The Bo Gregersen Award for Best Practice was jointly given to the founding Board of the EAIE’s Marketing and Recruitment (M&R) Professional Section: Maite Vázquez, Christopher Price, Arnold Persoon and Thijj van Vugt. The Transatlantic Leadership Award was handed out to Giancarlo Spinelli. The Rising Star Award winners were Marina Casals Sala and Stephen Orme. The President’s Award was presented by Bjørn Einar Aas to Frans Lasson. Life Membership was awarded to John Reilly.

With the theme ‘Connecting Continents’ and the special focus on Latin America, Madrid was the ideal host for the conference. The EAIE welcomed large numbers of participants from Latin America and their presence was reflected throughout the programme and exhibition.

Building on this success, the focus is now on 2011 conference in Nantes. Bienvenue à tous.

BOARDS AND COMMITTEES

We would like to thank all board and committee members for their dedication to the EAIE in 2009.

BOARD (FORMER STEERING COMMITTEE)
Bjørn Einar Aas (President), University of Bergen, Norway, Gudrun Paulsdottir (Vice-President), Mälardalen University, Sweden, Bettina Nolaimans, Universiteit Utrecht, the Netherlands. Timo Ahonen, Lahti University of Applied Sciences, Finland. Marina Tesauro, Università degli Studi di Roma ‘Tor Vergata’, Italy.

GENERAL COUNCIL (FORMER EXECUTIVE BOARD)
Bjørn Einar Aas (President), University of Bergen, Norway, Gudrun Paulsdottir (Vice-President), Mälardalen University, Sweden, Bettina Nolaimans, Universiteit Utrecht, the Netherlands. Timo Ahonen, Lahti University of Applied Sciences, Finland. Marina Tesauro, Università degli Studi di Roma ‘Tor Vergata’, Italy. Christian Timm, ULM University, Germany. Marjo van der Valk-Kulipars, Technische Universität Eindhoven, the Netherlands. Ole Faaborg, NOEA. Denmark. Karin Klitgaard Møller, University of Copenhagen, Denmark. Christiane Roth, Università Bocconi, Italy. Kathleen Van Heule, University College Dublin, Ireland. Bettina Nelemans, Universiteit Utrecht, the Netherlands. Arnold Persoon and Thijs van Vugt. The Transatlantic Leadership Award was handed out to Einar Aas to Frans Lasson. Life Membership was awarded to John Reilly.

With the theme ‘Connecting Continents’ and the special focus on Latin America, Madrid was the ideal host for the conference. The EAIE welcomed large numbers of participants from Latin America and their presence was reflected throughout the programme and exhibition.

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PROFESSIONAL SECTION BOARDS
ACE Herman de Leeuw (Chair), the Netherlands. Margit Schatzman, USA. André Hussellbåck, Sweden. Duncan Hamilton, Spain. Stephan Orme, the Netherlands.

EBS Ole Faaborg (Chair), Denmark. Michael Rosier, UK. Marie-Jose Albert-Batt, France. Louise Stansfield, Finland.

EDC Laura Howard (Acting Chair), Spain. Han Aarts, the Netherlands. Mari Egner, Norway.

EMPLOI Marjo van der Valk-Kulipars (Chair), the Netherlands. Sjoerd Schroef, Belgium. Bruno Woeran, Austria. Kirsten Williamson, France.

IRM Gilla Carlecrantz (Chair), Sweden. Duleep Deosthale, USA. Maria Gómez Ortuzeta, Spain. Piet Van Hove, Belgium. Marina Casals Sala, Spain.

LCCOM Christian Timen (Chair), Germany. Jenny Dalalaks, the Netherlands. Sabine Pendl, Austria. Zuzanna Szkłane Gombos, Hungary. Ulla-Kristina Tuomi, Finland.

MAR Christiane Roth (Chair), Italy. Marvin Bakker, the Netherlands. Justyna Giezynska, Poland. Andrew Nicol, UK. Christopher Price, UK. Arnold Persoon, the Netherlands. Feite Hindrik van Dijk, Norway.

MOPEL Kathleen Van Heule (Chair), Belgium. Jytte Mansfeld, Denmark. Stian Hofslett Thøwes, Norway. Albertine Zanting, the Netherlands. Dora Longoni, Italy.

SAFSA Karin Klitgaard Møller (Chair), Denmark. Ingrid Gehrke (Associate Chair), Austria. Barbara Boldt, Switzerland. Astrid Elisabeth Revhaug, Norway. Ewa Derkowska-Rybicka, Poland.

SPECIAL INTEREST GROUP CONTACT PERSONS
NESS Sarah Osmrod, UK.
INTAL Serge Sych, Hungary.
IAH Jos Beelen, the Netherlands. HI Margit Sivinski, the Netherlands.
DIW Adele Browne, UK.

VALUABLE CLASSICS

Professional development for our membership, and international education professionals at large, is one of the main aims of the EAIE. With our programme international educators have direct access to the latest information on developments and world wide, and its impact on individual institutions.

Work is in progress to ensure a programme with added value for participants and their institutions offering: • a European and international context and audience; • the opportunity to benchmark their own institutional experiences with that of others; • direct access to the latest information on developments of higher education in Europe and world wide, and its impact on individual institutions.

We look forward to the 2011 programme, including new highlights as well as valued classics.

The professional development programme at large, is one of the main aims of the EAIE. With our programme international educators have the unique opportunity to learn from colleagues/experts/peers in the field and benefit from sharing experiences. Our programme offers a balance between the diversity of our membership and the rapidly changing requirements of professionals working in the field.

Over the years there has been a growing demand for professional development activities. However, whereas the conference continues to grow, the Professional Development Programme of 2009 did not expand as expected. Though our core programme is working and is highly appreciated by the participants even in times of budget cuts, other new events were less successful. This has stimulated us to continue our innovation of the Professional Development Programme.

The conference provided an important opportunity to recognise the work of EAIE members. The Constance Meldrum Award for Vision and Leadership in International Education was presented to Peter van der Hijden and Guy Hijmans.

110 sessions of the Professional Development Programme has stimulated us to continue our innovation cuts, other newer events were less successful.

The conference provided an important opportunity to recognise the work of EAIE members. The Constance Meldrum Award for Vision and Leadership in International Education was presented to Peter van der Hijden and Guy Hijmans.

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Looking back over the past ten years, it is evident that the EAIE braved a financial storm, and survived. The title "A Lasting Legacy" was given to the last Annual Report message from my hand, I wish the EAIE a wonderful journey further into our international world.

The legacy of 2009 will live on well into the next decade. 2009 was a year of transition and lasting change for the EAIE. The Office in Amsterdam is responsible for the EAIE’s membership administration, finances, annual conference and promotion of the Association and its activities. At the end of 2009, the EAIE Office was staffed by the following:

- **President**
- **Bjørn Einar Aas**
- **Director**
- **Alex Olde Kalter**
- **Relations Development Manager**
- **Vera De Hen**
- **Executive and Administration Assistant**
- **Hazel Dickens**
- **Communications Manager**
- **Anthony Foord**
- **Publications and Electronic Services Manager**
- **Ruth Graf**
- **Promotional and Recruitment Services Manager**
- **Sarah Green**
- **Executive and Administration Assistant**
- **Ellen Hoborwa**
- **Web Manager**
- **Jack Horio**
- **Finance and Human Resources Manager**
- **Gordana Stefanovic**
- **Conference and Training Assistant**
- **Alex Olde Kalter**
- **Jack Horio**
- **Gordana Stefanovic**

The reorganisation of both the Office and the Governance led to a decrease in equity in 2008 to roughly €870,000. The accountants indicated that this reduction still left an equity of just over €1 million for the not-for-profit association such as ours.

In 2009, the equity increased to nearly €900,000. With the leap to conference centres and other increased financial responsibilities, the next decade will require a balance between those obligations and the continual level of equity. An increase to €1.5 million is a sound target for the coming years, with which the EAIE can look forward to another financially healthy decade and the ability to absorb unavoidable future changes. Through the years, it has become clear that the biggest risk in life is not to take any risk at all! With this last Annual Report message from my hand, I wish the EAIE a wonderful journey further into our international world.

To mark the EAIE’s 20th anniversary in 2009, we published 'From pioneers to professionals', co-edited by Lars Fransson and Myrna Magnun, highlighting the remarkable growth of the Association over the last 20 years. This anniversary publication was launched at the EAIE conference in Madrid along with Occasional Paper 22: ‘Measuring success in the internationalisation of higher education’, edited by Hans de Wit.

Several other publications are currently in development for 2010 and beyond, including new volumes in the EAIE Professional Development Series for International Educators and in the Occasional Paper series. An overhaul of the EAIE website is also planned for 2010 as well as establishing a larger presence on various social media platforms. We look forward to offering more services and greater electronic networking opportunities for our members in the year ahead.

The following table shows the financial statement for the year ended 31 December 2009:

**In Income and expenditure statement on 31 December 2009**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>1,022,817</td>
<td>973,299</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>885,809</td>
<td>868,096</td>
</tr>
<tr>
<td>Other assets</td>
<td>137,008</td>
<td>105,203</td>
</tr>
<tr>
<td>Total assets</td>
<td>1,022,817</td>
<td>973,299</td>
</tr>
</tbody>
</table>

**LIABILITIES**

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>1,022,817</td>
<td>973,299</td>
</tr>
<tr>
<td>Debtor</td>
<td>14,791</td>
<td>11,063</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>13,203</td>
<td>22,401</td>
</tr>
<tr>
<td>Other receivables</td>
<td>10,279</td>
<td>7,786</td>
</tr>
<tr>
<td>Cash</td>
<td>920,661</td>
<td>848,791</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>1,395,018</td>
<td>1,322,714</td>
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</tbody>
</table>

**Income**

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other income</td>
<td>12,498</td>
<td>24,692</td>
</tr>
<tr>
<td>Total income</td>
<td>3,159,983</td>
<td>2,499,921</td>
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</table>

**Expenditure**

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference, seminars, exhibition, training courses, workshops</td>
<td>2,737,942</td>
<td>2,158,731</td>
</tr>
<tr>
<td>Other expenses and losses</td>
<td>35,397</td>
<td>72,658</td>
</tr>
<tr>
<td>Income and expenditure statement on 31 December 2009</td>
<td>1,395,018</td>
<td>1,322,714</td>
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**Balance sheet on 31 December 2009**

<table>
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**AC TIVITIES**

- Conference, seminars, exhibition, training courses, workshops
- Other expenses and losses

**MEMBERSHIP SERVICES**

- Publications and electronic services
- Promotional and recruitment services
- Promotional and recruitment services
- Other expenses and losses

**Overs Tor DE OVERHEAD COSTS**

- 1,395,018 | 1,322,714 |

**OPERATING INCOME**

- 3,306,873 | 2,646,137 |

**Operating income**

- 53,110 | 546,216 |

**RESULT**

- 17,713 | -218,874 |