

❖ A record 3800 participants from 80 countries were welcomed to the EAIE's 21st Annual Conference in Madrid. For four days participants networked, shared ideas and developed new and old partnerships. The conference offered more sessions and workshops than ever before as well as over 1600 m<sup>2</sup> of exhibition space – our largest exhibition to date.

World-renowned polar explorer and environmental activist, Robert Swan – the opening keynote speaker – received a standing ovation and excellent feedback. Closing keynote address, Màrius Rubiralta Alcañiz, Secretary General for Universities at the Spanish Ministry of Education, gave participants insight into the challenges faced by the Spanish higher education system today.

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 Haug.

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 Viudes, Christopher Price, Arnold Persoon and Thijs 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 Larsson. 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 the 2010 conference in Nantes. *Bienvenue à tous!*

## CONNECTING CONTINENTS - CONNECTING PEOPLE MADRID CONFERENCE

110 SESSIONS  
35 WORKSHOPS  
3 SEMINARS  
24 POSTER SESSIONS  
270 INSTITUTIONS  
40 COUNTRIES  
1600 m<sup>2</sup> EXHIBITION SPACE

1 EXECUTIVE FORUM  
4 MODULES  
12 TRAINING COURSES  
309 PARTICIPANTS  
FROM 43 COUNTRIES  
51 TRAINERS AND SPEAKERS

## VALUABLE CLASSICS PROFESSIONAL DEVELOPMENT PROGRAMME

❖ Professional development for our membership, and international education professionals at large, is one of the main aims of the EAIE. Within 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 newer events were less successful. This has stimulated us to continue our innovation of the Professional Development Programme.

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.

## 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 Nelemans**, Universiteit Utrecht, the Netherlands. **Timo Ahonen**, Lahti University of Applied Sciences, Finland. **Marina Tesauo**, 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 Nelemans**, Universiteit Utrecht, the Netherlands. **Timo Ahonen**, Lahti University of Applied Sciences, Finland. **Marina Tesauo**, Università degli Studi di Roma 'Tor Vergata', Italy. **Christian Timm**, Ulm University, Germany. **Marjo van der Valk-Kuijpers**, Technische Universiteit Eindhoven, the Netherlands. **Ole Faaborg**, NOEA, Denmark. **Karin Klitgaard Møller**, University of Copenhagen, Denmark. **Christiane Roth**, Università Bocconi, Italy. **Kathleen Van Heule**, University College Ghent, Belgium. **Herman de Leeuw**, Informatie Beheer Groep, the Netherlands. **Laura Howard**, University of Cadiz, Spain. **Gilla Carlecrantz**, Malmö University, Sweden.

### PROFESSIONAL SECTION BOARDS

**ACE** Herman de Leeuw (Chair), the Netherlands. **Margit Schatzman**, USA. **André Hesselbäck**, Sweden. **Duncan Hamshere**, Spain. **Stephen 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. **Marit Egner**, Norway.

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

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

**LICOM** Christian Timm (Chair), Germany. **Jenny Dalalakis**, the Netherlands. **Sabine Pendl**, Austria. **Zsuzsanna Sziklainé Gombos**, Hungary. **Ulla-Kristiina Tuomi**, Finland.

**M&R** Christiane Roth (Chair), Italy. **Mervin Bakker**, the Netherlands. **Justyna Giezyńska**, Poland. **Andrew Nicol**, UK. **Christopher Price**, UK. **Arnold Persoon**, the Netherlands. **Feite Hindrik van Dijk**, Norway.

**MOPILE** Kathleen Van Heule (Chair), Belgium. **Jytte Mansfeld**, Denmark. **Stian Hofstett Thowsen**, 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 Ormrod, UK.

**INTAL** Serge Sych, Hungary.

**IaH** Jos Beelen, the Netherlands.

**HI** Margit Sivirsky, the Netherlands.

**DIW** Adele Browne, UK.



BALANCING  
DIVERSITY

THE 2009 EAIE  
ANNUAL REPORT

TRAINING COURSES  
WORKSHOPS  
POSTER SESSIONS  
EXHIBITION SPACE  
SEMINARS  
INSTITUTIONS  
COUNTRIES  
DEVELOPMENT

MADRID CONFERENCE  
AWARDS  
SPECIAL INTEREST GROUPS  
WEBSITE  
MODULES  
MAGAZINE  
PAPERS  
COMMITTEES  
BOARDS  
LEADERSHIP

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◆ The legacy of 2009 will live on well into the next decade. 2009 was a year of transition and lasting change for the EAIE, in which we strived for growth and experienced it in abundance. At the same time, we sought to find a balance between forging ahead with our diverse projects and demonstrating care in these financially uncertain times to ensure that the growth remains manageable and sustainable whilst our services are of the highest quality.

Record levels of participants, members and sponsors were reached this year at our annual conference in Madrid. With our move to a professional conference centre came additional financial obligations. These were thankfully covered by a sharp increase in income generated by sponsorship. The General Meeting adopted new statutes and bylaws, providing a framework to carry out our activities more effectively.

## A LASTING LEGACY

BJØRN EINAR AAS, PRESIDENT



## TAKING RISKS

ALEX OLDE KALTER, DIRECTOR

◆ Looking back over the past ten years, it is evident that the EAIE braved a financial storm, and survived. The title of my 2006 Annual Report message was Five years of growth: from near-bankruptcy in 2001 to equity of approximately €1 million in 2006. Since then, two costly reorganisations generated the opposite effect. The Office was reshaped from a somewhat rigid departmental structure into a more flexible, project-based structure. Simultaneously, the EAIE's Governance was restructured from a large Executive Board into a five-person Board that governs the Association. This professionalised approach allows for a more focused and more efficient control over Directorate and Office matters. The General Council provides a broad representation of the Membership via the Professional Sections while determining the EAIE's strategic policy.

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 to be proud of – for a 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 to not 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.

◆ Our electronic services and printed publications remain our primary method of communicating the latest developments in the field of international higher education to our members and interest groups.

Over the course of the year we were pleased to conduct a number of interviews for our member magazine, *Forum*. Canadian award-winning author and philosopher, John Ralston Saul; Avishai Margalit, Professor at the Institute for Advanced Study at Princeton University; and Robert Swan, polar explorer and keynote speaker at our conference in Madrid all added an element of inspiration to our magazine.

In the second half of the year, the design of all our products was brought in house with the hiring of a new Creative Manager. This has allowed us to standardise the branding of the conference and Professional Development Programme and become more market-oriented. *Forum* was also given a new look and feel, being transformed to a far more reader-friendly publication.

To mark the EAIE's 20th anniversary in 2009, we published 'From pioneers to professionals', co-edited by Lars Fransson and Myrna Magnan, 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.

## COMMUNICATING COMMUNITY

MEMBER SERVICES

◆ The Office in Amsterdam is responsible for the EAIE's membership administration, finances, annual conference and professional development, publications, website and the promotion of the Association and its activities. At the end of 2009, the EAIE Office was staffed by the following:

- Alex Olde Kalter  
*Director*
- Vera De Hen  
*Relations Development Manager*
- Hazel Dickens  
*PR and Publications Coordinator*
- Anthony Ford  
*Creative Manager*
- Ruth Graf  
*Professional Development Manager*
- Sarah Green  
*Administration Assistant*
- Ellen Holwerda  
*Web Manager*
- Jack Horio  
*Finance and Human Resource Manager*

- Elise Kuurstra  
*Communications Manager*
- Lisa MacPherson  
*Conference Manager*
- Carmen Martín-Sánchez  
*Training Course Manager*
- Esther Northcutt  
*Executive and Administration Assistant*
- Jacqueline Phillips  
*Office and Finance Manager*
- Tony Powell  
*Database Officer*
- Gordana Stefanović  
*Conference and Training Assistant*

## LIVING DIVERSITY

EAIE OFFICE

## THE YEAR IN FIGURES

### Balance sheet on 31 December 2009

ASSETS	2009	2008
<b>FIXED ASSETS</b>		
Tangible fixed assets	63,883	83,258
<b>CURRENT ASSETS</b>		
Receivables		
Debtors	14,791	11,063
Prepaid expenses	13,203	22,401
Other receivables	10,279	7,786
	38,273	41,250
Cash	920,661	848,791
	920,661	848,791
<b>Total assets</b>	<b>1,022,817</b>	<b>973,299</b>
<b>LIABILITIES</b>		
<b>EQUITY</b>	885,809	868,096
<b>CURRENT LIABILITIES</b>		
Creditors	59,711	41,822
Taxes and social securities	24,984	21,146
Other liabilities	52,313	42,235
	137,008	105,203
<b>Total liabilities</b>	<b>1,022,817</b>	<b>973,299</b>

### Income and expenditure statement on 31 December 2009

INCOME	2009	2008
<b>ACTIVITIES</b>		
Conference, seminars, exhibition, training courses, workshops	2,737,942	2,158,731
<b>MEMBERSHIP SERVICES</b>		
Publications and electronic services, promotional and recruitment services	409,543	316,498
<b>OTHER INCOME</b>	12,498	24,692
<b>Total Income</b>	<b>3,159,983</b>	<b>2,499,921</b>
<b>EXPENDITURE</b>		
<b>ACTIVITIES</b>		
Conference, seminars, exhibition, training	1,612,199	1,172,730
<b>MEMBERS SERVICES</b>		
Publications and electronic services, promotional and recruitment services	99,656	150,693
<b>OVERHEAD COSTS</b>	1,395,018	1,322,714
<b>Total Costs</b>	<b>3,106,873</b>	<b>2,646,137</b>
<b>OPERATING INCOME</b>	53,110	-146,216
Other expenses and losses	35,397	72,658
<b>RESULT</b>	<b>17,713</b>	<b>-218,874</b>