with an opportunity to introduce an innovation to tap into the wealth of educational development knowledge across geographies in the Board. To this end, I introduced the Higher Education's *Finger-on-the-Pulse* (F-o-t-P) discussions to focus our attention on ED in our contexts and to discuss global HE issues that could inform the Board's business decisions and actions. I felt it was important for Board members to breathe a bit of life into our agenda items to keep things energised after the Council meetings. Given the infrequency of Board meetings (every 2 months), the slightly new modus operandi was trialled by consent through increasing Board meetings from 1 to 1.5 hours, to accommodate this discussion and debate. Here again after initial resistance, those who participated offered very rich and nuanced accounts of ED in their networks and countries, relating to for example post pandemic protocols in teaching and learning; the return-to-work arrangements in different countries; diversity, equity and inclusion discussions; the war in Ukraine and its implications for ED; and so on. We used the July F-o-t-P discussion to reflect on the 2022 conference and to suggest ways of the celebrating achievements and strengthening areas of challenge. This discussion remained a standing item on Board meeting agenda until about July 2023 when it was felt that more urgent and pressing matters needed our time and focus. We hope to share the outcomes at some stage

via our website, social media and/or a webinar. This will forge strong links between ICED management/governance in the Board and membership on the ground.

2. The International Journal for Academic Development (IJAD)

IJAD, which is ICED's flagship journal, published by Taylor & Francis, is the only international journal with an express focus on academic development research. The ICED Board continues to share a collegial relationship with the editorial team who work tirelessly to promote AD as a rigorous field of scholarly inquiry through IJAD. The journal generates a significant portion of IJAD's income and for that we are grateful.

Over the last few years, the journal has grown in visibility and significance through the considerable increase in downloads and citations. IJAD and the Board welcomed Prof Mary Wright as Co-Editor. There have been considerable challenges for IJAD as service level agreements with the publisher are not being upheld to support IJAD's expansion in purview and substantive work. The increase in page numbers has been an ongoing request from IJAD but was only granted recently by the publisher. Debate and discussion are ongoing about IJAD's option of becoming open access (minimal cost) against its need to generate income. The IJAD Representative and two Co-Editors attended the 2023 Council meeting to raise this concern with Council and to deliberate on the way forward. It was great to meet the IJAD team and to hear about their success and to share recent developments.

On behalf of Council and the board, I extend my praise and thanks to the past and present IJAD editorial teams, for their dedication and commitment to the journal. We commend you for ensuring that IJAD's reach, and scholarly reputation are maintained in the interest of academic development globally. Please see the Annual Report for detail on IJAD's growth and accomplishments.

3. Financial Matters

Our Treasurer has made great strides in addressing council's concerns raised in the in 2022 AGM. Ariane Dumont, ICED's new Treasurer, reviewed and reshaped the way ICED expenses and expenditure are managed by implementing stricter oversight of what is needed strategically to expand ICED's vision. She has also curated a more realistic risk register which was ratified at the 2023 AGM. Please see the Financial Report for detail. I am very happy that in 2023, ICED maintained its strong financial standing, with contingencies and reserves built in to ensure smooth operations and to mediate possible contextual eventualities. ICED has been able to continue to support member networks, where they have been able to demonstrate need, through a partial waiver of membership fees and grants for emerging networks.

4. New Member Networks

4.1 Hungary

Robert Pardo and I engaged with the representatives from Hungary who approached us for support in establishing a network in Hungary. In an online meeting, we shared the benefits of joining ICED and offered assistance to set up the network. Due to political upheaval and other challenges in Hungary, the representative Dr. Dósa Katalin was unable to establish anything concrete by way of a new network and was also unable to attend the 2023 Council meeting as observer. Kata did express her sincere gratitude for what we could offer and said

this was favourably received by her organisation. This should be flowed up in the coming year. I want to thank Robert for his stellar work in relationship building here.

4.2 Turkey

The Turkish network approached Donna to inquire about pursuing their membership with ICED. This was received well and in-principle approval was sought via email to Council members. The Turkish representative Alev Elci attended the 2023 AGM in Chile where the Turkish network was ratified as a new network. We welcome Turkey warmly into the ICED family.

4.3 Mexico and Colombia

Robert made contact with two Latin American networks who are considering joining ICED. They attended the 2023 ICED Council Meeting (day 1) as observers and participated in our activities. These potential networks also need to be followed up in the coming year and support offered as they see fit.

4.4 Possible new member network: YPED

The Pedaforum, which was a Finnish network in ICED with no official status, has ceased to exist. In Finland a symposium called Pedaforum was organised by individual universities or universities for applied sciences annually, but the network has not worked for at least 5 years. There are still some smaller Pedaforum subnetworks working such as KouKe (for teachers and developers of university pedagogical studies) and one for digital pedagogies, but they also are not official networks. In its place, YPED is now an official, registered network for universities. Our Finnish colleagues are in the process of creating a new forum together with rectors of universities (Unifi) and universities of applied sciences (Arene), but that may take some time. In the meantime, YPED will work as a contact organization with ICED and will apply for membership to ICED soon.

4.5 Welcome letter

I drafted a welcome letter which was sent to existing network representatives and some associate representatives, as well as to all those new to ICED and joining the Council meeting for the first time. The welcome letter served as an induction to proceedings in Denmark and Chile. Accompanying the welcome letter, the AGM Agenda documents including the Annual Report, IJAD Report and Election Committee Report were distributed. These documents also contain further background information.

5. Withdrawal from ICED

5.1 Sri Lanka

The withdrawal of Sri Lanka was a cause for concern in the Board. The main (initial) reason for withdrawal stemmed from ICED's high cost of participation. The past president (Allan Goody) and I contacted the Sri Lankan network but we were unsuccessful in making them reconsider their decision to withdraw from ICED. I engaged the Sri Lankan representative further via email to acknowledge his disappointment regarding the high costs attached to ICED membership and attending conferences. After appealing to him to reconsider, he remained resolute that Sri Lanka could not continue and wished us well. This issue was well noted by the Board and suggestions will be considered regarding ICED's ability to extend more affordable benefits to members going forward. We also need to become more accessible to countries in the South. See below for Persistent Challenges.

5.2 CHED – the Chinese Network

An issue relating to the inclusion and admission of Taiwan to ICED had arisen in 2020, which prompted China's withdrawal from ICED. The minutes of the 2020 AGM recorded what had transpired. The Chinese network CHED contacted me to assert that the 2020 AGM minutes were an inaccurate record of events and requested that we change the minutes. After consulting with my leadership team, Allan Goody, Robert, Ariane and Donna, I responded to the Chinese network and had explained that ICED stood by its decision not to change the minutes and considered this a closed matter.

6. Website Revamp

Under the expert direction of Donna Ellis and her project team and in consultation with an external website company, a much-needed revamp of the ICED website was completed. In July 2023 we were pleased to announce that the International Consortium for Educational Development (ICED) launched its new website (<https://icedonline.net/>)! We invite you to visit the site to learn more about ICED and the benefits from your organizational membership. Of particular note is the 2024 ICED conference website (<https://iced24.africa/>), which was also redesigned by an external company XLM (<https://xlmillennium.co.za/>) which you can access from this link. Many thanks to all involved in the revitalization of our work through the successful completion of the website project.

7. Council Meeting and AGM October 2023 at the Centro de Desarrollo Docente (Teachers' Development Centre) at Pontificia Universidad Católica de Chile

We met for the ICED Annual General Meeting (AGM), held in hybrid mode (in person and online) on 5-6 October 2023 in Santiago, Chile. The REDCAD network was our host at the Centro de Desarrollo Docente (Teachers' Development Centre) at Pontificia Universidad Católica de Chile. Our heartfelt thanks go to Chantal Jouannet Valderama (Centre Director) and Daniel Humberto Canales Escobar for their warm reception, hosting and organisation of our Council and AGM days at their centre. Special thanks to Robert Pardo Silva (ICED Vice President and Board member) for securing this important link with the Pontificia Universidad Católica de Chile.

7.1 ICED Keynote speaker at the VIII Teaching Innovation Seminar, Chile

I was invited by the Centro de Desarrollo Docente (Teachers' Development Centre) at Pontificia Universidad Católica de Chile to be the main speaker at the VIII Teaching Innovation Seminar which took place at Campus San Joaquín in Santiago, Chile on Wednesday, 4th of October 2023. The topic of my talk was: *Can the artificial and the real co-exist in the university classroom: a case for humanising AI*. The ICED Board and Council members in attendance in person were invited to attend the seminar. This in-person event was aimed at the whole academic community from the university, as well as for institutions and higher education actors at a national and international level. The main objective for the event was to offer a space for encounter and exchange of ideas about teaching and learning. This year the Centre provided new guidelines and innovations in order to boost new ways to teach and learn. ICED was very fortunate to have been part of the event and its innovative offerings.

7.2 Day 1 (5 October): the ICED Consortium Meeting

This will be reported on in detail in next year's report. Suffice it to say that the 2023 Consortium Day proved to be a collaborative space for networks to get to know the Board, the organisation and each other. Each Network Representative submits a summary of key activities for the year, challenges, and significant achievements that the networks wish to highlight. In addition, they had to respond to this question: What one initiative or activity works best in your network to really engage your members? Each network provided just the highlights (and lowlights) of member activities. The rest of the time was used to discuss aspects arising from network activities that are important for the ICED network community to consider.

7.3 Day 2 (6 October) - the ICED Business Meeting/Annual General Meeting (AGM)

This item will be reported in detail in next year's report. Various reports were discussed and approved. ICED activities and items that required discussion and resolution by the Council were tabled. Each network gets one vote cast by the Network Representative. The list of voting and non-voting members was shared. The following networks were invited to join the Board and we hope to welcome them and look forward to their contribution:

- AISHE, Ireland;
- LNO2, Belgium;
- ThaiPOD, Thailand.

The following members stepped down from the Board, having completed their term. Thank you, Patricia and Robert, for the invaluable contributions to the Board. I have enjoyed working with you and wish you well in your future endeavours.

- Patricia Staaf of Swednet, Sweden
- Robert Pardo Silva of REDCAD, Chile

Donna Ellis, who was President-Elect until this 2023 Council meeting, stepped into her substantive role as President of ICED. I have enjoyed the collegiality and friendship shared with Donna in our time together. I wish you the very best Donna and am confident you will do a sterling job in this leadership role.

Persistent Challenges

As I close my report, I would like to share a few persistent challenges that the 2023-24 Board might need to progress further. Responding effectively to the above challenges provides us with the chance to foreground ICED's intentionality and purpose as we work towards broadening and deepening academic development in ways that embrace inclusivity, social justice, epistemic justice and parity of participation. These include:

New ICED Leadership

- ❖ As networks rotate onto the Board as per groupings etc, we need to think about time commitments of those who join the Board and whether they can play an active role in the Board activities. These extend beyond the bi-monthly Board meetings. Those who have been nominated to represent must decide if they can serve as needed or whether they should step down and allow another representative from their network to join the board.

Given this is voluntary service, each network must be honest and clear about presence on the Board and contributing actively to ICED's success.

ICED costs versus ICED expenses

- ❖ The main challenge that has re-surfaced is the correlation between membership fees (high for some networks) and perceived benefits (not always clear to members) of being part of ICED. The tricky balance between the costs to join and the expense of losing current members begs some scrutiny and discussion. While ICED is a not-for-profit organisation and is member-driven regarding fees, the noble intention to encourage more countries to join might be counterproductive if standard rates apply across contexts and geographical regions. For some countries attending ICED gatherings and conferences is extremely expensive. Despite our offer of travel grants and scholarships, take-up has been slow and low. More marketing hereof might increase visibility of our interventions that have been established to support countries that cannot afford to join or remain. The issue remains critical to ICED sustainability.

- ❖ Conference participation is also a challenge as the location and associated costs of travel to certain host countries make it inaccessible for wider participation by existing membership and might be a constraint for emerging member networks. This is something we need to take seriously and respond to in earnest if we are to make good on the ideal that 'no one should be left behind'.

Membership

- ❖ We need to work towards ICED becoming a more inclusive, member-centred organisation going forward as we amplify and strengthen the work of academic/ educational development globally. New membership from diverse networks ensure that ICED is more representative of the broader diaspora of higher education and its educational development focus.

- ❖ ICED is working towards connecting with member network events throughout the year, (made more possible in online mode), to improve relationality and communication across the membership.

As I close off, I want to thank our administrator Ms Roz Grimmitt whose role is critical to ICED's functioning and operations. Roz has been a stellar administrator to work with. She is dedicated, professional and committed. ICED is very fortunate to have someone of her calibre.

It was an absolute pleasure to have served as ICED president for two years. I leave with new friends, fresh perspectives and the realisation that as big as the world is, it is actually small if relationships, collegiality and common challenges and goals unite us all.

I hope to see you all at the ICED2024 conference in Kenya - on African soil! Ha la la!

Warm regards

Kasturi Behari-Leak

K. Behari-Leak (PhD), ICED President (2021-2023), October 2023