



# ANNUAL REPORT



**2020-2021  
Annual Report**



**AIEA: Leaders in International Higher Education**

# About AIEA

The Association of International Education Administrators (AIEA), a membership organization formed in November 1982, is the only association specifically focused on international education leadership.

## MISSION

The Association of International Education Administrators is a member organization that equips leaders to shape the future of higher education in a global context.

## AIEA Values

### **Ethical and Innovative Leadership**

AIEA members are guided by respect for the dignity and rights of one another, and operate on the principles of civility, integrity, and professionalism to advance the internationalization of higher education and to make meaningful contributions to society.

### **Equity and Inclusive Excellence**

AIEA members adhere to the tenets of fairness and reciprocity to integrate diverse voices in developing the strategy, policies, practices, and structures of higher education in a global context.

### **Curiosity and Respect**

AIEA members recognize and value the benefit in learning from one another's experience and expertise and are willing to engage in the free exchange of ideas through dialogue and collaboration.

-Statement passed by the AIEA Board of Directors, February 2020



2020-2021

# MEMBERSHIP

2020-2021 was a challenging year with the global pandemic impacting budgets and positions throughout higher education and industry partners. AIEA was pleased to retain over 85% of its members during this time.

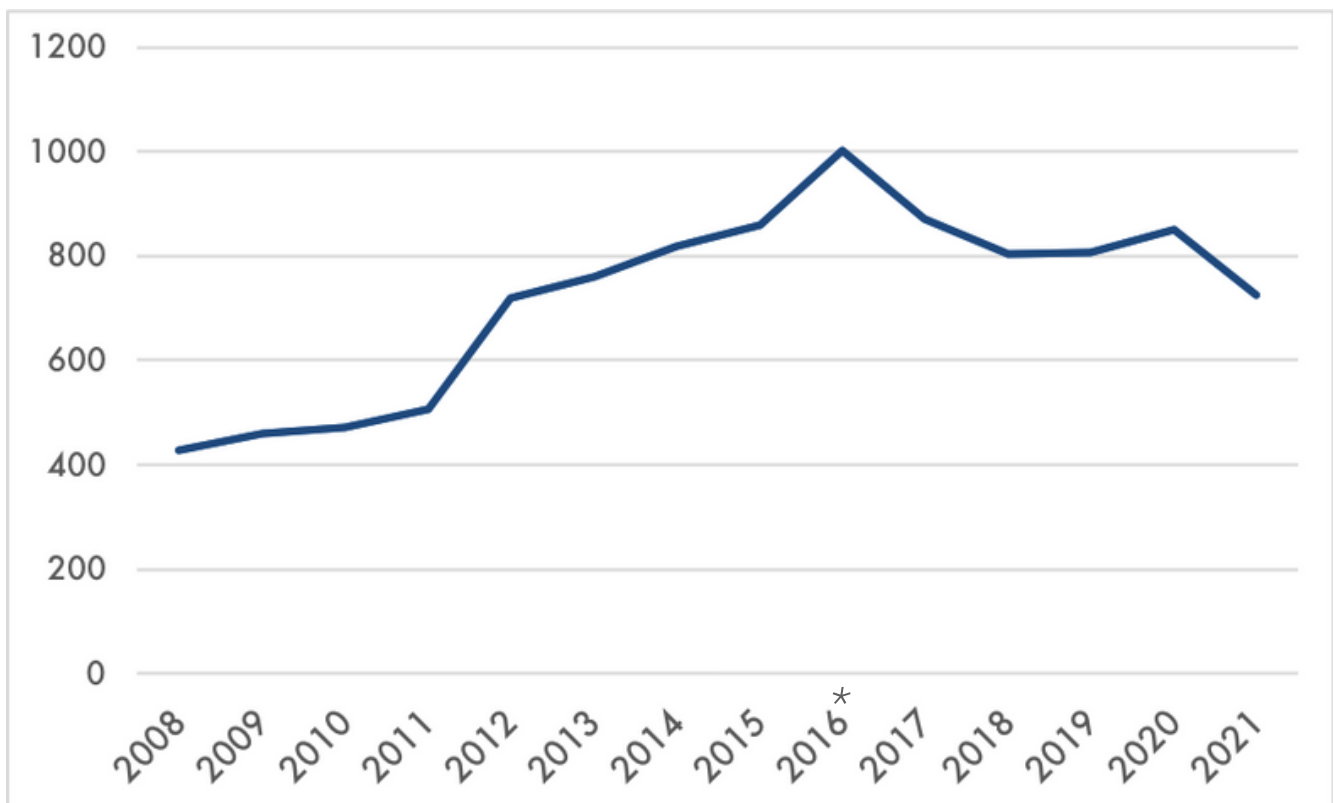
**725**

2020-2021 Members

**387**

Institutions  
Represented

## AIEA Membership: 2008-2021



\*2016 membership numbers were for an 18-month period during a change in membership year.

# 600+

Conference Participants

# 93%

of participants rated the conference as good, very good, or outstanding

2021

# ANNUAL CONFERENCE

## Leading Internationalization in a New Era: Collaborating for Global Solutions

February 15-17, 2021

Virtual Conference

Conference Chair: Cheryl Matherly

- 526 U.S. attendees; next-highest national representation: Canada, United Kingdom, Japan, Ireland, France, Kazakhstan, Mexico, South Africa, and Turkey. Overall, 41 countries represented.
- 8 featured plenary panel speakers: Irina Bokova, Gary Bolles, Francisco Marmolejo, Karin Fischer, Trapeta Mayson, Michael Osterholm, Pramath Sinha, and David Wilson
- 20 social events, including seven lunchtime networking sessions and events targeting conference newcomers, industry partners, and international attendees
- Three Virtual Networking Meet-Ups prior to the conference, followed by an additional post-conference meet-up in which attendees reflected on conference highlights and takeaways.
- Six Pre-Conference Workshops boasting the highest attendance ever for such AIEA events. Workshop topics included virtual exchange, racial healing, the future of education abroad, entrepreneurship in higher education, using data to support international education, and career trajectories.

international planning networks  
colleagues picture community good  
plenaries hit mitigation feature  
poet Laureate thoughts  
events challenges global  
presentation surprisingly bigger  
fantastic technology  
normally shifting  
useful honestly  
complementary  
meaningful membership  
activities Trapeta  
best exhibitor  
formats crowded every  
virtually respecting  
Nice result effective  
engaging different random  
opportunities examples  
highlight speakers recruit  
Connecting keynote  
session approaches new chances Wonderful Private  
sustainable concrete evening

Annual Conference participants indicated that they appreciated...

Reconnecting great  
Discussions concurrent networking  
thank plenaries know  
helpful understanding just enjoyable  
Thank you first  
discussions educators reconnect  
energy remotely  
time dialog content Great  
liked alternatives  
specific well  
nearly recently future  
Purpose jazz duo  
poetry combined  
receptions rethinking  
clients social leader  
education  
hold implications  
real outstanding chat  
roundtables  
dynamic Super discussion  
responsibilities  
risk relevant friends Osterholm  
showcase  
role underlined inclusion plenary  
organic Sessions SIO speaker performance

*"The conference was a great success--consistently engaging, which is no small feat in a virtual format. Thank you and congratulations to Cheryl, the conference team, and the AIEA Secretariat for getting all of us together."*

## PROFESSIONAL DEVELOPMENT

# SIGNATURE PROGRAMS



2020-21 AIEA Presidential Fellows

## AIEA Presidential Fellows

The AIEA Presidential Fellows Program is a selective program of mentorship for new Senior International Officers. Fellows are matched with an experienced SIO who serves as Mentor throughout the school year. Congratulations to the three 2020-2021 AIEA Presidential Fellows: Jeff Cohen, David DeVallance, and Annie Phillips.

## Thematic Forums

AIEA was pleased to provide funding to two virtual Thematic Forums in the spring of 2021.

- May, 2021: Consistently Engaged: An Exploration of the Intersection of Justice, Equity, Inclusion and Internationalization (The Ohio State University)
- April, 2021: Curriculum as a Collaborative Space: How to Organize Catalytic and Effective SIO-Faculty Collaborations on Curricula (Northern Arizona University)

“The pandemic, racial justice movements and other events being brought to attention this past year did not create new challenges for higher education, but revealed existing ones.

- Forum Participant

## AIEA Senior Advisers Program

The AIEA Senior Advisers Program connects seasoned AIEA members—recognized leaders in international education—with AIEA members who are starting their careers as an SIO. Nineteen advisees participated in eight cohorts for the 2020-2021 year.

## AIEA Leadership Academy for New Senior International Officers

The 2020 AIEA Leadership Academy, scheduled for May 2020, has been postponed to Fall 2021 due to the Covid-19 pandemic.

Many thanks to Mentors, Advisers, Academy Faculty, Thematic Forum Hosts, and members of the Professional Development & Engagement Committee for making these programs possible.

AIEA

# NEW INITIATIVES

## Peer Learning Circles

As a result of the COVID-19 pandemic, AIEA members expressed a desire to connect with peers who are leading comprehensive internationalization at similar institution types, in smaller groups, or to connect around similar topics of interest. While there are several mentoring programs at AIEA, AIEA Peer-Learning Circles, is a new and unique program that recognizes that all senior leaders are experts with insights and knowledge to share. The goal of this program is to connect members with each other in smaller groups to benefit from the collective experiences of AIEA members navigating these unprecedented times. This new program had 217 participants over three four-month cohorts.

## AIEA Town Hall Discussions

AIEA introduced Town Hall Discussions in March of 2020 as a response to member needs during the COVID-19 pandemic. These virtual meetings provide an opportunity for brief presentations and dialogue around timely and relevant issues in international higher education. With thanks to the Town Hall Subcommittee of the Professional Development and Engagement Committee, in 2020-2021, AIEA hosted 13 Town Halls, each with 60-120 member participants. One example Town Hall topic is "The Impact of the U.S. Elections on International Higher Education."

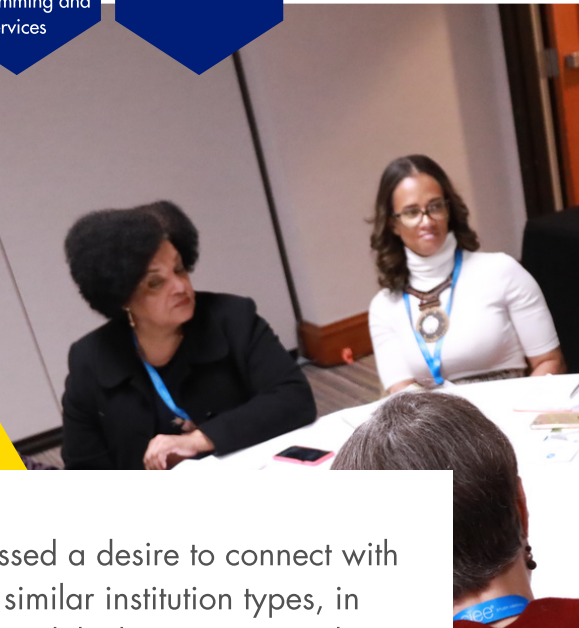
“Town Hall Discussions are helpful in understanding challenges that other International offices are facing, and hearing ideas to address them. It is also important to be in community with peers, and AIEA has been where I have felt most connected.”

## Member Networking Meet-Ups

Initially conceived as a part of the 2021 AIEA Annual Conference (virtual), AIEA has continued to host virtual networking meetups as informal ways to quickly connect with others in the field.

## AIEA Partnered Webinars

AIEA values its industry partners as thought-leaders that have resources, research, data, and other information that supports the work of senior international officers. Beginning in 2020, AIEA has presented three partnered webinars on topics relevant to leading internationalization.



# NEW PARTNERSHIP ACTIVITIES

## U.S. Department of State: Webinar Series

In coordination with the U.S. Department of State's USA Study Abroad branch and the Fulbright Finland Foundation, AIEA has helped organize the global webinar series "Internationalization of Higher Education in the COVID-19 Era." This free webinar series is aimed at higher education professionals at institutions outside of the United States to enable them to better understand the evolving environment for and nature of American student mobility abroad. These activities are funded by the U.S. Government through a Study Abroad Engagement Grant from USA Study Abroad within the Bureau of Educational and Cultural Affairs, U.S. Department of State.

## EF, The Forum on Education Abroad, and the Nobel Museum: Global Senior Leadership Symposium

The Global Senior Leadership Symposium is a unique opportunity for higher education leaders to collaborate with a global network of peers, explore international strategies from various cultural perspectives, and discuss the role of education abroad and global mobility within higher education. December 2020, participating senior international educators from 44 institutions had first-hand access to content from the Nobel Prize Museum and their 2020 Nobel Week Dialogue themed "The Challenge of Learning;" heard from Nobel Laureates and education thought leaders from around the world; participated in interactive discussions around key international education themes; and collaboratively identified ways to apply ideas to their own institutions.

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## AIEA Thanks 2021 Annual Conference Gold and Silver Sponsors

**USC Rossier**

School of Education  
*Global Executive*  
*Doctor of Education*



# PUBLICATIONS & STATEMENTS



## 2020 AIEA SIO Profile Survey

AIEA invited senior international officers/international relation managers to complete the SIO Survey in the fall of 2020, which AIEA conducts every three years. An executive summary and more details are available on the AIEA webpage. Many thanks to all who took the time to fill out this key benchmarking survey.

## Catalysts of Change: Entrepreneurial Problem-Solving for Unscripted Futures

Fall 2020

An Occasional Paper by Natalie Cruz, Old Dominion University; Rosalind Raby, California State University – Northridge; Chris Glass, Old Dominion University; Heidi Fischer, Old Dominion University



## Global Learning and Intercultural Competence as Imperatives for the Future of Higher Education: Reducing inequities and creating effective global problem-solvers

The UNESCO Futures of Education initiative aims to rethink education & shape its future. UNESCO invited AIEA to take part in a series of focus groups in January 2021 as a consultation process for this initiative. This report includes highlights from focus groups with members of the AIEA Board of Directors, AIEA's Executive Director, and UNESCO.

## AIEA Statements

- April 22, 2021: AIEA co-signs letter to Secretary of State Anthony Blinkin on travel bans and exchange visas
- April 27, 2021: AIEA co-signs letter to senate leaders on Title VI
- March 30, 2021: AIEA co-signs statement on human rights and violence against higher education institutions in Myanmar and globally: Statement from international education associations
- June 28, 2021: AIEA co-signs letter from the Coalition for International Education to the U.S. Senate Subcommittee on Labor, Health and Human Services, Education and Related Agencies recommending funding for International Education and Foreign Language Studies (including HEA-Title VI and Fulbright-Hays 102(b)(6) programs)



# SIO PROFILE SURVEY

Every three years, AIEA conducts a survey of Senior International Officers. In late 2020, 200 respondents completed this survey.

**200**

Respondents

**46%**

of participants have been Senior International Officers for under five years



45% of respondents identified as male

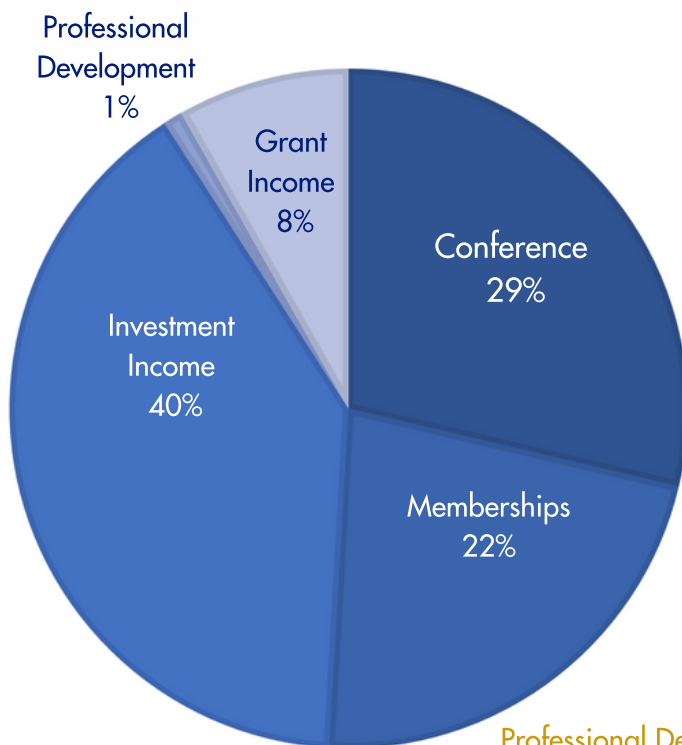
55% identified as female

\*compared to 51% male and 48% female in 2017

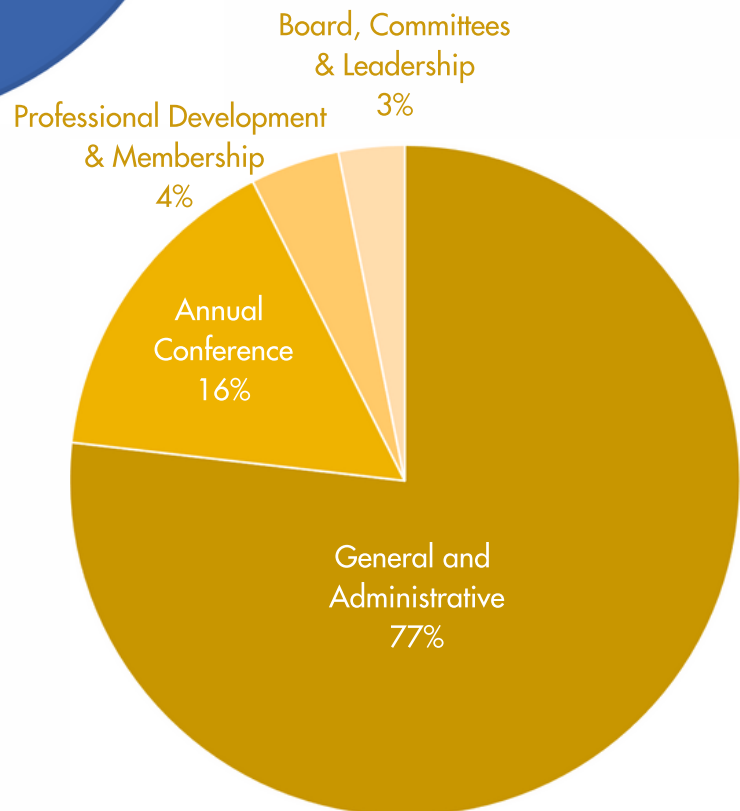
## Top SIO Priorities & Emerging Issues

1. Resources, with a majority stating that financial resources was a chief priority
2. International enrollment management—specifically numbers of international students
3. Increasing the number of students and programs for study abroad
4. U.S. political and immigration policies
5. Buy-in, importance/awareness of international education on campus
6. Health/safety and risk management

# AIEA FINANCES



**2020-2021  
Income  
\$818,205**



**2020-2021  
Expenses  
\$674,080**

# LEADERSHIP

AIEA Board as of the 2021 Annual Conference

## Executive Committee



**David Fleshler**  
President



**Adel el Zaim**  
Immediate Past  
President



**Jewell Winn**  
President-Elect



**Leigh Poole**  
Secretary



**Gilbert Merx**  
Treasurer



**Darla K. Deardorff**  
Executive Director  
(ex-officio)

### **Sherif Barsoum**

Public Policy Committee Chair

### **GianMario Besana**

At-Large Board Member

### **José Celso Freire Junior**

At-Large Board Member

### **Erich Dietrich**

Professional Development and Engagement  
Committee Co-Chair

### **Jane Gatewood**

At-Large Board Member

### **Shannon Márquez**

At-Large Board Member

### **Meredith McQuaid**

Professional Development and Engagement  
Committee Co-Chair

### **Terence Miller**

Legal Adviser

### **Teresa Wise**

Resources and Publications Committee Chair

### **Paulo Zagalo-Melo**

Member Outreach and Awards Committee Chair

### **AIEA Secretariat**

Darla K. Deardorff, Executive Director  
Katy Rosenbaum, Associate Director  
Mel Simmons, Assistant Director  
Daniel Lawrence, Program Associate



[INFO@AIEAWORLD.ORG](mailto:INFO@AIEAWORLD.ORG)

+1 (919) 893-4980

[WWW.AIEAWORLD.ORG](http://WWW.AIEAWORLD.ORG)

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