A YEAR OF ADAPTABILITY, RESILIENCE AND COMMUNITY
MESSAGE FROM THE EAIE BOARD

The year 2020 was unlike any other in the history of our Association. Despite the challenges the year presented, we were very fortunate to have a supportive and resilient community, strong leadership and a solid new strategy that helped support and guide us through the turbulent and changing times. The COVID-19 pandemic had a significant impact on every single one of us—on our personal and professional lives, on the international higher education sector and society. It was a year that profoundly changed the way we work and interact. Working from our home offices may have kept us at a physical distance from each other. Still it also brought us together in new ways and made us appreciate the resilience of connections within our passionate EAIE community.

The year started on a high note in February when EAIE volunteers met for our annual Joint Leadership Meeting in Barcelona and for what would prove to be the last physical meeting in 2020. Shortly after, the 2020–2022 EAIE Elections occurred which saw 130 current EAIE members put themselves forward for a variety of volunteer leadership roles. Following three weeks of voting in April, 84 candidates from 22 countries were elected to volunteer positions in the joint leadership. A big vote of thanks goes out to everyone who put themselves forward and volunteered in the elections. The new cohort of volunteer leaders officially started their term in September 2020, amid a virtual handover and farewell to the outgoing volunteers.
AN ANCHOR IN UNCERTAIN TIMES
September 2020 also marked the launch of the new EAIE Strategy 2026 – the result of engagement, consultation and collaboration over the past two years. The strategy supports our vision of an equitable world and it will influence and guide the direction of the EAIE over the next six years. Despite the many changes and unknowns we as a society were all facing in 2020, the strategy served as an anchor and compass for the Association, and continues to do so as we move forward.

CONNECTION AT THE HEART OF TRANSFORMATION
As Europe and the rest of the world went into lockdown early in the year, we found that the best way we could adapt and enable the sector was by working together and drawing on our community’s wealth of expertise. The EAIE fully pivoted to digital by offering virtual moments for connection through the new Community Moment webcasts and the first two-day Community Summit: The year ahead. The response to these online initiatives was extremely encouraging and positive, and showed that the international education community was in need of interactions with one another more than ever. As an organisation, we learned that connection and support are what makes the EAIE strong and should remain at the heart of our transformation and growth. By extending our services to online events and activities, the EAIE also became more accessible and inclusive to audiences further and wider across the globe.

RESILIENCE, COMMUNITY AND SUPPORT
As the COVID-19 crisis evolved, the EAIE was dedicated to providing smart, timely and relevant content to support the international education community in Europe and beyond. A COVID-19 impact survey was conducted in February, and the subsequent report was published a few weeks later detailing the consequences of the lockdown in the international education sector. Other EAIE publications, such as Forum editions on ‘Digitalisation’ and ‘Resilience in uncertain times’ and the weekly EAIE blog, focused on providing information and resources for navigating the COVID-19 crisis. Likewise, in September, the new EAIE podcast was launched to bring to life the voices, perspectives and ideas within the world of international education by sitting down with a range of guest speakers and exploring a hot topic every two weeks.

One of the most difficult decisions of the year came with the postponement of the Annual Conference and Exhibition in Barcelona, which was met with much understanding and support from the community and the wider sector, despite the disappointment of not meeting in person. Building on the success of the new digital activities provided the impetus and feedback to offer the brand-new Community Exchange in October 2020, an event that attracted 1600 participants from 57 countries.

A COMMUNITY HUNGRY FOR KNOWLEDGE
The Community Exchange was the culmination of many months of work collaboratively. From home offices around the world, the first-ever virtual EAIE conference and exhibition showed the international education community was hungry for the knowledge and connections usually enjoyed at the Annual EAIE Conference & Exhibition. Through video meetings and interactive break-out discussions, insights flowed as the programme and theme looked at what we can do as a sector every day to forge more creative pathways forward. Popular keynote speaker Seth Godin provided a timely reminder that as a sector we need to make real and emotional connections with our students and peers, and most importantly, make those who want to be part of the learning journey feel welcome.
WE DID IT TOGETHER

While recognising the extent of the pandemic and toll it has taken on so many, 2020 was a year that underlined the importance of our work as international educators. As professionals, the desire to make an impact and encourage change are the driving forces behind many of the new ideas and innovations in the field. And as an Association, we aspire to enable our sector the best way we can, which was our driving force in 2020.

The EAIE Board, with the support and commitment of the General Council, Committees, Expert Communities and Office staff, helped to steer the EAIE in previously unexplored waters and encouraged everyone in the community to embrace the unknown through one of the most challenging years of late. We were only able to accomplish these goals in 2020 with the help and support of the wonderful EAIE community.

—THE EAIE BOARD
After an extensive collaborative process between stakeholders in the sector, volunteer leaders, members and EAIE staff, the new EAIE strategy was launched in September 2019. United by our vision, we are building an ecosystem where fresh ideas and best practices can flourish and shape the field of internationalisation. This new plan outlines our strategic focus until 2026.

THE EAIE WILL

• **Enable the sector**
  Be the premier platform enabling the international education sector to flourish and evolve

• **Influence and engage**
  Communicate the power and potential of international education to serve society

• **Demonstrate impact**
  Drive responsible and impactful international education

**Our vision**

is an equitable world in which international education connects diverse perspectives and fosters greater understanding.
YEAR IN REVIEW: EAIE EVENTS AND ACTIVITIES
2020 EAIE COMMUNITY EXCHANGE: FORGING CREATIVE PATHWAYS

KEYNOTE SPEAKER: Seth Godin
Author and marketing guru

KEYNOTE SPEAKER: Kai Kight
Composer and violinist

KEYNOTE SPEAKER: Inma Martinez
Digital pioneer, AI scientist

1600+ participants from 57 countries
650 hours of meetings over 3 days
16,000 hours spent on the Community Exchange platform
120 speakers
EAIE COMMUNITY MOMENTS

To better serve the community during the 2020 lockdown, the EAIE launched the new Community webcast. These short, regular check-ins provided a moment for the community to come together to discuss a topic with an expert speaker from the field of international education.
In August, the long-waited EAIE podcast hit airwaves, with a new release coming every two weeks. Host Laura Rumbley sat down with a special guest to unpack some of the hot topics in internationalisation in 2020.

Aminata Cairo: The stories we tell
For the inaugural episode of the EAIE podcast, diversity and inclusion consultant Aminata Cairo joined the kick-off to discuss the stories we tell and how they matter.

Ine Vandecasteele: The future of Europe’s cities
European Commission Scientific Officer Ine Vandecasteele discussed how higher education can help guide our cities to a more sustainable and equitable future.

Allan Goodman: AI and student mobility
President and CEO of the US-based Institute of International Education Allan Goodman provided some insight into how artificial intelligence might be leveraged in support of student mobility in the not-so-distant future.

Robert Coelen: Reflections on Resilience
Professor Robert Coelen joined the EAIE podcast to share some insights from his 23 days spent in a COVID-induced coma and his reflections on the meaning of ‘resilience’ in the challenging times we’re living in.

Josep Vilalta: Higher ed and the SDGs
Director of the Global University Network for Innovation Josep Vilalta discusses what the SDGs mean to international higher education and what higher education means to the SDGs.

David Crosier: It’s all in the numbers
Higher Education System and Policy Analyst David Crosier discusses how leveraging the right kind of data can offer key insights into the work we do in international higher education.

David Julien: Postcard from the Americas
David Julien, Executive Director of a region-wide higher education association, explained how their members are focusing on solidarity, creativity and innovation to find ways forward through uncharted territory.

Goski Alabi & Orla Quinlan: Africa’s internationalisation agendas
Goski Alabi and Orla Quinlan, two prominent women in international higher education in Africa, talked about how the pandemic has spurred innovation in African universities.

Inma Martinez: Digital transformation 2021
Scientist Inma Martinez weighed in on key issues of how technology can support the work of higher education, and how real human needs and interests sit at the heart of all technological innovation.
Most-read blog: How higher education institutions can respond to COVID-19

Coping with COVID-19: International higher education in Europe

Pathways to practice: Supporting international doctoral students

Mobility advising: Guidelines for good practice
THANK YOU

Thank you to everyone who contributed their energy and support to the EAIE in 2020.

Thank you to all furry co-workers who’ve helped the volunteers and EAIE staff make it through 2020.
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
Gabriele Abermann, EHEA Expert, Austria
Agnes Sarolta Fazekas, Eötvös Loránd University, Hungary
Marie Heraughty, Léargas, Ireland
Sari Horn, LAB University of Applied Science, Finland
Joanna Kartasiewicz, Kozminski University, Poland
Kees Kouwenaar, Aurora Universities Network, the Netherlands
Joanna Kumpula, Tampere University, Finland

Unni Kvernhusvic Sagberg, Diku, Norway
Edyta Lachowicz-Santos, University of Economics in Katowice, Poland
Agata Mannino, Università degli Studi di Trieste, 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, Advice Services Higher Education (ASHE), Ireland
Marleen van der Ven, Utrecht University, the Netherlands
COMMITTEES & EXPERT COMMUNITIES

AWARDS AND TALENT COMMITTEE
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Dana Petrova, Czech National Agency for International Education (DZS), Czech Republic
Hans-Georg van Liempd, Tilburg University, the Netherlands
Stephen Williams, Nottingham Trent University, UK

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Diederich Bakker, Hanze University Groningen, the Netherlands
Katja Nieminen, The University of Sheffield, UK
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, University of York, UK

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Agnes Leyrer, Central European University, Austria
Angelos Stefanidis, Xi’an Jiaotong-Liverpool University, China
Oksana Chernenko, National Research University - Higher School of Economics, Russian Federation

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Han Aarts, Maastricht University, the Netherlands
Jos Beelen, The Hague University of Applied Sciences, the Netherlands
Lucia Brajkovic, The World Bank (WB), Croatia

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Ceren Genc (Chair), Utrecht University, the Netherlands
Marina Malgina, NOKUT – Norwegian ENIC-NARIC Center, Norway
Marlies Overbeek, Navitas, the Netherlands
Simone Ravaioli, Digitary, Italy
Emeric Abrignani (Associate), Abdullah Gül University (AGU), Turkey

ALUMNI RELATIONS (Expert community)
Jan Geerts (Chair), Het Onderwijsdomein, the Netherlands
Gretchen Dobson, Global Engagement Specialist, Australia
Sandra Rincón, Holland Alumni Network, the Netherlands
Karin Bennmarker (Associate), SLU, Sweden
Maria Gallo (Associate), KITE - KEep in Touch Education, Ireland
EXPERT COMMUNITIES

BUSINESS EDUCATION
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Ann Kristin Calisch, BI Norwegian Business School, Norway
Mojca Maher Pirc, University of Ljubljana, Slovenia
Anna Pellegrino, LUISS University, Italy

EMPLOYABILITY
Marije Bedaux (Chair), Leiden University, the Netherlands
Jim Campbell, Abertay University, UK
Elke van der Valk, Fontys University of Applied Sciences, the Netherlands
Karol Ovesný (Associate), WorkSpace Europe, Slovak Republic
Tue Mikkelsen (Associate), University College of Northern Denmark, Denmark

GUIDANCE AND COUNSELLING
Stephanie Griffiths (Chair), King’s College London, UK
Bibiane Freunberger-Rendl, Psychological Counselling Services for Students, Austria
Jessica Price, Culturally Sensitive Trainings & Psychotherapy, Germany
Marijke van Oppen, Wageningen University, the Netherlands

COOPERATION FOR DEVELOPMENT
Erich Thaler (Chair), University of Basel, Switzerland
Alicia Betts, University of Girona, Spain
Tewodros Kebede, Fafo Institute for Labor and Social Research, Norway
Annika Sundbäck-Lindroos, Finnish National Agency for Education, Finland
Michelle Greene (Associate), Fontys International Business School, the Netherlands
Olga Selezenova (Associate), HSE University, Russian Federation

HEALTH AND WELFARE EDUCATION
Rene Teunissen (Chair), Erasmus University Rotterdam, the Netherlands
Sedef Erçetin, Green Crescent, Turkey
Karen Gustafsson, Karolinska Institute, Sweden
Emrys Gerritse (Associate), Oslo Metropolitan University, Norway

EUROPEAN COLLABORATIVE PROGRAMMES
Mirko Varano (Chair), KTH Royal Institute of Technology, Sweden
Adam Lipski, Frankfurt University of Applied Sciences, Germany
Amanda Cramer, Swiss National Agency Movetia, Switzerland
Celine Nygaard, University of Stavanger, Norway
Rui Branco Lopes, Coimbra Health School Polytechnic of Coimbra, Portugal
Anna Stina Sinisalo (Associate), University of Helsinki, Finland
Kathrin Theurillat (Associate), Israel National Erasmus+ Office, Israel
EXPERT COMMUNITIES

INCLUSION AND DIVERSITY
Marija Mitic (Chair), Lifelong Learning Platform, Belgium
Riitta Kataja, University of Oulu, Finland
Dominique Montagnese, SIHO – Support Center Inclusive Higher Education, Belgium
Beyza Ünal (Associate), TED University, Turkey

INTERNATIONALISATION AT HOME
Tanja Reiffenrath (Chair), Georg-August University Goettingen, Germany
Katarina Aškerc Zadravec, Ljubljana School of Business, Slovenia
Eveke de Louw, The Hague University of Applied Sciences, the Netherlands
Eva Haug-Panneman, Amsterdam University of Applied Sciences, the Netherlands
Alfonso Diaz (Associate), University of CEU Cardenal Herrera, Spain

LANGUAGE AND CULTURE
Joanne Pageze (Chair), Université de Bordeaux, France
Stella Saliari, Utrecht University, the Netherlands
Andrea Wehrli, Bern University of Applied Sciences, the Netherlands
Thierry Villard, Institut Universitaire de Technologie 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

MARKETING AND RECRUITMENT
Betrand Laborde (Chair), Independent, the Netherlands
Olga Krylova, HSE University St. Petersburg, Russian Federation
Herwig Dämon, University of Liechtenstein, Liechtenstein
Kimmo Kuortti, University of Helsinki, Finland
Mats Engblom, University of Helsinki, Finland
Tomas Bengtsson, University West, Sweden
Magdalena Kozula, Boston College, USA
Thomas Wilmot, Studee, UK
Ilaria Bossi (Associate), Università Cattolica del Sacro Cuore, Italy
Alejandra Otero (Associate), NEO Academy, USA
EXPERT COMMUNITIES

MOBILITY ADVISING
Claire O’Leary (Chair), University of Warwick, UK
Tiina Piipponen, Metropolia University of Applied Sciences, Finland
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

STRATEGY AND MANAGEMENT
Yulia Grinkevich (Chair), HSE University, Russian Federation
Elena Vinci, Linnaeus University, Sweden
Sabine Sainte-Rose, Aurora University Network, the Netherlands
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
Adrijana Lazic, University of Ljubljana, Slovenia
THANK YOU TO ALL THE OTHER INDIVIDUALS
WHO VOLUNTEERED SO MUCH OF THEIR TIME IN 2020

Petek Batum, Sabanci University, Turkey
Guillaume Blaess, Audencia Business School, France
Jennifer Borde, University of Bordeaux, France
Alva Brun, Ministry of Foreign Affairs, Finland
Elisabeth Brunner-Sobanski, FH Campus Wien, Austria
Robert Butter, FHNW - University of Applied Sciences and Arts Northwestern Switzerland, Switzerland
Fabrizio Buttò, Politecnico Di Milano - Head of PhD School, Italy
Rahul Choudaha, GMAC, USA
Philip Conroy, Pirimid Strategies, USA
Carmela Criseo, CC International, the Netherlands
Mark Cunnington, Study Group, UK
Nadia D’Alton, University College Dublin, Ireland
Laurent de Potter, Université de Liège, Belgium
Duleep Deosthale, Global Specialists Inc, USA
Mathias Falkenstein, XOLAS, Germany
Irina Ferencz, Academic Cooperation Association (ACA), Belgium
Marc Gebuis, Babel/Summer Schools in Europe.eu, the Netherlands
Marybeth Gruenewald, Educational Credential Evaluators Inc, USA
Frank Haber, Jacobs University Bremen, Germany
Evelien Hack, Leiden University Medical Center, the Netherlands
James Kennedy, University of Yangon, UK
Akos Kiraly, Lancaster University Leipzig/Navitas, Germany
Peter Kerrigan, German Academic Exchange Service, USA
Markus Laitinen, University of Helsinki, Finland
Sara Lopez Selga, Universitat Pompeu Fabra, Spain
Raimonda Markeviciene, Vilnius University, Lithuania
Wessel Meijer, Radboud University, the Netherlands
Hanne-Gerd Nielsen, Universities Norway, Norway
Mark Norrish, Anglia Ruskin University, UK
Roberto Napoli, University of Trento, Italy
Arnold Persoon, Navitas, the Netherlands
Nidhi Piplani-Kapur, Symbiosis International Deemed University, India
Mihai Sebea, Independent Consultant, Romania
Serge Sych, Central European University, Hungary
Jaroslaw Tomaszewski, WSB University of Applied Sciences, the Netherlands
Marlie van Dun, Breda University of Applied Sciences, the Netherlands
Richard Versmissen, Hogeschool Utrecht, the Netherlands
Andries Verspeeten, Ghent University, Belgium
Christian Yeomans, The University of Edinburgh, UK
# FINANCIALS

## BALANCE SHEET AT 31 DECEMBER 2020

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIXED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>€124,741</td>
<td>€170,838</td>
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<tr>
<td>Financial fixed assets (investments)</td>
<td>€1,917,729</td>
<td>€1,861,025</td>
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<tr>
<td>TOTAL FIXED ASSETS</td>
<td>€2,042,470</td>
<td>€2,031,863</td>
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<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
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<tr>
<td>Receivables</td>
<td>€706,484</td>
<td>€769,985</td>
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<tr>
<td>Cash</td>
<td>€6,186,381</td>
<td>€6,936,274</td>
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<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>€6,892,866</td>
<td>€7,706,258</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>€8,935,336</td>
<td>€9,738,120</td>
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</table>

### EQUITY & LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESERVES</td>
<td></td>
<td></td>
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<tr>
<td>Reserves prior years</td>
<td>€8,383,612</td>
<td>€6,789,573</td>
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<tr>
<td>Reserves current year</td>
<td>-€1,073,995</td>
<td>€1,594,038</td>
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<tr>
<td>TOTAL RESERVES</td>
<td>€7,309,617</td>
<td>€8,383,611</td>
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<tr>
<td>CURRENT &amp; NON-CURRENT LIABILITIES</td>
<td>€1,625,719</td>
<td>€1,354,508</td>
</tr>
<tr>
<td>TOTAL EQUITY &amp; LIABILITIES</td>
<td>€8,935,336</td>
<td>€9,738,120</td>
</tr>
</tbody>
</table>
INCOME AND EXPENDITURE AT 31 DECEMBER 2020

2020 REVENUE (%)

- Community Exchange: 52%
- Membership dues: 33%
- Publications, sales & other: 1%
- Training & other events: 12%
- Other income: 2%

INCOME

<table>
<thead>
<tr>
<th>Income Type</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference, exhibition, training, publications</td>
<td>€608,997</td>
<td>€7,185,027</td>
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<tr>
<td>Membership dues</td>
<td>€364,210</td>
<td>€637,680</td>
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<tr>
<td>Other income</td>
<td>€136,381</td>
<td>€247,210</td>
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<tr>
<td><strong>Total income</strong></td>
<td><strong>€1,109,588</strong></td>
<td><strong>€8,069,917</strong></td>
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</table>

EXPENDITURE

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>2020</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Direct expenses from activities</td>
<td>€762,613</td>
<td>€2,779,914</td>
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<tr>
<td>Operational costs</td>
<td>€1,904,050</td>
<td>€3,183,249</td>
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<tr>
<td><strong>Total costs</strong></td>
<td><strong>€2,666,663</strong></td>
<td><strong>€5,963,163</strong></td>
</tr>
<tr>
<td>Result before income tax</td>
<td>-€1,557,076</td>
<td>€2,106,754</td>
</tr>
<tr>
<td>Income tax</td>
<td>-€483,081</td>
<td>€512,716</td>
</tr>
<tr>
<td><strong>Net result</strong></td>
<td><strong>-€1,073,995</strong></td>
<td><strong>€1,594,038</strong></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.