AN EVENT OF THE WORLD UNIVERSITIES FOUNDATION

WUF FOUNDERS' COUNCIL 27

FC27
The inaugural Council

THEME

Re-Imagine University

Arrive as an invitee. Leave as a founder.



26 to 29 January 2027

Ducale Lara Resort, Kundu, Antalya, Türkiye

Take your seat
W-U-F.org/FC27-Join

In collaboration with the World Summit on Universities

A LETTER FROM THE FOUNDER



Prof. Bassem Khafagy

Founder and Secretary General, World Universities Foundation

FC27

26 to 29 January 2027
Antalya, Türkiye

A LETTER FROM THE FOUNDER

An invitation to found

Dear colleague,

Universities have shaped every society that has ever believed in knowledge. In all their history, however, they have never had a table of their own: a place where a young college in a small island state and a research university with centuries behind it sit side by side, as equals, and decide together what the university must become.

On 26 January 2027, in Antalya, Türkiye, the World Universities Foundation opens that table. The WUF Founders' Council is the gathering at which our initiatives receive their founders: the International Day of Universities, the Antalya University Declaration, the State of Universities Annual Report and the Authors' Corner. Each will be shaped from its first day by the leaders who choose to carry it.

I am inviting you to be one of them. Not as a guest who listens to plans made elsewhere, but as a founder: your voice setting the course of an initiative, your name standing in its founding roll, and your university holding its seat in the World University Family.

In November 2027 we will return to Antalya for the World Summit on Universities, to present to the world what we have built together. The road begins in January, and it begins with the leaders who take their seats now.

Request your invitation today at W-U-F.org/FC27-Join. I look forward to welcoming you to Antalya.

Bassem Khafagy

Prof. Bassem Khafagy

Founder and Secretary General · World Universities Foundation

WSU
WORLD SUMMIT ON UNIVERSITIES

7 to 12 November 2027
Antalya, Türkiye

The World Summit on Universities, where the founders present their work.

Take your seat at FC27

Request your invitation for 26 to 29 January 2027 in Antalya.

W-U-F.org/FC27-Join or contact
FC27@W-U-F.org

EXECUTIVE SUMMARY

FC27 at a glance

The WUF Founders' Council is the annual gathering at which the World Universities Foundation entrusts its initiatives to the people who will found them. Its inaugural edition, FC27, meets in Antalya, Türkiye, from 26 to 29 January 2027 under the theme Re-Imagine University.

4 days
26 to 29 January 2027

4
initiatives founded

4
Founding Boards

WHAT	A council of university leaders and the stakeholders around them, from every region. FC27 founds the boards of four WUF initiatives: the International Day of Universities (IDU), the Antalya University Declaration (AUD), SUAR and the Authors' Corner.
WHY	The world has 35,000+ universities in 200+ countries, and more than 80 percent of them have no seat at the global table. The initiatives that will give them one should be founded by them, not for them.
WHERE	The Ducale Lara Resort in Kundu, on the Lara coast of Antalya: arrival on Tuesday, two full days of work, departure on Friday.
WHO	University leaders and the stakeholders around them: every type of university and every region.
HOW	Plenaries and keynotes for all; four tracks, one for each initiative; four Founding Boards constituted on the Founding Day.
YOU RECEIVE	A founding role, a place in the founding roll, a certificate of founding, and the Ambassador role in the World University Family for your university through the end of 2027.

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
The boards present their work at the World Summit on Universities.

Take your seat at FC27

Request your invitation now. Places are limited and confirmed in the order requests are received.

W-U-F.org/FC27-Join or contact
FC27@W-U-F.org

CONTENTS

THE RING OF SEATS

Each quarter of the ring stands for one initiative and its founders.

- International Day of Universities
- Antalya University Declaration
- State of Universities Annual Report
- The Authors' Corner

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Before you read

This document belongs to the WUF series. Documents 02 to 04 present the World Universities Foundation, its agenda and the World University Family. Documents 05 to 08 present the four initiatives FC27 founds. Document 09 presents University of Tomorrow, the book that calls for a gathering where delegates shape the outcomes and own them. FC27 opens that road.

01
WHY NOW

WHY THIS GATHERING, WHY NOW

The oldest institution of knowledge has never had a table of its own

The university is the most trusted institution humanity has built for knowledge. It educates, discovers and serves on every continent. Yet the world's universities have never had a common table at which all of them sit as equals.

35,000+
universities

200+
countries

260+ million
students

15+ million
academics

20+ million
administrative staff

1+ million
executives and leaders

More than 80 percent of the world's universities without a seat at the global table

The university world is vast. Its institutions shape economies, professions, public health and the lives of nations, and their leaders make decisions every day that will be felt for a generation. When the future of higher education is discussed at the global level, however, only a small part of that world is in the room.

The forums that exist speak for a part of the whole: the largest, the oldest, the most ranked, or a single region. Universities in Africa, Latin America and the Caribbean, Central and South Asia, the Middle East and the small island states, community and technical institutions, young universities and those that teach online, are too often observed rather than heard.

THE FIXED FIGURES

WUF's figures describe the whole university world, in every region and every type of institution.

The table at which the future of universities is decided has been small. FC27 widens it.

Take your seat
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FC

01
WHY NOW

TEN MONTHS
From the Founding Day in January to the World Summit on Universities in November 2027.

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
Where the founders present their work.

Take your seat
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A voice that must be founded

The World Universities Foundation exists to change that. It is the Global Voice of Universities, built on full representation: every type of university, every region, every stakeholder. A voice of that kind cannot be announced from above. It has to be founded by the people it will speak for, and carried by them.

That is the purpose of the Founders' Council. It brings the leaders of the university world together not to hear plans made elsewhere, but to take responsibility for them: to set the course of an initiative, to form its first board and to carry its work through the year.

Why January 2027

Four initiatives reach their founding moment together. The International Day of Universities is announced once more on 7 November 2026 and goes to university leaders for adoption in November 2027. The Antalya University Declaration enters its drafting year. SUAR prepares its founding edition, SUAR27. The Authors' Corner opens its first year of the annual Selection. Each needs its founders before the year's work begins, and January gives every board ten months before the World Summit on Universities in Antalya, Türkiye.



Arrival day: leaders of many regions welcome one another.

02
THE COUNCIL

Annual
a new theme each January

Growing
every founder invited back

Take your seat
W-U-F.org/FC27-Join

THE FOUNDERS' COUNCIL

A gathering and a body

The WUF Founders' Council is two things at once: the gathering held every January, and the standing body to which every founder of a WUF initiative belongs.

As a gathering, it meets once a year. Its name stays the same; its theme changes with every edition. Each edition founds new initiatives and reviews and renews those founded before, so that the work of WUF is always carried by people who chose to take responsibility for it.

As a body, it grows with every edition. Every founder is a member of the Founders' Council and is invited back each year: to report on the work of their board, to welcome the founders of new initiatives and to set the course of the year ahead.

FC27 is the inaugural Council. It forms the first four Founding Boards and opens the founding roll, the permanent record of the founders of WUF's initiatives. The Founding Boards are the founding bodies of initiatives within WUF; the governance of the Foundation itself remains with the Foundation.



A Founding Board meets for the first time and sets its road to November.

FC

03
THE THEME

DOCUMENT 03
Re-Imagine the University, WUF's agenda, names the six shifts the theme takes up.

THE THEME

Re-Imagine University

The theme of the inaugural Council is not the reform of one institution. It is a new idea of the university itself, shaped by the universities of every region together.

Knowledge is now everywhere; wisdom, judgment and trust are scarce. Universities are asked to serve learners of every age, to answer to their societies, to adopt new technologies with purpose and to prove their worth in ways no ranking captures. The four initiatives answer the theme from four directions: a day to honor every university (IDU), what the university must become (AUD), where universities stand (SUAR), and the ideas that shape its leaders (the Authors' Corner).

01 From knowledge provider to cultivator of wisdom

02 From degrees for the young to learning for life

03 From prestige to impact

04 From isolated campuses to permanent networks

05 From ivory tower to anchor of its land

06 From technology by pressure to technology with purpose



The plenary: one hall, every region, one question.

Take your seat
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FC27-Join

FC

04
PURPOSE

JANUARY
The founders take their seats in Antalya.

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
In November the founders return to present what they have built.

Take your seat
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PURPOSE AND OUTCOMES

Founded in January, presented in November

FC27 founds; it does not declare. It gives each initiative the people, the mandate and the road it needs, so that its results stand before the world at the World Summit on Universities in November 2027.

A declaration drafted in three days would be too slight for the institution it speaks for. An international day adopted before universities have been consulted would rest on too few voices. A report on the state of the world's universities needs the judgment of those who lead them. The Council therefore gives each initiative a board, a mandate and ten months of work.

01 **Constitute four Founding Boards:** one for each initiative, balanced across regions and types of university.

02 **Agree each mandate and its road:** the scope of every initiative and its milestones to November 2027.

03 **Open the founding roll:** the permanent record of every founder of WUF's initiatives.

04 **Welcome every university to the family:** each participating university holds the Ambassador role through the end of 2027.



Drafting together: the work that carries each initiative through the year.

FC

04
PURPOSE

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
Where the Declaration and IDU are adopted.

What every participant leaves with

A founding role
Founding Board member or Founding Member of an initiative, conferred on the Founding Day.

A place in the founding roll
The permanent record of the founders of WUF's initiatives, published by WUF.

A certificate of founding
Naming the initiative and the role, presented at the closing session.

The Ambassador role
For the participant's university in the World University Family, through the end of 2027.

A roadmap shaped in the room
The milestones of the initiative to November 2027, agreed by its board.

A seat in the work ahead
Consultation through the year, and the results presented at the World Summit on Universities.

What the world receives in 2027

The Antalya University Declaration, adopted in Antalya, Türkiye, in November 2027 and then opened for every university to sign. **The International Day of Universities,** adopted by university leaders at the World Summit on Universities and first celebrated on 7 November 2028. **SUAR27,** the founding edition of the State of Universities Annual Report. **The Authors' Corner Selection,** announced every year from 2027. Each carries the names of its founders.



Founding Day: the founders are named and their roles conferred.

Take your seat
W-U-F.org/
FC27-Join

05
FOUR INITIATIVES

ONE TRACK EACH

Every participant chooses one initiative when confirming a place.

FOUR INITIATIVES, FOUR BOARDS

One track for each initiative

FC27 works in four tracks. Each track belongs to one WUF initiative and forms its Founding Board. Each initiative is presented in full in its own WUF document (05 to 08) in the WUF Library on W-U-F.org.

International Day of Universities

One day for every university.

THE INITIATIVE

One day every year, 7 November, on which the world recognizes every university. Announced once more on 7 November 2026, adopted by university leaders at the World Summit on Universities in November 2027, and first celebrated on 7 November 2028.

ITS TRACK AT FC27

Prepares the adoption and the first celebration, and how universities in every region will mark the day.

Antalya University Declaration

A universal declaration on the future of the university.

THE INITIATIVE

A universal declaration on the future of the university, meant to shape higher education for decades. Consultation is open now; the draft follows in 2027; adoption takes place in Antalya, Türkiye, in November 2027, and the Declaration then opens for signature.

ITS TRACK AT FC27

Agrees the drafting method and the consultation calendar; its board leads the text to adoption.

Take your seat
W-U-F.org/
FC27-Join

FC

05
FOUR
INITIATIVES

Take your seat
W-U-F.org/
FC27-Join

State of Universities Annual Report

Where the world's universities stand, and where they must go.

THE INITIATIVE

WUF's flagship annual report on the state of the world's universities: their challenges, aspirations, ideas and trajectories, across fourteen domains and every region. SUAR27, the founding edition, appears in 2027; SUAR28, the first full report, in 2028.

ITS TRACK AT FC27

Sets the framework of the founding edition, how every type of university and every region is represented, and the road to SUAR27.

The Authors' Corner

Where the ideas shaping higher education meet the leaders shaping universities.

THE INITIATIVE

A year-round WUF initiative, active since 2025, bridging authors, publishers and university presses with the leaders of higher education, with its Editorial Council and the annual Authors' Corner Selection.

ITS TRACK AT FC27

Shapes the next chapter of the initiative beside its Editorial Council, prepares the Selection announced every year from 2027, and hosts the Council's authors' evening.



A track at work: peers from different systems on one shared question.

FC

06
TWO ROLES

FOUNDING BOARD AND FOUNDING MEMBERS

Two roles, one founding

Every participant takes part in one initiative and leaves with one of two roles. Both are founding roles, and both are named in the founding roll.

Founding Board

- The core that carries the initiative through the year.
- Its chair is appointed by WUF in advance and forms a founding core.
- Further seats are earned in the tracks, by those whose contribution shows the board what it needs.
- Meets on the Founding Day: elects its vice-chairs, assigns working roles, adopts its road to November 2027.
- Reports at the World Summit on Universities and at the next Council.

Founding Members

- Every other participant in the track.
- Named in the founding roll of the initiative.
- Consulted by the board through the year, by region and by type of university.
- Invited back to every Founders' Council.
- Eligible for board seats as the initiative grows.

BALANCE
Every board is balanced across regions and types of university.

Board places are offered by invitation. Places as Founding Members are open by request, reviewed by WUF.



Open consultation: every voice in the room is heard.

Take your seat
W-U-F.org/
FC27-Join

07
WHO TAKES PART

WHO TAKES PART

Every type of university, every region, every stakeholder

FC27 is composed with the same balance that WUF builds into everything it convenes.

FULL REPRESENTATION

The heart of WUF, built into every gathering, every panel and every program.

Every type of university

- Public and private
- Research and teaching
- Technical and professional
- Regional and community
- Large and small, old and new
- On campus and online
- Specialized colleges and institutes

Every region

- Africa
- Asia
- Europe
- Latin America and the Caribbean
- The Middle East
- North America
- Oceania and the small island states

Every stakeholder

- Presidents, rectors and vice-chancellors
- Deans, provosts and senior academics
- Heads of research, quality and international affairs
- Ministries and public bodies
- Associations and networks
- Authors, publishers and university presses
- Companies and innovators



Between sessions: the Lara coast in winter light.

Take your seat
W-U-F.org/FC27-Join

08
THE PROGRAM

THE PROGRAM

Four days, from arrival to founding

FC27 runs from Tuesday to Friday. The rhythm moves from shared ground, to work in the tracks, to formation.

Tue
Arrival and opening

Wed
The day of the tracks

Thu
Founding Day

Fri
Departures

Tuesday
26 January

Arrival and opening

- Arrival and airport transfers; registration opens
- Briefing of the four chairs and their founding cores
- Opening of the Council by the Founder and Secretary General
- Welcome dinner

Wednesday
27 January

The day of the tracks

- Keynotes and plenary on Re-Imagine University
- The four initiatives presented to all participants
- Four tracks: purpose and scope, then open consultation
- The authors' evening

Thursday
28 January

Founding Day

- The tracks set the road to November 2027
- Constitutive meetings of the four Founding Boards
- Reports of the board chairs to the plenary
- Closing session, certificates and gala dinner

Friday
29 January

Departures

- A meeting of the four chairs with the Secretary General
- Departures and airport transfers

Keynote speakers, chairs and the detailed program are published on W-U-F.org/FC27 as they are confirmed.

Take your seat
W-U-F.org/FC27-Join

FC

08
THE PROGRAM

THE FOUR INITIATIVES

IDU
07 NOVEMBER
INTERNATIONAL DAY OF UNIVERSITIES

AUD
ANTALYA UNIVERSITY DECLARATION
2027 AND BEYOND

THE Authors' Corner

How the tracks work

Each track moves in three steps. First, **purpose and scope:** what the initiative is for, whom it serves and what it must never become. Second, **open consultation:** every participant contributes, from their region and their type of university. Third, **the road:** the milestones, working method and consultation calendar to November 2027.

Signature moments

The opening
The Founder and Secretary General's address on Re-Imagine University, and the four initiatives in one frame.

The authors' evening
Authors, publishers and university presses with the leaders of higher education, book in hand.

The Founding Day
Four Founding Boards meet for the first time and adopt their roads to November 2027.

The founding roll
The initiatives announced within WUF, their founders named and certificates conferred.



The authors' evening: ideas in print meet the leaders who act on them.

Take your seat
W-U-F.org/FC27-Join

09
THE PLACE

3
nights, all meals

1
place for everything

TRANSFERS
From Antalya Airport and back, included.

Take your seat
W-U-F.org/FC27-Join

THE PLACE

Antalya, Türkiye, on the Mediterranean in winter

FC27 meets at the Ducale Lara Resort in Kundu, on the Lara coast of Antalya, close to Antalya Airport.

Antalya stands at the meeting point of Europe, Asia, Africa and the Middle East. It is one of WUF's two headquarters, with San Diego, California, and the city whose name the Antalya University Declaration carries. In January the coast is calm and clear, and the Taurus mountains stand white above the bay.

The Council is held in one place from arrival to departure. Participants stay at the resort, meet in its halls and share every meal, so that the conversations of the tracks continue at the table, on the terraces and along the shore: a neutral and accessible place where leaders of every region meet as equals.



The bay of Antalya and the Taurus mountains in January.

10
TAKE YOUR SEAT

CONTACT

FC27@W-U-F.org for speaking, the authors' evening and partnership.

ACCESS FOR EVERY REGION

With access partners, WUF hosts a limited number of places for leaders from universities with few resources, decided case by case.

HOW TO TAKE YOUR SEAT

Five steps from invitation to Antalya

Places on the Founding Boards are offered by invitation. Places as Founding Members are open by request to leaders of every type of university and every region, and are reviewed by WUF.

1. **Request your invitation**
   At W-U-F.org/FC27-Join. Board invitations come from the Secretary General.
2. **Choose your initiative**
   IDU, the Antalya University Declaration, SUAR or the Authors' Corner: one track for each participant.
3. **Confirm with your university**
   An authorized officer confirms the participation and the Ambassador role.
4. **Book the Council stay**
   Three nights at the resort, all meals and airport transfers, as one package at the rate published on W-U-F.org.
5. **Receive your documents**
   A formal invitation naming your role, the program, an invoice in the name of your institution and, when needed, a visa support letter.

Request your invitation

W-U-F.org/FC27-Join

FC27@W-U-F.org

Scan the code or open the link. WUF replies to every request and confirms every place formally.

11
AMBASSADORS

2027
Ambassador role included

FROM 2028
The role continues at the fee published on W-U-F.org.

AMBASSADORS OF THE WORLD UNIVERSITY FAMILY

A founding year in the family

Every university that takes part in FC27 holds the Ambassador role in the World University Family, the membership of WUF, through the end of 2027.

Ambassadors are the foundation of the World University Family. They carry the agenda of WUF into their own countries and regions, and they bring the needs of their regions back to the global table. An Ambassador university does not only take part in the conversation about the future of universities; it leads it.

A seat and a voice
A place in the family and a voice in its priorities.

Data and insight
WUF reports, data and benchmarks on the university world.

Gatherings
Places at WUF summits, forums, workshops and digital roundtables.

Development
Frameworks, training and certification for leaders and staff.

Recognition
A stage for achievements, through WUF awards and publications.

Connection
Partners and peers in every region of the world.



A break on the terrace: the conversation of the tracks continues.

Take your seat
W-U-F.org/FC27-Join

FC

12
PARTNERSHIP

INDEPENDENCE
No partner shapes the findings, the text or the decisions of any board.

PARTNERSHIP AND SUPPORT

Roles open to partners

Institutions, foundations, companies and public bodies can stand behind the founding of WUF's initiatives. Each role is agreed with WUF, and partners are named only once confirmed. Partnership requests are welcome at FC27@W-U-F.org.

Council partner
Stands behind the Council as a whole, from the opening to the founding roll.

Track partner
Supports the work of one track and its Founding Board through the year.

Access partner
Hosts places for leaders from universities with few resources.

Authors' evening partner
Publishers and university presses that host the evening of books and ideas.

Founding Day partner
Supports the closing session, the certificates and the gala dinner.

Knowledge partner
Contributes expertise to a track, under the independence of its board.



The gala dinner that closes the Founding Day.

Take your seat
W-U-F.org/
FC27-Join

13
THE ROAD

10
months of work

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
The destination of the road.

THE ROAD TO NOVEMBER 2027

From the first invitation to the World Summit

FC27 is the first milestone of a year that ends with the adoptions at the World Summit on Universities in Antalya, Türkiye.

October 2026
Chairs invited; FC27 announced; invitation requests open at W-U-F.org/FC27-Join.

7 November 2026
The International Day of Universities announced once more; invitations continue.

December 2026
Places confirmed; tracks chosen; founding cores formed.

26 to 29 January 2027
FC27 in Antalya: four Founding Boards constituted.

February to October 2027
The boards at work: drafting, consultation, frameworks and the founding edition of SUAR.

7 to 12 November 2027
The World Summit on Universities: the Declaration adopted, IDU adopted, the work presented.

2028
The second Founders' Council: new initiatives founded, the first four reviewed and renewed.

7 November 2028
The International Day of Universities celebrated for the first time.

Take your seat
W-U-F.org/FC27-Join

Founded in Antalya in January. Presented in Antalya in November.

14
WHAT REMAINS

WSU
WORLD SUMMIT ON UNIVERSITIES
7 to 12 November 2027
Antalya, Türkiye
Where the adoptions of November take place.

WHAT REMAINS AFTER THE COUNCIL

A founding that lasts

The Council lasts four days. What it founds is meant to last for decades.

The founding roll
The permanent record of the founders of WUF's initiatives, extended at every Council.

Four Founding Boards
Each with a chair, vice-chairs, a mandate and working roles, carrying its initiative through the year.

Four roads to November
The milestones of every initiative to the World Summit on Universities, agreed in Antalya, Türkiye.

The record of the Council
A summary of the tracks and their conclusions, shared with every member of the World University Family.

A standing Council
Every founder invited back each year, to report, to welcome new founders and to renew the work.

The adoptions of November
The Declaration and the International Day of Universities, carried by their founders to adoption.

Every Council after the first

Each January the Council returns with a new theme. The founders of earlier editions report on the work of their boards, the initiatives they founded are reviewed and renewed, and new initiatives receive their own founders. For the founders of 2027 this means a standing seat: an invitation to every Council, a voice in the review of the initiative they founded, and the first places in a record that will span decades.

The founders of 2027 will be the first names in a record that every future Council extends.

Take your seat
W-U-F.org/
FC27-Join

TAKE YOUR SEAT

4
initiatives

4
boards

1
founding roll

THE INVITATION

Take your seat at FC27

Every institution that has lasted began with a small number of people who agreed to take responsibility for it before it existed. The universities of the world now have the chance to do this together, for the first time, at a table where each of them sits as an equal.

Four initiatives await their founders: a report that shows where the world's universities stand, a declaration on what the university must become, a day on which the world honors every university, and a bridge between the ideas that shape higher education and the leaders who shape universities. The seats are limited, and they are offered first to those who answer first.

Request your invitation

W-U-F.org/FC27-Join

FC27@W-U-F.org

Scan the code or open the link. WUF replies to every request and confirms every place formally.

University leaders

Request an invitation to found one of the four initiatives.

W-U-F.org/FC27-Join

Speakers, authors, publishers

Propose a keynote, a session or a book for the authors' evening.

FC27@W-U-F.org

Partners

Stand behind the Council, a track, access places or the Founding Day.

FC27@W-U-F.org

WSU
WORLD SUMMIT ON UNIVERSITIES

7 to 12 November 2027
Antalya, Türkiye
The road continues to the World Summit on Universities.

THE FOUR INITIATIVES FOUNDED AT FC27

IDU 07 NOVEMBER INTERNATIONAL DAY OF UNIVERSITIES
AUD ANTALYA UNIVERSITY DECLARATION 2027 AND BEYOND
THE Authors' Corner

WUF FOUNDERS' COUNCIL 27

Re-Imagine University

Arrive as an invitee. Leave as a founder.

26 to 29 January 2027 · Ducale Lara Resort, Kundu, Antalya, Türkiye

Take your seat at FC27

Founders are invited now.

W-U-F.org/FC27-Join or contact FC27@W-U-F.org

In collaboration with the World Summit on Universities

WORLD UNIVERSITIES FOUNDATION

An event of the World Universities Foundation

The Global Voice of Universities · W-U-F.org/FC27