IAU Activities and Financial Report 2008-2012

The International Association of Universities (IAU) publishes Annual Reports where details of major activities are presented and shared with all IAU Members and the wider higher education community. In addition, each IAU monthly E-Bulletin leads off with news of the IAU highlighting initiatives underway. Finally *IAU Horizons,* the Association's magazine, devotes significant space to reporting on IAU work. The following report and its accompanying power point presentation are thus merely a synopsis of key achievements of the past 4 extremely busy and quite tumultuous years.

As the financial report of this same period attests, the IAU has managed its resources carefully, keenly aware of the impact on its Members of the serious economic crisis that different parts of the world have experienced or are still experiencing now. IAU has increased its revenue, curtailed its expenditures and generated modest surpluses each year, thus continuing to build its reserve. In the past 4 years, the staff of the IAU Secretariat was reduced by one senior position, yet, its activities have increased considerably.

The following report is organized around the major functions of the Association and the priority areas that were adopted in 2008, by the General Conference and subsequently refined during successive Administrative Board meetings. The work described has been accomplished with support of the IAU President and Administrative Board members, various Committees, Working Groups and experts as well as by a dedicated and committed staff at the IAU Secretariat in Paris.

IAU – unique convening power; a unique global forum

Meetings and conferences

2009

- ***Associations, Networks, Alliances etc.: Making Sense of the Emerging Global Higher Education Landscape*, Global Meeting of Association (GMA) III,** Guadalajara, Mexico
  In partnership with the Asociación Nacional de Universidades e Instituciones de Educación Superior (ANUIES) and the University of Guadalajara

- ***The Role of Higher Education in Fostering the Culture of Dialogue and Understanding,*** **IAU Annual International Conference,** Louaize, Lebanon
  In partnership with Notre Dame University – Louaize (NDU)

2010

- ***Ethics and Values in Higher Education in the Era of Globalization: What Role for the Disciplines?*** **Annual International Conference,** Vilnius, Lithuania
  In partnership with Mykolas Romeris University

2011

- ***Internationalization of Higher Education: New Players, New Approaches, Global Meeting of Associations (GMA) IV,*** New Delhi, India
  In partnership with the Association of Indian Universities (AIU) and five Indian Higher Education Institutions.

- *Strategies for Securing Equity in Access and Success in Higher Education,* **annual International Conference,** Nairobi, Kenya
  In partnership with Kenyatta University

Thematic research, advocacy, services and information

The IAU Administrative Board encouraged IAU to concentrate on a limited number of topics that were of interest to higher education leaders around the world, were appropriate for an international association to address and were areas where IAU had or could develop expertise.

Internationalization of Higher Education

Internationalization of higher education has become an increasingly important policy area for university leaders worldwide. It has also become far more complex and at time contentious as a variety of objectives and mechanisms are used to pursue this general goal. For more than a decade, IAU has been on the forefront of much work and discussion on internationalization. During the past four years, much has been achieved:

- 3rd IAU Global Survey on Internationalization of Higher Education. This edition of the survey was completed in 2 years; was undertaken with support of a small Task Force and in partnership with CONAHEC for the dissemination of 2 online questionnaires in 5 languages. The Survey sample almost doubled (745 completed questionnaires from 115 different countries) from previous Global Survey. The Global Survey Report was published in 2010, and was entitled *Internationalization of Higher Education: Global Trends, Regional Perspectives*. It was featured in most specialized media as well as cited in various research papers. Results and findings were presented by IAU staff and Board Members all over the world including in 4 webinars organized by IAU Member Organizations.
- Development of the Internationalization Strategies Advisory Service (ISAS), a fee-based service. First delivered at Hokkaido University in Japan, and subsequently in 3 other universities so far, including at Moi University, Kenya, funded under the framework of UNESCO's Participation Programme.
- Following discussions launched by IAU in 2011 at GMA IV, with an International Ad-hoc Expert Group on Re-thinking Internationalization, IAU prepared and adopted new position statement entitled *Affirming Academic Values in Internationalization of Higher Education: A Call for Action*, in 2012. The Call for Action has been endorsed by several organizations in Europe and North America and discussed at various events including at the British Council's 2012 Going Global event and SARUA's symposium in Mozambique.

Higher Education and Sustainable Development

IAU's involvement in promoting sustainable development in higher education has a long history, starting with the IAU Kyoto Declaration on SD in 1993. In the context of the United Nations Decade for Education for Sustainable Development (UNDESD - 2005-2014), IAU has become even more active and worked on the following initiatives, with support of its Task Force chaired by Prof. Asashima, IAU Board Member:

- As Member of the *UNDESD Reference Group* IAU took part in the drafting committee for the Bonn Declaration adopted at the UNESCO World Conference on Education for Sustainable Development by all conference participants in 2009.
- As Partner in the UNEP project which resulted in the development of the *Global Survey on Sustainable Lifestyles* in which a number of IAU Member institutions participated and which resulted in the production of a Report (available in print, CD ROM and online) – 2011.
- As Partner with the Global University Network for Innovation (GUNI) and the African Association of Universities (AAU), the IAU developed a project on *The Promotion of Sustainable Development by Higher Education Institutions in sub Saharan Africa*. The results of the project were presented at the 5th International Barcelona Conference on Higher Education (GUNi-2010), as well as at COREVIP (2011) meeting in South African and are often used and cited.
- The three organisations have developed a follow up project – the *Handbook of Good Practices in Higher Education and Sustainable Development* – thanks to funding received from the Spanish agency for International Development and Cooperation (AECID).
- Building on its continuously updated website, which offers a unique resource on sustainable development, IAU has developed a web- based interactive *Portal on Higher Education and Sustainable Development* (HESD), showcasing IAU Member actions and initiatives in the field of HESD. This activity forms part of the overall support IAU has received from the Swedish International Development Agency (Sida). The Portal is being launched at the 14th General Conference.

Equitable Access and Success in Higher Education

The IAU Policy Statement *Equitable Access, Success and Quality in Higher Education* was adopted at the IAU 13th General Conference, and subsequently endorsed by several regional and national associations of universities including ACE, AAU and Universities Denmark. A newly recomposed IAU Task Force on Access and Success, chaired by Prof. Manuel Fernos, was tasked with determining follow-up actions in this policy area. These included:

- The IAU/Palgrave McMillan Prize Essay competition was focused on this issue and was won by scholars at RMIT University, Australia 2010.
- The Task Force also steered the development of a pilot project that sought to examine university policies and programme in support of improving access and success for learners from underrepresented groups. The project included the development of an Institutional Self-Assessment Questionnaire, identification of 10 pilot HEIs in the Americas and Asia which agreed to carry out the study; a workshop bringing all pilot institutions together; and a report on findings. IAU received funding from Lumina Foundation and the World Bank and collaborated with the University of Arizona and CONAHEC to carry out the project.
- The IAU 2011 International Conference in Nairobi, Kenya focused on *Strategies for Securing Equity in Access and Success in Higher Education.* Summarizing its work in this area, IAU published a

booklet entitled *Equitable Chances* which was made available to all Conference participants and IAU Members.

- In 2012 the IAU was selected to receive the ISIC Award for its work in promoting equitable access to higher education. The Award included a financial contribution that IAU will use to continue its work in this area.

Values and Ethics in Higher Education

- IAU has a long tradition of developing policy statements articulating the Association's principles and values and guidelines to help institutions develop their own policies. During the past four years, IAU prepared two such documents:

  IAU / Magna Charta Observatory (MCO) draft Guidelines for an Institutional Code of Ethics in Higher Education
  - o As a direct outcome of the 2010 IAU International Conference in Vilnius, Lithuania, and prepared by a joint IAU/MCO Working Group chaired by the late Prof. Pier Ugo Calzolari, approved by both the IAU Board and the MCO Council, the draft Guidelines were disseminated to all IAU Members in July 2012, for comments and feedback. The Guidelines will be presented in more detail at the 14th General Conference.

  Affirming Academic Values in Internationalization of Higher Education: A Call for Action
  - o Developed as a result of the 2011 GMA IV held in India, and in collaboration with an International Ad-hoc Expert Group on Re-thinking Internationalization.
  - o Approved by the IAU Administrative Board in April 2012, and circulated widely by the Association.

Intercultural dialogue

- *The Role of Higher Education in Fostering the Culture of Dialogue and Understanding* was the theme of the IAU 2009 International Conference, held at Notre Dame University – Louaize (NDU) in Lebanon.
- The IAU collaborated on a number of projects with the Council of Europe (CoE) on the subject, starting with the CoE conference on *Universities as Actors of Intercultural Dialogue in the Wider Society*, Moscow, Russian Federation (2009).
- IAU and CoE jointly edited the publication *Speaking Across Borders: The Role of Higher Education in Furthering Intercultural Dialogue,* Volume 16 of the CoE Higher Education Series [2010]. The book, distributed to all IAU Members, includes contributions from Europe, the Middle East, Africa, Asia and North America, setting the political context for intercultural dialogue whilst also exploring how universities can become actors of intercultural dialogue and offering examples of good practice.
- IAU partnered up with the Council of Europe and US Steering Committee of the International Consortium for Higher Education, Civic Responsibility and Democracy to organise the international Conference on *Reimagining Democratic Societies: a new era of personal and social responsibility?*, Oslo Norway, 2011.
- The partners jointly edited the book on *Reimagining Democratic Societies* [2012].

Special opportunities and initiatives – benefitting from renewed Sida support

During the recent four-year period, IAU successfully completed activities under one grant from the Swedish International Development Agency (Sida) and developed a full proposal for another 4 year period, ending in 2015. Both grants provide support for a variety of activities in line with IAU and Sida missions.

LEADHER Programme

- During the reporting period, a total of 30 LEADHER projects involving 52 IAU Member Institutions in 35 countries were selected by the IAU Selection Committee and completed.
- In 2010, the maximum grant per LEADHER project was raised from €7,000 to €10,000. More than €200,000 has been allocated to IAU Members.
- This included a special competition held exclusively to identify collaborative projects in aid of Haitian higher education following the devastating earthquake that took place in January 2010 4 projects were selected for a total of €40,000.
- With continued support from Sida projects for 2013 have been selected but additional competitions will be held in the future.

Higher Education/Research for Education For All (and related MDGs)

Following the Experts' Seminar in Mozambique (2007), the IAU developed a new project entitled: *Strengthening linkages for Improved Education: Higher Education and research working for EFA and MDGs*. This project has led to a number of actions of two broad types: development of information tools and capacity building.

- The IAU Reference Group on Higher Education for EFA, chaired by Prof. Olive Mugenda, IAU Vice President, was created as the first step. Comprised of participants from the initial Seminar and other invited experts, the Reference Group serves as an advisory body to develop, implement and communicate IAU activities in this field.
- An Information Kit, entitled *Why and How Can Higher Education Contribute to All Levels and Types of Education?* was drafted and validated by the IAU Reference Group and published in English and French. It offers answers to questions such as: What are MDGs and EFA Initiatives? Why and how can higher education get involved? Which agencies are active?
- With input from the Reference Group, the IAU Higher Education and EFA Portal (HEEFA: www.heefa.net) was developed to serve as an interactive platform for networking, for raising global awareness and to promote higher education projects and activities in EFA. The HEEFA Portal is accessible in English and French. The IAU also publishes a quarterly HEEFA Newsletter with a worldwide readership of more than 800, profiling higher education's involvement in EFA.
- Second, the IAU developed a capacity building project, *Envisioning a global initiative locally*, bringing together high-level representatives from higher education institutions, Ministries of Education, and other local EFA stakeholders to reflect, collectively, on how to engage higher education better to achieve EFA locally goals and to draw up an action plan. Piloted in Mexico and Burkina Faso in 2010, the sessions brought together 100 and 40 participants, respectively, and ended with a proposed plan addressing local EFA priorities and contexts.
- The IAU Innovation Conference, held in 2010 in Paris, and designed to assess the project outcomes and explore ways forward, concluded this phase of the project.
- A new four-year project began in 2011 and includes actions focused on a) Community Building

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with an enlarged Reference Group and improved web portal; b) Capacity Building with workshops planned in collaboration with IAU members in Kathmandu, Nepal, in December 2012 and in Nairobi, Kenya in January, 2013 and others to come later; c) Commitment Building which will offer support to Workshop participants in implementing their action plans and to communicate outcomes. The development of a Charter of higher education commitment to EFA is also envisaged; and d) Advocacy to increase recognition of higher education's contribution to EFA through various activities and for the integration of higher education's role in policies and processes.

- IAU President was invited to the *10th Meeting of the High-Level Group on EFA*, convened by UNESCO in 2011 in Jomtien, Thailand which resulted in the first-ever recognition of the role of higher education and research in quality education in the final Declaration and UNESCO has invited the Association to join other EFA related committees.

- THE IAU activities have been presented at international conferences, including the CIMO Conference on the *Role of Higher Education in Capacity Building in Developing Countries*, in Finland, in 2012; the 2012 ADEA Triennale on *Promoting Critical Knowledge, Skills and Qualifications for Africa's Sustainable Development*, held in Ouagadougou, Burkina Faso.

Changing Nature of Doctoral Programmes in Sub-Saharan Africa

This IAU project was formally launched in 2009 and has been developed with the help of a Task Force chaired by Prof Oloyede, IAU Deputy Board member. The project was designed as a pilot study to promote South-South cooperation and mutual learning among IAU Member institutions.

- A comprehensive questionnaire was developed by IAU and sent out to six African HEIs participating as pilot institutions (three Anglophone and three Francophone). The questionnaire sought to identify changes taking place in doctoral education and programmes in sub-Saharan Africa; to compare and learn from respective institutional management practices; to identify challenges encountered and solutions being tested.

- Institutional site visits were conducted at all participating HEIs. Each involved meetings with the local project team and PhD stakeholders.

- A report of findings was drafted and formed the basis for a series of three workshops: **t**wo in Nigeria (2010) which brought together (1) representatives of the pilot institutions and the Members of the Taskforce to network and work on the basis of the findings of the initial phase in order to draw conclusions for the respective institutions – 45 people (2) representatives of Nigerian higher education institutions (50 leaders from across the country); a third project was held in Cameroon. Following up on one of the recommendations form the Illorin (Nigeria) Meetings; the Seminar focussed on ways to improve data gathering for enhanced strategic planning of future doctoral programme developments (2011) It brought together 70 people.

- A series of web-pages devoted to this topic has been initiated on the IAU website.

With renewed Sida support, a second phase of the project has been developed by IAU and, among other initiatives, it includes:

- The further dissemination of the institutional questionnaire to four universities in four additional countries;

- The creation of a partnership with the Association of Catalan Public Universities (ACUP), also working on doctoral programs in Africa, which led to an International IAU-ACUP Seminar on

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Innovative Approaches to Doctoral Education in sub-Saharan Africa, held at EiABC in Addis Ababa, Ethiopia in July 2012. It brought together 60 experts from across the continent;

- Reports of the project have been widely disseminated and include: Project Report, phase I in 2011; Outcomes Report, Addis Ababa Seminar, Oct. 2012;
- The project has been presented at international conferences of various organisations including COREVIP, SARUA, EAIE and EUA. The reports are being cited internationally;
- Based on a series of user surveys and input from the IAU and ACUP pilot institutions, a joint *IAU-ACUP Interactive Web-Portal on Doctoral Education in sub Saharan Africa* has been developed; it will be launched at the IAU 14th General Conference.

Sharing Knowledge and News - Publications and Communications

IAU continues to provide the higher education community, well beyond its membership with unique publications of a wide variety and to serve as a clearinghouse for information on a range of higher education and research topics. Some of these publications are published by commercial publishers, others are produced in-house and made available free of charge.

Reference publications

- *International Handbook of Universities* (IHU) – Includes detailed information on 17,000 higher education institutions, and 183 higher education systems, as well as single user online access to WHED Online. Since 2008, four editions of the handbook have been published - Volume 20 (2009) to Volume 24 (2013).
- *World Higher Education Database (WHED)* – This CD-ROM, updated annually, includes all data provided in IHU, in addition to exhaustive information on higher education systems in a fully searchable format. It is made available free of charge to IAU Members.
- *Guide to Higher Education in Africa* – Includes information on 1,000 institutions of higher education institutions and 52 higher education systems in Africa. It is published every three years, in collaboration with the Association of African Universities (AAU), and is available, free of charge to IAU Members in Africa. The most recent edition (edition 5) was published in 2010.
- Further to the decision of the publisher Palgrave Macmillan to stop developing the database, the publishing contract will end in December 2013.
- A project to create a new online database is in progress.

Higher Education Policy (HEP) journal

- This quarterly peer-reviewed journal focuses on a range of issues in higher education management and reform from an international and often comparative perspective. Several thematic issues have also been published in the period.
- In 2012, HEP was selected by Thomson Reuters for inclusion in the Social Sciences Citation Index (SSCI).
- IAU's publishing partners, Palgrave Macmillan, now have a dedicated internet page where all back issues of HEP are available and where internet users may subscribe to the journal.
- HEP also adopted Advance Online Publication where the definitive, citable versions of papers (complete with Digital Object Identifier, or DOI) are available online ahead of print.
- HEP is offered to all IAU Members in good standing as part of their benefits.

International Bibliographic Database on Higher Education (HEDBIB)

- Currently containing 36,800 bibliographic records of resources and latest publications on higher education and available online on the IAU website.
- HEDBIB was completely redesigned in 2010 and the *New in HEDBIB*, listing all newly referenced publications, organized by IAU thematic priorities was created. *New in HEDBIB* is published five times a year, sent directly to IAU Members, and posted on the HEDBIB web pages.
- IAU Members benefit from the following special services, available via login: access to abstracts; search results sent directly by e-mail; and access to full text articles of IAU journal 'Higher Educational Policy' (October 2012).
- Seven IAU Member organisations became HEDBIB contributors in 2012, providing records of their publications which are integrated into HEDBIB.

IAU Training and Support Programme for Academic Librarians on Open Education Resources (OER)

- Approved by the IAU Administrative Board in 2011 and having received UNESCO's Participation Programme support in 2012, the project aims to train and support academic librarians to identify, inform, and train the academic community in the use, re-use and production of OER.
- The first stage of the project comprises a Validation Workshop planned for 2013. Focusing on Africa, the workshop will organised in collaboration with IAU Affiliate Bibliotheca Alexandrina, Egypt and the Association of African Universities, an IAU member organization.

IAU Website

- The IAU website was redesigned during the reporting period and a new, more interactive website was launched in 2011. Though the aim was to create a dynamic Members' Area, this has not been as successful as IAU had hoped, and more effort is needed for this resource to become useful and used by IAU Members.

News from IAU - *IAU Horizons* and e-bulletin

IAU Horizons

- The magazine was re-designed in 2009. Three issues are released per year, each devoted to a special 'In-Focus' topic, with Guest co-Editors.
- *IAU Horizons* is now open to advertising; advertisers have included Palgrave McMillan Ltd, World Anti-Doping Agency (WADA), RAABE publishing and UNESCO.
- Since February 2009 (Vol.15 No. 1), 'In-Focus' topics have included: Mergers in Higher Education; IAU Members Shaping Higher Education for the Future; Student Learning Outcomes; Higher Education and the Global Economic Crisis; 10 years of Bologna in Europe and in the World; Higher Education Partnerships and Collaboration; Higher Education and Education for All; Securing Equity in Access and Success in Higher Education; Re-thinking Internationalization; The Contribution of Higher Education to Sustainable Development.
- *IAU Horizons* is mailed to all IAU Members and it is available in English and French, in print and online.

e-Bulletin

- Electronic news service offering information on IAU's work and activities, and URL links to news on higher education reforms and policies worldwide.
- 16 to 20 pages, in French and English, published 10 times a year.
- Sent free of charge to all IAU Members and a total of more than 3,000 subscribers.

IAU Membership

IAU maintains a continuous membership development and retention effort and considers all of its activities and services in light of their interest for Members. As well, the Membership Development Committee, chaired initially by Prof Baydar, IAU Board Member from Turkey and later by Prof Bladh, IAU Board Member from Sweden, defines specific membership drives to increase overall numbers.

- Membership of the Association is steady since 2008 as far as numbers are concerned but the list of Members is changing over time.
- Current members:
  - 600 Institutional members from 119 countries
  - 27 Member Organisations
  - 11 Affiliates
  - 11 Associates
- New Membership Categories:
  - IAU Observers: newly opened HEIs that have yet to graduate three cohorts of students
  - IAU Associates: open to individual HE leaders and experts who share IAUs values and wish to work more closely with the Association
- New recognition ceremony: a power point presentation is being prepared for each IAU annual International Conference and presents the new Members.

Partnerships

The IAU could not have achieved its activities had it not worked in partnership with its Member institutions, organization, Affiliates and other groups. The IAU also serves on a large number of advisory committees, boards, or working groups representing the interests of the IAU membership in discussions of diverse topics of importance to higher education.

The full list of all the partnerships in which the IAU is involved would be too long to list. However the following few serve to highlight at least some of the organizational with which IAU has collaborated:

- UNESCO; OECD - IMHE; Magna Charta Observatory; EUA; UNEP; IIE; Asia-Europe Foundation; Southern African Regional Universities Association (SARUA); Observatory on Borderless HE; CONAHEC; African Network for Internationalization of Education (ANIE); European Commission (EC); Conference of the Americas on International Education (CAIE); Global University Network for Innovation (GUNI); European Higher Education Area (EHEA)/BFUG; Association of African Universities (AAU); Council of Europe (CoE); British Council; Academic Cooperation Association; International Social Science Council; World Bank; Lumina Foundation; NAFSA; European

Association of International Education (EAIE); Institute of International Education (IIE) and others.

IAU representation at conferences and meetings

The IAU President, Administrative Board members and Secretariat staff have represented the Association at well over 100 international conferences and meetings over the past 4 years (at least one conference or meeting every month since November 2008).
- Details of all conferences attended, and the roles IAU Board or staff members have played are regularly provided in the IAU e-bulletin and in *IAU Horizons*.

Management and Financial Report

- Under the overall leadership of the IAU President and Administrative Board, with support of various Committees and Task Forces, IAU work is accomplished by the staff of the UNESCO-based Secretariat which employs 15 staff members. As mentioned earlier, this group has been reduced by one senior position which was cut in 2009 for budgetary reasons and never replaced. There has been staff turnover as long-term employees have retired and new personnel were hired. In addition, the IAU has benefitted from the collaboration of a Senior Fellow, working on a fee-for service basis, and several highly motivated and effective interns who worked on a short-term basis.

- Full list of IAU staff members is available on the website, and each person makes a valuable contribution in their area of responsibility. They are supervised by Isabelle Turmaine, Director, Information Centre and Communication Services and Hilligje van't Land, Director, Membership and Programme Development, together with the Secretary General, Eva Egron-Polak.

2008-2012 Financial report

- The four-year financial report, annexed to this narrative report, demonstrates the continued efforts of the IAU to maintain membership revenue and generate new sources of funding and support for our activities, while at the same time holding down costs. The goal of maintaining a balanced budget, while at the same time building up a reserve for the Association, has been met and will be pursued. At the same time investments that have been approved for up-coming years may require using a portion of this reserve. The explanatory notes included with the financial report offer additional details concerning the IAU income and expenditures.

Conclusion

As all Associations, the IAU is always asked about the contributions it makes or the value-added it brings to its community. As the report presented here shows, IAU offers value added not only to the Higher Education Institutions and Organizations that are its Members but to the wider higher education community worldwide.

As we move inexorably towards a far more interconnected and interdependent higher education system at the global level, built by a complex web of collaboration and competition among HEIs, the IAU offer of a forum for global discussion, the Association's studies and publications that integrate perspectives from all parts of the world and the development of advocacy positions about important issues to all remains as important as ever.

IAU - Financial Overview and budgets 2008 - 2012
1st October to 30 September

In Euros 1000

	1 Budget 2008	2 Result 2008	3 Budget 2009	4 Result 2009	5 Budget 2010	6 Result 2010	7 Budget 2011	8 Result 2011	9 Budget 2012	10 Result 2012
TOTAL INCOME	1722	1602	1524	1426	1528	1458	1342	1494	1602	1622
TOTAL EXPENDITURE	1722	1565	1548	1425	1528	1311	1342	1382	1602	1464
Annual result		37	-24	1		147		112	0	158
Balance Brought Forward		549		586		587		734		846
CUMULATED RESULT		586		587		734		846		a) 1004
INCOME	**1722**	**1602**	**1524**	**1426**	**1528**	**1458**	**1342**	**1494**	**1602**	**1622**
MEMBERSHIP FEES	940	940	920	900	900	900	920	b) 920	b) 950	b) 950
OTHER INCOME	c) 782	c) 662	c) 604	c) 526	c) 628	c) 558	c) 422	c) 574	c) 652	c) 672
Unesco Office Rent	72	72	72	72	72	72	72	72	72	72
Publications	75	67	80	89	80	77	90	106	85	91
Contracts and Grants including Sida Funded Projects	265	198	287	201	206	161	140	257	365	315
working groups,Conferences and Meetings	300	273	50	13	200	111	50	16	50	29
Miscellaneous	70	52	115	151	70	137	70	123	80	165
EXPENDITURE	**1722**	**1565**	**1548**	**1425**	**1528**	**1311**	**1342**	**1382**	**1602**	**1464**
STAFF COST	940	908	937	923	882	872	910	911	966	955
Salaries	635	626	640	632	592	590	616	618	656	654
Consultants	20	17	15	15	18	14	16	13	20	13
Social Charges	285	265	282	276	272	268	278	280	290	288
ADMIN. BOARD	40	40	40	40	40	35	40	40	40	40
ACTIVITIES	d) 573	d) 473	d) 374	d) 251	d) 437	d) 261	d) 225	d) 261	d) 428	d) 323
Information/Communication and Studies	15	11	75	17	32	11	20	45	25	11
Working groups Conferences and Meetings	360	293	116	73	237	96	50	56	50	46
Special Sida funded projects	103	90	90	80	86	85	80	84	275	196
Publications/Translation	70	54	65	53	62	51	55	55	58	50
Travel	25	25	28	28	20	18	20	21	20	20
OVERHEADS	e) 159	e) 138	e) 190	e) 177	e) 159	e) 138	e) 157	e) 144	e) 158	e) 145
Office Rent	72	72	72	72	72	72	72	72	72	72
Communications	30	19	25	18	21	15	21	20	21	16
Website transfer	0	0	35	40	7	6	7	4	6	5
Office expenses and Printing	21	18	21	19	23	15	20	18	22	19
Equipment	15	13	15	13	14	13	14	14	15	14
Maintenance	6	4	6	3	6	4	6	3	6	3
Hospitality	3	3	3	1	3	2	3	1	2	2
Audit	6	5	7	8	7	8	8	9	9	9
Bank Charges	4	2	4	2	4	2	4	3	4	3
Miscellaneous	2	2	2	1	2	1	2	0	1	2
OTHER CHARGES	f) 5	f) 6	f) 5	f) 34	f) 5	f) 5	f) 5	f) 26	f) 5	1
CONTINGENCY	5	0	2	0	5	0	5	0	5	0

Explanatory notes on financial overview 2008-2012:

a) Cumulated result. Of this amount, Euros 330,000 are in the reserve account;

b) Membership revenues. All annual fees were increased in 2011; more payments expected in 2012 due to the General Conference;

c) Other Income:
- In addition to kind-support offered by UNESCO as free rent, whose monetary value is estimated and included as income, other income sources are as follows:
- Revenue from publications: royalties from sales of *Higher Education Policy, Handbook, WHED, Guide to Higher Education in Africa,* direct sales of *3rd Global Survey on Internationalization;*
- Contracts and Grants including support from Swedish International Development Agency (Sida), UNESCO Participation Programme, revenue from new Internationalization Strategies Advisory Services (ISAS), *IAU Horizons* advertising;
- Miscellaneous Revenue:
  Interest; exchange rate gains; surpluses from previous years, including surpluses generated by payments of outstanding membership fees for previous years;

d) Activities:
- In 2010 production of 3rd Global Survey on Internationalization; Access and Success Project, new Internationalization Strategies Advisory Services (ISAS);
- 13th General Conference, Utrecht, 2008; 3rd Global Meeting of Associations, Mexico, 2009, annual International Conference, Lebanon, 2009, annual International Conference, Lithuania, 2010, 4th Global Meeting of Associations, India, 2011, annual International Conference, Kenya, 2011; preparations for 14th General Conference, Puerto Rico, 2012
- Special Sida funded projects: Doctoral Programmes, EFA MDG's, LEADHER grants, working group on Ethics as well as contributions to regular IAU publication programme;
- Publications: International Handbook of Universities, WHED -CD Rom; Guide to Higher Education in Africa; Higher Education Policy journal, IAU Horizons; E-Bulletin.

e) Overheads: UNESCO in kind support for rent, cost of maintenance of infrastructure, communications, Website, office expenses, printing and IT and other equipment;

f) Exchange rate losses and charges on previous years;