The Academic Cooperation Association [ACA] is a dynamic think tank in the area of international cooperation in higher education. Since 1993, ACA has worked to promote innovation and internationalisation of European higher education in collaboration with its pan-European network of member organisations, each responsible in their respective countries for supporting internationalisation in education and training. ACA also maintains a global perspective through its associate members in other parts of the world.

ACA’s activities include research and analysis, evaluations, consultancy for private and public bodies, advocacy, publications and much more. The Academic Cooperation Association is a not-for-profit organisation whose Secretariat is located in Brussels—a privileged position to create and maintain close working relations with the European institutions and the world beyond.

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In my capacity as President of the Academic Cooperation Association (ACA), it gives me great pleasure to share the details of our activities and accomplishments in 2010. Since its founding in 1993, ACA has come to be widely recognised as a key actor in European higher education policy circles. Through our functions as a high-level membership organisation, a provider of cutting-edge studies and analysis of key trends and a facilitator of substantive conferences and seminars, ACA plays an active and ongoing role in some of the most important conversations of the day related to internationalisation and innovation in Europe. These are exciting and challenging times, and ACA’s work in 2010 reflects many of these complex dynamics.

Over the last year, our association has been involved (and in many cases spearheaded) a wide variety of projects. These activities have been commissioned or funded by such institutions as the European Parliament, the European Commission and national-level governments and organisations. Among other things, our work in the past year has touched on national and international trends in student mobility, the design of a toolkit to enable higher education institutions to better map their internationalisation efforts, and the experiences of non-European students in European higher education. These activities have had a direct effect not only on practical approaches to internationalisation in many quarters but also on high-level policy discussions in the field.

In conjunction with our project work, ACA’s agenda in 2010 was also heavily focused on sharing our experiences and expertise with many different audiences. We have added a new publication – *International Student Support in European Higher Education* – to our well-known series, the ACA Papers on International Cooperation in Education. In addition, we have welcomed a steady new stream of subscribers to our well-regarded monthly *ACA Newsletter – Education Europe*. Additionally, our four European Policy Seminars and our 2010 Annual Conference drew together several hundred participants for engaging conversations and spirited debates, in many cases involving world-renowned experts in the areas under discussion. In these contexts, the ACA lens was trained on a number of very timely topics over the course of the year, including the “world class” phenomenon, gains and losses from student mobility and academic migration, and the latest European Union higher education policy news out of Brussels.

Ultimately, ACA is a federation of organisations which gathers together national-level actors focused on many aspects of international higher education in the countries they represent. And despite the challenges of a difficult financial landscape across Europe and around the world, our membership remained diverse, dynamic and committed to the ongoing work of advancing the internationalisation agenda in Europe and elsewhere. Indeed, in 2010, we happily welcomed a new member, FLAMENCO (Belgium – the Flemish community), and hope to grow the ACA family even more in the coming year.

For all of these reasons and more, ACA has much to celebrate at the close of 2010. We appreciate your interest in our activities and look forward to building on this important work in the years to come.

Rolf Tarrach
ACA President
In 2010, ACA was pleased to gain a new member, FLAMENCO, the Flemish Agency for Mobility and Cooperation in Higher Education. FLAMENCO was established on the initiative of two other Belgian higher education organisations, VLIR (The Flemish Interuniversity Council) and VLHORA (The Flemish Council of Hogescholen), both formerly members of ACA. FLAMENCO now represents their interests within the Association.
ACA’s strength as an organisation rests on the extensive network of dynamic national-level bodies that comprise its membership. These organisations are involved in a broad range of activities in their respective countries in support of internationalisation of education, and play various key roles in terms of research, programme administration, and policy formulation and implementation. ACA’s role is to promote the interests and needs of its members in EU policy circles, and to influence the European higher education policy and research agenda in ways that support the work of the members. For their part, the members participate actively in the governance, decision making and activities of the Association.

FLAMENCO was established in 2008 with the specific objective of contributing to the internationalisation of higher education in Flanders. It aims to support and, as needed, coordinate initiatives undertaken by Flemish higher education institutions. FLAMENCO also exists to serve as a liaison between the Flemish higher education sector and the government in areas concerning internationalisation, as well as to represent Flanders in European and international discussions related to this topic.
Every year, ACA seeks out—and is sought after to participate in—a broad range of research projects, consultancies and other activities related to our core areas of expertise in internationalisation and innovation. ACA is well-known in European higher education policy circles for the high quality of work it produces, and its ability to communicate very specialised information (particularly in terms of international mobility trends) to non-technical and policy-oriented audiences.

Our research is conducted both by our own highly qualified Secretariat staff (an international group in and of itself) and in conjunction with a wide network of extremely experienced and knowledgeable professional and academic colleagues across Europe and beyond.

ENATIS – ENHANCING ATTRACTIVENESS THROUGH INTERNATIONAL STUDENT SERVICES

To a significant degree, Europe has staked its future on a robust level of student mobility as well as the global competitiveness of its higher education systems. And while students from outside the region clearly seek out academic excellence when considering options for study in Europe, they are also sensitive to what institutions are willing to do to ensure the overall quality of the international student experience. Noting that support services for international students in Europe is a subject whose time has come, ACA successfully completed in 2010 the project known as ENATIS-Enhancing attractiveness through international student services. This work was made possible by funding from Action 4 of the European Commission’s Erasmus Mundus programme, and was completed in just under 20 months in collaboration with the Danish Agency for International Education (formerly known as CIRIUS) and International Education Consultants, UK.

ENATIS endeavoured to address three central questions: 1) what do degree-seeking students from outside of Europe need, want and expect in the way of support services? 2) how are institutions and national-level actors responding to such needs? and 3) what might constitute a set of good practice guidelines for student services for this unique and growing population? The experiences of Denmark, France, Germany, Italy, Poland and the United Kingdom were the main focus of the research, which involved site visits and a large online survey of non-European degree-seeking students, along with desk research and telephone interviews with national-level agencies involved in internationalisation in each of the study countries.

The project revealed an important set of findings. Among them, a full 80% of surveyed students said that the availability of services at the host institution was either “very important” or “partly important” in the final decision about where to study. Institutions are increasingly attentive and responsive to student needs in this area, but are challenged to pace information appropriately and to not lose certain kinds of students “through the cracks”. National-level organisations and agencies have an important role to play, notably in areas related to information provision, advocacy and even training.

Rounding out project activities, ACA hosted a highly successful European Policy Seminar in Brussels in March 2010, under the title Taking care of the ‘brains’. Principles and practice in international student support. The project’s final report was published as part of the ACA Papers on International Cooperation in Education series, under the title International student support in European higher education. Needs, solutions, challenges. Finally, ACA published and has freely circulated a related leaflet oriented toward practitioners, Support services for international students: Towards a European code of good practice.
The final two-volume report, to be delivered in April 2011, promises to be both comprehensive and insightful. Volume I will present the major overview components of the study, as well as key trends observed for the entire Europe 32 area. Volume II will be dedicated to the deeper examination of 11 country case studies.

Mapping Mobility in European Higher Education

This project was originally dubbed "EURODATA II", in light of its strong connections to the foundational work completed by ACA in 2006 on the EURODATA student mobility monitor. In its nearly completed form at the end of 2010, however, "EURODATA II" has taken on a slightly revised identity, under the title Mapping mobility in European higher education. Regardless of the name, this project represents an enormously complex and timely undertaking, focused as it is on making sense of two critically important aspects of student (and to a lesser extent, staff) mobility in Europe over the last decade. In the first instance, the study aims to shed light on the levels and patterns of mobility into, out of and between the so-called Europe 32 countries (comprised of the EU-27, EFTA-4 and Turkey) over the last ten years. In addition, it assesses the adequacy of the international data collection related to Europe 32 student and staff mobility. All of the analysis is based on the most recent student mobility data from three main international sources - UNESCO, OECD and EUROSTAT - which together are referred to as the UOE data set.

Mapping mobility in European higher education was commissioned by the Directorate-General for Education and Culture (DG EAC) of the European Commission. Work began in October 2009 and was spearheaded by ACA, in close collaboration with Ulrich Teichler of INCHER at the University of Kassel, and involved significant contributions by CampusFrance, DAAO and HIS (a German social science research institute), as well as a number of researchers connected to Professor Teichler.

The final two-volume report, to be delivered in April 2011, promises to be both comprehensive and insightful. Volume I will present the major overview components of the study, as well as key trends observed for the entire Europe 32 area. Volume II will be dedicated to the deeper examination of 11 country case studies, specifically Austria, Belgium – the Flemish community, Cyprus, Estonia, France, Germany, Italy, Romania, Spain, Sweden and the UK.

Importantly, the study makes it clear that there is no one notion of "mobility", but rather a range of mobilities in European higher education. Incoming and outgoing diploma/degree mobility, credit mobility and staff mobility represent key categories of difference on the mobility landscape, each presenting very real challenges in terms of data availability, consistency and quality. Furthermore, national experiences with these distinct mobility modes are also quite differentiated. Ultimately, this ACA-led study provides expert insight into what the mobility data currently can and cannot tell us, and makes recommendations for future data collection improvements.

Indicators for Mapping and Profiling Internationalisation (IMPI)

ACA has since October 2009 been part of a multinational team of partners working to develop an innovative tool to assist higher education institutions keen to make sense of their internationalisation efforts. Indicators for Mapping and Profiling Internationalisation (IMPI) is a three-year project funded by the European Commission and coordinated by CHE Consult GmbH (Centre for Higher Education Development) in Germany. ACA members NUFFIC, Perspektywy, CampusFrance and SIU are also core partners in this work.

Fundamentally, the IMPI project aims to develop and test a set of internationalisation indicators that can be used by European higher education institutions through the medium of an online interactive “toolkit”. In 2010, ACA played an active role in nearly all aspects of the project, including assisting with the development and refinement of specific indicators to be included in the toolkit. This work was done with valuable input from a group of associate partners, consisting of some two dozen higher education institutions from across Europe that volunteered to participate in the trial benchmarking process. Looking ahead, ACA will move into a lead role in the project in 2011, guiding the team through a second round of toolkit testing, to assess the enhancements made as a result of the first benchmarking round.
STUDY ON EUROPEAN AND NATIONAL MOBILITY POLICIES (ENPMOB)

Building on its significant and sustained focus on mobility issues and trends, ACA launched a new project in 2010 directly related to this topic. The Study on European and national mobility policies (ENPMOB) is supported by the Erasmus – Accompanying Measures funding stream of the Lifelong Learning Programme (LLP). Officially underway as of 1 November 2010, the project will explore mobility policies in the 32 countries covered at that time by the LLP. DAAD and NUFFIC also serve as partners in this 12-month initiative.

ENPMOB is an extension of the more quantitatively oriented Mapping mobility in European higher education project undertaken by ACA in 2009-2010, and aims to explore much more deeply the policy arena rather than the statistical data related to mobility. Specifically, ENPMOB will describe and provide a comparative analysis of the mobility policies of all of the 32 LLP countries, as well as those of the European Commission. It will also produce in-depth analyses of national mobility policies in eight European countries: Austria, Cyprus, Germany, the Netherlands, Norway, Romania, Spain and the United Kingdom. Of significant interest will be the effort to determine if and to what extent European-level policies may be exerting effects on national-level policies (or vice versa), and whether there is any convergence evident among national policies, or between national and European-level policies. Finally, the project will explore whether the stated policies at the European and national levels are in line with mobility trends and mobility steering instruments that have already been put in place—or if the policies are more rhetorical than action-oriented in nature.

A first meeting of the partners took place in Brussels on 15 November 2010, with a final report to be produced by the end of October 2011 and published in the ACA monograph series.

EUROPEAN PARLIAMENT FRAMEWORK CONTRACT

In September 2010, ACA joined DAAD in committing to a ‘framework service contract’ with the European Parliament (EP). This agreement, which came through a successful bid submitted in response to an EP call for tenders, involves ACA working jointly with DAAD to provide expert input on a range of higher education issues. The one-year contract, which includes the possibility of renewals for up to five years, allows the EP to call on DAAD and ACA to deliver briefing papers and short studies, amongst other products. In late November, the first such call for services came from the EP, which requested a “Detailed Briefing Note” under the title The Bologna Process: Stocktaking and Prospects. This very short yet dense report was set to be delivered to the EP in early January 2011, with equally challenging assignments hopefully to follow.

BELGIAN EU PRESIDENCY “YOUTH ON THE MOVE” CONFERENCE

Regularly tapped for his expertise with regard to mobility trends and issues, ACA’s Director, Bernd Wächter, was called upon to play a decisive role in the Belgian EU Presidency’s October 2010 conference (held in Antwerp) entitled “Youth on the Move-Achieving mobility for all!” This work involved drafting a background paper designed to prime the conference participants with information and analysis related to key aspects of the current discussion about mobility in higher education in Europe. The ACA contribution served to frame many of the thematic discussions undertaken during the event, through the suggestion of fundamental topics and issues. Bernd Wächter also served as a plenary speaker and rapporteur general for the conference. In addition, he produced a short conference report.

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AND MORE...

ACA-EAIE Seminar

In 2010, the ACA-EAIE Seminar focused on the topic of international student mobility in the post-Leuven/Louvain-la-Neuve era. The gathering, which was held at the EAIE annual conference in Nantes, was co-chaired by ACA Policy Officer Irina Lunghi and EAIE President Bjørn Einar Aas. This high-level conversation on current trends in mobility and the challenges of cross-country comparisons pooled the expertise of ACA’s Director Bernd Wächter, Dominic Orr of Hochschul-Informations-System GmbH (HIS) and Harald Schomburg of the International Centre for Higher Education Research (INCHER). In keeping with past iterations of this collaboration with EAIE, the seminar was well attended and well received by the audience.


Instrumental in launching the “external dimension” conversation within the evolving European Higher Education Area (EHEA), ACA has remained an active and influential member of the Bologna Process Working Group that has (under a variety of different names) been most directly responsible for the EHEA’s “external strategy”. Since 2009, the working group has taken as its title “International Openness – The EHEA in a Global Context” and ACA continues to contribute to its activities. Specifically, ACA has also been engaged with the group’s Information and Promotion Network (IPN), which convened for the first time in Vienna in May 2010; ACA will also be involved in the group’s planned January 2011 meeting. Of note, the IPN Steering Group is led by Hubert Dürrstein, CEO of ACA’s Austrian member, OeAD.

Scholarships Portal

The Scholarships Portal project, which ran from November 2009 to October 2010, aimed to complement the already existing MastersPortal.eu database (covering European master’s programmes) with a searchable database of international scholarship programmes. ACA played a pivotal role in this work by facilitating access to sources of scholarship data available through its membership network and well beyond Europe, notably in Asia.

HEXTLEARN

The Higher Education Exploring ICT Use for Lifelong Learning project, known more simply by its acronym HEXTLEARN, concluded its three-year run in 2010. Funded by the EU Commission’s Lifelong Learning Programme, this multi-partner effort was coordinated by Scienteer Italy and the Budapest University of Technology and Economics. ACA supported HEXTLEARN mostly in an advisory capacity for issues related to the intersection of internationalisation and the project’s effort to build an online community for actors in e-learning and distance education of various kinds.

ACA expertise on demand

ACA is regularly called upon to deliver tailored studies related to its areas of primary interest and expertise. In 2010, work was completed on two different projects along these lines. Commissioned by the Estonian Development Fund [Arengufond] in late 2009 as an input for possible future initiatives in the area of strengthening Estonian higher education, Success factors of internationally competitive universities was a report produced by ACA in mid-March 2010. This project provided Arengufond with a state-of-the-art picture of internationalisation in higher education, as well as an overview of the fast-growing body of literature on ‘world-class universities’. Meanwhile, for Germany’s DAAD, ACA delivered in late 2010 a report entitled Comparative study on mobility scholarships, a qualitative study on different approaches to and models for scholarship programmes. This work focused on data relevant to some 15 different countries.
European higher education has long attracted international students from within the region and beyond. A strong tradition of intra-European mobility in recent decades is now being complemented by an energetic effort to expand the enrolment of non-European students, a key element in the overall European push to strengthen the competitive position of Europe’s higher education sector. By most accounts, this is an exciting development, but it also raises many important questions. Most fundamentally, what do non-European students – notably those who are coming to Europe for full-degree programmes rather than short-term exchange experiences – need from their host institutions in order to succeed? Are the institutions receiving these students delivering necessary information and support services in effective and appropriate ways? What constitutes good practice in this area, and what are the stakes for failing to get it right?

The newest addition to the ACA Papers on International Cooperation in Education series, International student support in European higher education. Needs, solutions, challenges, addresses these and other highly pertinent issues. In the process, it provides concrete suggestions for practitioners and policymakers who are keen to ensure that the world’s mobile students view Europe as a destination for both academic excellence and care for the ‘whole student’.

The publication is an outcome of the ENATIS project, which stands for Enhancing attractiveness through international student services. ENATIS was a European Commission-funded effort undertaken by ACA and two partner organisations, International Education Consultants, UK and the Danish Agency for International Education (formerly known as CIRIUS), in the period 2008-2010. It involved the careful examination of six European countries with regard to support services provision to full-degree students coming from outside Europe.

According to this research, a strong majority of students do make decisions about where to study based on perceptions about student support. Encouragingly, individual institutions and national-level organisations appear to be increasingly responsive to the needs of international students, with the ENATIS study countries and institutions providing many examples of creative and effective approaches to meeting student needs. Key challenges remain, however. Among the most prominent are the management of appropriate pacing and provision of pertinent information for students. Careful attention must also be paid by institutions offering English-taught programmes in non-English speaking countries, which face a special responsibility to develop communication and support strategies that meet the needs of students who are not proficient in the host country language.

Ultimately, International student support in European higher education argues that if Europe is to position itself as a destination of choice for large numbers of international students from around the world, the investment made by students to come to Europe needs to be matched by a meaningful response on the part of host countries and institutions to provide useful guidance for the ‘whole student’.
ACA NEWSLETTER – EDUCATION EUROPE

ACA’s monthly publication, the ACA Newsletter – Education Europe, continued to publish like clockwork in 2010 and consistently picked up new subscribers. All told, the newsletter produced some 58 articles related to developments in European policy, and 116 articles related to international trends and national developments affecting the higher education sector in more than 35 countries. A total of 51 relevant publications were also profiled in its pages, while an agreement was reached with the Journal of Studies in International Education to collaborate on disseminating publications information in that journal, which will formally start in early 2011. The newsletter continues to serve as an excellent vehicle for sharing information about what the Association and its members are up to, and for keeping subscribers well-informed about key issues in higher education across Europe and around the world.

All told, the newsletter produced some 58 articles related to developments in European policy, and 116 articles related to international trends and national developments affecting the higher education sector in more than 35 countries.
Bringing people together for lively discussions, debates and deliberations on the current trends in innovation and internationalisation in higher education is one of the things ACA does best. The seminars we offer four times a year—typically in Brussels—offer participants the opportunity to interact directly with colleagues and experts around a tightly defined topic, on a relatively small scale and in a highly collegial environment. Our annual conference, normally co-hosted by an ACA member in a different European country each year, brings together a larger yet equally engaging set of speakers and delegates to explore a key cross cutting theme. ACA staff also speaks widely at events across Europe and in other parts of the world.

EUROPEAN POLICY SEMINARS

ACA’s stand-out series of European Policy Seminars (EPS) continued apace in 2010. This programme, a flagship ACA product initiated in 2004, consists of substantive one-day events organised around a specific theme of interest. Each seminar normally draws to Brussels 85 to 100 participants, all active in higher education leadership, management or policymaking circles, for a stimulating day of presentations, conversations and debates on key issues in international higher education. As in most years, in 2010 ACA offered four top-notch EPS events.

- **EPS1**: ACA launched its 2010 EPS series with its signature January event entitled *What’s new in Brussels? Recent developments in European programmes and policies*. Among other important topics, this seminar provided an overview of the current debates and future perspectives on the European Institute of Innovation and Technology (EIT) and the European Quality Assurance Register (EQAR); the European Investment Bank’s loan scheme for mobility; and current and future funding opportunities through EU cooperation programmes with non-European countries. The seminar also offered an ideal venue to reflect on the future of various European Union-supported programmes, as well as that of the European Higher Education Area (EHEA) more broadly speaking.

- **EPS2**: Taking care of the ‘brains’. *Principles and practice in international student support* was the subject of the second seminar of 2010 and introduced a whole new population of higher education professionals – those working in student services – to the EPS experience. Organised as part of ENATIS-Enhancing attractiveness through international student services, an ACA-led project funded by Erasmus Mundus, this event looked at overall trends in Europe with regard to international student support. It also presented models of good institutional and national practice in this area. This seminar also marked ACA’s 25th European Policy Seminar event.

- **EPS3**: World-class. *The brave new world of global higher education and research* brought an all-star roster of speakers to Brussels to provide insight into state-of-the-art thinking about what constitutes a ‘world class university’ and what it takes to build one. Philip Altbach of the Boston College Center for International higher education and Jamil Salmi of the World Bank headlined an international list of luminaries well-versed in the complexities of the ‘world class’ debate. This exceptional event registered extremely enthusiastic feedback from participants.

- **EPS4**: Rounding out the year, the fourth and final EPS event of 2010 focused on a signature topic for ACA, *Mobility under the magnifying glass: New insights, old challenges, future perspectives*. The programme featured presentations addressing trends in student mobility as well as the challenges inherent in existing efforts to measure this phenomenon. Findings were also presented from a recently completed ACA study on mobility funded by the European Commission and
drawing on the expertise of colleagues such as the venerable Ulrich Teichler of INCHER and HIS. Several national and institutional examples were provided – from Cyprus, Romania, Spain and the UK – while a detailed presentation of the EU’s flagship initiative Youth on the Move shed some light on macro-level policy planning in this area.

Building on the success of 2010, 2011 promises to deliver another round of outstanding European Policy Seminars, in the finest ACA tradition.

ACA ANNUAL CONFERENCE

International mobility – in higher education as in other fields – is widely regarded as a ‘good thing’. Increasingly, it has invaded the heartland of governmental and intergovernmental policies in Europe and elsewhere. At the same time, there are concerns, conflicting perceptions, unfounded assumptions and enormous gaps in information. At the most fundamental level, the quality and quantity of mobility data around the world are extraordinarily uneven. This makes it difficult to understand the full scope of the phenomenon and to compare trends among countries and world regions. Even in the absence of the best data, it is clear that international mobility flows are far from reciprocal, leading to considerable imbalances in movement. Mobility, particularly in the case of researchers and academic staff, can turn into a quasi-permanent state – that is, migration. Again, the migration balance across the world is very uneven. And while some believe that the current trends in mobility and migration represent a ‘zero sum game’ in the form of ‘brain drain’ or ‘brain gain’, others espouse a more neutral set of effects by understanding the mobility of students and scholars as a process of ‘brain circulation’.

What are the true effects of international mobility and migration? This was the core question driving ACA’s 2010 Annual Conference, which convened under brilliant blue skies in the historic southern Spanish city of Córdoba on 16-18 May. Nearly 200 participants from approximately 30 different countries gathered for three days of engaging presentations, dynamic workshops and stimulating networking events, all organised around the topic of Brains on the move: Gains and losses from student mobility and academic migration. Among other compelling issues, participants and speakers examined international mobility data trends (and limitations), the profound difference in mobility experiences and effects in developing countries versus wealthier nations, and the complexities of researcher mobility in Europe and beyond.

ACA’s partner for this event was Universidad.es, the Public Foundation for the International Promotion of Spanish Universities, which delivered outstanding support throughout. Additionally, the University of Córdoba and the City of Córdoba extended gracious welcomes and provided significant assistance for both the working sessions and the social segments of the gathering. The event also benefitted profoundly from the contributions of nearly two-dozen high-level speakers – from Argentina to Turkey and everywhere in-between – all of whom ensured a most invigorating environment for information sharing and spirited debate. Outgoing DAAD Secretary General Christian Bode and former ACA President Sir Peter Scott delivered highly compelling opening and closing keynote addresses. And representatives from a range of prestigious organisations, such as the European Commission, the German Council of Science and Humanities, the Institute of International Education, the International Association of Universities, the Spanish Research Council and UNESCO Institute for Statistics, amongst others, gave the proceedings impressive intellectual depth and breadth across the entire programme.
SPECIAL EVENTS

Attesting to its profile as an agenda-setting organisation in its areas of strength, ACA was called upon to play a central role in several unique European higher education happenings in 2010. In March, ACA co-hosted with EURASHE (the European Association of Institutions in Higher Education) two events linked to the Bologna ten-year anniversary celebrations in Budapest. In both the EURASHE Convention and a Forum on the Bologna Process in Central Europe, ACA Director Bernd Wächter was a featured speaker.

© DAAD/Heike Mock

In the second half of the year, ACA Director Bernd Wächter was invited to participate in a series of events organised by DAAD in Berlin to honour its outgoing Secretary General, Christian Bode. These activities included participation in an invitation-only symposium of internationally recognised experts and celebrities in higher education as well as a key role as one of the two rapporteurs at the final festive farewell ceremony for the long-serving Dr. Bode.

© DAAD/Reiner Zensen

Christian Bode’s retirement marked the end of an extraordinary career in German, European and international higher education. He served for some eight years as Secretary General of the [then] West German Rectors’ Conference before moving to DAAD in 1990. During his 20-year tenure as Secretary General of the DAAD, he achieved impressive growth for the organisation, doubling the number of DAAD scholarship holders to 67,000 annually. He also widened DAAD’s scope of activities considerably, moving it from an organisation primarily focused on the exchange of students and academics to one which also promoted internationalisation more broadly. This work has encompassed curricular developments, the marketing of German higher education and the creation of German universities worldwide, amongst other concerns. He successfully steered DAAD through the unification of his country and he was a tireless supporter of European cooperation in higher education. Perhaps most importantly for ACA, Christian Bode was a founding father of the association in 1993, spearheading the effort to craft a common European platform among peer organisations such as the British Council and NUFFIC, as the number of European Union programmes in education and training began to grow rapidly in these early years. ACA salutes Christian Bode’s many outstanding achievements, and continues to appreciate his many contributions to keeping ACA at the forefront of internationalisation and innovation in higher education.
ACA PRESENTATIONS, MISSIONS AND MEETINGS

ACA Secretariat staff regularly gives presentations at international conferences and meetings, serve as panellists at forums and undertake missions abroad. These kinds of commitments took ACA staff to nearly ten different countries over the course of 2010 – including one transatlantic engagement completed virtually through videoconferencing – and included such activities as:

- Speaker on “Challenges and opportunities of European higher education”, University of Manitoba (Winnipeg, April)
- Keynote speaker on “The changing nature of educational exchanges”, Fulbright Executive Directors’ Conference (Berlin, May)
- Keynote speaker on “The Bologna reforms and student mobility”, ICA Week of Congresses (Zagreb, June)
- Workshop presenter at the DAAD Erasmus Annual Conference (Bonn, June)
- Speaker on “Internationalisation of higher education. Trends and perspectives”, IGIP-SEFI Annual Conference 2010 (Bratislava, September)
- Chair and speaker responsibilities, EAIE Conference (Nantes, September)
- Panellist at the British Council-Universidad.es seminar “Student Mobility. A comparative vision UK-Spain” (Madrid, October)
- Speaker on “New skills for new jobs”, Fachhochschule Zürich Internationalisation Day (Winterthur, November)
- Plenary panel chair on “The role of regions in higher education”, Ile-de-France Symposium (Brussels, November)
ACA is governed by a supreme body, the General Assembly (GA), where all ACA members are represented. The decisions of the GA are based on proposals put forward by the Administrative Council (AC). The AC consists of up to seven members who are elected for two-year terms by and from the members of the General Assembly. The Brussels based Secretariat handles the day to day affairs of the Association, with a high priority placed on professionalism, cost efficiency, and high quality service delivery.

ADMINISTRATIVE COUNCIL

The composition of the ACA Administrative Council (AC) was largely unchanged during 2010. One adjustment occurred with the departure of Urs Nufer from his post at CRUS, ACA’s Swiss member. This opened up a position on the AC, which was automatically filled by Pasi Sahlberg (CIMO), who had been elected as an alternate Administrator in the December 2009 AC elections. The AC warmly thanked Urs Nufer for his service and active involvement in ACA in recent years, and happily received Pasi Sahlberg as a new Administrator.

The AC continued its tradition of twice-yearly meetings in 2010. These were scheduled for April and October in Brussels. The April meeting, however, was highly notable given that only ACA’s Director, Bernd Wächter, and President, Rolf Tarrach, were able to reach the meeting site, due to European travel difficulties caused at this time by Icelandic volcano activity. The key business of the April 2010 agenda was therefore attended to via email communication among the Administrators in the days following the scheduled meeting. No such challenges affected the successful gathering of Administrators in Brussels in October.

GENERAL ASSEMBLY

The ACA General Assembly (GA), as is its standard practice, met twice in 2010. The first meeting occurred in May, in the context of the ACA 2010 Annual Conference, held in Córdoba. The second brought all of the GA members together in Brussels in December. These sessions provided an opportunity for information sharing on all sides. Guided by the capable facilitation of ACA President Rolf Tarrach, the Secretariat provided an update on its work, ACA Treasurer Ulf Melin (IPK) gave an overview of financial matters, and a comprehensive tour de table allowed all members present to share information on programmes, initiatives and other developments of note within their organisations and their countries.
2010 was a dynamic year for staffing at the Secretariat. Three new regular staff members joined the team. Laura Rumbley began her tenure as Deputy Director in April. In October, Queenie Lam joined as Project Officer and Elke Lingier took up the reins as Office Manager. The autumn departure of Isabelle Deneyer, who served for some three years in the capacity of Office Manager, marked the end of a special era at ACA, given her many contributions in that role.

ACA also benefitted from the work of three excellent stagiaires. Dora Harsfalvy of Hungary, Sarah Walk of the United States and Jehona Serhati of Kosovo, all dedicated themselves energetically and effectively to the monthly production of the ACA Newsletter – Education Europe, among other projects and tasks.

Steady in their roles in 2010, Policy Officer Irina Lungu and Director Bernd Wächter remained on post.
HOW WE WORK:
ADMINISTRATION, GOVERNANCE
AND FINANCES

FINANCIAL INFORMATION

ACA Accounts 2010 (EUR)

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</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>402.923</td>
<td>438.450</td>
<td>402.566</td>
<td>353.572</td>
<td>401.863</td>
<td>447.868</td>
<td>392.384</td>
<td>293.535</td>
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<tr>
<td>Secretariat running costs</td>
<td>146.196</td>
<td>128.467</td>
<td>119.448</td>
<td>124.583</td>
<td>100.550</td>
<td>91.176</td>
<td>86.124</td>
<td>89.453</td>
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<tr>
<td>Project expenditure</td>
<td>234.341</td>
<td>216.521</td>
<td>215.840</td>
<td>328.893</td>
<td>178.342</td>
<td>558.659</td>
<td>270.216</td>
<td>89.524</td>
</tr>
<tr>
<td>Travel, meetings</td>
<td>10.807</td>
<td>16.279</td>
<td>25.354</td>
<td>33.334</td>
<td>32.716</td>
<td>18.172</td>
<td>15.455</td>
<td>23.380</td>
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<tr>
<td>Provision</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10.548</td>
<td>0</td>
<td>63.026</td>
<td>48.006</td>
<td>27.973</td>
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<tr>
<td>Total</td>
<td>794.267</td>
<td>799.717</td>
<td>763.208</td>
<td>850.930</td>
<td>713.471</td>
<td>1.178.901</td>
<td>812.185</td>
<td>523.864</td>
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</table>

<table>
<thead>
<tr>
<th>Income</th>
<th></th>
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<tbody>
<tr>
<td>Membership fees</td>
<td>256.427</td>
<td>296.230</td>
<td>271.738</td>
<td>257.033</td>
<td>257.621</td>
<td>274.540</td>
<td>274.486</td>
<td>274.528</td>
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<tr>
<td>ETAPE payment for Secr. Serv.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>34.679</td>
<td>34.679</td>
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<tr>
<td>ACA share of ETAPE man. fee</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10.425</td>
<td>152.531</td>
<td>125.244</td>
<td>125.244</td>
<td>125.244</td>
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<tr>
<td>Project income</td>
<td>451.803</td>
<td>520.543</td>
<td>537.948</td>
<td>534.332</td>
<td>480.200</td>
<td>810.502</td>
<td>451.880</td>
<td>155.186</td>
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<tr>
<td>Other income</td>
<td>26.736</td>
<td>28.209</td>
<td>54.091</td>
<td>44.781</td>
<td>31.875</td>
<td>7.263</td>
<td>2.662</td>
<td>3.607</td>
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<tr>
<td>Total</td>
<td>734.966</td>
<td>844.983</td>
<td>863.777</td>
<td>836.146</td>
<td>780.122</td>
<td>1.244.836</td>
<td>888.951</td>
<td>593.244</td>
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</tbody>
</table>

Result                | -59.301| 45.265 | 110.569| -14.783| 66.651 | 65.935 | 76.766 | 69.380 |

A word of thanks

In 2010, ACA was the beneficiary of a subsidy from the European Commission’s Directorate-General for Education and Culture. As part of the Lifelong Learning Programme (Jean Monnet Action), limited financial support was available in 2010 to European associations, like ACA, that are active in the area of education and training. ACA is sincerely grateful to the European Commission for this additional funding, which, along with its various other sources of income, allowed ACA to continue its high-quality work this year in the field of international higher education programming and analysis.
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