Exponential growth at the EAIE
Gudrun Paulsdottir

A year of positive change
Leonard Engel

Largest ever EAIE Conference
Lisa MacPherson

A brand new training activity
Ruth Graf

Digital enhancements & publications
Elise Kuurstra

Financial report 2011

Professional Sections

Special Interest Groups

Thank you
Dear members, partners and staff,

As in the past, you have once again contributed to a fantastic year, a year which featured a successful launch of the EAIE Academy and a record-breaking conference, among many other positive developments.

The Presidency has completed a full cycle under the new governance structure, adjusting and tweaking procedures to make them work as smoothly as possible. We finalised the merger with the European Forum for Student Guidance and Counselling (FEDORA) in the autumn, and as a result of that merger, we now have a new Professional Section, Psychological Counselling in Higher Education (PSYCHE). I welcome all the former FEDORA members and look forward to combining our efforts to add value to the EAIE.

The visibility of the EAIE grew over the course of 2011, not only through activities carried out by the EAIE Leadership but also, to a very large extent, through efforts made by EAIE members, Professional Sections and Special Interest Groups, in the form of articles, presence and presentations at different meetings and conferences. We were also invited to participate in consultations, policy discussions and projects in greater depth than ever before. All these activities are signs of recognition of the expertise within the Association.

We have also deepened our cooperation with some of our sister organisations. We are conducting an interesting leadership survey with IEAA; we will re-launch the transatlantic dialogue together with AIEA; and as a result of our participation in the MODERN project, we have a more focused cooperation with ESMU. Our partnership with ETS also moved forward this year and will be evident in future sessions, training courses and publications.

Thank you all for contributing to what we have become. Thank you for your willingness to discuss and give input to the different activities we initiated and carried out, and to the decisions we made. It has been my pleasure serving as President for the past two years!
2011 was a year with many positive changes for the EAIE Office. The new financial, membership and events systems were fully implemented. The benefits of the financial system and the hiring of an in-house bookkeeper proved to be highly valuable. Additionally, the 2011 audit was executed without any challenges. The new membership and events database went live in time for the opening of registration for the Copenhagen conference, and add-ons to the database have provided additional functionality and streamlining of various administration processes.

The year also saw us embark on building a completely new website, to be launched in Spring 2012. We expect the new website will enable the EAIE to better realise its goals and to better serve our members.

The Academy was successfully launched in Valencia in November 2011, with positive feedback from participants and trainers and we will certainly continue with this great initiative.

The EAIE took over the role of sole Editor of the Handbook *Internationalisation of European Higher Education* and a special Editorial Board was set up to deliver high quality articles that are useful for our members and others working in the field. The *Occasional Paper 23: Democratising knowledge for global development* was published and distributed to our members during the EAIE Annual Conference.

The Copenhagen Conference was a big success, not only with a record number of participants but also a sold-out exhibition. The feedback from participants regarding the entire event was very encouraging. Financially, the conference turned out to be an unequalled success. This is for the main part caused by the numbers, but also the result of renegotiated contracts and very strict budget control.

All in all, the EAIE is in a good shape. We have a financially sound basis to keep working on our mission and vision and we are recognised by many as the European centre of expertise for internationalisation of higher education.
Largest ever EAIE Conference
Lisa MacPherson, Conference Manager

The largest ever EAIE Conference, held in Copenhagen from 13–16 September, attracted more than 4000 professionals in the field of international higher education for four dynamic days of networking, exchanging ideas and developing participants’ knowledge and skills. The 18% increase in participants from the previous year was well catered for, with over 140 sessions and workshops and a handful of exciting poster sessions to choose from. The EAIE also introduced new dialogue sessions in Copenhagen – high level, interactive sessions designed to instigate profound discussions amongst the panellists and audiences. These created quite the buzz and will appear again in future conferences.

Copenhagen also saw the EAIE’s largest Exhibition, growing 44% in size from 2010 and hosting more than 300 institutions from 40 countries.

The conference put the Danish higher education system in the spotlight and offered participants the chance to visit one of 20 institutions. The official conference partner of 2011, the Copenhagen Business School, hosted the first day of the conference giving the participants a glimpse of their facilities.

Famous Danish figures, Christian Stadil and Stine Bosse, opened and closed the conference in style, rousing audiences with their inspirational and motivating speeches during the event’s plenaries.

The impressive numbers of the 2011 Conference reinforce the EAIE’s position as the major player in international higher education in Europe. Ensuring quality in all aspects of the conference is at the heart of all conference preparations. From venue selection to ensuring the programme is dynamic and relevant to the expanding number of participants, the EAIE remains committed to making quality our top priority.

All eyes are now on Dublin where the EAIE will hold its 24th Annual EAIE Conference in the newly built and impressive Convention Centre Dublin (The CCD), from 11–14 September 2012.
2011 has been a successful and exciting year for the EAIE’s training activities. Not only have we expanded our programme portfolio and increased our overall participation by 39%, we have also launched a brand new training activity, the EAIE Academy!

With the Academy, we aim to create a new intercultural learning environment for higher education professionals worldwide by remaining true to our core training principles of peer learning and knowledge sharing in an international setting. Featuring a flexible training programme with a wide range of topics, the Academy takes place at one location over one week in the spring and autumn of each year. All courses, run by our international, highly-skilled EAIE trainers, provide cutting-edge information and practical solutions, and offer participants the opportunity to benchmark their own institutional experiences with those of others. While class sizes remain small and personal, participants have the opportunity to network with all Academy attendees throughout the week, and become part of the EAIE Academy Alumni community.

The Universidad Politècnica de València was the host of our first Academy in November 2011. The programme featured a number of new courses such as ‘Benchmarking internationalisation’, and offered some of our core courses like ‘International Master degree admissions’, ‘Managing an international office’, and ‘Internationalisation at Home’. For over 60% of participants, the EAIE Academy was their first ever EAIE event. This not only proves EAIE’s reputation as a reliable and high quality training provider, but also reflects our aim of reaching new target audiences and markets.

In addition to the EAIE Academy, we also introduced a new peer learning activity for vice-rectors, deans, and international directors. The course ‘Developing university strategies for internationalisation in a global context’ addresses the main issues in international strategy development.

In 2012, the EAIE Academy will be welcomed by the cities of Gothenburg and Porto and will feature a number of new courses such as ‘Crisis management’, ‘Teaching in the intercultural classroom’ and many more!
THE FIRST EAIE ACADEMY IN VALENCIA, SPAIN, FROM 14-18 NOVEMBER 2011

18 TRAINING COURSES, 273 PARTICIPANTS FROM 28 COUNTRIES, 35 TRAINERS AND SPEAKERS

Photography by Roberto Roca Hurtuna for the EAIE
2011 was an important year for the EAIE in laying the groundwork for a more professional website and set of e-services. The EAIE conducted a survey at the beginning of the year to discover what non-members and members look for in terms of a new website and services such as our range of printed publications. One unanimous request was for the EAIE to publish a wider range of information about developments and best practice from the field. Based on these findings, the EAIE undertook a variety of projects in 2011.

The EAIE member magazine, Forum continued to develop in quality in 2011 with some strategic changes planned for 2012 to cater for an increasingly diverse membership. Forum highlights included interviews with Jo Ritzen, former Vice-President of the World Bank and outgoing President of Maastricht University; James Pagès, CEO of Universia – a collaborative network of universities united by their Latin American connections; and Christian Stadil, keynote speaker at the Copenhagen Conference and owner of Hummel, a Danish-based sportswear company.

The 23rd volume in the Occasional Paper series was published in time for the 2011 conference. Democratising knowledge for global development: the role of European higher education institutions, edited by Han Aarts, Tor Halvorsen & Peter Taylor, encourages higher education institutions to tackle global development challenges through informed strategies.

In 2011, the EAIE took over as sole Editor of the Handbook Internationalisation of European Higher Education, published by Raabe Academic publishers. The EAIE successfully published three new supplements under the guidance of a strong, truly international Editorial Board consisting of: Myrna Magnan, retired from Université Paul Cezanne, France; Minna Söderqvist, Kymenlaakso University of Applied Sciences, Finland; Frank Wittmann, Zurich University of Applied Sciences, Switzerland; and chaired by EAIE Vice-President, Hans-Georg van Liempd.

In 2012, we will continue to bring greater value to our members and professionals in international higher education through the launch of the new website, our new blog, and e-newsletter.
A NEW OCCASIONAL PAPER AND 3 NEW SUPPLEMENTS FOR THE HANDBOOK WERE PUBLISHED

PLANNING BEGAN FOR A BRAND NEW EAIE WEBSITE
## Balance Sheet

*on 31 December 2011*

### ASSETS (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td>121,795</td>
<td>53,490</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account receivable</td>
<td>236,283</td>
<td>62,611</td>
</tr>
<tr>
<td>Accounts Receivable-other</td>
<td>23,432</td>
<td>695</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>96,499</td>
<td>87,123</td>
</tr>
<tr>
<td></td>
<td>356,214</td>
<td>150,429</td>
</tr>
<tr>
<td>Cash</td>
<td>2,097,823</td>
<td>1,363,839</td>
</tr>
<tr>
<td></td>
<td>2,097,823</td>
<td>1,363,839</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>2,454,037</td>
<td>1,514,268</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>2,575,832</td>
<td>1,567,759</td>
</tr>
</tbody>
</table>

### EQUITY AND LIABILITIES (EUR)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EQUITY</strong></td>
<td>2,075,254</td>
<td>1,252,744</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>201,709</td>
<td>133,455</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>169,084</td>
<td>138,881</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>129,785</td>
<td>42,679</td>
</tr>
<tr>
<td></td>
<td>500,578</td>
<td>315,015</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td>2,575,832</td>
<td>1,567,759</td>
</tr>
</tbody>
</table>
# Income and Expenditure Statement

on 31 December 2011

## Income (EUR)

<table>
<thead>
<tr>
<th>Activities</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference, seminars, exhibition, training courses, workshops</td>
<td>3,850,679</td>
<td>2,879,173</td>
</tr>
<tr>
<td><strong>Membership Dues &amp; Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and electronic services, promotional and recruitment services</td>
<td>413,739</td>
<td>308,129</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td>29,055</td>
<td>8,957</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>4,293,473</td>
<td>3,196,259</td>
</tr>
</tbody>
</table>

## Expenditure (EUR)

<table>
<thead>
<tr>
<th>Activities</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference, seminars, exhibition, training courses, workshops</td>
<td>1,701,846</td>
<td>1,172,843</td>
</tr>
<tr>
<td><strong>Membership Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and electronic services, promotional and recruitment services</td>
<td>109,078</td>
<td>67,581</td>
</tr>
<tr>
<td><strong>Overhead Costs</strong></td>
<td>1,690,039</td>
<td>1,588,900</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td>3,500,963</td>
<td>2,829,324</td>
</tr>
</tbody>
</table>

| Operating income                               | 792,509    | 366,935    |
| **Result**                                     | 792,509    | 366,935    |
ACE
*Admissions Officers and Credential Evaluators*

The ACE track at the 2011 EAIE Conference showcased the networks that ACE is involved in: the European Commission, the ENIC-NARIC network, the Bologna Follow Up Group on Recognition (BFUG), and Digital Student Data Portability (DSDP). These represent the most influential organisations and networks in the fields that ACE is involved with regarding evaluation, recognition, and (digital student data) mobility. If asked to name one event that stood out, pride of place should go to the session ‘The hub of the universe’, where the US-based National Student Clearing House and the China Academic Degrees and Graduate Education Development Center (CDGDC) co-presented on their verification services. This was a first-time participation of a Chinese government agency at the EAIE Conference, with ensuing first-time session appearance. This bodes especially well for the Task Force DSDP, which has so far made it twice onto the pages of *Forum* magazine.

EBS
*Economics and Business Studies*

EBS had a good year in 2011. It had eight workshops and sessions at the EAIE Conference in Copenhagen on topics relevant, current and particular to Business School professionals, such as strategic partnering, international accreditation and corporate social responsibility and sustainability. Mark Drewell of GRLI was a keynote speaker at the EBS Opening Session. Attendance at the EBS Dinner at Ofelia in the Royal Danish Playhouse was the largest ever and there was also a networking reception before the dinner. This reception was well received and will be repeated in Dublin. The EBS Board has worked hard to involve a wider spectrum of EBS members at the conferences which was reflected in its list of speakers at EBS workshops and sessions in Copenhagen.

EDC
*Educational Cooperation with Developing Countries*

A highlight for EDC in 2011 was the publication of the EAIE Occasional Paper 23: *Democratising knowledge for global development: the role of European higher education institutions*, edited by Han Aarts, Tor Halvorsen and Peter Taylor. *Forum* magazine also featured a number of contributions from EDC affiliates. At the EAIE Conference in Copenhagen, EDC organised two workshops, 11 sessions and the EDC dinner with 50 participants. The EDC Opening Session, ‘University cooperation as a building stone in fragile states: the case of South Sudan’ was a relevant topic due to South Sudan gaining independence in July 2011. The EAIE strengthened its cooperation with African partner organisations in 2011, and EDC will continue to play an important role in this cooperation in the years to come.

EMPLOI
*Employability skills, careers guidance and international internships*

For the EAIE Conference in 2011, EMPLOI received many more workshop and session proposals than there was space for, providing the Professional Section with a very interesting selection to present during the conference in Copenhagen. The importance of careers guidance and counselling can be seen through
the increasing demand for information on the topics amongst international higher education professionals. Furthermore, a joint reception of INTAL and EMPLOI brought together a large number of visitors on the very first evening of the conference.

With the former members of the FEDORA Employment and Career Guidance Group (FECG) joining forces with fellow EMPLOI colleagues, the increasingly popular and important area of careers guidance and internship development received a boost in its representation within the EAIE professional development sections.

**IRM**  
*International Relation Managers*

The Professional Section *International Relations Managers* (IRM) continues to bring together EAIE members who are involved in strategic planning and have overall managerial, institutional, faculty or departmental responsibility for policy aspects of international higher education. In retrospect, 2011 was a very productive year for IRM. The Professional Section actively participated in all EAIE governance activities such as the Joint Leadership Meetings. With support from the EAIE leadership, IRM successfully initiated two new outreach projects regarding cooperation in Africa and the region around Turkey, which will continue into 2012.

IRM remained dedicated to supporting members in contributing their expertise by inviting affiliates to propose sessions and workshops and act as speakers at the EAIE Conference in Copenhagen. This support was also facilitated on the training level, as IRM developed and implemented new training courses for the first EAIE Academy and guided interested members in becoming EAIE trainers. The Professional Section was also active in social media, having both managed an IRM Facebook site and its LinkedIn Group.

**LICOM**  
*Languages for Intercultural Communication and Mobility*

LICOM’s aim has always been to serve the interests of its members. The balance between identifying new topics and continuing to inform on all different aspects of diverse languages and cultures in higher education is high on LICOM’s agenda.

English as the *lingua franca* has changed the everyday situation in classrooms of universities dramatically. Competitiveness in the labour market has forced HEIs to face the economic and cultural aspects of our changing society together with the linguistic effects of our common tools of communication.

When organising workshops and sessions or contributing to publications of the EAIE, the focus was on three areas: English as the *lingua academica* of today; intercultural aspects for teachers in higher education, and development of a training course for teachers in higher education. LICOM guarantees continuity and creativity when it comes to highlighting the aspects of languages and intercultural communication for higher educators worldwide.

**M&R**  
*Marketing and Recruitment*

M&R looks back on 2011 with great satisfaction. There continues to be a healthy demand for knowledge sharing and best practices in the field of international marketing and recruitment, as confirmed by well attended training sessions and by the EAIE Conference in Copenhagen, where the three M&R workshops were sold out and all of the sessions were very popular, receiving high ratings in the conference survey. The joint M&R/IRM/SAFSA reception during the conference drew a record number of over 600 affiliates. M&R has also been active on social media: the M&R LinkedIn group gathered even greater momentum in 2011, with more than 1200 members and increasingly lively discussions and postings.

**MOPILE**  
*Management of Programmes in Lifelong Education*

During the EAIE Conference in Copenhagen, MOPILE held its first reception for affiliates, providing an opportunity to meet and greet the MOPILE Board and to get acquainted with MOPILE’s mission and objectives. The MOPILE Opening Session, ‘The Erasmus Programme – current state of play and implications for the
future’ with Filip Van Depoele from the EC as the main speaker was a hot topic literally and figuratively. Literally as the room was packed and the debate afterwards was intense; figuratively as the EC sees Erasmus as an important tool to continue to contribute to the internationalisation of higher education. For many European higher education institutions – and thus for many MOPILE affiliates – European programmes remain at the heart of the internationalisation business.

**SAFSA**

*Study Abroad and Foreign Student Adviser*

At the EAIE Conference in Copenhagen, SAFSA offered a number of successful workshops and sessions, and more than 400 members turned up to hear the keynote speaker, Mitch Hammer at SAFSA’s Opening Session. SAFSA has also worked on several other promising projects and activities in the past year. These include a Mentorship Programme for affiliates who are new to the field, to establish a meaningful work relationship with an experienced international educator.

SAFSA offered two courses during the first EAIE Academy in Valencia: ‘Cultural Learning in Education Abroad’ and ‘Developing Intercultural Competence on Campus’, which had very positive evaluations.

Through collaboration with the International Education Association of Australia and the QS Intelligence Unit, SAFSA initiated a groundbreaking report on how over 10 000 employers globally value international education when recruiting. The EAIE co-presented the findings at a number of major international education conferences during 2011.
ACCESS
Access and Inclusion (formerly Disability Issues Worldwide)

ACCESS had a busy year in 2011. Its new name was accepted by the EAIE Board and put in place for the 2011 EAIE Conference. In March and October, ACCESS was invited by the European Commission to speak at the Erasmus National Agencies’ meeting about difficulties experienced by students with disabilities in participating in the Erasmus programme. There was strong interest in the questions raised and it remains a principal activity of the group to bring about concrete changes in this area.

In the spring, Adele Browne (ACCESS Board) published an article, Going the extra mile? in the EAIE Handbook Internationalisation of European Higher Education, which was later requested for circulation to the Erasmus National Agencies.

In July, ACCESS presented at the LINK conference in Antwerp and in September, ACCESS had a very successful EAIE Conference in Copenhagen with strong sessions, a well-attended dinner and a lively Opening Session.

FEDORA
Forum Européen de l’Orientation Académique/
European Forum on Student Guidance

In 2010, FEDORA became an EAIE Special Interest Group (SIG). In June 2011, FEDORA held a successful Summer University in Ioannina, Greece, during the course of which the membership voted unanimously for the merger of FEDORA with the EAIE. Certain subsections of FEDORA merged with existing EAIE Expert Communities: EMPLOI, SAFSA and ACCESS, and a new EAIE Professional Section was also established: Psychological Counselling in Higher Education (PSYCHE). PSYCHE aims to bring the content and the spirit of psychological guidance and counselling into more focus inside and outside the EAIE. It promotes the idea that counselling services have to be regarded as an indispensable part of higher education institutions and that successful academic learning implies personal growth and development. Given this holistic view of the student as a person, special attention has to be paid to the understanding of different cultures in the context of internationalisation.

HI
Health Internationalisation

The HI Opening Session at the EAIE Conference in Copenhagen was a success; after an interesting session, a lively discussion took place in which session topics for the coming years were discussed. The other HI session and the HI dinner were also both very well attended and very well received.

In 2011, for the very first time, HI had contact with the NAFSA Health Interest Group. Ideas were shared, and there are plans for the first combined session on internationalisation within health care professions in 2012.

There have been some changes in HI. Evelien Hack became the contact person and has been supported in her task since the conference in Copenhagen by Karin Frydenlund from Sweden and Johanna Tarvainen from Finland making HI now a truly international Special Interest Group.
In 2011, the Special Interest Group IaH introduced a new training course which was featured at the first EAI Academy (Valencia, November 2011): ‘Internationalisation at Home: effecting change in your university’, a 2.5 day course that was specifically developed to address the issues surrounding the implementation of Internationalisation at Home that many universities face.

Many institutions in Europe and beyond may now have included IaH in their policies but implementation is not progressing. The new training course therefore starts with a systemic analysis of the role of the participants in their organisations. This provides the basis to determine how they can most effectively support the process of implementing an international dimension in the programmes at their universities. The participants exchange experiences and discuss strategies to overcome obstacles in the implementation process and they write an action plan that identifies actions and strategic alliances with other stakeholders in the implementation process.

In 2011, NESS strengthened its ties with summer school organisers all over the world, to prepare for a lively and strong presence during the conference in 2012. During the 2011 EAI Conference in Copenhagen, NESS succeeded in its goal of inviting new speakers to take part in the conference, which led to a session on organising summer schools in different parts of the world that was highly appreciated by the audience. The conference of the North American Association of Summer Schools was visited to investigate the possibilities of deepening the relationship. A very successful training course on how to set up a successful summer school took place in Milan, Italy in June 2011. And to top this off, a toolkit on Summer Schools was written, due to be published in 2012.

Alongside its now established roundtable on researching international education at the EAI Conference, RIE, as a recently established Special Interest Group, celebrated a number of first-time events. Its first Opening Session at the conference, ‘Perils, pitfalls and opportunities in international education’ with Philip Altbach from the Boston College Centre of International Higher Education as the keynote speaker, drew in a packed audience. Stephen Wilkins, a PhD student from Bath University, was presented with the first Tony Adams Award for Excellence in Research, and a first reception was held for those interested in RIE.

Following the conference, Fiona Hunter and Hans de Wit, together with John Davies from the University of Bath, ran their first professional development event for academic and administrative decision-makers, ‘Developing university strategies for internationalisation in a global context’, at LUISS in Rome.

Keen to establish active partnerships with similar research groups, RIE also established contact with the International Education Research Network (IERN) in Australia and will explore other such links in the future.

2011 was a great year for INTAL. The number of EAIE members affiliated with INTAL has been steadily growing with more than 200 EAIE members who have registered their interest in INTAL. The membership of the INTAL LinkedIn group and Facebook page has grown almost 300% over the last year and now accounts for more than 270 active members. Quality sessions and workshops at the EAIE Conference, as well as professional training module have helped to make this growth sustainable. INTAL has put together an ambitious action plan for the upcoming years, in preparation for the next stage of the INTAL development.
Thank you

to the following individuals and organisations for their contribution and support to the Association in 2011

2011 CONFERENCE PARTNER INSTITUTION

Copenhagen Business School

2011 MAIN CONFERENCE SPONSORS

IELTS
ETS
City University of Hong Kong
Cambridge ESOL
Branding Denmark Fund
Copenhagen Business School
FundaciónUniversidad.es
QS
IDP
Airbus
UCN
British Council

2011 PROFESSIONAL DEVELOPMENT VENUES

Copenhagen Business School
Fundazione Intercultura Onlus
LUISS Guido Carli University
Maastricht University
Petrus Communication
Universidad Politécnica de Valencia
Università Cattolica del Sacro Cuore
Universitat Pompeu Fabra
University College Dublin
University of Trento
BOARD

**Gudrun Paulsdottir** *(President)*, Mälardalen University, Sweden  
**Hans-Georg van Liempd** *(Vice-President)*, Tilburg University, the Netherlands  
**Rositsa Bateson**, University of Abertay Dundee, UK  
**Timo Ahonen**, Lahti University of Applied Sciences, Finland  
**Dan Ole Faaborg**, University College of Northern Denmark, Denmark

GENERAL COUNCIL

**Bjørn Einar Aas** *(Past President)*, University of Bergen, Norway  
**Bettina Nelemans**, Universiteit Utrecht, the Netherlands  
**Marina Tesauro**, Università degli Studi di Roma ‘Tor Vergata’, Italy  
**Marjo van der Valk-Kuijpers**, Technische Universiteit Eindhoven, the Netherlands  
**Laura Howard**, University of Cadiz, Spain  
**Marie-José Albert-Batt**, Burgundy School of Business, Dijon, France  
**Delia de Vreeze**, Wageningen University, the Netherlands  
**Jeanine Gregersen-Hermans**, Maastricht University, the Netherlands  
**Stephen Orme**, Nuffic, The Hague, the Netherlands  
**Piet van Hove**, University of Antwerp, Belgium  
**Kathleen Van Heule**, University College Ghent, Belgium  
**Herman de Leeuw**, Dienst Uitvoering Onderwijs (DUO), the Netherlands  
**Gunilla (Gilla) Carlecrantz**, Malmö University, Sweden  
**Michael Rosier**, University of Hertfordshire, UK  
**Marit Egner**, University of Oslo, Norway  
**Sabine Pendl**, University of Graz, Austria  
**Feite Hindrik van Dijk**, University of Amsterdam, the Netherlands  
**Karin Klitgaard Møller**, University of Copenhagen, Denmark  
**Serge Schroef**, KATHO University College, Kortrijk, Belgium

PROFESSIONAL SECTION BOARDS

ACE  
**Herman de Leeuw** *(Chair)*, Dienst Uitvoering Onderwijs (DUO), the Netherlands  
**Duncan Hamshere** *(Co-Chair)*, Higher Education Solutions, Spain  
**Margit Schatzman**, Educational Credential Evaluators Inc, Milwaukee, USA  
**André Hesselbäck**, Uppsala University, Sweden

EBS  
**Michael Rosier** *(Chair)*, University of Hertfordshire, UK  
**Mathias Falkenstein** *(Co-Chair)*, ISEG School of Management Lille – Paris, France  
**Jelly Offereins**, HU Business School, Utrecht, the Netherlands  
**Marleen Triebiger**, EBS Universität Für Wirtschaft u. Recht, Oestrich-Winkel, Germany

EDC  
**Marit Egner** *(Chair)*, University of Oslo, Norway  
**Han Aarts** *(Co-Chair)*, University of Maastricht, the Netherlands  
**Elke van der Valk**, Casa De La India, Valladolid, Spain  
**Stefan Wellens**, VLIR-UOS, Brussels, Belgium
PROFESSIONAL SECTION BOARDS

EMPLOY
Serge Schroef (Chair), KATHO University College, Kortrijk, Belgium
Kirsten Williamson (Co-Chair), Petrus Communications, France
Bruno Woeran, DANUBE European Training, Research & Technology, Austria
Paul Blackmore, University of Exeter, UK

IRM
Gunilla (Gilla) Carlecrantz (Chair), Malmo University, Sweden
Duleep Deosthale (Co-Chair), Manipal University, India
Maria Gómez Ortueta, Universidad de Castilla-La Mancha, Spain
Ramon Ellenbroek, VU University Amsterdam, the Netherlands
Marina Casals Sala, Universitat Rovira i Virgili, Spain

LICOM
Sabine Pendl (Chair), University of Graz, Austria
Christian Timm (Co-Chair), Ulm University, Germany
Jenny Dalalakis, UN Women, USA
Zsuzsanna Sziklainé Gombos, Budapest University of Technology & Economics, Hungary

M&R
Mervin Bakker (Chair until September 2011), University of Amsterdam, the Netherlands
Feite Hindrik van Dijk (Acting Chair), BI Norwegian School of Management, Norway
Andrew Nicol (job-share), Hobsons, Kuala Lumpur, Malaysia
Christopher Price (job-share), MJD Consultancy Ltd, UK
Justyna Giezynska (job-share), Studybility.com, Poland
Christiane Roth (job-share), Università Bocconi, Italy
Arnold Persoon (job-share), Nyenrode Business University, the Netherlands
Maite Viudes (job-share), Universitat Pompeu Fabra, Spain

MOPILE
Kathleen Van Heule (Chair), University College Ghent, Belgium
Dora Longoni (Co-Chair), Politecnico di Milano, Italy
Morten Kielland, Oslo University College, Norway
Laura Paternoster, University of Trento, Italy
Albertine Zanting, Maastricht University, the Netherlands

SAFSA
Karin Klitgaard Møller (Chair), University of Copenhagen, Denmark
Ingrid Gehrke (Co-Chair), FH Joanneum GmbH, Austria
Barbara Boldt, Intercultural Management, Switzerland
Kevin Murphy, CEA Global Education, Firenze, Italy
Lea Senn, Università Cattolica del Sacro Cuore, Milan, Italy
SPECIAL INTEREST GROUP (contact persons)

Adele Browne (ACCESS), University of Sussex, UK
Evelien Hack (HI, job-share), Leiden University Medical Center, the Netherlands
Karin Frydenlund (HI, job-share), Lund University, Sweden
Johanna Tarvainen (HI, job-share), Lahti University of Applied Sciences, Finland
Jos Beelen (IaH), Amsterdam Institute of Education, the Netherlands
Serge Sych (INTAL), Central European University, Hungary
Inez Meurs (NESS, job-share), Hogeschool Utrecht University for Applied Sciences, the Netherlands
Edith Sepp (NESS, job-share), Tallinn University, Estonia
Fiona Hunter (RIE), Università Carlo Cattaneo LIUC Castellanza, Italy
Francien Bouhuijs (FEDORA), Leiden University, the Netherlands
Hans de Wit (RIE), School of Economics and Management, Hogeschool van Amsterdam, the Netherlands

AWARDS COMMITTEE

Hans-Georg van Liempd (Chair), Tilburg University, the Netherlands
Dan Ole Faaborg, University College of Northern Denmark, Aalborg, Denmark
Rositsa Bateson, University of Abertay Dundee, UK

CONFERENCE PROGRAMME COMMITTEE

Hans-Georg van Liempd (Chair), Tilburg University, the Netherlands
Gudrun Paulsdottir, Mälardalen University, Sweden
Duleep Deosthale, Manipal University, India
Michael Rosier, University of Hertfordshire, UK
Alex Metcalfe, University College Dublin, Ireland
Karin Klitgaard Møller, University of Copenhagen, Denmark
Thijs van Vugt, iE&D Solutions BV, the Netherlands

PROFESSIONAL DEVELOPMENT COMMITTEE

Fred Paats (Chair until February 2011), ITC, the Netherlands
Louise Stansfield (Chair), Helsinki Metropolia University of Applied Sciences
Metropolia Business School, Vantaa, Finland
Peter Kerrigan (Co-Chair), DAAD, USA
Hans-Georg van Liempd, Tilburg University, the Netherlands
Jeanine Gregersen-Hermans, Maastricht University, the Netherlands
Duncan Hamshere, Higher Education Solutions, Spain
Chantal Barry, Sciences Po Paris, France
Edilio Mazzoleni, Università Cattolica del Sacro Cuore, Italy

PUBLICATIONS COMMITTEE

Michael Cooper (Chair), European Access Network, Sweden
Linda Johnson, International Institute of Social Studies (ISS), the Netherlands
Laura Howard, University of Cadiz, Spain
Timo Ahonen, Lahti University of Applied Sciences, Finland
Laura Ripoll, Universitat de Girona, Spain