

INTERNATIONAL ASSOCIATION OF UNIVERSITIES

INTERNATIONAL UNIVERSITIES BUREAU



Annual Report 2011

For further information and for additional copies of the Annual Report, please consult our website or contact us at: iau@iau-aiu.net

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Photographs – Front Cover (from left to right):

Top row: *Students at the Inter American University of Puerto Rico; IAU Horizons ; students graduating from Suleyman Demirel University, Turkey, an IAU Member institution*

Middle row: *AIU and IAU jointly light a candle to signify the start of the GMA IV conference; Prof. Tagoe speaking at the IAU GMA IV meeting; participants at the IAU GMA IV meeting*

Bottom row: *World Higher Education Bibliographic Database (WHED) 2011; Participants at the IAU and University of Arizona Workshop on Access; Brochure of the Internationalization Strategies Advisory Service (ISAS)*



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INTERNATIONAL ASSOCIATION OF UNIVERSITIES:

About IAU

Founded in 1950 under the aegis of UNESCO, the International Association of Universities (IAU) is an **international non-governmental organization**. The Secretariat of the Association is based at UNESCO headquarters in Paris, France and includes the UNESCO/IAU Information Centre on Higher Education.

IAU is a **membership organization** bringing together universities and other higher education institutions and organizations from some **130 countries** for reflection and action on common concerns. IAU collaborates with various international, regional and national bodies active in higher education. IAU promotes debate, reflection and action on key issues in the field of higher education and research. It develops advocacy positions to represent the interests of its membership and to promote values and principles of the higher education community worldwide.

IAU: BUILDING A WORLDWIDE HIGHER EDUCATION COMMUNITY

The Association offers its Members and other organizations, institutions, decision makers, researchers and scholars concerned with higher education issues a global **meeting forum**

and various services such as **information dissemination, research and analysis** on the latest developments in higher education through different reference and scholarly publications. IAU also develops **policy positions** and **advocates** on behalf of HEIs, while also promoting and facilitating **partnerships and networks** among higher education institutions worldwide as well as with various international, regional and national bodies.

During the past year and in parallel with on-going activities to promote membership development, offer new and improve existing IAU services, and launch new projects, the Association continued to concentrate its reflection and action on the following **thematic priority areas**:

- Internationalization of higher education
- Higher education and sustainable development
- Intercultural learning and dialogue;
- Equitable access and success in higher education
- Higher education/research and 'Education for All'

MESSAGE FROM THE PRESIDENT



As I come to the fourth year of my Presidency of IAU, I find myself reflecting on all that the Association has achieved in the past three years. For example, since the 13th IAU General Conference in 2008, the IAU has held three International Conferences - in Lebanon, in Lithuania, and most recently Kenya. As well, during these years we brought together various associations of universities to take part in what has now become a regular feature of the higher education landscape - the Global Meetings of Associations. These were held in Mexico and India, respectively. The Association has produced yearly updates of its reference publications, including the World Higher Education Database (WHED,

on CD-ROM), the International Handbook of Universities and others. We have also published and given wide dissemination to the 3rd Global Survey on Internationalization of Higher Education. The updating of the HEDBIB reference database was completed and IAU launched a new website for the Association.

Other areas of IAU work also flourished - the LEADHER grants allowed partnerships among the IAU members to be built or consolidated and IAU was able to make a modest but real contribution to the rebuilding efforts in Haiti, linking IAU members with 2-3 higher education institutions in this country. We also began a number of exciting new projects, including the study on the Changing Nature of Doctoral Programmes in Sub-Saharan Africa and the Re-thinking Internationalization initiative, while expanding existing projects, such as the Higher Education and Education for All initiative. A brand new service - the Internationalization Strategies Advisory Service (ISAS) - has given an even stronger service-orientation to our work while building on the expertise gained through the regular IAU Global Surveys on Internationalization of Higher Education.

“The Association has much to look forward to in the year ahead and much to be proud of in the year just past.”

We have not neglected our communications role, keeping our Members informed about higher education news and developments through a variety of channels such as the monthly IAU e-bulletin, the IAU Horizons magazine, and now through a more dynamic website. Higher Education Policy (HEP) IAU's quarterly journal has gone from strength to strength, despite the rather difficult era for print journals.

These successes touch only briefly on some of the IAU's achievements. I would like to thank my Administrative Board colleagues, the various IAU Task Forces as well as the Secretariat and commend them on their continued hard work. It is without a doubt this hard work that is the key to securing funding from the Swedish International Development Agency (Sida) for the upcoming four years.

So what awaits the Association in the year ahead? 2012 will be a year of renewal for IAU. On the 27-30 November 2012, IAU will hold our 14th General Conference in San Juan, Puerto Rico in partnership with the Inter American University of Puerto Rico. IAU Members in good standing will have the opportunity to elect a new President and Administrative Board. That will mark the end of my Presidency, but by no means the end of my involvement with IAU. As all past presidents of the IAU, I will continue to support the Association and will remain a member of the Board.

It is my belief that in the following few years I believe that the Association should prioritise increasing both the number and geographical spread of our membership, and undertake new initiatives to ensure that our existing Members remain active in the work of the Association. IAU can become an even more active 'facilitator' of partnerships among its Members, and develop new initiatives to enable this to happen.

The Association has much to look forward to in the year ahead and much to be proud of in the year just past. I look forward to welcoming all of the IAU Members at the 14th General Conference in San Juan as we address the theme: Higher Education and the Global Agenda: Alternative Paths to the Future!

JUAN RAMÓN DE LA FUENTE
IAU President, 2008-2012

A handwritten signature in black ink, which appears to read 'J. de la Fuente'. The signature is fluid and cursive, with a long horizontal stroke at the end.

MESSAGE FROM THE SECRETARY-GENERAL



The past year demonstrated, once again, the overwhelming interest in higher education that prevails around the world. Perhaps even more than in the past, IAU leadership and staff were in demand to take part in events organized by Members, to represent the Association in numerous conferences on topics of the day and to take up partnership invitations extended by other groups for the development of various programmes and research projects. The spotlight on higher education has intensified as policy makers and the wider public alike continues to turn to higher education in search of short

and long-term solutions to the economic and financial crisis which plagues many regions of the world. More than ever, higher education stakeholders look internationally to learn from others. This too has had an impact on IAU which organized a number of networking opportunities.

For the IAU the twelve months covered by this report – September 30, 2010 to October 1, 2011 - was marked by focused development and implementation of several projects that would benefit Members, by a number of international workshops and meetings bringing together Member institutions participating in these projects and by the development of a new, longer and larger funding proposal to enable the Association to carry forward a number of these activities. Each of these initiatives is described in this Annual Report; regular reports are also available on the newly redesigned IAU website, launched during this past year.

The focus remains on issue-areas of importance to higher education institutions as they strive to meet society's various expectations. They include equitable access and success in higher education, the management of doctoral programmes, internationalization of higher education, higher education ethics and values, the influence of international rankings and comparisons, challenges of leadership and governance, regional collaboration in quality assurance, responding to the challenge of Education for All and the Millennium Development Goals, including sustainable development, among others.

“2012 will be a crucial year for the IAU as we hold the 14th General Conference in Puerto Rico, USA.”

IAU's small but highly committed staff makes every effort to offer its Members services of quality, information that is useful, up-to-date and accurate, global networking opportunities that they do not want to miss and representation they can be proud of. In short, IAU works hard to provide value for money.

I am conscious of the fact that for most of the IAU Members and partners, this has been a demanding year. Likewise for IAU. But, thanks to the efforts of the IAU President, the Board Members and IAU staff, it has also been a highly rewarding year. IAU has retained almost all of its Members and welcomed several new Members. The Swedish International Development Agency (Sida) approved IAU's new 4-year grant in July and since this Annual Report is published in early 2012, I can also report that the Association's 2011 International Conference, organized with Kenyatta University in Nairobi Kenya was a solid success.

2012 will be a crucial year for the IAU as we hold the 14th General Conference in Puerto Rico, USA. Our hosts at Inter American University of Puerto Rico and we are already working hard to make this the best IAU General Conference yet!

I hope to welcome you all there and in the meantime, I hope that you will find reading this Annual Report of interest to you.

EVA EGRON-POLAK
IAU, Secretary-General, Executive Director

A handwritten signature in black ink, appearing to be 'E. Egron-Polak'.



MEMBERSHIP

Membership is key to the work of the IAU. Most services offered by the Association aim to respond creatively and usefully to a few of the pressing challenges Higher Education Institutions face around the globe.

Each year, the Association works hard to attract new Members from all five continents thus enhancing its representativeness, including as far as possible, the diversity of opinion and views it is able to draw upon.

Continuously willing to be more inclusive and to contribute to the development of quality higher education globally, the IAU Administrative Board approved the creation of a new category of members at its June 2010 Meeting. The **IAU Observer** category is open to newly established but duly accredited Higher Education Institutions which have yet to graduate the required three cohorts of students. IAU Observers are welcome to participate in the debates and to benefit fully from the expertise available within the Association and its membership. The Board also decided to open the **IAU Associates** category to individuals who share a common interest in higher education and who, through their work for and with the Association, could provide added value to the overall efforts of the Association. In this way, the Association can also broaden the scope of the stakeholders with which it is involved.

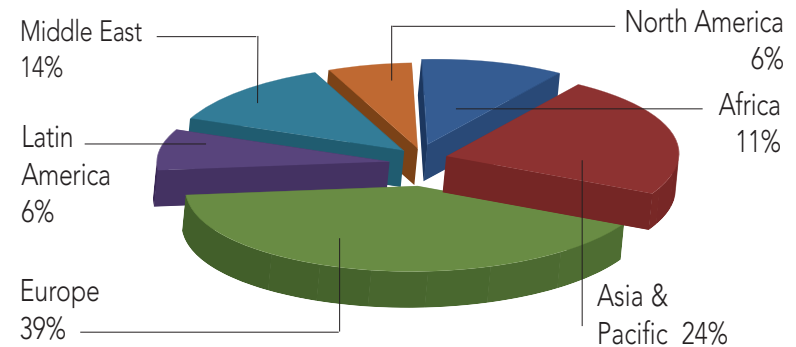
During the past year, IAU welcomed many new Members and all were featured in IAU Horizons, in the 'News from Members' section on the IAU website and, since the 2010 International Conference held at Mykolas Romeris University in Vilnius, Lithuania, through a succinct video presentation shown at each IAU International Conference.

IAU Members are invited to participate in international events, in various working groups and thematic reference groups focusing on themes defined by the IAU Administrative Board. As well, Member HEI's and Organizations are offered the opportunity to enhance their visibility and to develop their own and new networks by using the different communication tools made available by the Association.

The IAU financial year runs from 1 October to 30 September. On 30 September 2011, the Association counted 624 Institutional Members from 121 countries, 28 Member Organizations, 15 Affiliates and 7 Associates.

THE GEOGRAPHICAL DISTRIBUTION OF INSTITUTIONAL MEMBERS IS AS FOLLOWS:

IAU Membership by Region
October 2011



For more information on Membership please consult the IAU Web Pages at: www.iau-aiu.net/content/join, or **contact** the Association through Dr. Hilligje van't Land, IAU Director Membership and Programme Development at h.vantland@iau-aiu.net and/or Ms. Isabelle Devylder, IAU Programme Officer at i.devylder@iau-aiu.net.



MAJOR EVENTS

GMA IV, NEW DELHI, INDIA, 11- 12 APRIL, 2011

INTERNATIONALIZATION OF HIGHER EDUCATION: NEW PLAYERS, NEW APPROACHES

GLOBAL MEETING OF ASSOCIATIONS IV (GMA IV)

New Delhi, India, 11-12 April 2011

The IAU was pleased to partner with the Association of Indian Universities (AIU) and five Indian universities, to hold its 4th Global Meeting of Associations (GMA IV), in New Delhi, India, in April 2011.

The theme of the meeting - Internationalization of Higher Education - has long been a central focus of the work of the Association. In recent years, the IAU has taken on the responsibility of monitoring the process, understanding trends, and advocating for internationalization that improves the quality of higher education and offers more opportunities for positive change.

“The theme of the meeting - Internationalization of Higher Education - has long been a central focus of the work of the Association.”

The GMA programme was elaborated around two specific issues:

- the findings of the IAU 3rd Global Survey, as presented in the survey's report, which is entitled: *Internationalization of Higher Education: Global Trends, Regional Perspectives*;
- the role that Associations can play independently and collectively, as key actors in the process.

The plenary sessions addressed the issues concerning academic mobility, some of the obstacles, including those regarding recognition of credentials, what considerations should be kept in mind by potential host nations and by potential sending nations for internationally mobile students and examined what the future of the internationalization process might be. The final plenary debated the leadership role that Associations can and need to play with regards to the internationalization agenda in higher education.



Juan Ramon de la Fuente, IAU President, and Beena Shah, Secretary General, AIU, speaking at the meeting



Shri Kapil Sibal, Minister, Human Resource Development, Government of India, speaking at the closing plenary.



IAU and AIU share in the symbolic opening of the meeting

IAU took the opportunity of the GMA to invite representatives of Haitian universities, Members of IAU, to attend and during a roundtable discussion to share with participants some of the strategies being developed in Haiti to rebuild the system. As one of the projects being discussed in Haiti is the creation of a university association, the GMA seemed an opportune time to hear from Haitian rectors.

Associations taking part in the Meeting were also invited to consider the following specific questions in an open, moderated discussion:

- Is the concept and the definition of internationalization keeping up with developments in higher education?
- Is there a shared understanding of the concept?
- Has internationalization lost sight of its central purposes?

SOME KEY MESSAGES OF THE IAU GMA IV INCLUDED:

- Internationalization is perceived differently in different parts of the world. Participants understood the process as being a 'survival tool'; or a 'tool for strategy'; a 'means to achieve quality', and as a way of providing 'education of global citizens';
- The risks and negative impacts of the process must be noted, recognized and combated, and some of the assumptions that underpin internationalization, as it is now evolving, need to be seriously questioned. Too often only the benefits are taken into consideration;
- More emphasis needs to be placed on 'why' higher education institutions internationalize. It is not a goal in itself; this process must lead to improvements in all aspects of higher education, including to its expansion;
- Internationalization must contribute to narrowing gaps, increasing respect and appreciation among people, fostering intercultural dialogue, and expanding opportunities.

The very lively discussion of these questions demonstrated that many participants were ready, along with IAU, to undertake a fundamental re-thinking or re-conceptualization of

internationalization of higher education. As the process becomes ever more important, both for institutions and for governments, a re-re-examination of the fundamentals of the process is both timely and imperative.

As a result, and as follow-up to the GMA, the IAU initiated the **International Ad-hoc Expert Group on Re-thinking Internationalization**. For more details on the Group and its activities, see page 11 of this Annual Report.

IAU thanks all the GMA IV participants, including the speakers and moderators for their valuable input and strong contributions to the debates.

*The Association would also like to give special thanks to our colleagues from the Association of Indian Universities as well as from our five partner universities: **Indian Institute Information Technologies (IIIT), Punjab Technical University, Dr. Hari Singh Gour University, Central University of Jharkhand, and SRM University** for hosting the meeting.*

The conference programme and related documents are available online at: <http://www.iau-aiu.net/civicrm/file?reset=1&id=16&eid=30>.

GMA V, the next IAU Global Meeting of Associations, will take place in Manchester, U.K., in 2013, and will be organized in collaboration with the Northern Consortium (NCUK)



GMA IV participants

PREPARATIONS FOR IAU 2011 INTERNATIONAL CONFERENCE

Many months during the year under review were spent in the planning and preparations for the IAU 2011 conference, though it actually takes place immediately after the end of the reporting period of this Annual Report.



STRATEGIES FOR SECURING EQUITABLE ACCESS AND SUCCESS IN HIGHER EDUCATION

IAU 2011 INTERNATIONAL CONFERENCE

Nairobi, Kenya, 16 – 18 November 2011

The theme of the IAU 2011 International Conference, organized in collaboration with Kenyatta University (KU), in Nairobi, Kenya is in line with the IAU Policy Statement on *Equitable Access and Success in Quality Higher Education*, adopted at the IAU 13th General Conference in Utrecht, the Netherlands in 2008.

The conference is designed to provide higher education leaders with an opportunity to take part in a global reflection on institutional strategies to be elaborated to ensure increased equitable access to higher education, and to guarantee the best possible success to the students enrolled.

The conference examines the extent to which government and institutional policies and programs around the world seek and succeed in responding to the imperative of increasing equitable access and success in higher education. It is a venue for learning about, and discussing both government and institutional policies that aim to broaden and increase the participation of under-represented groups of learners in higher education and to increase overall participation rates.

Amongst other issues the conference focuses on:

- policy considerations, including the ways in which success is defined;
- links between higher education choices and the needs of societies;
- reasons why often the notion of widening participation is pitted against quality and excellence in education.

The Conference also serves to underline the practical measures required and undertaken by higher education institutions in areas such as: outreach services, innovative processes of assessing prior learning alternative modes of delivery and admissions and, of course, academic mentoring and related programs to ensure high levels of retention and success.

To tie in with the Conference theme, IAU Horizons (Vol.17, No.2), published in October, 2011 focuses on the same topic, and includes a selection of papers contributed by senior practitioners in the field from around the world.

The Conference website and related documents are available at:

www.iau-aiu.net/civicrm/event/info?reset=1&id=16



ANNOUNCEMENT – 14TH IAU GENERAL CONFERENCE

HIGHER EDUCATION AND THE GLOBAL AGENDA - ALTERNATIVE PATHS TO THE FUTURE

Inter American University of Puerto Rico, San Juan, USA, 13 -16 November 2012

2012 is election year for the IAU! It is also the 100th Anniversary of the founding of the Inter American University of Puerto Rico.

To mark both of these occasions, the university will host the 14th IAU General Conference, at its Metropolitan campus in the beautiful and historic walled city of San Juan, one of the busiest ports in the Caribbean.

This General Conference will offer participants:

- A thoughtful and stimulating Thematic Programme;
- Informative and interactive Business Sessions on IAU activities;
- The most global forum for networking with colleagues worldwide

The overall theme of the General Conference will be structured into three distinct but interconnected sub-themes, each responding to the following questions:

- *Are Higher Education Institutions addressing and contributing to the challenges facing humanity?*
- *How and where are current dominant funding models steering higher education and research?*
- *Is globalization setting a new agenda for internationalization of higher education?*

Elections of the new IAU President and Administrative Board for 2012 – 2016!

The General Conference is a time of renewal for the Association. Elections for the new 2012 - 2016 IAU President and Administrative Board will take place in Puerto Rico. Heads of IAU Members in good standing and fully paid up have the opportunity to run as candidates for Board membership and to vote.

Watch out for the deadlines for online candidacies and nominations; plan to be attend the General Conference in Puerto Rico (USA) and ensure that your institution's membership fees are fully paid before you come.

Remember to block these dates in your calendar and apply for a visa to the USA!

For further information on the General Conference, as well as on details about the elections, please check the IAU website (www.iau-aiu.net/civcrm/event/info?reset=1&id=45) regularly or contact iau@iau-aiu.net



Photos of the Inter American University of Puerto Rico, and San Juan, where the 14th IAU General Conference will take place in 2012.



THEMATIC PRIORITIES AND SPECIAL PROJECTS

INTERNATIONALIZATION OF HIGHER EDUCATION

IAU continued to place emphasis on the theme of internationalization throughout this year. As has already been noted in the section presenting the outcomes of the fourth Global Meeting of Associations (GMA IV), this meeting focused on this topic (see page 6), and the Association undertook a large number of other internationalization-related activities, as reported below:

INTERNATIONALIZATION STRATEGIES ADVISORY SERVICE (ISAS)



In the year under review, the IAU launched two ISAS projects with IAU Member universities, namely at **Mykolas Romeris University (MRU)**, Vilnius, Lithuania, and at **Moi University (MU)**, Eldoret, Kenya. The project with MU was made possible by funding that IAU obtained through UNESCO's Participation Programme.

Work on both review projects was nearing completion as the IAU year ended (30 September, 2011). After the terms of reference were finalised, IAU Senior Fellow, Dr. Madeleine Green undertook initial site visits first to MRU and then to MU in early 2011. These meetings serve to introduce and discuss the ISAS programme to key stakeholders in the universities and learn more about their expectations from ISAS. The information garnered from these meetings also enables IAU to develop the most appropriate content for the Self-Assessment Guides provided to each institution. The initial visit also helps to identify the expertise needed for choosing the appropriate panel members for each ISAS project. The Self-Assessment process is a critical part of any ISAS project, and these Guides form the basis of the Self-Assessment report individually tailored to meet the needs and projected outcomes that each university wishes to obtain when undertaking an ISAS review with IAU.

Both MRU and MU formed university-wide ISAS Committees to lead the process at their

institution, and coordinate the data-gathering activities to inform the Self-Assessment Report. These reports are shared with the IAU before a panel site visit is organized.

Two IAU Expert Panels (as listed below) were agreed upon by the universities and IAU. Members of each Panel are experts in the field of internationalization of higher education and represent a broad range of knowledge, experience, and cultural backgrounds.

Mykolas Romeris University IAU Expert Panel

- **Dr. Madeleine Green** - IAU Senior Fellow (Chair)
- **Prof. Dr. Patricia Pol** - Former vice president for international development at Université Paris-Est and former Bologna expert, Policy advisor for European and international affairs, AERES,
- **Prof. Dr. Lily Kong** - Vice-President (University and Global Relations), National University of Singapore and Acting Executive Vice-President (Academic Affairs), Yale-NUS College

Moi University IAU Expert Panel

- **Dr. Madeleine Green** - IAU Senior Fellow (Chair)
- **Prof. Dr. Goolam Mohamedbhai** - Former Secretary General, Association of African Universities, Immediate past President, International Association of Universities, and former Vice-Chancellor, University of Mauritius
- **Dr. Andrée Sursock** - Senior Adviser, European University Association and former Deputy Secretary General, (EUA)

Both Panels are joined by **Ross Hudson**, IAU Programme Officer, who coordinates the ISAS projects at IAU.

Site visits by the Panels follow a detailed review of the Self-Assessment reports and usually last three days. These visits, as well as the on-going communications with the universities are coordinated by IAU, working closely with each institution. Once the site visits have been concluded, the IAU Expert Panels draw up a final project report, which analyses the internationalization policies and processes at the university, and provides

“The Association has high hopes for the benefits that these ISAS projects can bring to all concerned”

recommendations for future action. The Association has high hopes for the benefits that these ISAS projects can bring to all concerned, and will report further on outcomes in *IAU Horizons* and other publications in 2012.

Discussions are underway with several other universities which have demonstrated an interest in this service. Should your university be interested in learning more about ISAS, visit the internationalization pages of the IAU website, or **contact** Ross Hudson, IAU Programme Officer (r.hudson@iau-aiu.net)

RE-THINKING INTERNATIONALIZATION – IAU AD-HOC EXPERT GROUP

To follow-up to the strong encouragement received at the GMA in India, and in line with the findings of the IAU 3rd Global Survey on Internationalization of Higher Education, IAU invited a number of experts from around the world to begin an initial, informal discussion about the need to re-examine the concept of internationalization, what it means and how it impacts on various institutions in different parts of the world. **The International Ad-hoc Expert Group on Re-thinking Internationalization** brings together perspectives from all parts of the world inter alia to: assess the extent to which internationalization actions fit the conceptual umbrella; critically examine the causes for increased criticism of the concept and to discuss ways to address these concerns.

The group posed the same initial questions that structured the discussions at the GMA, as well as noting the variety of articles that have been written about similar ideas. The group met ‘virtually’ in July 2011 and determined to carry on the discussion at various venues and conferences. In order to make progress, IAU undertook to elaborate a statement or a discussion paper to help reposition/reinvent internationalization as a valuable and transformative process of change in higher education.

For the IAU, posing these and other questions, is directly in line with the findings of the IAU 3rd Global Survey, which clearly points out the differences in why internationalization

is pursued in different parts of the world and differences in how it impacts or is perceived as impacting on institutions in different contexts. This initiative is also a natural sequel to past normative efforts of the Association, such as the Internationalization Policy Statement (2000), as well as the Sharing Quality Higher Education Across Borders statement (2004), and the related Checklist for Good Practice (2006).

More information about the Ad-hoc Group and its work, including the Agenda and report from the July meeting, and details of the Group Members, is available on the Internationalization pages of the IAU website.

For further information, please **contact**: Ross Hudson, IAU Programme Officer (r.hudson@iau-aiu.net)

INTERNATIONALIZATION OF HIGHER EDUCATION: WEBINARS



The Secretary General of IAU, Eva Egron-Polak led three Webinars during the period under review and was preparing for the fourth to be held in November 2011. In both cases, IAU partnered with a Member Organization. First, in March 2011 with the **Canadian Bureau for International Education (CBIE)** she offered both an English and a French session on the topic *Major Trends in International Education in the Americas*. These online sessions presented and analyzed the outcomes of the IAU 3rd Global Survey on the Internationalization of Higher Education, and enabled IAU to learn more about such online presentations.

The second set of Webinars was offered within the framework of the second **Conference of the Americas on International Education (CAIE)**. With CAIE as well, both an English and a French language webinar was planned, focusing on the Global Survey findings too, but with a particular emphasis on indicators. These experiences have been very well-received and IAU is actively investigating the potential to organize such online sessions on other themes.

HIGHER EDUCATION AND SUSTAINABLE DEVELOPMENT



The IAU, together with the Global University Network for Innovation (GUNI), and the Association of African Universities (AAU) collaborated on a project entitled **The Promotion of Sustainable Development by Higher Education Institutions in Sub-Saharan Africa**.

The Report of the comparative analysis of results and a set of conclusions (see page 23) was presented during the 5th *International Barcelona Conference on Higher Education* which was organized by GUNI at the Universitat Politècnica de Catalunya (UPC), in Barcelona, in November 2010. It was also presented and distributed in CD-Rom format, to all African higher education leaders during the Conference of Rectors, Vice Chancellors and Presidents (COREVIP - 2011), organized by AAU in Stellenbosch, South Africa.

The project results are also included in the *Higher Education in the World 4* GUNI Report, and on the websites of the IAU, GUNI and AAU.

The three partner organizations are working on a follow-up project which will see the creation of a *Handbook of Good Practices in Higher Education and Sustainable Development*. This follow-up initiative is once again supported by the Spanish Agency for International Development and Cooperation (AECID). The IAU's contribution to this initiative also forms part of the grant the Association secured from the Swedish International Development Agency (Sida) for 2011-2015.

The Handbook will be disseminated widely and used as background for a series of expert seminars on the promotion of sustainable development in and by higher education, which are to take place during the coming months in Africa, and which will involve leading African Higher Education Institutions.

In addition, the IAU Web Pages on Higher Education and sustainable development continue to be updated regularly. They include information on IAU activities and projects, as well as a large selection of related documents of potential interest to anyone

working in the field of higher education and sustainable development. The web pages provide direct access to the Main Declarations and Charters; to information on International Conferences on SD, a list of organizations active in the field and their contact details, and other useful resources on research, education and leadership issues related to sustainable development and higher education.

A more comprehensive and interactive web-based portal to network Higher Education and Sustainable Development initiatives and issues is being developed as part of the Sida funded activities planned in the coming years.

For more information or to share documentation on related activities, **contact** Dr. Hilligje van't Land, Director, Membership and Programme Development (h.vantland@iau-aiu.net).

Chair of the IAU Task Force: Prof. Makoto Asashima, IAU Board Member; Former Managing Director & Executive Vice-President University of Tokyo, Japan.

“ *The Handbook will be disseminated widely and used as background for a series of expert seminars on the promotion of sustainable development in and by higher education* ”

EQUITABLE ACCESS AND SUCCESS IN HIGHER EDUCATION

With the growth of the Knowledge Society, the importance of widening participation in higher education has increased around the world, justifying the IAU's decision, several years ago, to focus on Equitable Access and Success in Higher Education. The IAU 2011 International Conference has this topic as its focus, examining *Strategies for Securing Equity in Access and Success in Higher Education*. To mark this occasion and to make the actions of the Association more visible, IAU published a summary brochure entitled *Equitable Chances*, highlighting the results achieved to date.

IAU'S ACTION IN 2010: PILOT PROJECT CULMINATES WITH WORKSHOP AT THE UNIVERSITY OF ARIZONA

On 18-19 November 2010, the IAU, the University of Arizona and The World Bank co-organized a two-day workshop in Tucson (Arizona, USA) with support from and participation by the Lumina Foundation (USA). The Workshop brought together representatives of the universities from Asia and the Americas involved in the IAU pilot project, several Members of the IAU Task Force and a few other experts from the United States and the United Kingdom.

The Workshop was designed to probe further the results of the self-assessments undertaken by the 10 Pilot universities which critically assessed their policies and practices in regards to issues of access and success (retention) by students from under-represented groups. It also served as an opportunity for the participating HEIs to meet and learn from each other. How do institutions attract learners who are in one way or another marginalized in their nations? Who are these under-represented groups? How do institutions assess the potential of non-traditional learners and how do they accompany these students' progress were among the questions guiding the discussion over these two days.



Participants at the workshop held at the University of Arizona.

“The Workshop was designed to probe further the results of the self-assessments undertaken by the 10 Pilot universities”

The Workshop participants, Rectors, Vice Rectors, and senior leaders responsible for policy development in this area, were also invited to comment on the IAU's Institutional Self-Assessment Instrument. Testing this instrument among a highly diverse set of pilot universities was the mechanism chosen by IAU to determine the potential for a more generalized use of this tool around the globe.

Last but not least, the Workshop provided an opportunity for the IAU to deliberate along with the Task Force, partners and participating universities, about the possible 'next steps' and other initiatives the Association could develop to pursue the 'equitable access and success agenda'.

Among the outcomes of the Workshop, consensus was reached on the following points:

- Increasing or securing equity in access and success in higher education may be the most critical issue to address and resolve in the vast majority of higher education systems around the world;
- Access and retention problems differ vastly from country to country, as does the perception of these problems. The importance of the economic, cultural and political context was noted and in this regard, all agreed that IAU needed to collect more data and information, though this is often quite difficult, in order to frame the discussion and allow for comparisons to be drawn;
- IAU should gather examples of effective practices and constitute a kind of catalogue which would serve as a practical basis for the Association's policy statement and recommendations. Such good practice examples could be shared worldwide, despite diverse contexts;
- IAU actions may need to focus more at the regional or even national level, developing measures to help institutions improve their performance and bring an international perspective to such efforts.



The final report summarizing and comparing the results of the 10 pilot universities' self-assessments, as well as a brief report on the Workshop are available online on the IAU website (See page 24 of this report for more details). Future steps will be determined in line with the 2011 International Conference.

For more information **contact:** Ms. Élodie Boisfer, Executive Assistant (e.boisfer@iau-aiu.net).

Chair of the IAU Task Force: Prof. Manuel J. Fernós, IAU Administrative Board Member; President, Inter American University of Puerto Rico, USA.

LEADHER FOR HIGHER EDUCATION REFORM (LEADHER) PROGRAMME

The Leadership for Higher Education Reform (LEADHER) Programme, creates opportunities for learning partnerships and collaboration among IAU Member Institutions, making the most of the wealth of institutional reform experiences around the world.

Grants provided through an open competition and thanks to Sida funding, have acted as catalysts for the development of unusual and interesting partnerships, involving

“ Several projects initiated thanks to the LEADHER grants were successful in securing additional funding from major donor agencies ”

South-South or North-South collaboration. To date, more than 43 IAU Member Institutions have benefited from the programme. Several projects initiated thanks to the LEADHER grants were successful in securing additional funding from major donor agencies.

Following the tragic earthquake in Haiti in January 2010, IAU held a special LEADHER programme competition focusing exclusively on contributing to the rebuilding effort of Haiti's higher education sector. The Association hoped to respond to the needs of the Haitian higher education community in modest but concrete ways. The grants allocated in that competition enabled a handful of IAU Members to undertake collaborative and planning projects, mostly laying the groundwork for future, longer term partnerships for reconstruction.

Four proposals were selected by the Peer Selection Committee, for a total of 40 000 Euros (see table overleaf). All activities were implemented between the summer of 2010 and the first quarter of 2011, thus within the year under review.



Responding to the devastating earthquake that hit Haiti in January 2010, IAU held a special LEADHER grants competition which focused on providing assistance to Haiti's higher education sector .

Grant recipients in special LEADHER programme for Haiti

Institutions	Countries	Areas
Ecole Supérieure d'Infotronique d'Haïti	Haiti	Post-disaster capacity building and community outreach in various aspects of the medical & health sectors as well as campus buildings.
University Sains Malaysia	Malaysia	
Faculté de Médecine et de Pharmacie de l'Université d'Etat d'Haïti	Haiti	Pedagogic support for the training of pharmacy students, including curriculum development – contributing in the long term, to the rebuilding efforts of the Haitian Health System.
Université Claude Bernard Lyon 1	France	
Quisqueya University	Haiti	assessing and organizing existing Haitian capacity in Urban and Settlements Planning and determining ways of applying it to the reconstruction effort as quickly as possible, with Caribbean support (in particular for the teaching language).
The University of the West Indies	Jamaica	
Quisqueya University	Haiti	On-line teacher training
The University of the West Indies – Open Campus	Jamaica	

NEW LEADHER PROGRAMME TO BE LAUNCHED IN 2012: STRENGTHENING RESEARCH CAPACITY AND RESEARCH MANAGEMENT

Renewed funding for the LEADHER programme has been secured from Sida until 2015, allowing the IAU to organize competitions yearly in order to select projects leading to the reinforcement of the research function of universities. The programme's goal is to contribute to the development and strengthening of research and research management capacity in universities in developing countries through South-South as well as North-South cooperation among higher education institutions.

The first competition was opened on 1 October, 2011 with a deadline for submissions set on 15 December 2011. IAU Members in good standing (no arrears in the payment of membership fees) were invited to submit joint proposals focused on one or two of the following areas:

- Developing research mission/strategy,
- Research planning, organization and management,
- Research training, in particular innovative approaches via cooperation,
- Funding of research (public/private) & revenue generation, diversification of funding sources,
- Collection, storing and dissemination of research results (publications, patents, products etc.),

- Alternative modes for research production (including cooperation with the private sector),
- Building linkages between the university research system and national/regional research systems (if applicable),
- University contribution to the development of strong national research agendas,
- Research capacity building through internationalization.

Each project must involve at least one institution located in a low income country and particular emphasis is placed on initiatives involving sub-Saharan African institutions, thus building on the IAU project about *The Changing Nature of Doctoral Programmes in Sub-Saharan Africa* (see: page 16 and www.iau-aiu.net/content/doctoral-programmes).

Up to six LEADHER grants (maximum 10,000 Euros each) will be awarded each year. The guidelines, application forms and all other information are available for downloading from the IAU website (www.iau-aiu.net/content/calls).

For more information, please **contact** Ms. Isabelle Devylder, IAU Programme Officer (i.devylder@iau-aiu.net).

Chair of the Peer Steering Committee: Clifford Nii Boye Tagoe, Former Vice-Chancellor, University of Ghana.

CHANGING NATURE OF DOCTORAL PROGRAMMES IN SUB-SAHARAN AFRICA

Initially undertaken as part of the Sida-funded *Innovation Fund*, this IAU project aimed to examine the changes in doctoral programmes taking place in sub-Saharan Africa. It was decided to focus on a small number of institutions - a pilot group of six IAU Members in Africa (three Anglophone and three Francophone universities) in order to gain an in-depth understanding of the challenges and opportunities that they were experiencing in the area of doctoral training.

In the year under review, two Seminars and related activities were organised:

a. IAU Study and Research Seminar: the results of the Pilot group's institutional self-assessments were compiled in a draft comparative report which served as background documentation for a Seminar **hosted by the University of Ilorin, Nigeria, in November 2010**. The Seminar brought together representatives from the participating institutions, Members of the IAU Task Force and IAU representatives. The Seminar focused on: 1) The Place of Doctoral Programmes in Institutional Research Strategies; 2) Doctoral Student's Supervision and Career Development and Monitoring; 3) Internationalization of Doctoral Education and Strategic Planning; and the Role of

Data Collection. It led to the identification of a number of conclusions and a set of recommendations which were integrated into the project's Final Report.

Special Session for Nigerian HEI leaders. In conjunction with the IAU Study and Research Seminar, University of Ilorin also hosted a special session for Nigerian HEI leaders and other Nigerian university representatives involved and interested in the changing nature of doctoral programmes and in particular in the work of IAU on this front. The results of the IAU pilot project were presented and led to a debate on the status of doctoral education in Nigeria. This special session produced several outcomes. First the leaders of the Nigerian Higher Education Institutions who attended the workshop began investigating whether and how they can undertake a self-assessment of their own Doctoral programmes, using the IAU-developed instrument. Second, the Association of African Universities (AAU), whose new Secretary General attended the Seminar and special session, expressed interest in pursuing this project with their members in collaboration with IAU.

b. Douala Seminar on Data collection and management for improved governance of doctoral programmes. One of the conclusions of the pilot project was that 'better data collection on all operations relating to doctoral programmes would allow institu-



Seminar participants at the University of Ilorin, November, 2010, Nigeria.



Participants at the University of Douala seminar, Cameroon.

tions to develop evidence-based strategies for improving their doctoral programmes'. In an effort to investigate possible actions to undertake to address this conclusion, **IAU partnered with the University of Douala, Cameroon**, and with the **University of Ottawa, Canada**, to organize a seminar on data collection and management. It took place at the University of Douala in March 2011. The seminar gathered 50 participants from seven state universities in Cameroon. A key outcome of this seminar is that the participating universities are evaluating their respective doctoral programmes using the IAU self-assessment instrument. As well several recommendations were formulated about the need for improvement of data management and submitted to the 2011 annual Cameroonian Rectors' Conference.

The **Final Report** of this phase of this project, along with its conclusions and recommendations based also on the Seminar discussions was published and disseminated. It is also available on the IAU website (www.iau-aiu.net/content/doctoral-programmes)

PHASE TWO

Building on the outcomes of the first phase of the project a new proposal was included in the grant application IAU submitted to Sida for the period 2011-2015. Approval of the grant has made it possible to launch the next phase of the project.

Phase II includes:

- The creation of a web portal on Doctoral Education in sub-Saharan Africa; monitoring mechanisms to track follow up initiatives at HEIs which took part in the phase I of the project; creation of a template to collect 'best practices in doctoral education'.
- Preparation of a report on key actors and the current state of research on doctoral education and doctoral programmes in Africa;
- Two LEADHER grants (see page 15) set aside annually for projects specifically focused on doctoral programmes and research capacity (pending quality applications);
- Two capacity building workshops (2012 and 2014)
- Continuous and wide dissemination of work done by IAU so far and networking and partnership building for moving forward in collaboration with others.

“ This IAU project has triggered much interest, thus demonstrating the importance of the topic for many regions of the world. ”

This IAU project has triggered much interest, thus demonstrating the importance of the topic for many regions of the world. Findings from the Pilot project universities' self-assessment have been used in presentations by other experts and IAU was invited to take part in a conference session on this topic, organized by the European University Association entitled "Doctoral Education: Strategic International Partnerships for Sustainable Development". (EAIE 2011 Conference, Copenhagen, Denmark). The session explored global trends in doctoral education emphasizing collaborative doctoral delivery with developing countries and was based on the IAU project, the EUA CODOC project and worked underway in the field in Latin America under the aegis of IOHE/University of Veracruz).

For more information see www.iau-aiu.net/content/doctoral-programmes, or **contact** Dr. Hilligje van't Land (h.vantland@iau-aiu.net).

Chair of IAU Task Force: Is-haq Oloyede, IAU Deputy Board Member; Vice Chancellor, University of Ilorin, Ilorin, Nigeria

HIGHER EDUCATION/RESEARCH FOR EDUCATION FOR ALL (AND RELATED MDG'S)

The year 2011 signals the kick-off of a new IAU 4-year project to advocate for better higher education involvement in the support of the United Nations' global initiative, Education For All (EFA). For several years, IAU has been advancing higher education within the EFA Movement and raising awareness by higher education institutions of their role and present and possible contribution. Indeed recognition is growing. In March 2011, the UNESCO Meeting of the High-level Group on EFA integrated higher education and research into the Jomtien Declaration – as an invited participant, IAU was instrumental in this shift.

“ For several years, IAU has been advancing higher education within the EFA Movement ”

This new IAU project is a follow-up to the 2008-2010 project, entitled *Strengthening Linkages for Improved Education: Higher Education and Research Working for EFA and education-related MDGs*. It is based on recommendations that came forth from the IAU Innovation Conference which took place in December 2010. The aim of the Conference was two-fold: first to evaluate the progress made towards improved inclusion of higher education/research in EFA/related MDGs; second to review the project's outcomes and propose ideas for a way forward. The Conference, opened by Qian Tang, the new UNESCO ADG for Education, Alice Sena Lamptey, the Coordinator of the Working Group on Higher Education of the Association for the Development of Education in Africa (ADEA), and Eva Egron-Polak, the Secretary-General of IAU, brought together some 50 representatives from the higher education sector and cooperation agencies worldwide.

The new project benefits from financial support from Sida as part of its overall grant to the IAU for 2011-15 and aims to enhance the role and visibility of higher education for and in EFA.

The main activities undertaken in the year under review as well as hints on those that will take place early 2012 are listed below.



Participants, IAU Innovation Conference on HE/Research & EFA (and MDGs), Paris, France, December 2010

COMMUNITY BUILDING

Renewing the Reference Group

The Reference Group (RG) was created in 2007 to serve as an advisory group to develop, implement and communicate IAU activities in this field. In 2011, the RG validated the 2011-2015 project, participated in a survey to collect data to improve the IAU Portal on Higher Education/Research and EFA, and approved the TORs for an enlarged RG.

With the launch of the new project, the RG is being expanded to include an additional 20 new members, with particular attention given to experts from non-OECD countries. Almost all founding members have expressed their commitment to renew their membership. The names of the members of the new RG will be posted in January 2012.

Improvement of the Portal

Conceived and elaborated by IAU, validated by the Reference Group, the Portal was developed so as to serve as an entry point for the higher education community to provide visibility to its involvement for achieving EFA, and raise awareness and promote higher education engagement within the higher education sector itself and among Ministries of Education, cooperation agencies, non-governmental organizations and others active in EFA and related MDGs.

To improve its user-friendliness and enhance its collaborative aspect, data was collected from the RG to identify the Portal's stronger features and its gaps and areas needing improvement. Based on findings, technical specifications were drawn up and potential IT developers were contacted.

Four tri-annual Newsletters were produced and sent out to more than 800 subscribers. They highlight IAU's work in this field and higher education involvement for EFA, latest news from the EFA Movement, calls for participation, conferences and sources of information.

CAPACITY BUILDING

Capacity building sessions

Building on the two capacity building sessions which took place within the 2008-2010 project, a new capacity building model will be developed in 2012. In order to support the dynamic created by the capacity building sessions, in the year under review, contacts

were made and information was shared with Cuernavaca, Mexico, where a session took place, and Addis Ababa, Ethiopia, where the ADEA Working Group on Higher Education, one of the main supporting organization of the capacity building sessions is located, to start identify a set of possible follow-up activities.

Two further sessions will be conducted in 2012 following a call of interest.

For more information on the project itself, please refer to the pages on EFA of the IAU Website (www.iau-aiu.net/content/efamdgs) or **contact** Nadja Kymlicka, Junior Consultant (n.kymlicka@iau-aiu.net) and/or Isabelle Turmaine, Director, Information Centre and Communication Services and Project Director (i.turmaine@iau-aiu.net) .

Chair of IAU Reference Group: Olive Mugenda, IAU Vice-President, Vice-Chancellor, Kenyatta University, Kenya.

ETHICS IN HIGHER EDUCATION

In line with the recommendations made during the IAU 2010 International Conference on *Ethics and Values in Higher Education in the Era of Globalization: What Role for the Disciplines?*, held at Mykolas Romeris University, Vilnius, Lithuania, in June, the IAU, together with the **Magna Charta Observatory** (MCO) agreed to examine the feasibility of developing an international code or set of guidelines for a code of ethics for higher education.

The **IAU-MCO joint Working Group on Ethics in Higher Education** was thus established with Prof. Pier Ugo Calzolari, Former Rector of the University of Bologna, and IAU Vice President as chair. Building on such seminal documents as the IAU Statement on Academic Freedom, University Autonomy and Social Responsibility, the Magna Charta Universitatum and others, the Working Group first met in New Delhi in April 2011 during the IAU 4th Global Meeting of Associations (GMA IV), where it was agreed to draft guidelines for institutional codes of ethics rather than a code, targeting especially those universities that may not yet have such an institutional code or those that may wish to review their own existing code in light of quickly changing circumstances. The initial draft texts, prepared by Prof. Calzolari and Eva Egron-Polak, were thoroughly discussed. The Working Group has since been working by email to further develop the draft guidelines, and the members of the group met at the beginning of October 2011 in Paris to further discuss and amend this initial draft, prior to the meeting of the IAU Administrative Board and the MCO Council meeting. The final version of the text will be given wide dissemi-

nation prior to being discussed at the 14th IAU General Conference, scheduled for 27-30 November, 2012 at the Inter American University of Puerto Rico, San Juan, Puerto Rico, USA.

The Joint Working Group Members are:

Prof Pier Ugo CALZOLARI (Chair)	Former Rector, Vice President (IAU)	University of Bologna, Italy
Dr Agneta BLADH	Former Rector	University of Kalmar, Sweden
Prof Dr Üstün ERGÜDER	President	Magna Charta Observatory
Prof Luis Miguel ROMERO FERNÁNDEZ	Former Rector Former President IOHE	Universidad Tecnica Particular de Loja, Ecuador
Prof Clifford TAGOE	Former Vice-Chancellor	University of Ghana, Ghana
Dr Inga ZALIENIENE	Vice-Rector for Research	Mykolas Romeris University, Lithuania
Eva EGRON-POLAK	Secretary-General	IAU

Contact: Nicholas Poulton, Editorial Assistant (n.poulton@iau-aiu.net)

IAU PROJECT ON ACADEMIC FREEDOM

In the year under review, and in response to a request from UNESCO, the IAU surveyed all its institutional Members, and all UNESCO Member States regarding the state of Academic Freedom and their knowledge of the *1997 UNESCO Recommendation concerning the status of higher education teaching personnel*, including the paragraphs relating to the protection of Academic Freedom. This request was to help UNESCO fulfil its commitment in terms of reporting on the implementation of the Recommendation.

IAU would like to thank the large number of representatives from UNESCO Member States and/or National Commissions, as well as more the 100 IAU Member Institutions, who responded to the IAU Survey. The final project report was submitted to UNESCO at the end of September 2011.

Contact: Ross Hudson, IAU Programme Officer, r.hudson@iau-aiu.net



PARTNERSHIPS, NETWORKING AND REPRESENTATION

PARTNERSHIPS

The IAU could not have achieved some of its successes over the past year, had it not worked in partnership with its Member institutions, associations and other organizations. Facilitating partnership building amongst its Members is also a driving factor in much of the work that the Association undertakes, and a priority for IAU as it develops new projects. The IAU also serves on a large number of advisory committees, boards, or working groups as well as 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 the diversity of topics covered and groups involved:

UNESCO

- IAU was commissioned by UNESCO to undertake a study on Academic Freedom, and the UNESCO 11997 Recommendation concerning the status of Higher Education teaching personnel;
- IAU is an elected member of UNESCO-NGO Liaison Committee;
- IAU sits as a member of the Steering Committee of the World Bank-UNESCO Global Initiative for Quality Assurance Capacity;
- IAU is a member of the UNDESD Reference Group coordinated by UNESCO;
- IAU is a member of the Advisory Board for the UNESCO programme on Innovation for Development.
- IAU is a Member of UNESCO collective consultation of NGOs for EFA (INGO / EFA) ad- Hoc Group.

OECD – IMHE

- IAU is a member of the Stakeholders Consultative Group for the Assessment of Higher Education Learning Outcomes (AHELO) feasibility study.

WORLD BANK AND LUMINA FOUNDATION

- IAU and the University of Arizona, USA collaborated with the WB and the Lumina

Foundation to hold a two-day workshop on Access and Success in Higher Education, in Tucson (Arizona, USA).

EUROPEAN COMMISSION

- IAU is a member of the People Advisory Group focusing on researchers' mobility programmes;
- IAU sits on the EU Advisory Group of the Multi-dimensional University Ranking feasibility project (U-Multirank).

COUNCIL OF EUROPE

- IAU attends the meetings of the CDESR Steering Committee for Higher Education and Research, and was also co-editor of two books in the Council of Europe Higher Education Series.

BOLOGNA PROCESS/EUROPEAN HIGHER EDUCATION AREA

- IAU is a member of the International Openness Group of the Bologna Follow-up Group (BFUG), charged, inter alia, with helping to design the 4th Global Policy Forum linked to the EHEA Ministerial Meeting.

GLOBAL UNIVERSITY NETWORK FOR INNOVATION (GUNI), AND THE ASSOCIATION OF AFRICAN UNIVERSITIES (AAU)

- IAU collaborated on the project entitled *Promotion of Sustainable Development by Sub-Saharan African Higher Education Institutions*, with these two organizations.

MAGNA CHARTA OBSERVATORY

- IAU, together with the Magna Charta Observatory (MCO) formed a Joint Working Group to develop guidelines for an institutional code of ethics in higher education.

In addition to these collaborative initiatives, the IAU also agreed to co-sponsor several international events organized by such groups as the Observatory of Borderless Education (OBHE), Consortium for North American Higher Education Collaboration (CONAHEC), as well as the *Worldviews: Media Coverage of Higher Education in the 21st Century* conference and others.

IAU REPRESENTATION AT CONFERENCES AND MEETINGS

IAU Secretariat Staff and Board Members are regularly called upon to give presentations at international conferences, serve as panelists, organize sessions, participate in Workshops and Board Meetings, and undertake other business abroad.

In the year under review the IAU has taken part in more than 60 such events in all regions of the world, on a wide range of higher education themes. Brief descriptions of IAU's attendance and role at all of these meetings are included in both the IAU e-bulletin and in the IAU Horizons Magazine. Although the entire list would be too long to note here, the following provides a brief glimpse of some of the meetings in which IAU took an active role this year:

<ul style="list-style-type: none"> Presenting the findings of the IAU 3rd Global Survey at the 2010 <i>Conference of the Americas on International Education (CAIE)</i>, in Calgary, Canada 	<ul style="list-style-type: none"> Speaking and taking part in Plenary Sessions at the British Council, Going Global 5 meeting in Hong Kong, China
<ul style="list-style-type: none"> Addressing the Council of Europe (CoE) Conference on <i>Academic Freedom and Institutional Autonomy</i> in Strasbourg, France 	<ul style="list-style-type: none"> Presenting the results of the joining IAU/CoE publication on the 'Role of Higher Education in Furthering Intercultural Dialogue' at the 10th <i>Plenary Session of the Steering Committee for Higher Education and Research (CDESR)</i>, in Strasbourg, France
<ul style="list-style-type: none"> Speaking at the 2nd Annual African Network for Internationalization of Higher Education (ANIE) Conference, Kampala, Uganda 	<ul style="list-style-type: none"> Presenting the drafting of the IAU's Institutional Code of Ethics for Higher Education at the Inter-American Organization of Universities (IOHE) Conference on <i>Social Commitment, Spirit and Values of Universities</i>, in Loja, Ecuador
<ul style="list-style-type: none"> Participating in a panel at the 5th Annual Meeting of the UN-DESD Reference Group in UNESCO Headquarters in Paris, France 	<ul style="list-style-type: none"> Participating as a member of the International Openness Working Group of the European Higher Education Area (EHEA) in Austria and Belgium
<ul style="list-style-type: none"> Both Speaking and organizing a parallel session on the key outcomes of the IAU Global Survey on Sustainable Lifestyles, at the 5th GUNI International Conference on: <i>Higher Educations Commitment to Sustainability</i> in Barcelona, Spain 	<ul style="list-style-type: none"> Chairing a Session on Regional Harmonization and the Bologna Process, at the Observatory on Borderless Higher Education Meeting 2011 Global Forum, in Vancouver, Canada
<ul style="list-style-type: none"> Speaking at the <i>International Symposium on Regional and Inter-Regional Cooperation of Universities</i> meeting, organized by the University of Tokyo, in Tokyo, Japan 	<ul style="list-style-type: none"> Co-sponsoring, co-organising and participating in the <i>Reimagining Democratic Societies: A new Era of Personal and Social Responsibility</i> meeting in Oslo, Norway
<ul style="list-style-type: none"> Acting as a Keynote Speaker at the 2011 Association of International Education Administrators (AIEA) Conference on <i>Competition and Collaboration In the Global Transformation of Higher Education</i>, in San Francisco, USA 	<ul style="list-style-type: none"> Writing the introductory paper and Speaking about the IAU's project of EFA at the second Asia-Europe Education Workshop, organized by the Asia Europe Foundation in Vienna Austria
<ul style="list-style-type: none"> Participating in the UNESCO High Level Meeting on Education for All (EFA) in Jomtien, Thailand 	<ul style="list-style-type: none"> Acting as a Panel Member and presenting the IAU's initiative on Re-thinking Internationalization at the EAIE 2011 Conference in Copenhagen, Denmark





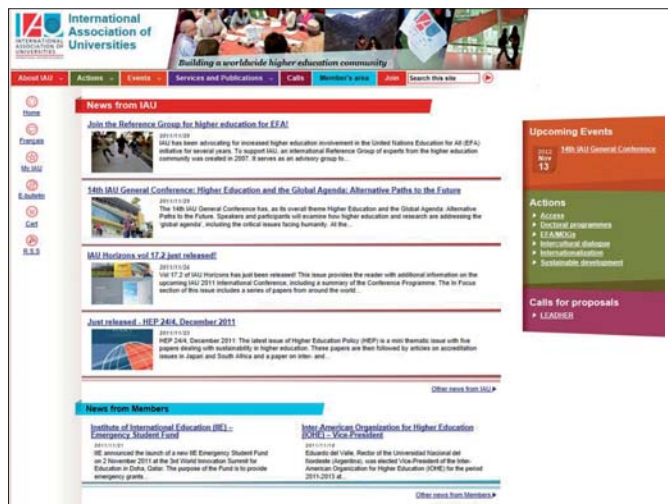
INFORMATION AND DATA COLLECTION, PUBLICATIONS AND COMMUNICATION

NEW IAU WEBSITE IS LAUNCHED

June 2011 saw the official launch of the Association's new website redesigned to become more interactive and offer more services to IAU Members. Its structure features:

- **'About IAU'** to present the Association, its Board, current Members, Secretariat;
- **'Actions'** leading to different themes and projects of the Association's work;
- **'Events'** providing information on Meetings and Conferences organized by the Association and other organizations;
- **'Services'** describing various services and publications of the Association;
- **'Calls'** listing all IAU calls for proposals;
- **'News from IAU'** changing frequently to offer information on current IAU activities;
- **'News from Members'** sharing information from Members: publications, grants, positions, conferences and more.
- **'Join'** a simple and comprehensive gateway to becoming a Member institution/organization, an Affiliate or an Associate;
- **'My IAU'** and **'Member's Area'** offering a platform for interaction among the general academic community and IAU Membership.

For more information on the website contact the IAU webmaster at: centre@iau-aiu.net. To share information in News from Members, contact Saholi Andriambololo-Nivo, Assistant, Reference Publications, at s.andriambololo@iau-aiu.net

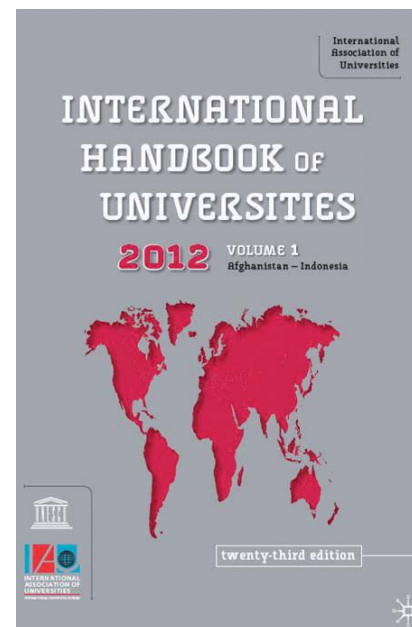


IAU REFERENCE PUBLICATIONS

2012 International Handbook of Universities (3 volumes) and WHED Online

The International Handbook of Universities, the IAU flagship reference publication, provides detailed information on over 15,000 higher education institutions that offer at least a post-graduate degree or a four-year professional diploma, and descriptions of the higher education system in some 180 countries. All information contained in the Handbook is validated at the national and institutional levels. It is available in both print and online versions, as buying the Handbook includes a single-user access to World Higher Education Database (WHED) Online for 12 months following publication. (For more information see :

www.palgrave.com/products/title.aspx?PID=324042)





World Higher Education Database (WHED) 2011

The most comprehensive CD-ROM available in the field of higher education, the WHED 2011 incorporates the IAU database in a cross-referenced, fully searchable reference tool. It comprises over 15,000 universities in more than 180 countries. It was released in February 2011. IAU Members receive the WHED CD-ROM free of charge. (For more information see :

www.palgrave.com/products/title.aspx?pid=473075)

HEDBIB

HEDBIB, the International Bibliographic Database on Higher Education (<http://hedbib.iau-aiu.net>), is a database on higher education systems, administration, planning, policy, and evaluation created and maintained by the IAU since 1988.


SELECTED THEMES	
Access	1221
Distance Learning	1318
Doctoral Degrees	438
Evaluation	3522
Finance	1684
Governance	482
Government University Relationship	1191
Intercultural Dialogue	366
Internationalization	2974
Lifelong Education	790
Policy	3914
Quality Control	2900
Student Mobility	442
Sustainable Development	337

COUNTRIES / REGIONS	
Africa	2264
Arab States	617
Asia / Pacific	4209
Europe / North America	18082
Latin America / Caribbean	3070

COLLECTIONS	
Monographs	14479
Periodicals	54
Periodical Articles	18982
TOTAL	35440

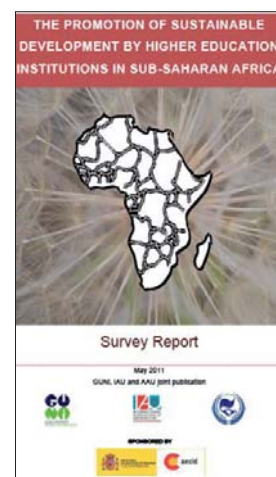
SERVICES	
Information Centre	
Inter-library Loans	
Member Services	
Thematic Bibliographies	
Coffee at IAU	

HEDBIB
International Bibliographic Database on Higher Education
<http://hedbib.iau-aiu.net>



Launched in January 2011, *New in HEDBIB* is a resource produced five times a year containing full references of newly entered publications in HEDBIB. References are structured according to the six IAU thematic areas: equitable access and success in higher education; doctoral education; internationalization; higher education and Education for All; intercultural dialogue; and sustainable development. Links to electronic publications are included where available. *New in HEDBIB* is sent directly to IAU Members and is also posted on the HEDBIB web page.

OTHER IAU PUBLICATIONS AND PROJECT REPORTS



IAU-GUNI-AAU Report: *The Promotion of Sustainable Development by Higher Education Institutions in Sub-Saharan Africa*

The Report presents an overview of major actions, experiences and practices that sub-Saharan higher education institutions (HEIs) developed or are developing to integrate sustainable development considerations within their activities; identifies the emerging trends and the priority lines of action for the integration of sustainable development considerations in the work of Sub-Saharan African HEIs and raises awareness about the important role of HEIs for promoting sustainable development in the region.

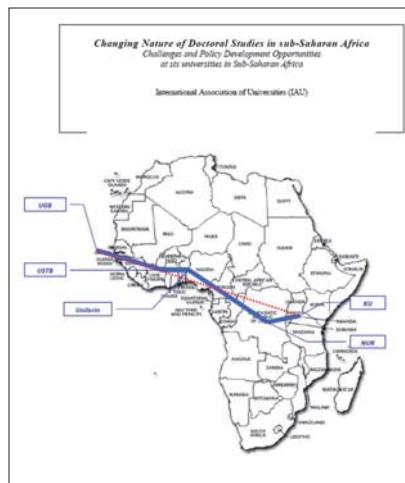
The report is available online at:

http://www.iau-aiu.net/content/sustainable-development_ran_africa_0.pdf

IAU Report on the Changing Nature of Doctoral Programmes in sub-Saharan Africa - Challenges and Policy Development Opportunities at six universities in Sub-Saharan Africa .

This report is the result of the pilot project IAU developed on doctoral programmes in sub-Saharan Africa (see page 16) and presents the major outcomes and recommendations issued by the representatives of the Pilot institutions and the members of the IAU Task Force.

The Report is available online at: www.iau-aiu.net/content/outcomes-0



Institutional access and success policies and programs: results of a self-assessment by 10 pilot universities from Asia and the Americas

This report presents the results of the IAU pilot project on Equitable Access and Success in Quality Higher Education designed to research institutional approaches to improving both entry and progression for students from under-represented groups. Ten HE institutions from ten different countries in the Americas and Asia completed the IAU-designed and World Bank supported Institutional Self-Assessment Instrument to help universities collect information and analyze their practices in this area. (see: www.iau-aiu.net/content/access-and-success)

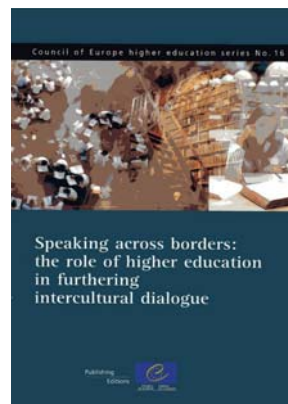


Bilingual report of IAU Innovation Conference on Higher Education/Research and EFA/Millennium Development Goals (MDGs)

The IAU Innovation Conference and End-of-Project Meeting held at UNESCO, France, in December, 2010, served the dual purpose of evaluating the progress made for a better inclusion of higher education/research in EFA and related-MDGs activities; review the outcomes of the IAU project so far and elaborating future steps. Read and/or download the Bilingual report of the Conference online; it includes the presentations and reports in their original language; an all-English version of the report is available as well. The report is available at: www.iau-aiu.net/sites/all/files/Report_Eng_HEEFAConf.pdf



Speaking Across Borders: the role of higher education in furthering intercultural dialogue



Edited by Sjur Bergan of the Council of Europe and Hilligje Van't Land, IAU Director, Membership and Programme Development, Speaking across borders – volume 16 of the Council of Europe Higher Education Series - explores the role of higher education in developing intercultural dialogue in our societies. It complements Intercultural dialogue on Campus (Higher Education series No. 11) and the issue of the IAU journal Higher Education Policy (HEP, vol. 18.4) on the same topic and includes contributions from Europe, the Middle East, Africa, Asia and North America. The book demonstrates that education will need to play a key role in developing the ability to conduct intercultural dialogue, which is an integral part of democratic culture. It sets out the political context for intercultural dialogue, explores how universities can become actors of intercultural dialogue and offers examples of good practice from various parts of the world.



HIGHER EDUCATION NEWS, NEWS FROM IAU, NEWS ABOUT IAU MEMBERS

IAU Horizons

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, a profile of IAU's participation in international conferences and meetings and a Global Calendar of events.

In addition, each issue includes a special 'In-Focus' section, where high profile academics from across the world discuss their projects, research and or view points on a particular contemporary theme in higher education.

The magazine is distributed widely amongst the higher education community, including to all IAU Members and contacts. In addition to the print format, it is also made available electronically through the IAU website.

In the year under review, the IAU Horizon's **In-Focus** sections focused on the following themes.

Higher Education Partnerships and Collaboration

(Vol.16, No.3, January 2011)

- The Matariki Network of Universities, by **Sarah Todd**, New Zealand
- Structured network to network cooperation and university wide bilateral strategic alliances as new tools in internationalization, by **Ulla Gjorling**, Denmark, and **Artur Schmitt**, Spain
- Lake Victoria Research Initiative (VicRes), by **Joseph Obua**, Uganda
- Long-term intercontinental university collaboration to meet global challenges: the example of Makerere University and the University of Bergen, **Edward K. Kirumira**, Uganda, and **Thorkild Tylleskär**, Norway
- Institution/ industry partnerships, by **Lydia G. Tansinsin**, Philippines



- The University of Banking of the National Bank of Ukraine – a partnership of a different kind, by **Tamara Smovzhenk**, Ukraine
- University of Sao Paulo and the T.I.M.E Association, by **Adnei Melges de Andrade**, **Antonio Carlos Vieira Coelho**, **Henrique Lindenberg Neto**, Brazil
- Higher Education Collaboration and Multi-Stakeholder Partnerships in Sub-Saharan Africa, by **Clifford Tagoe**, Ghana
- Interview with **Qian Tang**, ADG, Education at UNESCO

Higher Education and Education for All

(Vol.17, No.1, June 2011)

- Achieving EFA through Transformative Research, by **Norzaini Azman**, Malaysia
- Higher Education Structure and Education for All, by **Loise P.W. Gichuhi**, Kenya
- A call to action: How Higher Education Institutions (HEIs) can take the lead in achieving Education for All, by **Valtencir Maldonado Mendes**, Spain
- Role of higher education institutions in financing basic education : challenges and perspectives, by **Moussa Mbegnouga**, Senegal
- Higher Education Opportunities for Students with Disability at the University of Delhi, by **Neerja Sharma**, India



- Rationale for higher education engagement for EFA, by **Leandro R. Tessler**, Brazil
- Read at school and at the university, by **Jocelyne Trouillot-Lévy**, Haiti
- IAU Project on higher education/research for EFA and related MDGs, by **Isabelle Turmaine**, IAU

Securing Equity in Access and Success in Higher Education

(Vol.17, No.2, October 2011)

- An introduction to the IAU 2011 International Conference , by **Eva Egron Polak** and **Elodie Boisfer**, IAU
- Widening Access and Promoting Success in Higher Education, by **Manuel J. Fernós**, Puerto Rico, USA
- Access and Success in Higher Education: Their Contemporary Significance, by **Olive Mugenda**, Kenya
- Opportunities for All? The Equity Challenge in Tertiary Education, by **Jamil Salmi** and **Roberta Malee Bassett**, The World Bank
- **Challenges of Higher Education in South Africa: Implications for Equitable Access and Success**, by **John C Mubangizi**, South Africa
- **Advances or Drawbacks? Issues of Access to Education in Arab Countries**, by **Kamal Abouchedid**, Lebanon
- SiS Catalyst: Children As Change Agents for Science and Society, by **Tricia Jenkins**, United Kingdom
- Access and Success in Japanese Higher Education, by **Masayuki Kobayashi**, Japan



- Access and Equity in Latin American and Caribbean Higher Education, by **Francisco Lopez-Segrera**, GUNi, Spain
- Miami Dade College: Charting a new pathway to student success, by **Eduardo J. Padrón**, USA
- The future of individual citizens: Lumina invests heavily in postsecondary education, by **Jamie Merisotis**, USA

Advertise in IAU Horizons

With over 4000 readers of both the print and online versions, IAU Horizons is one of the world's foremost higher education publications.

The higher education leaders, government policy makers and other stakeholders who read IAU Horizons regularly have a wide range of interests and need information on a variety of topics from different sources.

With its uniquely global readerships and outlook, IAU Horizons offers your higher education institution / organization an invaluable opportunity to market and promote its publications and services to a diverse audience. With advert prices starting from as little as €570 for a 1/3 page full-colour advert, IAU can help your products reach the world!

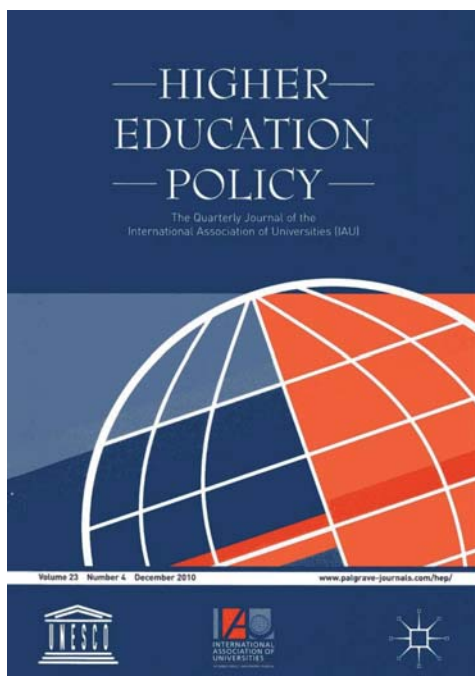
For further information, please **contact:** iau@iau-aiu.net

HIGHER EDUCATION POLICY (HEP)

The Association's quarterly, peer-reviewed research journal is sent to all Members in good standing, and continues to publish original, quality articles on issues of importance to the higher education community. Articles published may be in the form of research based-papers, case studies, practice-based papers and cover all levels, from institution level practice to national policy level and international trends.

The reporting period saw the following multi-themes issues released:

- **HEP 23/4 (December 2010)** looked at, amongst others, the immigrant experience in the US, cost sharing in Kenya, and mid-career programmes in Israel.
- **HEP 24/1 (March 2011)** presented articles on student satisfaction in China, higher education policy and welfare regimes, policy diffusion in Armenia, e-learning in Iran, Japanese university reform, and the influence of the AAU on policy in Africa.
- **HEP 24/2 (June 2011)** brought together papers on policy –making in Canada, resource difficulties in Africa, drivers of inequality in Europe, early entrance programmes in Israel, liberal arts and sciences education in Europe, the financial crisis in Japan. This edition also featured the winning entry for the IAU-Palgrave Essay Competition, entitled *Reconsidering Privatization in Cross-Border Engagements: The Sometimes Public Nature of Private Activity*.



- **HEP 24/3 (September 2011)** saw articles on English and Scottish policy on tuition fees, professional mutual recognition agreements in North America, external quality assessment in Estonia, power and networks in worldwide knowledge coordination, state policy in community college nursing degrees in the US, and expansion and quality assurance in Ethiopia.

The Association's website is update each time an issue of HEP is released (www.iau-aiu.net/content/hep); HEP is also publicized in the Association's information tools, the monthly E-bulletin and IAU Horizons. Palgrave Macmillan, the Association's publishers in the UK also has a dedicated Internet page where all the back issues of HEP are available, and where internet users may subscribe to the journal (www.palgrave-journals.com/hep/index.html).

IAU E-BULLETIN: BRIEFS ON IAU'S ACTIVITIES AND NEWS FROM HIGHER EDUCATION WORLDWIDE

The electronic bulletin of the International Association of Universities is:

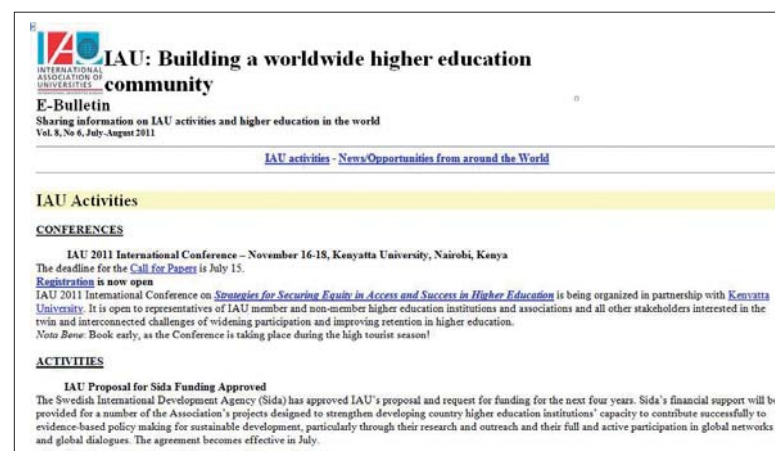
- a communication tool on IAU's activities and services;
- an information tool on higher education worldwide;
- an interactive tool that allows feedback from its readership.

It is divided into two sections. The first section comprises information on IAU's conferences, activities, publications, services, and representation. The second section is divided into four headings, from international to national news on higher education. Each news is composed of a brief note describing its content (including country(ies) and keywords) and a link to the document it describes. All news relate to information published online.

The IAU e-Bulletin is released 10 times/year, in two versions (French and English), and distributed free of charge upon voluntary subscription at:

www.iau-aiu.net/civicrm/mailling/subscribe

In 2011, 10 issues of the IAU e-Bulletin were released (the latest one on December 1st). Each issue was sent to over 3000 subscribers





FINANCIAL YEAR 2011

FINANCIAL REPORT 2011 (1 OCT. 2010 to 30 SEPT. 2011)

(with comparative totals for 2009-10)

in EUROS

INCOME	2011	2010
Membership dues	919,954	900,073
Contracts and grants	328,635	137,899
Conferences and Meeting	15,800	111,253
LEADHER Programme	0	80,000
Innovation Fund	0	15,000
Publications	105,772	76,579
Other income	123,928	137,575
TOTAL INCOME	1,494,089	1,458,379
EXPENDITURE	2011	2010
Staff Costs (Salaries, Consultants and Social Charges)	910,975	872,134
Programme Activities and Conferences	261,248	261,067
Administrative Board and Committees	40,000	35,055
Administration and Office Costs	143,934	138,364
Other charges	25,714	4,766
TOTAL EXPENDITURE	1,381,871	1,311,386
RESULT	112,218	146,993

Explanatory note of financial results

In general IAU total revenue and expenditure has remained stable for the financial year 2011. IAU has once again managed to secure an annual surplus which is due to continued maintenance of membership fees for the year 2011 (as well as for the previous years) and an increase in revenue from publications.

In addition the income from contracts and grants was higher than forecast in the budget for 2011.

Renewed support from Swedish International Development Agency (Sida) saw a new agreement signed for 4 years.

IAU has continued to build a reserve, which stood at € 300,000 at the end of the year under review.



COMING UP IN 2012!



 **14th IAU General Conference**
 San Juan, Puerto Rico, USA
 27 to 30 November 2012

**Higher Education and the Global Agenda:
 Alternative Paths to the Future**

 Are Higher Education Institutions addressing and contributing to the challenges facing humanity?

 How and where are dominant funding models steering higher education and research today?

 Is globalization setting a new agenda for internationalization of higher education?

Co-organized and hosted by:

www.iau-aiu.net

27-30 November 2012

IAU 14th General Conference
*- Higher Education and the Global Agenda-
 Alternative Paths to the Future*

Inter American University of Puerto Rico, San Juan, USA, 27-30 November 2012





IAU ADMINISTRATIVE BOARD, SECRETARIAT AND INTERNATIONAL UNIVERSITIES BUREAU

Chaired by the President of the IAU, the Administrative Board is made 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. Elections for the new Administrative Board will take place at the IAU 14th General Conference in November 2012.



the IAU Administrative Board 2008 – 2012

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IAU PERSONNEL

Over the past year, IAU was pleased to welcome Frederic Frison, from the Université Paul Verlaine, France, who worked on translation, during his internship with the Association (May to July 2011).

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