The year 2021 was a year ruled by the ebbs and flows of the pandemic tide. Living and working with the ongoing uncertainty demanded flexibility and quick responses from us all. Staying ahead of the curve and anticipating the needs of the community was essential to the EAIE’s goal to remain relevant and provide support for professionals working in international higher education.

This year, our community tackled significant challenges and took advantage of many opportunities with great dynamism and solidarity. The COVID-19 pandemic continued to dominate the news and impact the EAIE’s in-person activities, nevertheless our virtual events calendar was flourishing throughout the year. The EAIE 2026 strategy was the guiding compass for the year as the Association found creative ways to bring the sector together to discuss and share experiences, as well as address the challenges of the day; offer training and resources; amplify voices; and back them up with data and research.

EXPLORING NEW WAYS OF CONNECTING
The year started with a new group membership offer that enabled multiple individuals from the same institution to become members for a reduced fee. Inclusion remains an important EAIE value and through group membership, the Association could widen its reach and welcome new members to the community. Despite the limitations on travel still in place, the EAIE events calendar began on a high note. The Community Summit: The impact imperative took place in mid-March with more than 750 participants who joined four interactive sessions over two days. In early Spring, it also became apparent that the difficult decision had to be made, once again, to postpone the Annual Conference & Exhibition, planned for Gothenburg in September. Preparations began for the second iteration of the Community Exchange: virtual conference and exhibition in September. There were many lessons learned from 2020’s successful edition and
they informed the majority of the decisions and developments for the 2021 event.

Part of our mission to enable the sector is to develop digital services that spotlight high-quality content and support networking in the community. Trialling various digital tools in the lead-up to the Community Exchange, gave insight into the best ways to keep our audience engaged. Experimentation is at the heart of progress and innovation, thus the EAIE started a series of short pilot events called ‘Coffee and content’ focusing on virtual networking around a specific topic. It was a valuable opportunity to test the interest and preferences of EAIE members as well as facilitate various communities of practice to come together on a regular basis.

Alongside the Community Summit and the Coffee and content sessions, the EAIE Online Academy kicked off with courses delivered virtually, harnessing the EAIE Academy brand and its pool of trainers. There were eight courses in total, and the most popular courses on implementing virtual exchange and student wellbeing ran multiple times over the course of year showing a great interest in various types of virtual activities and a need to address these specific topics during the pandemic.

Exploring new ways of connecting and staying curious about the multitude of formats available made each EAIE activity feel fresh and offered more to participants than just a ‘Zoom’ presentation.

BRAVER WAYS FORWARD
The Community Exchange: Bolder. Braver. Go. was the culmination of many months of trialling virtual formats and gauging the community’s needs. More than 2000 participants from 70 countries gathered to learn, share, network and be inspired. Over the course of four days, the online programme embraced the theme of ‘Bolder. Braver. Go.’ and participants had plenty of opportunities to connect with others in enriching and dynamic ways. Keynote speeches from Mary Robinson, Xiuhtezcatl Martinez and Jordan Nguyen gave everyone an energy boost and the motivation to make a difference in the world.

Overall, the Community Exchange brought the sector together in new ways as emphasis was placed on interactivity and catering to various learning styles. The energy and enthusiasm of the participants was an inspiration to us as an Association and reinforced our belief that the international education community is filled with individuals who are eager to make a difference and be agents of change.

TAPPING INTO THE COMMUNITY’S EXPERTISE
Providing a platform for sharing knowledge, experiences and best practices in times of crisis has proven to be one of the most important services that the EAIE can offer its community. In 2021, the EAIE made a wide range of resources available thanks to the expertise of its members and a line-up of inspiring speakers who shared their insights on topics at the heart of international education. Through the podcast and Community Moment webcasts, the EAIE continued to amplify the voices in the community with guest speakers from all corners of the international education sector.

EAIE publications such as Forum magazine, Pathways to practice, the EAIE blog, as well as a special edition blog series of the Conference Conversation Starter kept our members and the
The EAIE also published the results of a snapshot survey on exchange mobility and a snapshot report on international admission in the autumn of 2021. Translating survey data into these reports provided valuable insights on the far-reaching impact of the pandemic and the mobility of degree-seeking students in the European Higher Education Area and beyond.

Every piece of writing came from the members of the community willing to dedicate their time and effort to contribute to the urgent task to share information and knowledge in uncertain times.

**BOLDER ACTIONS NOW**

In November 2021, the COP26 conference in Glasgow showed the compelling need for all sectors of society to embrace bold and brave actions. The theme of the Community Exchange in September already embraced it as a call to action for the international education sector, and many sessions as well as the keynotes addressed the topic of climate crisis and the urgent need to take action.

Within our community, this clear sense of urgency to act sustainably and contribute to the sustainability agenda has generated momentum and began to inform our policies and practices in tangible ways. The EAIE was delighted to contribute to the November 2021 CANIE COP26 Climate Action Week Leaders Forum. In the same month, the EAIE convened a half-day hackathon on environmental sustainability. This activity focused on surfacing a tangible set of short and longer-term ideas for concrete action to address the community’s need for information, resources and learning and networking opportunities.

**MOVING FORWARD TOGETHER**

The pandemic has impacted us all on a professional and personal level, and we are still in the process of rebuilding. In 2021, as we began new initiatives, experimented with fresh ideas and launched activities for the first time, we were supported by a global community united by a powerful vision of a world in which international education connects diverse perspectives and fosters greater understanding. There was an effervescent energy in the sector to recover and reinvent based on the lessons learned from two years working, learning and teaching remotely. As an Association, we aim to enable the sector and provide a platform for new ideas to flourish - in 2021 this was achieved in many ways. At the end of the year, there was a light at the end of the tunnel and renewed optimism that in 2022 we will see each other face to face again in Barcelona.

The EAIE Board, with the support and commitment of the General Council, Committees, Expert Communities and Office staff, harnessed the creative energy of our network and encouraged everyone to be braver and bolder moving forward. We are grateful to the vibrant EAIE community for making 2021 yet another successful year full of lively (virtual) connections.

–THE EAIE BOARD
YEAR IN REVIEW: EAIE EVENTS AND ACTIVITIES
2021 EAIE COMMUNITY EXCHANGE: BOLDER. BRAVER. GO.

2000+ participants from 70 countries

17,800 hours spent interacting on the Community Exchange platform

70 hours of live and on-demand content around 10 topics

600+ exhibitors, and 50 exhibiting organisations

KEYNOTE SPEAKERS

Mary Robinson
Former President of Ireland, Former UN Special Envoy on Climate Change

Xiuhtezcatl Martinez
Indigenous climate activist, hip-hop artist

Jordan Nguyen
Innovative engineer for humanity, CEO and founder of Psykinetic
EAIE ONLINE ACADEMY

The EAIE launched Online Academy training courses, expanding the EAIE Academy and offering eight courses on current topics in 2021. Popular topics included implementing virtual exchange and student mental health and wellbeing, highlighting the need for skills and expertise in these areas as a result of the COVID-19 pandemic.

- LAUNCHING VIRTUAL EXCHANGE AT YOUR INSTITUTION (4 ITERATIONS)
- PROVIDING EFFECTIVE RESPONSES TO MENTAL HEALTH CHALLENGES FACED BY INTERNATIONAL STUDENTS (2 ITERATIONS)
- BEST PRACTICES IN EVALUATING FOREIGN CREDENTIALS
- SUCCEEDING IN INTERNATIONAL STUDENT RECRUITMENT WITH CONTENT MARKETING

385 participants
50 training hours
The Community Moment webcast became a staple of the EAIE activities calendar providing regular check-ins for the community centred on an interactive discussion with an expert speaker from the field of international education.

**MOVING FORWARD WITH THE NEW TURING SCHEME**
With Vivienne Stern
Universities UK International

**SPRINGING INTO CLIMATE ACTION**
With Pii-Tuulia Nikula
Climate Action Network for International Educators - CANIE, New Zealand

**STUDENT EXCHANGE 2020–2021: WHERE DO WE STAND?**
With Kostis Giannidis
Erasmus Student Network, Belgium

**CONGRATULATIONS, GRADUATES! WHAT NEXT?**
With Nannette Ripmeester
Expertise in Labour Mobility, the Netherlands
The EAIE podcast celebrated its first anniversary in September 2021 and continued to provide insights into internationalisation’s hottest topics from around the globe all throughout the year. With a new episode published bi-weekly, host Laura Rumbley sat down with a special guest from various sectors within the field and beyond.
Most–read blog:
Erasmus+: 6 updates to be aware of for the 2022 call for proposals

PUBLICATIONS

86 EAIE blog posts

3 Issues of Forum

OTHER PUBLICATIONS

SPRING
Europe and the global south

SUMMER
Mobility in the balance

WINTER
Internationalisation for all
CELEBRATING THE SECTOR’S SUPERHEROES

2021 EAIE AWARD WINNERS

Award for Excellence in Internationalisation
University of Pécs
Hungary

Award for Vision and Leadership
Vivienne Stern
Universities UK, UK

Award for Outstanding Contribution
Kees Kouwenaar
Vrije Universiteit Amsterdam, the Netherlands

President’s Award
Kimmo Kuortti
Oulu University of Applied Sciences, Finland
THANK YOU

Thank you to all the volunteers who shared their expertise with the EAIE in 2021.

And thank you to the EAIE Office staff for their dedication to accepting the challenge of fighting Zoom fatigue again in 2021.
THANK YOU TO THE FOLLOWING INDIVIDUALS FOR THEIR CONTRIBUTION AND SUPPORT TO THE ASSOCIATION THROUGHOUT THE YEAR

**EAIE BOARD**
- Michelle Stewart (President), University of Strathclyde, UK
- Piet Van Hove (Vice-President), University of Antwerp, Belgium
- Anna Grönlund, University of Jyväskylä, Finland
- Damiano Pinnacchio, University of Rome Tor Vergata, Italy
- Michael Rosier, University of Hertfordshire, UK

**GENERAL COUNCIL**
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- Agnes Sarolta Fazekas, Eötvös Loránd University, Hungary
- Marie Heraughty, Edge Hill University, UK
- Sari Horn, LAB University of Applied Science, Finland
- Joanna Kartasiewicz, Institute of Physical Chemistry Polish Academy of Sciences, Poland
- Kees Kouwenaar, Vrije Universiteit Amsterdam, the Netherlands
- Joanna Kumpula, Tampere University, Finland
- Unni Kvernhusvic Sagberg, Diku, Norway
- Edyta Lachowicz-Santos, University of Economics in Katowice, Poland
- Agata Mannino, University of Padova, Italy
- Stephen Orme, Navitas, the Netherlands
- Sabine Pendl (Immediate Past-President), University of Graz, Austria
- Beer Schröder, ICE – Internationalisation Consultancy in Education, the Netherlands
- Aisling Tiernan, Independent Education Consultant, Ireland
- Marleen van der Ven, Utrecht University, the Netherlands
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Hans-Georg van Liempd, Tilburg University, the Netherlands
Stephen Williams, Nottingham Trent University, UK

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Francisco de Borja Martin Garrido, Universidad Loyola Andalucía, Spain
Simone Hackett, The Hague University of Applied Sciences, the Netherlands
Dora Longoni, Università degli Studi di Padova, Italy
Esko Koponen, University of Helsinki, Finland
Rachel MacSween, IDP Connect, UK

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Oksana Chernenko, National Research University - Higher School of Economics, Russian Federation
Marine Condette, AACSB International, the Netherlands
Joachim Ekstrom, Uppsala University, Sweden

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Jos Beelen, The Hague University of Applied Sciences, the Netherlands
Lucia Brajkovic, The World Bank (WB), Croatia
Ragnhild Solvi Berg, DIKU/Norcore Brussels, Belgium

ADMISSION AND RECOGNITION (Expert community)
Ceren Genc (Chair), SPARK, the Netherlands
Marina Malgina, NOKUT – Norwegian Agency for Quality Assurance in Education, Norway
Marlies Overbeek, Navitas, the Netherlands
Simone Ravaiol, Digitary, Italy
Emeric Abrignani (Associate), KEDGE Business School, France

ALUMNI RELATIONS (Expert community)
Jan Geerts (Chair), Erasmus University Rotterdam, the Netherlands
Gretchen Dobson, Academic Assembly, Australia
Sandra Rincón, Holland Alumni Network, the Netherlands
Karin Bennmarker (Associate), SLU, Sweden
Maria Gallo (Associate), KITE – Keep in Touch Education, Ireland
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Eva Haug-Panneman, Amsterdam University of Applied Sciences, the Netherlands
Alfonso Diaz (Associate), University of CEU Cardenal Herrera, Spain

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Thierry Villard, University of Bordeaux, France
Juliane Terpe, HTW Dresden-University of Applied Sciences, the Netherlands
Mirjam Hauck (Associate), The Open University, UK
Arum Perwitasari (Associate), ETS Global, the Netherlands

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Herwig Dämon, University of Liechtenstein, Liechtenstein
Kimmo Kuortti, Oulu University of Applied Sciences, Finland
Mats Engblom, University of Helsinki, Finland
Tomas Bengtsson, University West, Sweden
Magdalena Kozula, Independent/ Fulbright grantee, Poland
Thomas Wilmot, Studee, UK
Ilaria Bossi (Associate), Università Cattolica del Sacro Cuore, Italy
Alejandra Otero (Associate), NEO Academy, USA
EXPERT COMMUNITIES

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Adriana Pérez Encinas, Universidad Autónoma de Madrid, Spain
Anne Sophie Hokkanen, University of Helsinki, Finland
Virginia van der Wel, Breda University of Applied Sciences, the Netherlands
Louise Staunton, Trinity College Dublin, Ireland
Charissa van Mourik (Associate), Radboud University, Nijmegen School of Management, the Netherlands

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Elena Vinci, Linnaeus University, Sweden
Sabine Sainte-Rose, Université Grenoble Alpes, France
Uwe Brandenburg, Global Impact Institute s.r.o., Czech Republic
Claire Cox, Griffith College, Ireland
Jeroen Ouburg, Wageningen University & Research, the Netherlands
Dyane Koreman, Fontys Dance Academy, the Netherlands

SUMMER SCHOOLS
Alexander Heinz (Chair), King’s College London, UK
Alice Nieboer, Radboud University, the Netherlands
Adriana Lazic, University of Ljubljana, Slovenia
THANK YOU TO ALL THE OTHER INDIVIDUALS WHO VOLUNTEERED SO MUCH OF THEIR TIME IN 2021

Tibor Ágotai, Eötvös Loránd University, Hungary
Ruben Avila Rodriguez, International LGBTQI Youth & Student Organisation, Belgium
Phil Baty, Times Higher Education (THE), United Kingdom
Larissa Bezos, Canadian Bureau for International Education, Canada
Rajika Bhandari, Rajika Bhandari Advisors, India/USA
Robert Buttery, University of Applied Sciences and Arts Northwestern Switzerland, Switzerland
Alexandar Clark, KU Leuven and Una Europa, Belgium
Hamish Coates, Institute of Education at Tsinghua University, China
Catherine Comiskey, Trinity College Dublin and CHARM-EU, Ireland
Bojana Ćulum Ilić, University of Rijeka, Croatia
John Delap, Princeton University, USA
Hala Dimechkie, The American University of Beirut, Lebanon
Nico Evers, Council of International Schools, the Netherlands
Thomas Farnell, Institute for the Development of Education, Croatia
Kostis Giannidis, Erasmus Student Network, Spain/Belgium
Didi Griffioen, Amsterdam University of Applied Sciences, the Netherlands
Phil Honeywood, International Education Association of Australia, Australia
Fiona Hunter, Centre for Higher Education Internationalisation, Italy
Maria Kelo, European Association for Quality Assurance in Higher Education, Belgium
Sarah Lamaison, Dioxycle, France
Sara Lopez-Selga, Pompeu Fabra University (UPF), Spain
Inma Martinez, Imperial College London, UK
Robin Matross Helms, American Council on Education, USA
Mette Morsing, UN Global Compact, Denmark/US
Pii-Tuulia Nikula, Climate Action Network for International Educators, New Zealand
Helena Nordenstedt, Karolinska Institutet, Sweden
Sinead O’Gorman, Scholars at Risk, Ireland
Matjaž Pečovnik, European University Sports Association, Slovenia
Nanette Ripmeester, Expertise in Labour Mobility, the Netherlands
Anna-Maria Salmi, University of Helsinki, Finland
Tatjana Söding, Erasmus by Train, Germany
Vivienne Stern, Universities UK International, UK
Bernhard Streitwieser, George Washington University, USA
Ellen Toet, Avans University of Applied Science, the Netherlands
# FINANCIALS

## BALANCE SHEET AT 31 DECEMBER 2021

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>€69,465</td>
<td>€124,741</td>
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<tr>
<td>Financial fixed assets (investments)</td>
<td>€2,495,370</td>
<td>€1,917,729</td>
</tr>
<tr>
<td><strong>TOTAL FIXED ASSETS</strong></td>
<td>€2,564,835</td>
<td>€2,042,470</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>€1,327,376</td>
<td>€706,484</td>
</tr>
<tr>
<td>Cash</td>
<td>€4,862,332</td>
<td>€6,186,381</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>€6,189,708</td>
<td>€6,892,866</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>€8,754,543</td>
<td>€8,935,336</td>
</tr>
</tbody>
</table>

### EQUITY & LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESERVES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserves prior years</td>
<td>€7,309,617</td>
<td>€8,383,612</td>
</tr>
<tr>
<td>Reserves current year</td>
<td>-€242,223</td>
<td>-€1,073,995</td>
</tr>
<tr>
<td><strong>TOTAL RESERVES</strong></td>
<td>€7,067,394</td>
<td>€7,309,617</td>
</tr>
<tr>
<td><strong>CURRENT &amp; NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>€1,687,149</td>
<td>€1,625,719</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY &amp; LIABILITIES</strong></td>
<td>€8,754,543</td>
<td>€8,935,336</td>
</tr>
</tbody>
</table>
## FINANCIALS

### INCOME AND EXPENDITURE AT 31 DECEMBER 2021

#### 2021 REVENUE (%)

- Community Exchange: 56%
- Membership dues: 1%
- Publications, sales & other: 16%
- Training & other events: 23%
- Other income: 4%

#### INCOME

<table>
<thead>
<tr>
<th>Income Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference, exhibition, training, publications</td>
<td>€1,106,062</td>
<td>€608,997</td>
</tr>
<tr>
<td>Membership dues</td>
<td>€419,987</td>
<td>€364,210</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total income</td>
<td>€1,807,684</td>
<td>€1,109,588</td>
</tr>
</tbody>
</table>

#### EXPENDITURE

<table>
<thead>
<tr>
<th>Expenditure Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct expenses from activities</td>
<td>€478,193</td>
<td>€762,613</td>
</tr>
<tr>
<td>Operational costs</td>
<td>€1,610,851</td>
<td>€1,904,050</td>
</tr>
<tr>
<td>Total costs</td>
<td>€2,089,044</td>
<td>€2,666,663</td>
</tr>
<tr>
<td>Result before income tax</td>
<td>-€281,360</td>
<td>-€1,557,076</td>
</tr>
<tr>
<td>Income tax</td>
<td>-€39,137</td>
<td>-€483,081</td>
</tr>
<tr>
<td>Net result</td>
<td>-€242,223</td>
<td>-€1,073,995</td>
</tr>
</tbody>
</table>
The EAIE is the European centre for knowledge, expertise and networking in the internationalisation of higher education. We are one community, working together to drive responsible international higher education now and in the future.