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**PARTNERSHIPS**

**FINANCIAL REPORT 2013**

**IAU SECRETARIAT AND INTERNATIONAL UNIVERSITIES BUREAU**

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The International Association of Universities (IAU) is a membership organization that brings together and represents over 1,700 universities, institutions of higher education, and regional associations of universities from around the world to promote debate, reflection and action on key issues in the field of higher education. The Association offers its Members and the international higher education community the opportunity to become involved in IAU projects, initiatives and other activities. It also provides an environment in which higher education institutions can discuss, debate and develop joint strategies and plans for action.
MESSAGE FROM THE PRESIDENT

In that sense, I am particularly pleased with what has been achieved in the period covered by this Report in light of the enormous demands that is placed of IAU and its leadership. It is against this background that IAU existing and potential Members see the benefits of a new project to enable IAU Members to learn from one another about successful strategies to widen access and improve quality, to be more accessible and relevant to the demands of the labour market, to address such global challenges of persistent poverty, climate change, insecurity and violence. In this environment of change, the IAU with its global scope, has had to make tough choices about the topics it can best address and how to do so most effectively within its human and financial resources.

As will be reported here, the major focus of our actions this past year has been on i) gathering new information and data on internationalization trends around the world, ii) creating a new information portal on Higher Education for Sustainable Development, iii) transforming the IAU World Higher Education Database (WHED) from an online service supplied by the IAU’s commercial publisher, to a service that IAU itself will offer and manage electronically, iii) initiating another strategic priority to widen access and improve retention for marginalized groups of learners, iv) maintaining and indeed expanding the IAU’s offer of information on higher education policy and research and v) working forward with a deeper understanding that IAU needs to manage its ongoing financial challenges.

Underpinning these and other actions are two perennial concerns that IAU keeps uppermost in mind ensuring that IAU existing and potential Members see the benefits of membership and demonstrating our commitment to working with partners, the most important one being UNESCO. Several initiatives this year, including the 5th edition of the Global Meeting of Associations, have helped to consolidate cooperation with other membership organizations working higher education such as the International Council for Distance Education (CIDE), IAFUSA, the EAIE, the Magna Charta Observatory but others as well, the European Union, the British Council, among others.

The impact of each action is less easily demonstrated, through the steady growth in IAU Membership in tough economic times it certainly one manifestation of the relevance and utility of IAU’s services.

I thank the IAU President and Board, our partners but I thank IAU Members most of all for their support and collaboration.

Dubravko ABDUL RAZAK
IAU President, 2012 – 2016

MESSAGE FROM THE SECRETARY GENERAL

In line with the IAU calendar which starts on October 1 and ends on September 30 each year, the coverage of my 2013 Annual Report begins with the 14th General Conference which took place in November of 2012 in Puerto Rico and saw the election of the new President and Administrative Board of the Association.

The year under review was tremendously busy as IAU and its leadership responded to the demands of a turbulent and fast changing higher education scene. The President, the Board Members, the various Working Groups that were created and the Secretariat pursued and/or expanded ongoing activities while at the same time developing new projects as it will be highlighted in the pages of this report.

Worldwide, higher education institutions are striving to meet diverse and ever-growing demands – they are expected to do more with less, to innovate and respond to the economic crisis, to out-perform one another, to expand and improve quality, to be more accessible and relevant to the demands of the labour market, to address such global challenges of persistent poverty, climate change, insecurity and violence. In this environment of change, the IAU with its global scope, had to make tough choices about the topics it can best address and how to do so most effectively within its human and financial resources.

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The pages of this report highlight the results of our work. The impact of each action is less easily demonstrated, through the steady growth in IAU Membership in tough economic times it certainly one manifestation of the relevance and utility of IAU’s services.

I thank the IAU President and Board, our partners but I thank IAU Members most of all for their support and collaboration.

Eva EGBRON-PO-LAK
Executive Director, International Universities Bureau, Secretary General, IAU

MESSAGE FROM THE SECRETARY GENERAL

In that sense, I am particularly pleased with what has been achieved in the period covered by this Report in light of the enormous demands that is placed of IAU and its leadership. We must continue to be relevant to our members and at the same time shape the future of higher education.

We were put forward with a deeper understanding that IAU needed to undergo some fundamental changes in tandem with the fast changing higher education scene. This is very demonstrative during the inaugural Board meeting held in April 2013 in Manchester, where new and bold ideas were put forward and many new ideas emerged. Notwithstanding this, collectively, the Board has exhibited high enthusiasm in performing the roles expected of them in guiding the Association.

The start of a new presidency following the election of the 14th President and a new Administrative Board of the Association in November 2012 underpins the coverage of the 2013 Annual Report. I would like to begin by acknowledging the valuable work undertaken by the Secretariat under the leadership of the IAU Secretary General, Eva Egbrom Polak, who has led some significant efforts in recent years to turn IAU into an organization capable of meeting the new challenges currently confronting higher education. There will be major adjustments that need to be made and IAU as a leading international association closely linked to UNESCO must take the lead in articulating some of these changes.

We must continue to be relevant to our members and at the same time shape the future of higher education.

On that note, I wish you well, and thank everyone who has contributed in one way or another to make 2013 a memorable year, in particular IAU Members and Partners for their keen support and initiatives in taking IAU to the next level.

THE START OF A NEW PRESIDENCY

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Chairing the IAU President, the Administrative Board is composed of twenty elected and two ex officio members as follows: eighteen executive heads of member institutions and two heads of member organizations, the immediate past president and the Secretary General. A number of deputy members, from different regions and both categories of members are also elected. The Administrative Board meets annually, ensures that decisions of the General Conference are implemented and guides the work of the International Universities Bureau. The term of tenure is four years. The IAU Administrative Board met in Salford, United Kingdom in April 2013. Working Groups and Committees were established, their Terms of Reference agreed-upon and their members are presented in this report.

### National Organization:

- **Marianne Grenfelt**: Secretary General of the Association of Swedish Higher Education (GSHE), Sweden

### Regional Organizations:

- **Etienne E. Kilile**: Secretary-General of the Association of African Universities (AAU), Ghana
- **Eva Egron-Polak**: Executive Director, Ex-Officio, International Universities Bureau

### Deputy Members:

- **Sharon Siverts**: Former Vice-Chancellor, National University of Lesotho, Lesotho (Africa)
- **Abdul Ambali**: Vice-Chancellor, University of Ilorin, Nigeria (Africa)
- **Victoria Marich**: Former Pro-Rector St. Petersburg University of Management and Economics, Russia (Europe)

### Country Representatives:

**Asia & Pacific**

- **Pornsak Mongkhonvanit**: IAU Vice-President of Suan Sunandha Rajabhat University, Thailand
- **Anna Circavoli**: Former Vice-Chancellor and Vice-President of the University of Queensland, Australia
- **Jianhua Lin**: President of Zhejiang University, China
- **Walid Moussa**: President of Notre-Dame University – Louaize, Lebanon

**Europe**

- **Pam Fredman**: IAU Vice-President, Vice-Chancellor of the University of Gothenburg, Sweden
- **Sir Howard Newby**: Vice-Chancellor of the University of Liverpool, United Kingdom
- **Remus Pricopie**: Former Rector, National University of Political Studies andPublic Administration and currently Minister of National Education, Romania

**Honorary Presidents**

- **Guillermo Soberon**: President 1980-1985
- **Blagovest Sendov**: Acting President 1984
- **Justin Thorens**: President 1985-1990
- **Hans Van Ginkel**: President 2000-2004
- **Goolam Mohamedbhai**: President 2004-2008

**GOVERNANCE**

**IAU ADMINISTRATIVE BOARD 2012 – 2016**

**President**

Dzulkifli Abdul Razak, Former Vice-Chancellor of Albukhary International University, Malaysia and Former Vice-Chancellor of Universiti Sains Malaysia (USM)

**Immediate Past President**

Juan Ramirez de la Fuente
Former Rector, National Autonomous University of Mexico (UNAM), Mexico

**Africa**

- **Olga Ndogena**: IAU Vice-President, Vice-Chancellor of Kenyatta University, Kenya
- **Etheno C. Sadaa**: IAU Vice-President, Vice-Chancellor of the Women’s University of Namibia, Zimbabwe

**Americas**

- **Manuel J. Fernós**: IAU Vice-President, President of the Inter-American University of Puerto Rico, Puerto Rico
- **Stephen Freedman**: President of Fordham University, USA
- **Eon Nigel Harris**: Vice-Chancellor of the University of the West Indies, Jamaica

**Asia & Pacific**

- **Pornsak Mongkhonvanit**: IAU Vice-President of Suan Sunandha Rajabhat University, Thailand
- **Anna Circavoli**: Former Vice-Chancellor and Vice-President of the University of Queensland, Australia
- **Jianhua Lin**: President of Zhejiang University, China
- **Walid Moussa**: President of Notre-Dame University – Louaize, Lebanon

**Europe**

- **Pam Fredman**: IAU Vice-President, Vice-Chancellor of the University of Gothenburg, Sweden
- **Sir Howard Newby**: Vice-Chancellor of the University of Liverpool, United Kingdom
- **Patricia Pol**: Policy Advisor for European and International Affairs, Université Paris-Est Créteil Val de Marne, France
- **Angelo Riccaboni**: Rector of the University of Siena, Italy
- **Daniel Hernández Ruipérez**: Rector of the University of Salamanca, Spain

**National Organization**

- **Marianne Grenfelt**: Secretary General of the Association of Swedish Higher Education (GSHE), Sweden

**Regional Organization**

- **Etienne E. Kilile**: Secretary-General of the Association of African Universities (AAU), Ghana

**Secretary-General**

- **Eva Egron-Polak**: Executive Director, Ex-Officio, International Universities Bureau

**Deputy Members**

- **Sharon Siverts**: Former Vice-Chancellor, National University of Lesotho, Lesotho (Africa)
- **Abdul Ambali**: Vice-Chancellor, University of Ilorin, Nigeria (Africa)
- **Victoria Marich**: Former Pro-Rector St. Petersburg University of Management and Economics, Russia (Europe)
IAU is proud to report that membership has slightly increased during this year.

Geographical distribution of institutional Members

IAU Institutional Members are based in 119 countries and the regional distribution is as follows:

- Europe: 39%
- Asia & Pacific: 24%
- Middle East: 13%
- Africa: 12%
- North America: 7%
- Latin America: 5%

IAU’s worldwide growth is due to the introduction of a new observer category that has allowed the Association to draw in new Members. The committee also provides recommendations on admission policy, membership categories and annual fees.

IAU is committed to the development of new regions in Africa and the Middle East, currently the least represented in the Association.

Membership status on 30 September 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Members</td>
<td>641</td>
</tr>
<tr>
<td>Organizational Members</td>
<td>29</td>
</tr>
<tr>
<td>IAU Affiliates</td>
<td>13</td>
</tr>
<tr>
<td>IAU Associates</td>
<td>19</td>
</tr>
</tbody>
</table>

Standing Committee on Membership Development 2012-2016

Chair: Sir Howard Newby, Vice-Chancellor, University of Liverpool, UK

Pornchai Mongkhonvanit, President, Siam University, Thailand
E. Nigel Harris, Vice-Chancellor, University of the West Indies, Jamaica
Juan Ramón de la Fuente, Former Rector, National Autonomous University of Mexico, Mexico
Sharon Siverts, Former Vice-Chancellor, National University of Lesotho, Lesotho
Victoria March, Former Pro-Rector, Stockholm University of Management and Economics, Russia

The IAU is pleased to introduce the 2012-2016 members of the Standing Committee on Membership Development chaired by Sir Howard Newby, Vice-Chancellor of the University of Liverpool. The IAU Secretariat relies on the advice of the Committee on matters related to membership development strategies and the continuation or growth of valuable and relevant membership services in order for IAU to retain its Members and to become even more attractive to new Members. The committee also provides recommendations on admission policy, membership categories and annual fees.

IAU is committed to the development of new regions in Africa and the Middle East, currently the least represented in the Association.

IAU was honoured to be hosted by the Inter American University of Puerto Rico and thus to be involved in and contribute to this university’s centennial celebrations. President Fernós, Chancellor Marilina L. Wayland and all of their colleagues succeeded in making the IAU feel part of their academic community. By involving many of the faculty, staff members and students of the University in all aspects of the Conference participants gained a new appreciation for this key Puerto Rican university.

Participants at the IAU General Conference may not have outlined a single roadmap for the future, but the diversity of perspectives and coverage of topics certainly opened up numerous paths and avenues for future collaborations amongst institutions and organizations, and possible new areas for research and also served to create many new connections. The numerous encouraging and positive feedback comments that IAU received through the post-conference online evaluation confirmed that the theme, the presentations and the dialogue that took place in San Juan contributed valuable insights into the reflection underway as we look at the future of higher education and especially at the post-2015 global agenda.
Global Meeting of Associations (GMA), Salford, UK, April 2013

The IAU fifth Global Meeting of Associations (GMA V) was organized by IAU in collaboration with the Northern Universities Consortium UK (NCUK) and the University of Salford. The meeting, including representatives of all the major regional universities, and to network.

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Over 70 participants took part in the day-and-a-half long meeting, including representatives of all the major regional universities, and to network.

Indeed, this phenomenon—call for a deeper reflection on how this trend will shape higher education globally, how it will influence the work of associations and networks and what role these can play collectively in shaping the future landscape. Over 50 participants took part in the day-and-a-half meeting, including representatives of all the major regional higher education associations: the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universities (ArAU), the Association of Asian Universities (AAU), the African Association of Universities (AAU), the European University Association (EUA), the Arab Association of Universi-
In 2013 the Association launched the 4th edition of its Global Survey on internationalization of higher education as part of its longstanding commitment to track and analyze current and evolving trends in internationalization of higher education and related policy making. The overall project, and especially the review and revision of the questionnaire for the survey, was aided by an Advisory Committee made up of senior figures in the field of internationalization from every region of the world and representatives of the IAU partners in this edition of the survey: the British Council, European Commission, EAIE and NAFSA. The list of the Advisory Committee members is detailed below.

Advisory Committee Members – IAU 4th Global Survey on Internationalization of Higher Education
- Madeleine Green, IAU Senior Fellow, U.S.A
- Denis Murray, Executive Director, International Education Association of Australia (IEAA), Australia
- Francisco Marmalejo, Executive Director, CONAHEC, Mexico/USA
- Georges Nahas, Dean of Institute of Theology, Vice President for Planning and Educational Relations, University of Balamand, Lebanon
- Hans de Wit, Professor of Internationalization, Amsterdam University of Applied Sciences, Netherlands
- Jane Knight, Adjunct Professor, University of Toronto, Canada
- Jocelyne Gacel Avila, General Coordinator of Cooperation and Internationalization, University of Guadalajara, Mexico
- Jose Celso Friere Junior, Head, International Relations – UNESP – APEX, Brazil
- Jocelyn Gocas Ana, General Coordinator of Cooperation and Internationalization, University of Gadjah Mada, Indonesia
- James Jowi Otieno, Secretary, African Network for Internationalization of Education
- James Ochoa, Director, ARES, France
- Michael Peak, Higher Education Research Manager, British Council, U.K

In March, an electronic version of the questionnaire was sent to the Head of Institution and/or Head of International Relations in 5,000 higher education institutions in every world region. The survey was closed in September 2013, and IAU is pleased to announce that 1,336 higher education institutions (HEIs) from 131 different countries completed the electronic questionnaire. This represents almost double the number who took part in the IAU 3rd Global Survey published in 2010. The analysis is underway and the IAU expects the report to be available in April 2014. IAU will provide complimentary electronic copies of the Executive Summary of the Global Survey report to all institutions that completed the questionnaire. IAU thanks members of the Advisory Committee, all those who, within the HEIs took part in the survey, and the Association’s partners in this important initiative.

In partnership with the University of Malaya (UM) and the Centre for Leadership Training (CELTMA), Malaysia, IAU planned, developed and delivered a training and capacity building workshop on Internationalization of Higher Education for Malaysian institutional leaders. The workshop, which took place on 6-8 November 2013, brought together about 40 representatives from both public and private higher education institutions in Malaysia. It was led by a small team of international and Malaysian experts and staff members from each of the partners. The workshop covered a range of topics focusing on both policy development and strategy implementation. It was highly interactive and well appreciated by all participants.

Internationalization of Higher Education in Malaysian Institutions
Internationalization Strategies Advisory Service (ISAS)
Two ISAS projects got underway during the year under review. The IAU Panel for the project at the Universidad Cientifica del Peru (UCP), Peru, composed of experts from Europe and Colombia and led by Dr. Madeleine Green, IAU Senior Fellow, undertook the site visit to the institution in early October 2013, having completed the analysis and review of the institutional self-assessment report. The Panel’s project report, including advice and recommendations for future actions on the university’s internationalization strategy and related activities was completed and made available to the university.

Getting the second project fully launched, Madeleine Green, made the initial site visit to the University of Botswana (UB) in September. During her two intensive days of meetings she met with a range of stakeholders from across the institution to explain in detail the ISAS project, worked with the university representatives on the formulation of a workplan and time frame, and helped to initiate the university’s ISAS Institutional Committee whose members will manage and facilitate the process across the institution. The Committee will now begin the research required to develop the institution’s Self-Assessment Report which forms an essential part of every ISAS project. It is expected that the site visit to the institution by the IAU Panel, with experts from Ghana and Belgium this time, will take place in the first few months of 2014. Both of these ISAS projects are made possible thanks to the funding the IAU has received from the Swedish International Development Cooperation Agency (Sida) and the contributions by each university.

The IAU is also pleased to announce that it has reached an agreement with Meiji University, Japan to undertake an ISAS project. An initial site visit to the University was conducted by IAU Secretary General, Eva Egron-Polak in 2013. The project will also include a two-and-a-half day site visit by the IAU Panel of experts in March 2014, once the institutional self-assessment report is completed.

More about ISAS: www.iau-aiu.net/content/isas
IAU-EAIE Executive Seminar, Istanbul, Turkey

Co-organized by IAU and the European Association for International Education (EAIE) and held during the EAIE Annual Conference in Istanbul, Turkey, the first edition of an invitational Executive Seminar brought together nearly two dozen university presidents from an equal number of nations to deliberate on whether and how higher education institutions can contribute to the advancement of national interests through diplomacy and international cooperation. A key objective was to promote mutual learning and sharing of institutional actions and policies for equitable access and success.

IAU representation in meetings and conferences

- Annual Conference of the International Education Association of Australia (EAAI) in Melbourne, Australia (October 2012)
- An EU strategy on the global dimension of higher education, Conference organized by the European Commission in Brussels, Belgium (October 2012)
- 46th Annual Conference of the Canadian Bureau for International Education (CBIE) in Montreal, Canada (November 2012)
- Inaugural International Higher Education Teaching and Learning Conference (IHELC) in Orlando, USA (January 2013)
- Norwegian Internationalization Conference in Bergen, Norway (March 2013)
- Annual Conference of the European University Association (EUA), Ghent University, Belgium (April 2013)
- 26th European Congress of Engineering Education, Berlin University, Belgium (September 2013)

IAU Members are invited to contact IAU for more information about ISAS or how IAU can contribute in the area of internationalization.

CONTACT
Ross Hudson : r.hudson@iau-aiu.net
Eva Egron-Polak : e.egronpolak@iau-aiu.net
Equity in the Romanian Higher Education System

Within the framework of the Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) project ‘Higher Education Evidence Based Policy Making: a necessary premise for progress in Romania’, IAU collaborated with UEFISCDI on two distinct areas of policy making, one on internationalization and one on equity/social cohesion.

Four Universities (Titu Maiorescu University, “Politehnica” University of Timișoara, «Carol I» National Defence University and University Stefan cel Mare from Suceava) took part in the part of the project focusing on equity/social cohesion, by answering the 40 questions of the IAU Institutional Self-Study Instrument adapted to the Romanian context. The project was designed to examine and analyse the Romanian HEIs’ current views on equity and social cohesion, their policies with regard to equitable access and success in higher education as well as their recommendations for changes and improvements in the state policy framework.

A group of experts, composed of both Romanian and international experts, analysed the institutional strategies and various programmes of the Romanian case study universities and visited each institution, meeting with a large number of representatives during each study visit, including heads of the institutions, faculty members and staff, as well as local and international students. The project has been highly interactive and included a series of Mutual Learning Workshops where findings were shared among all expert panels.

Similarly with the study on internationalization, UEFISCDI and IAU, with contributions from the expert team, prepared a final project report entitled Equity in the Romanian Higher Education System. The report’s three parts, namely: the general policy framework; institutional level findings and policies; and recommendations at the institutional and national levels, were presented at the concluding conference organised as a stakeholders’ consultation and dissemination event in November 2013 in Bucharest, Romania.

IAU representation in meetings and conferences

• 22nd EAN annual conference, the Council of Europe, Strasbourg, France (June 2013)
• First World Congress on Access to Postsecondary Education, Montreal, Canada (October 2013)

WORKING GROUP : HIGHER EDUCATION FOR SUSTAINABLE DEVELOPMENT (HESD)

Chair: Angelo Riccaboni, Rector, University of Siena, Italy
Betsy Cote, President, The College of the Bahamas, USA
Etienne Ehiel, Secretary-General, IAU
Roberto Escalante, Secretary-General, UDUAL
Pam Fredman, Rector, Göteborg University, Sweden
Pornchai Mongkongvati, President, Saint Mary’s University, Thailand
Juan Remigio Saldaña, Rector, Peruvian Scientific University, Peru

For more than 20 years, IAU has recognized and promoted the key role of higher education in achieving sustainable development. By making sustainable development a central and organisational focus, leaders of higher education institutions, teaching, research and administrative staff, students and other higher education stakeholders are ideally positioned to contribute to the creation of the necessary conditions for a more equitable and ecologically sound future.

IAU includes higher education for sustainable development (HESD) issues regularly among its activities and places them on the agenda for discussion. It devotes specific IAU annual and general conference sessions to discussing HESD, searching for effective practices and building networks and partnerships with others.

In 2013, the IAU has given particular attention to consolidating the IAU global Portal on HESD and on the preparations for the IAU 2014 International Conference.

Higher Education for Sustainable Development (HESD) Portal

To facilitate and stimulate exchange and to share and disseminate good practices and experiences, IAU created the HESD portal. It was launched at the IAU 14th General Conference in November 2012.

A questionnaire was disseminated to all HEIs around the world inviting their leaders to contribute to the Portal. IAU has received some 200 completed questionnaires from institutions and 9 from various organisations in some 80 countries. These are being processed and uploaded gradually. In total, more than 200 institutions’ actions and initiatives and those of 100 organisations from some 90 countries are registered online. The Portal serves on the one hand, to showcase the wealth and variety of activities developed by HEIs around the world and, on the other, to foster exchange and debate and inspire others to use examples provided and adapt these to their own needs and possibilities. Designed as a special service for its Members, data from IAU Members are treated on a priority basis.

All HEIs are invited to review information published, to submit new information on HESD and to update the institutional profiles posted on the HESD portal (www.iau-hesd.net).
IAU 2014 International Conference on Blending Higher Education and Traditional Knowledge for Sustainable Development

Accepting the invitation issued by the Rector of the Universidad Científica del Perú to hold the IAU 2014 International Conference in Iquitos, Peru, preparations for the event got underway early in 2013. Focusing on sustainable development, the conference will provide an important platform where information gathered for the HESD Portal will be analyzed and presented. The portal content analysis will also be made available to the UNESCO Education for Sustainable Development (ESD) Sector as a contribution to the UNESCO World Conference on ESD preparations (included in the global report). The Portal will be presented at Aïchi-Nagoya, in November 2014 during this World Conference.

IAU representation in meetings and conferences

• International Conference on “Sustainable Development Solutions for the Mediterranean Region” (UN-SDSN MED Solutions), University of Siena, Italy, July 2013
• Third Meeting of the International Steering Group (ISG) for the UNESCO World Conference on ESD, UNESCO, Paris, France, September 2013

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Hilligje van’t Land: h.vantland@iau-aiu.net

The work of IAU in the area of HEEFA is supported by the HEEFA Reference Group which is composed of 31 members world-wide including several IAU Administrative Board members. Prof. Olive Mugenda, Vice-Chancellor at Kenyatta University, Kenya and IAU Vice-President is chair of the group since its creation in 2011. The full member list of the HEEFA Reference Group is available on the IAU website.

IAU Collaborative Workshops to envision higher education for EFA locally

The IAU continues to organize collaborative Workshops with the aim to analyze the context and propose means to strengthen the engagement of the higher education sector in EFA locally. The Workshops serve to increase awareness about EFA among representatives of the higher education community, and inversely to increase awareness of work accomplished by higher education institutions in EFA by other EFA stakeholders. They provide a structured collaborative forum to discuss ways to strengthen higher education’s contribution to achieving the EFA goals, to think ‘out of the box’ about concrete ways to engage higher education in EFA and produce a document on how to move forward in this domain.

IAU Members located in non-OECD countries are invited to express interest in hosting a workshop and to undertake the 3-step activity that includes:

1. Data collection, using an IAU questionnaire on how participants perceive and experience the link between higher education and EFA and how higher education institutions could be better involved in EFA-related actions at the regional/national level.
2. The Workshop during which participants analyse the results from the questionnaire, discuss with representatives from all stakeholders the findings focusing on teaching/learning, research and community service and as a group are asked to define priorities and strategies.
3. Organize the review by all participants of the report of the Workshop and follow-up actions undertaken locally related to the Workshop outcomes. The IAU remains in communication with the local organizers to keep track and inform the global EFA community of these actions.

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Two Workshops were held in the past year thanks to the financial support from Swedish International Development Cooperation Agency (Sida):

Thribuvan University in Kathmandu, Nepal (December 2012)

The Workshop in Kathmandu brought together 57 high-level representatives from five universities, the Ministries of Education and Finance, UNESCO, and various local NGOs working on EFA in Nepal. It was also attended by two members from the IAU Reference Group on higher education for EFA, one from the University of Liverpool (UK) and another from the University of Delhi (India). More than two dozen recommendations were endorsed by the participants and included in the final report which also presents the programme, presentations and list of participants who attended the Kathmandu Workshop. It is available on the IAU website.

University of Nairobi in Nairobi, Kenya (January 2013)

The Workshop in Nairobi brought together 30 participants from the University of Nairobi and Kenyatta University, the Ministries of Higher Education, Science and Technology and Education, UNESCO, UNICEF and representatives of civil society. The Workshop ended with the approval of an action plan composed of three parts: collaboration, mobilization and follow-up. The Director for Basic Education at UNESCO agreed to convene a meeting with the participants at the Ministry of Education to follow-up on the outcomes of the Workshop. The final report is available on the IAU website.

Online community building

As part of its project to build linkages between higher education and EFA, the HEFFA Portal is a collaborative resource to disseminate information about the work of the higher education sector in EFA-related fields. It aims to build a like-minded community. Academics and students can now enter information on their projects, describe their expertise, and upload their publications to the Portal, making it increasingly useful to the higher education for EFA community. The uniqueness of this Portal is its attempt to raise awareness among those working in higher education and all other interested stakeholders (Intergovernmental organizations, NGOs, Ministries of Education, school administrators and teachers) on the important role that higher education can play and is achieving in EFA.

www.heefa.net

In conjunction with the Portal, 4 issues of the IAU-HEFFA Newsletter were also published and disseminated electronically with a view to informing about the latest developments of the IAU project on HE for EFA and about selected global, regional and national EFA trends and issues that impact the higher education involvement in EFA.

IAU representation in meetings and conferences

- European Conference on Information Literacy, 22-25 October, 2013, Istanbul, Turkey
- UNESCO Consultative Committee of NGOs/EF Coordination Group: several meetings held throughout 2013

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IAU ANNUAL REPORT 2013

IAU ANNUAL REPORT 2013

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IAU ANNUAL REPORT 2013
Innovative approaches to doctoral education (IDEA-PhD)

One of the main outcomes of focused collaboration between African, North American and European higher education institutions - and with the Catalan Association of Public Universities (ACUP) and the Open University of Catalunia (UoC) - is the development of a joint platform on Innovative approaches to doctoral education in Africa: www.IDEA-PhD.net. With focus more particularly on collaboration with institutional Members in sub-Saharan Africa, the Portal has been developed with a view to increase and disseminate knowledge about different models and alternate approaches to doctoral education; to foster networking and exchange of information among institutions and to enhance and strengthen doctoral programmes and training in Africa. Although the initial focus has been on Africa, the Portal continues to be developed thanks to contributions made by higher education institutions from around the world and therefore serves the higher education community in general: www.idea-phd.net.

Special Issue of IAU Horizons on IDEA-PhD

The Association’s magazine IAU Horizons (vol. 19.no. 2, June 2013) was devoted to innovative approaches to doctoral programmes, in a special issue which presented some 16 papers on doctoral education by authors from all parts of Africa and beyond (http://www.iau-aiu.net/sites/all/files/IAU_Horizons_Vol_19.2_EN_1.pdf).

Workshop on Doctoral education and e-Supervision

In the reports resulting from IAU work on doctoral education as well as in the literature, the issue of doctoral supervision has been identified as one of the key challenges faced by African higher education institutions. IAU was pleased to build on the outcomes of one of the IAU LEADER grant projects which focused on this topic and to collaborate with ACUP, UoC and Kenyatta University more specifically, to hold a one-day workshop on doctoral education and e-supervision in October 2013 (http://plephd.blogs.uoc.edu/).

Innovative Approaches to Doctoral Education in Africa

Chair: Ernest Aryeetey, Vice-Chancellor, University of Ghana, Ghana
Abdul Ambali, Vice-Chancellor, University of Ilorin, Nigeria
Gilles Breton, Graduate School of International and Public Affairs, University of Ottawa, Canada
John Ddumba-Ssentamu, Vice-Chancellor, Makerere University, Uganda
Etienne Elhile, Secretary-General, Association of African Universities (AAU)
Phyllis Fredman, JD, Professor Emerita, University of Massachusetts, Boston, USA, Co-Editor, Journal of Public Health Policy
Stephen Freedman, Provost, Southern University, USA
Nadja Gmelch, Project Manager, Association of Catalan Public Universities (ACUP), Barcelona, Spain
Inger Lundgren, Research Advisor, Division for Research Cooperation, Dep. for Global Cooperation, Swedish international development cooperation agency (Sida), Sweden
Goolam Mohamedbhai, Former Secretary-General AAU, Former President IAU, Former Vice-Chancellor, University of Mauritius
Olive Mugenda, Vice-Chancellor, Kenyatta University, Kenya
Yao Ntimba-Badiu, PhD Coordinator, University of Ghana, Ghana
Patricia Pol, Policy Advisor for European and International Affairs, Former VP International, Université Paris 12 - Val de Marne, France - Université Paris 12
Morshidi Sirat, University Sains Malaysia, Malaysia

Research and innovation for capacity building in African universities / Educational Cooperation with Developing Countries (EDC) Opening Event and Innovation for capacity building in African universities, IAU 25th anniversary Conference, Istanbul, Turkey, September 2013. Dr van’t Land’s talk on The role of cooperation to enhance education, research and innovation in African universities and presented the work of the IAU on IDEA-PhD.

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Hilligje van’t Land: h.vantland@iau-aiu.net
IAU-MCO Guidelines for an Institutional Code of Ethics in Higher Education were approved at the 14th IAU General Conference in Puerto Rico, November 2012 as well as by the Magna Charta Observatory (MCO) Council. The IAU established the Working Group and, during the MCO Council meeting, held in September 2013 in Bologna, Italy, the newly-elected MCO President, Prof. Sijbolt Noorda confirmed that the MCO would also be continuing its collaboration in the joint IAU-MCO Working Group on Ethics. The membership of the new joint Working Group thus again includes representatives of both organizations.

Taking the IAU-MCO Guidelines for an Institutional Code of Ethics in Higher Education as their starting point, the Working Group now aims to make the best use of these Guidelines to promote debate, raise awareness of ethical issues confronting higher education, and encourage institutional action to increase commitment to ethical conduct in HEI management, in teaching and learning and research, and in the interactions between HEIs and the wider community.

WORKING GROUP : VALUES AND ETHICS IN HIGHER EDUCATION

Joined IAU-MCO Working group
Chair : Stephen Freedman, Provost, Fordham University, USA
Santiago Acosta, Vice-Rector, Universidad Técnica Particular de Loja, Ecuador
Agnesa Blladhi, Former Rector, University of Kmal, Sweden; Council Member, MCO
Jean-Pierre Finance, Former President, Henri Poincaré University, Nancy 1, France; Council Member, MCO
Wallid Moussa, President, Notre Dame University – Lebanon
Inga Zaleniene, Vice-Rector for Research, Mykolas Romeris University, Lithuania

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Eva Egron-Polak : e.egronpolak@iau-aiu.net

WORKING GROUP : INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTS)

Open Education Resources (OER) Use, Reuse, and Production - A Training and Support Programme for Academic Librarians

IAU organized a Validation Workshop to raise awareness of and gather feedback on a propose new IAU Training and Support Programme for Academic Librarians on Open Educational Resources (OER) Use, Reuse, and Production. The Workshop took place in Accra, Ghana in September, 2013 with financial support from the UNESCO Participation Programme and in partnership with the Association of African Universities (AAU). It was attended by 26 participants from 10 African countries, including university librarians from IAU Member higher education institutions, representatives from the Consortium of Academic and Research Libraries in Ghana (CARLIGH), and representatives from UNESCO.

The Training and Support Programme focuses on the uptake, production and practice of using OER – free digitized and non-digitized open teaching and learning materials - within higher education institutions. OER respond to the call for greater access to knowledge within the context of knowledge societies and commitments to lifelong learning. Often there is a lack of understanding about OER - what they are, where they are located, how they can be adapted and reused and how their quality is assured. The IAU believes that academic librarians are well-placed to advocate for and help in the development of OER.

The Validation Workshop was structured to combine a balance of presentations by invited speakers and discussion groups. Participants, as peers from diverse backgrounds, were encouraged to interact and share their experiences on OER during the highly interactive group discussions. They focused on: OER localization and use; OER production and dissemination; and the IAU OER and the Academic Librarian Project.

The IAU Training and Support Programme was strongly endorsed by the Workshop participants who agreed with the stated purposes of promotion of OER use, re-use and production by academic Librarians; training of academic librarians on OER; and the creation of a community of academic libraries and librarians for OER use, re-use, and production, provisionally named ALL4OER. IAU will seek financial support needed for the implementation of the Programme.

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Isabelle Turmaine : i.turmaine@iau-aiu.net

IAU ANNUAL REPORT 2013
The Leadership for Higher Education Reform programme – LEADHER grants, financed as part of the IAU grant from the Swedish International Develop Cooperation Agency (Sida), was first launched in 2007. The grants programme aims to increase and improve South-South as well as North-South cooperation among higher education institutions in order to strengthen research and research management capacity in universities with a particular focus on developing countries. Six grants were awarded in 2007, and six more in 2008. The aim of the project is to make LEADHER Members each year and only Members in good standing (no arrears) eligible to apply. While the relatively modest amount of the grant may not cover the cost of major reform, the programme serves to initiate partnerships and the investigation and testing of innovative projects.

This year’s grants were particularly aimed at supporting research capacity building, especially in innovative doctoral programmes. The grants were all successful in setting up partnerships allowing for exchange of experience. More particularly, the LEADHER programme enabled the University of Salford and the University of Ilorin to formalize a partnership and create a successful exchange of management practices. Beyond the grant, the institutions are pursuing a joint managed research project. The National University of Lesotho and Nelson Mandela Metropolitan University also set up a partnership that will be continued beyond the grant as the project allowed them to identify untapped research and post-graduate prospects. The collaboration will also continue with a view to building capacity and improvement of academic staffs members.

IMPROVING RESEARCH MANAGEMENT LEADHER PROGRAMME

CONTACT Isabelle Turmaine : i.turmaine@iau-aiu.net

Isabelle Turmaine, IAU Director, Information Centre and Communication Services attended the University of London, Leadership Foundation and The Observatory on Borderless Higher Education (OBHE) day on Online and Open Access Learning in Higher Education (MOOCs) new pedagogies and business models on 5 February 2013. It addressed and questioned learning through technology, teaching today, the game changers for education, students’ perception of learning, the provision of online academic content, and the higher education landscape of tomorrow.

CONTACT Élodie Boisfer : e.boisfer@iau-aiu.net

Recipients of LEADHER grants 2012-2013

Moi University, Kenya & Alexandria University, Egypt
University of Salford, United Kingdom & University of Ilorin, Nigeria
University of Gothenburg, Sweden & Tribhuvan University, Nepal
European Humanities University, Lithuania & Moldova State University, Moldova
Open University of Catalunya, Espagne & Kanayota University, Kenya & Catalan Association of Public Universities (ACUP), Espagne

More about the LEADHER Programme: www.iau-aiu.net/content/leadher

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Published three times a year, in both English and French, IAU Horizons provides its readers with a summary of current and upcoming IAU activities and special projects; information on IAU publications and details of other new publications received at IAU and catalogued in HEDBIB; a profile of IAU’s participation in international conferences and meetings; and a Global Calendar of Events, amongst other sections. Each issue includes a special ‘In-Focus’ section, where high profile academics from across the world present their views, analysis, projects, and research on a particular key topic in higher education.

Following the 14th General Conference: "Higher Education and the Global Agenda – Alternative Paths to the Future", IAU published a double issue of IAU Horizons (vol. 18 N° 3 + 19 N° 1) focusing on the outcomes of the 2012 General Conference. This issue also introduced the newly elected President and the members of the Administrative Board 2012-2016.

Vol. 19 N° of June 2013 placed focus on Innovative Approaches to Doctoral Education in Africa (IDEA) and includes 14 articles from Africa and elsewhere, highlighting current trends and needs in order to continue to improve and develop Doctoral Programmes in Africa. This edition also reports on the outcome of the IAU Administrative Board meeting and the Global Meeting of Associations (GMA V) which were held in Salford, UK in April 2013.

IAU Members are welcome to suggest themes for future editions of IAU Horizons and are invited to submit information on events their university organizes and articles on the selected themes.

Published in May 2013, the team behind the monthly E-Bulletin was pleased to celebrate 10 years of this unique and comprehensive source of information on higher education policies worldwide. Monthly, IAU staff members responsible for the E-Bulletin review the Internet to provide quick information and links to a selection of webpages of interest to the higher education community from around the world. E-Bulletin continues to be available free of charge. It also keeps Members abreast of the activities of the Association and how IAU has been represented in various international conferences and meetings. It is also offered via the IAU portal. IAU is pleased to report that the E-Bulletin has 3,500 registered subscribers and that many libraries and individuals disseminate it to their networks and/or on their websites.

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IAU Highlights was created in January 2013. This new electronic publication is released nine times per year. It provides an organised set of links to a large selection of English and French articles published online worldwide on higher education topics in the previous month. Online media from around the world (38,000 titles) are continuously monitored and monthly, about 1,000 articles are analyzed and classified according to their prominence and frequency. It is the result of a broad consultation and feedback from a wide range of individuals and organizations.

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Higher Education Policy (HEP) celebrated 25 years of publication this year. HEP editor since 2007, Professor Jeroen Huisman took up a new position as director of the Odysseus Project on Higher Education Governance at the University of Ghent, Belgium, leaving the University of Bath.

Higher Education Policy (HEP), published quarterly, is an international journal indexed in the Social Sciences Citation Index, whose aim is to advance scholarly understanding of the policy processes applied to higher education. Articles offer original analyses, both theoretical and practice-based, the focus of which may range from case studies of developments in individual institutions to policy making at systems and at national level. By providing a peer-reviewed vehicle of the highest quality, HEP permits institutional leadership, scholars, practitioners and administrators at all levels of higher education to have access to, keep abreast of, and contribute to, the most advanced research and analyses available in the domain. IAU Members are encouraged to submit contributions and receive a complimentary subscription to the Journal as part of their membership benefits package.

In the past year IAU published four multi-themed editions, covering topics from internationalization and governance to institutional autonomy, and gender inequality, with articles focusing on countries such as Portugal, Kenya, and Ethiopia. IAU is pleased to report the success of the Journal which generates modest revenue from royalties. In spite of the difficult economic context the sales of the printed version remain stable, while online site licences, especially in developing countries, have also seen an important increase over the past two years.

The International Bibliographic Database on Higher Education, HEDBIB, is a bibliographic database that includes references which focus on higher education systems, administration, planning, policy, and evaluation, among other topics. It was created and is maintained by the IAU since 1988. Updated on a continuous basis, HEDBIB currently contains over 37,500 records. IAU Members benefit from advanced search access to HEDBIB allowing access to abstracts and to full-text articles of Higher Education Policy as well as offering the possibility to receive references by e-mail. The basic search function is made available to all free of charge.

IAU continues to partner with UNESCO and the Institute for Educational Planning (HEP) for populating the database. Other HEDBIB contributing partners include the Agence Universitaire de la Francophonie (AUF), Catalan Association of Public Universities (ACUP), Higher Education South Africa (HEA), Southern African Regional Universities Association (SARUA) and Unión de Universidades de América Latina (UDUAL). IAU Members also receive five times a year. This electronic publication contains full references of newly entered publications in HEDBIB. References are structured according to the IAU thematic areas. Links to electronic publications are included where available.

Access HEDBIB at http://hedbib.iau-aiu.net. Access codes are provided to IAU Members each year in October.

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The 25th edition of the three-volume International Handbook of Universities (IHU) 2014 released in 2013 contains information on approximately 1,200 higher education institutions and describes national education systems in over 180 countries. IAU Members benefit from a 50% discount on all copies they might wish to buy. The publication comes with an online access to the World Higher Education Database (WHED) Online, available online, free of charge to all for basic consultation and managed by Palgrave Macmillan—Iau’s own online product. To date, the WHED Online has served as a comprehensive reference CD-ROM for the IAU Annual Meetings, and its online WHED database is expected to go live in the first trimester of 2014.

As suggested several times, from 2014, IAU will become fully responsible for the maintenance and dissemination of the electronic version of the database, WHED Portal. Palgrave Macmillan Ltd. will continue to publish the IHU. Consequently, in 2013, the Reference Publication team worked concurrently on:— the publication—proof—review of two reference books (IHU and GHEA);— a CD-ROM (WHED) and an online product (WHED online);— the update of the database for 2014 publications. Updates in the database from which reference publications are extracted are done by region. From May 2013, the IAU team has worked on Asia; the testing of the new WHED database which is being developed externally by Mr. Pierre Chabert (technical development) and Ms Stéphanie de Nadaï (design) based upon IAU Reference Publication team’s specifications. The new, IAU managed online WHED database is expected to go live in the first trimester of 2014.

In 2013, the Reference Publication team worked concomitantly on:

- the testing of the new WHED database which is being developed externally by Mr. Pierre Chabert (technical development) and Ms Stéphanie de Nadaï (design) based upon IAU Reference Publication team’s specifications.
- the update of the database for 2014 publications. Updates in the database from which reference publications are extracted are done by region. From May 2013, the IAU team has worked on Asia; the testing of the new WHED database which is being developed externally by Mr. Pierre Chabert (technical development) and Ms Stéphanie de Nadaï (design) based upon IAU Reference Publication team’s specifications. The new, IAU managed online WHED database is expected to go live in the first trimester of 2014.

Finally, this year, the IAU released the last edition of the World Higher Education Database (WHED) CD-ROM. IAU Members in good standing received a complimentary copy of the CD-ROM. This comprehensive reference CD-ROM has been published annually since 1996. From 2014, the data will be available online, free of charge to IAU Members, but with special services available to IAU Members (advanced search and extractions) through login and password. All who but with special services available to IAU Members (advanced search and extractions) through login and password. All who

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Knowledge Sharing Mapping Higher Education: IAU Reference Publications

PARTNERSHIPS

The IAU could not have achieved some of its successes without the contribution and collaboration with its Member institutes and Organizations and its Affiliates. In addition, IAU staff also continues to serve on a large number of advisory committees, boards, or working groups to represent the interests of the IAU membership in discussions of diverse topics of importance to higher education.

Based at UNESCO, IAU continues to maintain a strong cooperation with UNESCO across the different programme areas from Education, Science to Communication. Among others, the IAU workshop organized by IAU reac fundedy UNESCO through the Participation Programme, IAU has been working close cooperation with UNESCO for Sustainable Development Section in the Education in the 2015 education for SD and the IAU 2014 International Conference. These efforts will ensure that the IAU work will inform the World Conferences held on the end of the decade for ESD IAU has also continued its active involvement in the Collective Consultation of NGOs on Education for ESD (UNESCO), UNESCO’s key mechanism for dialogue, reflection and partnerships with NGOs in the framework of the ESD movement. The IAU contributed to the drafting of UNESCO medium-term strategy emphasizing the crucial role of higher education to advance the development agenda.

IAU also continues to collaborate with OECD as a member of the Stakeholders Consultative Group for the Assessment of Higher Education Learning Outcomes (AHELO) feasibility study. The purpose of this feasibility study is to determine if it is practically and scientifically feasible to assess what students know in higher education and can do upon graduation. The AHELO assessment was to test the possibility to evaluate student performance at the global level, across diverse cultures, languages and different types of institutions. In addition, IAU is continuously pursuing or expanding partnerships with the European Commission (EC), the Council of Europe (CoE), Asia-Europe Foundation (ASEF) and its actively involved in the Ropella Process/European Higher Education Area. Through the past year IAU has also established new partnerships with the Higher Education Leadership Academy in Malaysia (AKPE), the Executive Agency for Higher Education, Research, Development and Innovation Funding (ERDF) of Romania and Global Academy Jobs, among others.

As partnerships are crucial to the work of the IAU and so that the collaboration evolves in clear and transparent ways, allow the organisation to make decisions about engaging with new partners, Partnership policies have been developed and submitted to the Administrative Board. It outlines the basis on which the IAU pursues strategic partnerships that best serve the needs of the Members of the Association.

More information: www.iau.aiu.net/content/reference-publications

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IAU ANNUAL REPORT 2013
FINANCIAL REPORT 2013
1 OCTOBER 2012 TO 30 SEPTEMBER 2013

The table below presents the financial report summary for 2013 and, for ease of reference, the summary for 2012.

<table>
<thead>
<tr>
<th>INCOME (Euro)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>970,000</td>
<td>950,462</td>
</tr>
<tr>
<td>Contracts and Grants</td>
<td>387,746</td>
<td>320,549</td>
</tr>
<tr>
<td>Conferences and Meetings</td>
<td>127,557</td>
<td>29,350</td>
</tr>
<tr>
<td>IAU/ESF Programme</td>
<td>65,000</td>
<td>65,000</td>
</tr>
<tr>
<td>Publications</td>
<td>92,083</td>
<td>91,425</td>
</tr>
<tr>
<td>Other Income</td>
<td>296,498</td>
<td>164,866</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>1,938,883</td>
<td>1,621,652</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE (Euro)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Cost (Salaries, Consultants and Social Charges)</td>
<td>1,022,633</td>
<td>954,821</td>
</tr>
<tr>
<td>Programme Activities and Conferences</td>
<td>603,654</td>
<td>323,020</td>
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<tr>
<td>Administrative Board and Committees</td>
<td>40,296</td>
<td>40,080</td>
</tr>
<tr>
<td>Administration and Office Costs</td>
<td>127,359</td>
<td>145,057</td>
</tr>
<tr>
<td>Other Charges</td>
<td>126,000</td>
<td>687</td>
</tr>
<tr>
<td>TOTAL EXPENDITURE</td>
<td>1,919,943</td>
<td>1,463,665</td>
</tr>
</tbody>
</table>

RESULT | 18,940 | 157,987 |

Explanatory note of financial result
In general IAU total revenues and expenditures have remained stable in the financial year 2013. IAU ended the year with a slight surplus, mostly due to continued maintenance of income from membership fees for the year 2013 as well as for payments made by institutions for previous years. Income from contracts and grants has increased slightly and IAU has continued to build its reserve which stands at 360,000 Euros at the end of 2013 and has set aside funds for expected new expenditure (rent). Expenditure remains more or less stable, due to careful management and no expansion of personnel.

IAU SECRETARIAT
INTERNATIONAL UNIVERSITIES BUREAU

In December 2012 the IAU Office Manager, Christine Oberlin retired after almost 20 years of much valued service at IAU. We thank her for her dedication to IAU and wish her well. She was succeeded by Angella Nino, who took up post on 7 January 2013.

IAU ANNUAL REPORT 2013

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IAU ANNUAL REPORT 2013