The EAIE is the European centre for knowledge, expertise and networking in the internationalisation of higher education. As a member-led association, our mission is to help our members succeed professionally and to contribute to developments in international higher education from a European perspective.
With this year marking the EAIE’s 25th anniversary, key figures who have played a direct role in the Association and its core mission over the years gathered to celebrate in March 2014 with an interactive seminar exploring the ethics and economics of international higher education.
We released two publications in honour of this milestone. A collection of 25 essays, *Possible futures* looks ahead to the next 25 years of international higher education. The EAIE Anniversary event e-book provides an overview of major themes from the interactive seminar.
International student mobility driven by imbalances in the global higher education system?
— Dirk Van Damme, Directorate for Education and Skills, OECD, France
Read more »

Ethics & economics in international education: it’s all about the money
— EAIE
Read more »

Possible Futures: The next 25 years of the internationalisation of higher education
— EAIE
Read more »

Strategically positioning the EHEA in a global world
— Ellen Hazelkorn, Dublin Institute of Technology, Ireland
Read more »

We are becoming more global
— Simon Marginson, University of Melbourne, Australia
Read more »

Probable and preferable futures of internationalisation
— Jane Knight, University of Toronto, Canada
Read more »
WHAT IS YOUR VISION FOR THE FUTURE OF INTERNATIONAL HIGHER EDUCATION?

“One educational world. One quality standard. One opportunity for all equally!”

— Suthasinee Sangkhum, Rangsit University, Thailand
Thank you to our speakers for their contributions.
TOP-CLASS TRAINING FOR INTERNATIONAL EDUCATORS

THE EAIE ACADEMY
## Spring Academy
**7-11 April 2014**

<table>
<thead>
<tr>
<th>Host institutions</th>
<th>Number of participants</th>
<th>Countries represented</th>
<th>Number of courses</th>
<th>Number of newcomers</th>
<th>Member attended</th>
<th>Number of trainers</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Hague University of Applied Science, The Netherlands</td>
<td>145</td>
<td>19</td>
<td>10</td>
<td>52%</td>
<td>46%</td>
<td>22</td>
</tr>
</tbody>
</table>

## Autumn Academy
**17-21 November 2014**

<table>
<thead>
<tr>
<th>Host institutions</th>
<th>Number of participants</th>
<th>Countries represented</th>
<th>Number of courses</th>
<th>Number of newcomers</th>
<th>Member attended</th>
<th>Number of trainers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budapest Business School, Hungary</td>
<td>110</td>
<td>17</td>
<td>11</td>
<td>57%</td>
<td>47%</td>
<td>22</td>
</tr>
</tbody>
</table>

### Brand New Courses
- International strategic enrolment management: keys to success
- How to market your institution through student-generated digital content
- Strategic internationalisation for business schools: a quality management perspective
- Building the university brand to compete for students, resources and reputation
- Survival tools for joint doctoral programme planning and administration
## Our Very First Webinars

- Ensuring fair grades for mobile students: grade conversion in a nutshell
- International Staff Training Weeks: how to make them a success
- Key tactics for marketing your summer programme
- Playing the detective: spotting fraud in Chinese diplomas
- Using Google Analytics to prove the ROI of your university’s online marketing
- Creating a social media community that every student wants to join

<table>
<thead>
<tr>
<th>WEBINARS</th>
<th>Number of Participants</th>
<th>Countries Represented</th>
<th>Number of Webinars</th>
<th>Number of Hours</th>
<th>Number of Trainers</th>
<th>Origin of Trainers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>133</td>
<td>23</td>
<td>6</td>
<td>6.5</td>
<td>12</td>
<td>6</td>
</tr>
</tbody>
</table>

**Brand New This Year**
“The world community strives for sustainable development which requires people with an open and creative mind. The new generation understands this and sees intercultural experiences and cooperation as a way to achieve this.”

— Johannes Hasselt, Saxion University of Applied Science, the Netherlands
This year, our member magazine, *Forum*, continued to deliver topical reports and features on the internationalisation of higher education.
Internationalisation of Higher Education

An EAIE Handbook

Summer Schools in Europe

The culmination of a trend or the start of another?

By Jeroen Ternebaek & Edwin van Rest

We added to our in-depth knowledge base of all the major topics in the internationalisation of higher education, including more issues of the Handbook, our very first e-book and more news, takeaways and commentaries on the EAIE blog.
CONNECTING OUR COMMUNITY VIA SOCIAL MEDIA
Join in the social buzz

- **5000+ followers**
- **7200+ fans**
- **6000+ members**

**UP TO**
- **500 retweets/month**
- **25 195 clicks/month**

**4000+**
- #EAIE2014 tweets in the conference week
- 5000+ engaged users in the conference week

**4000+**
- #EAIE2014 tweets in the conference week
- 5000+ engaged users in the conference week
What is your vision for the future of international higher education?

“I think there is no stop to internationalisation – it will grow beyond expectation. We need to increase the level of cultural understanding and remove [any] judgmental approach when looking at internationalisation.”

— Suad Alhalwachi, Education Zone, United Arab Emirates
THE EAIE BAROMETER

This is the first study to map the internationalisation of higher education in Europe from practitioners’ perspectives. The full report will be unveiled in 2015 and will focus on:
- The current state of affairs regarding internationalisation in EHEA countries
- Key developments and challenges in the field
- Skills requirements/specific needs of staff involved in international education

“The EAIE Barometer aims at feeling the pulse of internationalisation. It will reveal the trends and challenges of internationalisation of higher education in Europe and throw light on their impact on our daily work.”

— Sara López Selga, Universitat Pompeu Fabra, Spain
ZOOMING IN ON STUDENT SUCCESS

SPOTLIGHT SEMINAR

EAIE SPOTLIGHT SEMINAR
Berlin 1-2 December 2014
HELPING STUDENTS SUCCEED
CORE ELEMENTS OF STUDENT SUPPORT
THE EAIE SPOTLIGHT SEMINAR

The first ever Spotlight seminar was a new thematic event providing a platform for sharing best practice, research and policy on all aspects of student services and support:
• Access & inclusion
• Career services
• Guidance & counselling
• Study abroad

119 participants
95 newcomers
40 speakers
12 parallel sessions
Host institution: FREIE UNIVERSITÄT BERLIN
Organised by EAIE Expert Communities: ACCESS, EMPLOI, PSYCHE and SAFSA

“It was an excellent opportunity to exchange knowledge and practice with colleagues and discuss the topics in depth.”
— Agnes Sarolta Fazekas, Eotvos Lorand Science University, Hungary
EUROPEAN NETWORK OF GLOBAL MINDS

OUR MEMBERS
2014 MEMBERSHIP

2738 members

11% increase from 2013

1015 new members

EAIE ELECTIONS (2014–2016 LEADERSHIP)

75 elected volunteer positions

9790 votes cast for all positions

30% of the membership voted

READ MORE ABOUT OUR LEADERS

EAIE Election results are revealed
Read more »

Looking back at trends in higher education: thoughts from the EAIE President
Read more »

Get to know the new EAIE Vice-President
Read more »

New EAIE President is centre stage
Read more »
Involvement opportunities

**MENTORSHIP PROGRAMME**
- 26 mentors/mentees
- 12 countries

**CONFERENCE SESSION EVALUATORS**
- 38 conference session evaluators
- 90 sessions evaluated
EXPERT COMMUNITIES

EAIE members participate and collaborate in Expert Communities, groups providing state-of-the-art content and quality assurance for all of the EAIE’s activities. They represent EAIE member interests and provide support, networking opportunities and resources for professionals working in specific areas of international higher education.

www.eaie.org/expert-communities
WE WOULD LIKE TO SAY

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Green Cockatoo, Network of Catalan Universities, Spain

Institutional Award for Innovation in Internationalisation
Coventry University, UK

Rising Star Award
Jennifer Valcke, Université Libre De Bruxelles, Belgium

Tony Adams Award for Excellence in Research
Elspeth Jones, Emerita Professor of the Internationalisation of Higher Education, UK

Transatlantic Leadership Award
John Hudzik, Michigan State University, USA

President’s Award
Linda Johnson, International Institute of Social Studies/Erasmus University, the Netherlands
MANY THANKS TO ALL THE OTHER INDIVIDUALS WHO VOLUNTEERED THEIR TIME IN 2014

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### ASSETS (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td>218,122</td>
<td>308,294</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>238,995</td>
<td>233,405</td>
</tr>
<tr>
<td>Cash</td>
<td>5,028,328</td>
<td>3,500,025</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>5,267,324</td>
<td>3,733,430</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>5,485,446</td>
<td>4,041,724</td>
</tr>
</tbody>
</table>

### EQUITY AND LIABILITIES (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings prior years</td>
<td>3,607,959</td>
<td>2,969,897</td>
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<tr>
<td>Result current year</td>
<td>1,214,128</td>
<td>638,062</td>
</tr>
<tr>
<td><strong>OVERHEAD COSTS</strong></td>
<td>4,822,087</td>
<td>3,607,959</td>
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<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td>663,359</td>
<td>433,765</td>
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<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td>5,485,446</td>
<td>4,041,724</td>
</tr>
</tbody>
</table>

### INCOME (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td><strong>ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference, exhibition, Professional Development Programme</td>
<td>4,796,976</td>
<td>4,479,356</td>
</tr>
<tr>
<td><strong>MEMBERSHIP DUES &amp; SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees and services</td>
<td>592,362</td>
<td>518,341</td>
</tr>
<tr>
<td><strong>OTHER INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>177,673</td>
<td>83,267</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>5,567,011</td>
<td>5,080,964</td>
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### EXPENDITURE (EUR)

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<th>2013</th>
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<tbody>
<tr>
<td><strong>ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference, exhibition, Professional Development Programme</td>
<td>1,882,951</td>
<td>2,115,092</td>
</tr>
<tr>
<td><strong>MEMBERSHIP SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees and services</td>
<td>103,255</td>
<td>135,833</td>
</tr>
<tr>
<td><strong>OVERHEAD COSTS</strong></td>
<td>2,366,677</td>
<td>2,191,977</td>
</tr>
<tr>
<td><strong>TOTAL COSTS</strong></td>
<td>4,352,883</td>
<td>4,442,902</td>
</tr>
<tr>
<td>Operating income</td>
<td>1,214,128</td>
<td>638,062</td>
</tr>
<tr>
<td><strong>RESULT</strong></td>
<td>1,214,128</td>
<td>638,062</td>
</tr>
</tbody>
</table>

---

**Revenue from activities**

- Conference: 63%
- Exhibition: 18%
- Membership dues & services: 10%
- Professional Development Programme: 6%
- Other income (publication, advertising, etc): 3%

**Total revenue growth**: +10%

**Conference revenue growth**: +6%

**Membership fees growth**: +4%

**Total equity and liabilities growth**: +11%
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