

2025  
Annual Report

# ACA

## Academic Cooperation Association

The European voice of national organisations  
for internationalisation of higher education

ACA  
ACADEMIC  
COOPERATION  
ASSOCIATION



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The Academic Cooperation Association (ACA) is a Brussels-based stakeholder organisation active in the field of international higher education, bringing together national-level internationalisation (funding) agencies. Since its establishment in 1993, the association resides as a membership platform and a think tank that caters to the needs of the European higher education community. ACA's work encompasses a broad range of knowledge-building, peer learning and capacity-building activities including research and analysis, evaluations, advisory services, advocacy, publications, and events.



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**Irina Ferencz | ACA Director**

The year 2025 was a particularly rich one for the Academic Cooperation Association (ACA) in terms of internal capacity-enhancement, in terms of insightful knowledge outputs, of relevant external engagements and partnership development. Writing the foreword of our Annual Report in such rewarding years is particularly challenging, as one cannot fully do justice to the great variety of activities carried out in the year, each with its specific and valuable contribution to the association's overall impact.

As at the European Union (EU) policy level the year was marked by the lead-up to the European Commission's much awaited publication (in July 2025) of the Draft Regulation on the next Erasmus+ programme (2028-2034), and by significant stakeholder mobilisation, a first strand of work that stands out relates to ACA's contributions to related EU policy and programme developments. Hundreds of ours of member consultations, discussions, drafting and improvements, as well as exchanges with other higher education stakeholders, translated into three related policy papers delivered in *February, May* – both amply discussed at ACA's 2025 Advocacy Event: *The future of Europe = the future of Erasmus+* – and in *November*. This was all done with the belief and hope that the ideas therein will help secure an ambitious, balanced, inclusive and well-funded programme, enabling it to remain the true flagship of the EU for its citizens.

In addition to the above, and thanks to ACA's own (and co-organised) events, as well as to enhanced representation at various other high-level gatherings, the year was also one of significant external visibility for the association and its members. It's not just the sheer number of events where the ACA was centrally involved,

but also the significance of the topics addressed, that make the year particularly important for us. Crucial were the leadership exchanges in the framework of the **Transatlantic Roundtable – Reinforcing Transatlantic Ties Through Higher Education Cooperation** (co-organised by DAAD and IIE, with ACA, ANE+EF and FLAD, simply a must during such geopolitically challenging times. So were the exchanges at the **EU Policy Event & Western Balkans Contact-Building Seminar** in Tirana, Albania, with participants from the region, events organised on behalf of the European Commission and EACEA under the **Study in Europe** initiative. The financial sustainability of joint programmes, another salient topic, was addressed at length at **The sustainability of Erasmus Mundus Joint Masters conference**, led by the DAAD Brussels office, with ACA offering content-related support, under the Erasmus Mundus Support Initiative (EMSI). The year also enabled ACA to deepen cooperation with CZELO (DZS), NorCore (HK-dir) and SwissCore (Movetia) in the format of **EduCafé** events. Final conferences marked the successful completion of years of insightful work in important projects such as the **Inclusion ACADEmy**, **ECEM** and **HIBLend**.

Further, while the **six Thematic Peer Groups (TPGs)** remain the cornerstone of ACA's work with member organisations, **enhanced cooperation in the form of member-led joint projects and studies** propelled the ACA Secretariat's collaboration with many member organisations, as well as between member organisations, to a new level. Important **analyses** on the **economic impact of Erasmus+ incoming students** on five host countries (initiated by AMEUP), on the **needs of higher education institutions participating in European University Alliances** from national actors and particularly National Agencies (for Erasmus+) (initiated by CMEPIUS), a practical guide on how to create the **role of inclusion officer** at institutional level (initiated by AMEUP), and the mapping of the **internationalisation strategy landscape across the EHEA** (marking an enhanced strategic collaboration with the EAIE) encapsulate ACA's **solid contribution in 2025 to advancing knowledge** on multiple aspects of international cooperation in higher education.

As we fondly look back at the year, we are particularly grateful for the **extremely fruitful and professional collaborations with ACA members**, and for the significant time they commit to exchanging and growing within the association, for the **dedication of ACA's Secretariat staff**, always eager to do more and deliver value to the association and our sector, and to our growing number of our **strategic partners**, that help us to further develop and amplify our footprint in advancing our field. Thank you for this wonderful, and certainly ambitious, year.

## ACA MEMBERS

The European voice of national organisations  
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ACA's strength lies in its robust and trusted network of national organisations that form its membership. These member organisations play a pivotal role in advancing the internationalisation of higher education within their respective countries. Through diverse funding and support mechanisms, they contribute significantly to the design and implementation of higher education policies and programmes, shaping the European and global education landscape.

In 2025, ACA's membership included 25 organisations: 23 full members and 2 associate members, each contributing unique expertise and perspectives to the Association's collective mission. During the Autumn 2025 General Assembly, ACA members additionally welcomed two full members – the National Agency for Erasmus+ INDIRE and Campus France – their participation in the association becoming effective in 2026.

## FULL MEMBERS



Austria's Agency for Education and Internationalisation (OeAD)



Vluhr International, Belgium



Croatian Agency for Mobility and EU Programmes (AMEUP)



Czech National Agency for International Education and Research (DZS)



Education and Youth Board of Estonia (HARNO)



Finnish National Agency for Education (EDUFI)



German Academic Exchange Service (DAAD)



Greek State Scholarships Foundation (IKY)



Tempus Public Foundation (TPF), Hungary



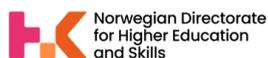
The Icelandic Centre for Research (Rannís)



Uni-Italia



Nuffic - The Dutch Organisation for Internationalisation in Education



Norwegian Directorate for Higher Education and Skills (HK dir)



Polish National Agency for Academic Exchange (NAWA)



Erasmus + Portuguese National Agency, Education and Training (A.N E+EF)



Foundation Tempus, Serbia



SAIA, n.o. - The Slovak Academic Information Agency



Slovak Academic Association for International Cooperation (SAAIC)



The Centre of the Republic of Slovenia for Mobility and European Educational and Training Programmes (CMEPIUS)



Spanish Service for the Internationalization of Education (SEPIE)



Swedish Council for Higher Education (UHR)



Movetia - The Swiss National Agency for Exchange and Mobility



Rectors' Conference of the Swiss Universities

## ASSOCIATE MEMBERS



The International Education Center (IEC), Georgia



The Institute of International Education (IIE), USA

## STATUTORY MEETINGS

In 2025, ACA's statutory meetings continued to play a central role in shaping the Association's activities, governance, and strategic priorities. Across the year, ACA convened several meetings of the Administrative Council (AC) and the General Assembly (GA), in both onsite and online formats.

The **Spring 2025 AC meeting** took place on 29 April in Brussels, focusing on core governance matters. The agenda included the Draft Accounts 2024, preparations for the autumn AC elections, and the Progress Report. The AC also prepared the programme for the June 2025 General Assembly and the accompanying Transatlantic Roundtable event, a special event fostering leadership dialogue between European institutions and US ones.

The **Spring 2025 GA**, held in Sintra, addressed a comprehensive agenda, including preparations for the autumn elections, the Draft Accounts 2024, a Tour de Table discussion on internationalisation trends, updates on European policy developments, and the Progress Report. Members also discussed member-funded projects for 2026 and received an overview of the upcoming Transatlantic Roundtable.

An **informal online AC meeting** was held on 29 September to discuss ACA's strategy key performance indicators and the planning for the ACA Spring 2026 General Assembly.

The **Autumn 2025 AC meeting** took place online on 7 November. Key agenda items included membership fees for 2026, the Draft Work Programme and Budget 2026, nomination procedures for the election of one ACA Administrator, and a Progress Report. The meeting also included preparations for the November General Assembly.

The **Autumn 2025 GA** gathered members online on 25 November. A key highlight was the approval of two new full members: the **National Agency for Erasmus+ INDIRE** and **Campus France**, both further strengthening ACA's network. Members also adopted the membership fees for 2026 and approved the Draft Work Programme and Budget for 2026. The GA additionally elected **Vidar Pedersen (HK-Dir)** as **ACA Administrator for a second mandate**, ensuring continuity and strong governance within the Administrative Council. The meeting concluded with a thematic Tour de Table and the presentation of the Progress Report.



ACA Members at the Spring 2025 General Assembly in Sintra

## THEMATIC PEER GROUPS

ACA Thematic Peer Groups (TPGs) serve as a trusted platform for ACA members to engage in focused discussions on key topics in European and international higher education, share experiences, and provide valuable insights. In 2025, TPG members tackled emerging and pressing issues in internationalisation, collaboratively developing several initiatives, including new projects and events.



### TPG1 GLOBAL DEVELOPMENTS

Chaired by Gro Tjore,  
ACA President

In 2025, the Global Developments Thematic Peer Group focused its work on the increasingly important issue of **knowledge security** in international higher education and research. The group held **three meetings** during the year, offering insights from national authorities, funding bodies, and international experts.

The **first meeting**, held on **11 June 2025**, focused on national support mechanisms for research security. Members benefited from expert inputs by **Maarten Schans**, Dutch National Contact Point for Knowledge Security, and **Sakine Weikert** from the **DAAD-KIWi working group on research security**, who provided a comparative overview of emerging European structures and guidance for secure international cooperation.

The **second meeting**, convened on **14 October 2025**, examined how **knowledge security guidance is being integrated into national funding processes**. Presentations by **Hege Toje** and **Torill Wanvik** from **HK-Dir** showcased national-level approaches and offered practical perspectives on embedding risk-awareness into funding schemes.

The **third and final meeting** of 2025, held on **3 December 2025**, broadened the discussion to a **non-EU perspective**. **Naomi Schrag**, Vice President for Research Compliance, Training, and Policy at **Columbia University**, shared insights into US regulatory developments, institutional practices, and compliance expectations. Her contribution enabled ACA members to reflect on global trends and shared challenges in safeguarding international research collaboration.



### TPG2 RESEARCH ON INTERNATIONAL EDUCATION

Chaired by Jenny Nygård, ACA  
Secretariat, as Interim Chair

In 2025, the Research on International Education Thematic Peer Group strengthened the evidence base on internationalisation by reviewing ongoing research across ACA member organisations and analysing key European initiatives.

The **first meeting**, held on **17 September 2025**, provided a platform for members and the ACA Secretariat to exchange updates on current studies and research activities. This session enabled participants to identify shared interests and emerging themes for collaborative inquiry.

The **second meeting**, convened on **29 October 2025**, focused on research related to the **European Universities Initiative**. External experts **Flávia Soares de Oliveira Colus** and **Ieva Grumbinaitė** presented findings from the **PPMI study** for the European Commission on EUI outcomes, transformational potential, and methodology. In addition, **Agata Lambrechts**, commissioned by ACA member **Movetia**, outlined the methodological design of the **EUI monitoring system** and key national reporting criteria.

The **third meeting**, held on **15 December 2025**, centred on **ongoing member research into trends in credit mobility rates among students**. Presentations by **Dr. Nicolai Netz** on behalf of **DAAD**, and **Pavel Galas** and **Jan Toman** from **SAAIC**, examined trends, drivers, and institutional responses. The meeting also briefly revisited the evolving ACA members' **repository of impact studies** as a shared resource on European and international higher education cooperation.

## MEMBERS-ONLY ACTIVITIES

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### TPG3 EUROPEAN POLICIES AND PROGRAMMES

Co-chaired by Ragnhild Solvi Berg,  
HK-dir, and Veronika Kupriyanova,  
ACA Secretariat

In 2025, the European Policies and Programmes Thematic Peer Group continued its work on shaping ACA's contribution to the future Erasmus+ programme and the next Multiannual Financial Framework (MFF). Throughout the year, the group met very often, to exchange perspectives, refine ACA's policy messages, and respond to fast-evolving key EU developments.

The first four meetings—on **22 January, 17 February, 14 April, and 5 May 2025**—focused on exchanging members' views on the next Erasmus+ programme, identifying priority areas for improvement, and sharpening ACA's policy messages. These discussions also informed the development of two ACA policy papers, published in **February** and **early May**, which were submitted to the **EU public consultation** on the new MFF.

The **fifth meeting**, held on **29 August 2025**, centred on analysing the **European Commission's proposal** for the new MFF and the new Erasmus+ Regulation, issued in July 2025. Members discussed the implications for programme structure, funding, and implementation.

The **sixth and final meeting**, on **12 November 2025**, explored several specific aspects of the Commission's proposal, including budgetary and governance arrangements, annual cycles, the programme committee, and pilot schemes planned for 2026–2027, such as scholarships. Members also reflected on potential advocacy steps in late 2025, including ACA's contribution to the EU public consultation on the education budget, which resulted in a third policy paper.



### TPG4 WIDENING INCLUSION

Co-chaired by Sami Niemelä,  
EDUFI, and Martin Bogdan, ACA  
Secretariat

In 2025, the Widening Inclusion Thematic Peer Group continued its work on supporting more equitable participation in Erasmus+ and strengthening inclusion-related practices across national agencies and higher education institutions.

The **first meeting** of the year, held on **19 June 2025**, focused on the latest updates from national agencies and provided an opportunity for members to exchange views on inclusion trends in Erasmus+. The group also discussed inclusion-related findings from recent surveys, including those conducted by the Erasmus Student Network (ESN), and contributed input for the forthcoming **DIEM project** survey examining national agency support mechanisms for students from disadvantaged backgrounds.

The **second meeting**, convened on **30 September 2025**, revisited national agency developments and explored early insights from the **DIEM project**, particularly regarding support structures for disadvantaged learners. Members also discussed the upcoming **mobility heatmap** (published in the meantime at the end of 2025), and reflected on how this tool could inform future inclusion strategies.

The **final meeting of 2025**, held on **2 December**, centred on ongoing progress in the **Inclusion & Diversity (I&D) priority** of Erasmus+. Members shared their observations on national approaches, identified remaining challenges, and exchanged suggestions for future peer-group activities. The meeting also provided space to consider emerging topics for 2026, shaped by the group's evolving interests and the broader Erasmus+ policy context.

## MEMBERS-ONLY ACTIVITIES

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### TPG5 NEW MOBILITY FORMATS

Co-chaired by Miloš Milutinovic,  
OeAD, and Angeliki Psychogyiou,  
ACA Secretariat

In 2025, the New Mobility Formats Thematic Peer Group (TPG5) continued to explore innovative approaches to blended mobility, virtual exchange, and digital tools supporting international learning experiences.

The **first meeting**, held on **10 March 2025**, featured a presentation of the **FRAMES** project and its strategic framework for integrating **Blended Mobility and Virtual Exchange** within higher education institutions. The session was led by **Alícia Betts**, Responsible for Strategic International Projects at the University of Girona, and was followed by a tour de table through which members exchanged national updates and trends.

The **second meeting**, on **12 June 2025**, focused on **Collaborative Online International Learning (COIL)** and **Virtual Exchange** as key tools for advancing internationalisation at home. Guest expert **Eva Haug** (Amsterdam University of Applied Sciences) shared practical insights on institutional implementation and capacity-building. Members also provided updates on national initiatives and discussed current challenges and opportunities in virtual learning formats.

The **third and final meeting of 2025**, held on **27 October**, featured **Colin Tück** (Knowledge Innovation Centre), who introduced the **European Higher Education Interoperability Framework (HEIF)** and explored its implications for **virtual campuses** and **learner data portability**. The meeting also included exchanges on national developments and early planning for TPG priorities under the **2026 work programme**.



### TPG6 COMMUNICATIONS

Chaired by Annemarie Willemsen,  
Nuffic, Paulo Almeida, A.N E+EF,  
and Courtney Hartzell, ACA  
Secretariat

In 2025, the Communication Thematic Peer Group (TPG6) continued to strengthen members' capacities in strategic communication, stakeholder engagement, and the effective use of digital tools and visual media.

The **first meeting**, held on **12 March 2025**, focused on **strategic stakeholder engagement and advocacy communication**. Member experts **Eero Loonurm** (Harno) and **Alja Zadavec Sojar** (CMEPIUS) shared national approaches and practical insights into communicating effectively with policymakers, partners, and wider public audiences.

The **second meeting**, on **23 June 2025**, centred on **visual storytelling** and the use of **photography and video**. Guest speakers **Iris Haidau**, photographer, and **Pit Albert**, videographer, introduced key principles of visual composition, narrative building, technical considerations, and copyright, followed by exchanges on members' experiences and needs.

The **third and final meeting**, held on **4 December 2025**, addressed **building comprehensive communication strategies**. Following presentations by **Kristýna Veitová** and **Soňa Lippman** (DZS), and **Ivana Erceg Matijašević** (AMEUP), members discussed approaches to planning, prioritising, and evaluating communication activities to strengthen organisational visibility and impact.

Looking ahead, **Nikolina Đurić**, ACA Communications Officer, will assume the role of TPG6 co-chair from 2026. In preparation, she conducted **one-on-one consultations with 13 ACA member organisations** to better understand their communication practices, challenges, and expectations, helping shape the group's future thematic focus.

Bringing the expert community together for lively discussions, debates and deliberations on the current trends in innovation and internationalisation in higher education is one of ACA's core activities. In 2025, ACA organised several events to foster discussion on the most topical issues of international and European higher education cooperation.



### What's new in Brussels? Recent developments in European policies and programmes

30–31 January 2025, Brussels

Staying true to its mission of annually spotlighting the latest updates of the Erasmus+ programme while integrating global perspectives, the 2025 edition offered a rich mix of **informative panels**, **hands-on thematic sessions**, and **networking opportunities**. A new optional pre-seminar *meet-and-greet* session allowed participants to reconnect with colleagues and expand their professional networks.

This year's event brought together over **170 participants**, marking an increase from the previous year. Registrations reached capacity **three weeks before the deadline**, demonstrating strong interest in the programme and reconfirmed by highly positive post-event feedback.

ACA members played a key role in identifying higher education institution examples featured throughout the sessions. Representatives from HK-Dir, DAAD, OeAD, AMEUP, SEPIE, and EDUFI contributed as speakers or moderators, helping ensure that national perspectives and institutional experiences were well reflected in the discussions.



### Inclusion ACAdeMy – Final Conference

26–28 March 2025, Tallinn

The final conference of the Inclusion ACAdeMy brought together around **60 participants** from **Czechia, Estonia, and Hungary**. Building on the project's focus on strengthening inclusive practices in higher education, the event offered a combination of workshops, peer exchanges and discussions aimed at supporting the development of institutional and national-level roadmaps for inclusion.

Participant feedback highlighted the relevance and practical value of the sessions for staff working directly with students and institutional support structures. ACA members were closely involved in shaping the programme, with Harno, TPF and DZS co-hosting and contributing their national perspectives and expertise.

## PUBLIC EVENTS

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### EduCafé – Teaching Critical Thinking in the Age of AI

26 March 2025, Brussels

This EduCafé gathered approximately 40 policymakers and experts to explore how artificial intelligence is reshaping education and what its rapid integration means for the development of critical thinking. Through presentations and interactive discussion, participants examined emerging approaches, ethical considerations, and the need for updated pedagogical frameworks to respond to AI's growing influence in classrooms.

The event was co-organised by CZELO (DZS), SwissCore (Movetia) and ACA, with members contributing to both content development and discussions.



### ACA Advocacy Event 2025: "The future of Europe = the future of Erasmus+"

29 April 2025, Brussels

ACA's 2025 advocacy event took brought together over 120 participants for a series of high-level discussions with EU policymakers and higher education stakeholders. The programme centred on ACA's policy input developed throughout early 2025 and provided a platform to articulate sector priorities ahead of negotiations on the new MFF and Erasmus+ regulation. With more than 20 speakers across three panels, the event fostered a rich exchange on funding needs, programme architecture and future strategic direction. The event was co-designed and co-sponsored by HK-Dir (NorCore), DAAD Brussels, DZS (CZELO), VLUHR International and Movetia, whose representatives also contributed actively to the discussions.

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### Transatlantic Roundtable – Reinforcing Transatlantic Ties Through Higher Education Cooperation

20 June 2025, Lisbon

Organised on 20 June 2025, back-to-back with ACA's Spring General Assembly, international education leaders from ACA member organisations and their partners in Europe and the US gathered at the Luso-American Development Foundation (FLAD) in Lisbon for the 3rd high-level roundtable dedicated to reinforcing leadership dialogue and strengthening transatlantic exchanges in higher education. Co-organised by ACA members DAAD and IIE, together with the ACA Secretariat and the FLAD, the event built on previous dialogues in Brussels and Washington, DC, advancing discussions on research partnerships, student mobility, and policy alignment between Europe and the United States, and exploring how academic cooperation can reinforce cooperation between the two sides of the Atlantic amid evolving geopolitical challenges.

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### EduCafé – Higher Education and Europe's Competitiveness

26 June 2025, Brussels

This EduCafé explored how higher education contributes to Europe's competitiveness and innovation capacity. Moderated by **Ragnhild Sølvi Berg**, (HK-dir) the discussion brought together experts from academia, industry and the European Commission to examine skills needs, labour market trends and the role of Erasmus+ instruments in supporting cross-sector collaboration.

The event was co-organised by CZELO (DZS), NorCore (HK-dir), DAAD Brussels and ACA.



### ECEM – Final Conference

26 September 2025, Brussels

The final conference of the ECEM project brought together **57 representatives** from higher education institutions, civil society organisations, National Agencies and European-level stakeholders. Participants explored how civic engagement and service learning can be embedded within internationalisation and Erasmus+ mobility, drawing on practical examples and policy insights gathered throughout the project.

ACA members contributed actively to the programme, with HARNO and DZS speaking and HK-dir participating in the discussions.

### EU Policy Event & Western Balkans Contact-Building Seminar

9–10 October 2025, Tirana

Organised under the Study in Europe initiative, this two-day event took place in Tirana in a hybrid format, gathering more than **300 participants** from across Europe and the Western Balkans. The first day focused on quality assurance and recognition as key enablers of regional cooperation, while the second day brought institutions together for a contact-building seminar combining presentations, matchmaking sessions and networking.

ACA members played important roles across the programme, with AMEUP contributing to the conference sessions and ANE+ EF Portugal, SEPIE, Nuffic, Harno and DZS participating.

**EMSI Conference – “The sustainability of Erasmus Mundus Joint Masters”**

20-21 November 2025, Brussels

The second annual EMSI conference took place on 20–21 November 2025 in Brussels, dedicated to the sustainability of Erasmus Mundus Joint Masters. The event brought programme coordinators, policymakers and practitioners together to discuss long-term funding, institutional cooperation, and quality considerations. The conference was led by the DAAD Brussels office, with the ACA Secretariat offering content-related support. Participation was based on invitations issued by the EACEA.



**EduCafé – Less Known Inclusion: Working with Talented Pupils and Students**

8 December 2025, Brussels

The final EduCafé of the year offered a fresh perspective on inclusion by focusing on how to identify and support talented pupils, students and young people. The event brought together experts and policymakers to exchange views on talent development as part of a broader inclusion agenda.

It was co-organised by CZELO (DZS) and ACA.



**Quality in Blended Mobility: Tools, Practices and Future Directions**

9 December 2025, Brussels

The concluding HIBlend conference was held in **Brussels and online**, bringing together **335 participants** and presenting the project's key outcomes, including a comprehensive framework for quality-driven student blended mobility. The agenda featured findings on quality considerations, institutional practices and student engagement, complemented by good practice examples from across Europe. The event served as a platform for peer exchange and policy dialogue on the future of blended mobility within the European Education Area. CMEPIUS and Rannis contributed to the conference sessions, and the event was open to all stakeholders involved in mobility, internationalisation and digital education.

Tapping into its vast expert network and in-house knowledge, ACA offers bespoke training programmes and professional development sessions for institutional practitioners and administrators employed by national ministries and agencies with internationalisation portfolios.

### INCLUSION ACAdemy

The Inclusion ACAdemy is ACA's tailor-made training series dedicated to strengthening inclusion and widening participation in international programmes. Designed to support higher education institutions in advancing the **Inclusion and Diversity** horizontal priority of Erasmus+ (2021–2027), the ACAdemy brought together expert input, peer exchange and collaborative planning to support more inclusive internationalisation practices.

Following the training sessions delivered in 2024, participating national agencies and higher education institutions continued to develop their national action plans and exchange approaches to inclusive international mobility. This work led into the **Inclusion ACAdemy final event**, held in Tallinn on 26–28 March 2025 and hosted by Harno, which provided a dedicated space for participants from Czechia, Hungary and Estonia to deepen their collaboration, share practical strategies, and refine the foundations of their national-level plans (see more in the Public Events section).

Based on the outcomes of the training cycle, ACA finalised the **national-level roadmaps**, providing a structured framework to guide future institutional and national efforts to strengthen inclusion in international higher education.

### FOSTERING STRATEGIC APPROACHES TO STAFF MOBILITY UNDER ERASMUS+

ACA and six participating National Agencies are jointly developing a tailored TCA funded ACAdemy training offer aimed at strengthening **strategic and institution-wide approaches to staff mobility under Erasmus+**. Building on the initial concept work carried out in 2024, the partners continued refining the structure and objectives of a dedicated training series to better support institutions in leveraging staff mobility for professional development, organisational learning, and wider institutional impact.

The resulting programme consisted of **five online workshops held between April and November 2025**, bringing together institutional teams, primarily International Relations Offices and Human Resources units from higher education institutions nominated by the participating National Agencies. The first four thematic workshops (3 April, 7 May, 12 June and 4 November) explored strategic planning for staff mobility, links to professional development, widening participation, and approaches to creating broader institutional benefits. The sessions featured contributions from **13 external experts** representing diverse higher education institutions and European university networks.

The final workshop on **24 November 2025** supported participating institutions in designing **institutional action plans** aimed at embedding more strategic, inclusive and impactful practices in their staff mobility frameworks. This training series was led by CMEPIUS, in cooperation with AMEUP, TPF, DZS, OeAD and Rannis.

Every year ACA pursues a broad range of research projects, studies, consultancy work and other activities related to its core areas of expertise in higher education internationalisation. ACA's research work is carried out by its Brussels-based Secretariat staff in close partnership with a network of experts from Europe and beyond, many of whom come from ACA member organisations. In 2025, ACA was involved in several projects, with additional advisory roles in stakeholder meetings and speaking engagements at international conferences globally.



In 2025, ACA continued its involvement in the [Erasmus Mundus Support Initiative](#) (EMSI) through several activities aimed at strengthening the sustainability and visibility of Erasmus Mundus Joint Masters (EMJMs). As part of this work, ACA supported the preparation of the **European Commission's conference on the sustainability of EMJMs**, organised by the DAAD Brussels office and held on 20–21 November 2025. The conference brought together programme coordinators, National Agencies, and European-level stakeholders to discuss long-term approaches to sustaining high-quality joint programmes.

During 2025, ACA also contributed to the development of a **state-of-play report** prepared with NTT DATA for DG EAC and EACEA, summarising key trends and challenges in EMJM implementation. In addition, ACA produced a set of **communication materials** for the Erasmus Mundus Community Platform to enhance outreach and support community engagement around the topic of sustainability, and substantially contributed to the contractual work on the **feasibility and scenarios** towards a **representation structure for the Erasmus Mundus community**, coordinated by NTT DATA.

Additionally, ACA further contributed to EMSI's efforts to strengthen collaboration among EMJM coordinators by designing the concept for a **study visit to Ghent University**, aimed at facilitating peer exchange and showcasing institutional practices in joint programme delivery.



The [HIBLend project](#), funded under the Erasmus+ centralised action for European NGOs, aims to enhance the capacity of higher education institutions across Europe to design and deliver **high-quality blended mobility** opportunities for students. ACA serves as the project coordinator in collaboration with the European University Foundation (EUF), The Accreditation Organisation of the Netherlands and Flanders (NVAO), Tampere University of Applied Sciences (TAMK), and Masaryk University.

In 2025, the consortium focused on **testing and finalising the HIBLend Framework** for quality blended mobility. Building on earlier validation with the Advisory Board—including CMEPIUS and Rannís—and feedback from the European Commission, two testing rounds were conducted: an **internal validation** led by TAMK and MU, and an **external validation** coordinated by EUF through an open call for higher education institutions and practitioner workshops. These activities provided insights into the framework's applicability across diverse institutional contexts.

Parallel work advanced on the [HIBLend Heatmap](#) and the accompanying [digital toolbox](#), both of which will showcase good practice examples, institutional approaches and practitioner testimonials on blended mobility.

With the HIBLend Framework finalised, preparations were completed for the project's concluding hybrid conference, referenced above.

### STUDY IN EUROPE

Study in Europe 4 is a three-year initiative contracted by EACEA on behalf of the European Commission. Coordinated by Campus France, the project involves ACA and its members DAAD, Harno, Nuffic and DZS, with three other agencies as associate partners, of which two are also ACA members – Uni-Italia and SEPIE – along UEFISCDI (Romania).

In 2025, ACA contributed to several key strands of the project. Together with Harno, ACA finalised the technical analysis for the development of the new **Study in Europe community platform** and supported its launch in October 2025. The platform offers an interactive space for agencies and stakeholders, featuring thematic content such as overviews of marketing and mobility trends, handbooks on social media, and curated articles published throughout the year.

ACA also submitted to EACEA the **Analysis on Access to Scholarship Opportunities to Study in Europe**, based on a 2024 NA survey and stakeholder consultations. Initial findings were presented at the Erasmus Generation Meeting in Ancona (3–6 April 2025), where students shared insights on scholarship accessibility and platform use.

As part of a broader study on **National international education promotion strategies**, coordinated by Campus France, ACA and Harno also conducted interviews with representatives from Finland, Romania, Slovakia, Ireland, and Latvia, contributing to five country case studies to be published at a later stage.

In parallel, ACA organised several online events under the initiative, including the webinar **Building a National-Level Strategy for International Student Recruitment** (30 April 2025), followed by Collaborating with National Agencies for Greater Impact 17 October 2025) and **Using AI for International Student Marketing**

(13 November 2025). Additionally, as mentioned in the Events section, ACA also organised two major hybrid events in Tirana, Albania, on 9–10 October 2025.

Dissemination activities continued throughout the year, including the publication of **articles on the Study in Europe website** and contributions to the newly launched community platform.

### ECEM

Enriching Communities  
Through Engaged Mobilities

The ECEM project, funded under the Erasmus+ KA2 centralised action, Cooperation Partnerships for European NGOs, focuses on enhancing **community engaged learning** and advancing **service learning in international education**. ACA joined the consortium led by the Erasmus Student Network (ESN), alongside partners SGroup Universities in Europe, CitizensLab, and the Institute for the Development of Education. In 2025, ACA finalised a set of policy recommendations aimed at strengthening the Erasmus+ horizontal priority on civic engagement, common values, and participation in democratic life. These recommendations were informed by earlier stakeholder consultations carried out within the project.

As part of the public dissemination activities, the project concluded with a final conference held in Brussels on 26 September 2025. The event attracted 57 participants and served as a platform for discussing approaches to embedding community engaged learning in international education. In addition, ACA collaborated with the SALTO Participation and Information Resource Centre (Harno) on a joint publication summarising the project's insights and recommendations, which was released at the end of 2025.

### Diversity and Inclusion in Erasmus+ Implementation (DIEM)

The [DIEM project](#) aims to make Erasmus+ more inclusive by identifying barriers to mobility, improving participant experiences, and proposing evidence-based solutions.

In 2025, ACA carried out a **comprehensive survey** of national agencies to map their approaches to supporting disadvantaged learners in Erasmus+. The results informed a [Comparative Report](#) on national inclusion measures and the development of an online mobility heatmap that presenting country-by-country information on available support via [inclusivemobility.eu](#). To complement the research, ACA organised **two workshops** for national agencies, one online and one held in Brussels, to discuss survey findings, exchange national practices and reflect on ways to strengthen inclusion within programme implementation.

These activities collectively contributed to a more detailed understanding of how Erasmus+ support structures operate across Europe and where improvements could enhance the participation of underrepresented groups.

### National Policies for Internationalisation Project

This was a joint initiative of ACA and the European Association for International Education (EAIE) in the year, which resulted in a comprehensive overview study – [Mapping the internationalisation strategy landscape across the EHEA – 2025 and beyond](#) – published in November 2025 as a snapshot of national strategies and policy frameworks for internationalisation of higher education across the European Higher Education Area (EHEA), showcasing the diversity of approaches and the evolving policy landscape shaping internationalisation as of 2025.

Drawing on extensive desk research, analysis of strategic documents and semi-structured interviews with policymakers and national experts, the report outlines three complementary perspectives: the historical emergence and evolution of national strategies; concise country profiles presenting current policies and strategic directions; and forward-looking reflections on the trends influencing future policy development.

The preliminary results were also highlighted at the EAIE Conference and Exhibition 2025 in Gothenburg, Sweden, and showcased at CEEDUCON 2025 in Prague, Czechia. The final study was also presented during a [LinkedIn live webinar](#) on 11 December 2025, with dissemination activities continuing.

### MISIHE – Monitoring Internationalisation of Slovenian and Italian Higher Education

In 2025, ACA continued contributing expert support to the [MISIHE project](#), which examines internationalisation practices across higher education institutions in Slovenia and Italy.

As part of the international evaluation teams, ACA staff participated in two institutional review visits: to the University of Primorska (1–2 July 2025) and the University of Maribor (13–14 November 2025). Each visit involved analysing institutional documentation and conducting interviews with academic and administrative staff. The resulting evaluation reports, developed collaboratively with the institutions, provide tailored recommendations to strengthen internationalisation strategies and practices.

The project will continue in 2026 with further evaluation visits, including to the University of Ljubljana and a partner institution in Italy.

### Study on the Needs of Higher Education Institutions Participating in European University Alliances

This [study](#) was carried out in 2025, with ACA and CMEPIUS jointly developing a mixed-method research design to map the **landscape of national support** in Europe for Higher Education Institutions (HEIs) participating in the European Universities Initiative (EUI) and Seal of Excellence (SoE) alliances. The analysis zooms into **various types of assistance** provided by national governments and **national funding agencies, including the National Agencies (NAs) for Erasmus+**, juxtaposed with the needs and expectations of the respective HEIs, as well as into the areas for further collaboration at national level. The findings and suggested ways forward build on the work of the LTA SPREAD EUI and are based on evidence collected from 33 NAs from 28 countries, and over 400 individuals working in various capacities for over 250 HEIs engaged in 36 European Universities and SoE alliances, from 32 countries. The supporting data was gathered through two questionnaires (for NAs and for HEIs) and two focus groups in the course of 2025. The ensuing report will be published in January 2026 and further detailed at an upcoming webinar.

### Slovak Internationalisation Audits

In 2025 ACA continued its involvement, through senior expert staff, in the Slovak national project supporting [internationalisation audits of higher education institutions](#), funded through the Recovery and Resilience Plan in **Slovakia**. Building on the audit work conducted in 2024—which included site visits, institutional evaluations, and the development of tailored action plans—the experts supported the follow-up phase in 2025. During this year, they evaluated the **progress made by five Slovak higher education institutions in implementing their institutional action plans**. The assessments, carried out in line with the requirements of the Ministry of Higher Education and Science, showed strong advancement and commitment across the five institutions.

### Study on Assessing the Economic Impact of Erasmus+ Incoming Student Mobility

In 2025, ACA continued its collaboration with five member organisations, the Agency for Mobility and EU Programmes (AMEUP, Croatia), the German Academic Exchange Service (DAAD), Tempus Public Foundation (TPF, Hungary), the Portuguese National Agency for Erasmus+ (ANE+ EF), and Fondacija Tempus (Serbia), on a [comparative study](#) examining the economic impact of incoming Erasmus+ students in the five participating countries.

Building on earlier desk research, ACA organised two methodological workshops that brought together examples from Austria, Estonia, France, Slovenia, Spain, and other European contexts. These sessions helped map existing approaches to assessing the economic effects of both degree-seeking and credit mobility, and informed the development of an analytical framework tailored to the project countries.

During 2025, ACA also refined the comparative research model using real datasets, including the Erasmus+ KA131 mobility data for the 2022 call provided by DG EAC. The model was tested with Croatian data and further validated through consultations with external experts. Based on this groundwork, the consortium carried out the comparative analysis throughout the year. The final report was completed at the end of 2025, offering the first cross-country assessment of the economic contribution of Erasmus+ incoming students across the five participating higher education systems.

The study's key insights were also shared during a dedicated session at the EAIE Conference and Exhibition 2025 in Gothenburg, raising awareness among practitioners and policymakers about the broader economic significance of international student mobility.

### Inclusion Scan

In a collaborative effort to strengthen inclusion practices across European higher education, ACA continued its partnership with SALTO Inclusion & Diversity in Education and Training (led by AMEUP) to promote and support the [Erasmus+ Inclusion Scan](#) developed by Nuffic. The tool enables institutions to assess their current approaches to inclusion through a structured self-reflection process, helping them identify areas for improvement in line with the Erasmus+ Inclusion and Diversity priority. Throughout 2025, ACA delivered a **series of consultation sessions for higher education institutions** that applied for **expert support** in interpreting their Inclusion Scan results and translating them into concrete improvement steps. Feedback from participating institutions highlighted the value of dedicated time and expert facilitation in fostering cross-departmental dialogue and strengthening institutional strategies for inclusive mobility.

Building on these consultations, ACA and SALTO ID ET also finalised a **practical guide**, [Establishing the Role of an Inclusion Officer in a Higher Education Institution](#), developed on the basis of interviews with institutional inclusion practitioners. The guide outlines why and how institutions may establish dedicated inclusion roles and offices, offering practical inspiration for sector-wide uptake.



The [European Digital Education Hub](#) is a flagship initiative under the Digital Education Action Plan, supporting cooperation on digital education across Europe. Until the end of the **first quarter of 2025**, ACA continued its role as an associate partner in the consortium led by DAAD, contributing to community-building activities and supporting exchanges within the Hub. Following the launch of the **new 2025–2029 consortium** under DAAD's leadership in April 2025, ACA's involvement shifted from a formal consortium role to active participation through the Hub's community channels. In this new phase, ACA staff is engaged in the **Digital Education Ambassadors Programme**, helping promote the Hub, facilitate community discussions, and share good practices that advance digital education across Europe.

### ACA Expert Pool

In 2025, ACA continued its work on the Expert Pool – a members-only instrument designed to help the association's expertise-sharing capacity, and put members in direct contact with top experts in the field. Due to technical updates of the platform used to host the tool, some further programming was needed in 2025, moving the foreseen launch date of the tool to 2026.



Co-funded by  
the European Union

### Erasmus Operating Grant 2025

In 2025, ACA conducted a series of activities related to its thematic peer groups and European higher education policies and programmes awareness-raising in the framework of Erasmus+ Operating Grant, which provided EU co-funding for the association.



The [PROFFORMANCE+ project](#) (2022–2025) continued to advance a European framework for teaching excellence, supporting progress in digitalisation, inclusion, sustainability, and internationalisation. In 2025, ACA contributed to the project's communication and visibility efforts at EU level, including three articles published in the *Education Europe* newsletter. The project concluded on **16 October 2025** with a final event in Budapest, gathering around **90 experts from 14 countries**. The event marked the end of five years of collaborative work aimed at strengthening teaching quality across Europe. The final outputs include the **PROFFORMANCE Assessment Tool (PAT)**, the **Short Courses**, and the **Teaching Excellence Database**—a set of tools designed to help institutions evaluate teaching competences, plan targeted professional development, and share effective practices.

Co-funded by the

ACAgant\_SGA-25

## EU POLICY CO-CREATION

ACA actively participates in policy design and co-creation meetings organised by the European Commission or other stakeholder organisations in the field.

In 2025, ACA focused on two main themes in European higher education:

- **Erasmus+ upcoming programme generation:** ACA facilitated internal consultations on the future Erasmus+ programme with its members, issuing two interconnected **position papers** throughout 2025. The first policy statement laid the groundwork as to why it is important to invest in higher education in the Erasmus+ programme, and the position paper that followed exemplified how to reinforce higher education's role in the Erasmus+ programme.
- **Reaffirming the value of Erasmus+:** ACA consulted with members on the importance of enhancing the budget for Erasmus+ upcoming Multiannual Financial Framework (MFF).

## ACA POSITIONS

ACA position papers, joint statements, and reflection papers serve to advocate for or initiate discussion on a topic of importance to ACA membership and a broader higher education community.

In February 2025, ACA published a joint policy statement titled *[The future of Europe = the future of Erasmus+: Why further invest in higher education at EU level?](#)* providing evidence of the importance of the Erasmus+ programme, its multiple ambitions and expected benefits, ahead of the preparations for the Erasmus+ programme (2028-2034).

In May 2025, ACA released a position paper titled *[The future of Erasmus+ is the future of Europe. Investing in higher education at EU level](#)*, aiming to feed into the development and design of the forthcoming Erasmus+ programme. This paper complements the joint policy statement published in February, reinforcing the programme's role, and outlines a series of measures for the higher education part of the Erasmus+ programme, covering mobility, partnerships and international dimension actions, discussed by ACA members.

In November 2025, ACA issued a [response](#) to the European Commission's public consultation on the EU's next long-term budget, the Multiannual Financial Framework (MFF). The response reiterated a core message: **Erasmus+ remains one of the EU's strongest instruments for talent, cooperation and competitiveness**—and requires investment that matches its ambitions.





## COOPERATION WITH PARTNERS AND STAKEHOLDERS

ACA pursues to strengthen its cooperation with key partners and sister organisations in the field, reflecting its strategic approach to knowledge-sharing and ensuring its contributions remain impactful and well-integrated within the broader higher education community.

In 2025, ACA co-organised together with the European Association for International Education (EAIE) a **joint policy debate and networking event** on 3 July in Brussels, connecting ACA members, national internationalisation funding agencies and international higher education professionals from universities across Europe, representing the EAIE with Brussels-based higher education stakeholders. The collaboration with the EAIE was also strengthened through the joint report [\*Mapping the internationalisation strategy landscape across the EHEA – 2025 and beyond\*](#) (mentioned in detail above).

Additionally, ACA Secretariat members **Veronika Kupriyanova**, **Martin Bogdan**, and **Angeliki Psychogyiou** continued to serve on three EAIE thematic committees (European Funded Programmes Thematic Committee, Social Responsibility Thematic Committee and Student and Staff Thematic Committee), further aligning ACA's expertise with these thematic areas.

The collaboration with **ESN International** also intensified during the year through **joint projects** such as **DIEM** and **ECEM**, as well as regular exchanges at various events, reinforcing the shared commitment to advancing inclusion, civic engagement, and community-oriented internationalisation within Erasmus+ and beyond.

## REPRESENTATION AT MAJOR INTERNATIONAL HE EVENTS

The ACA Secretariat colleagues attended – both as active contributors and as participants - many high-level EU events as well as prominent national and international events. The representation of the ACA Secretariat at events showcases the rich expertise within ACA and enables it to reach a wider audience, as well as an opportunity to advocate on behalf of the ACA membership base. ACA was represented in at least ten high-level EU events and in over 30 international and national events in 2025. The association pursues an evidence-driven approach in its external representation, rooting all input in ACA studies and other relevant analyses in the field, supporting evidence-based policy and decision-making at institutional, national and European level.

Highlights of representation at high-level EU events:

- European Higher Education Sector Scoreboard launch conference, 25 January, Brussels
- IGLO event on a European degree label, 27 May, Brussels
- Forum of European Universities alliances organised by the Presidency of the Republic of Poland in the Council of the European Union, 12–13 June, Wrocław
- Digital Education Stakeholder Forum 2025: Tap into Europe's Digital Potential, 24 June, Brussels
- The European Parliament event "Erasmus Mundus: A Global Attractiveness Driver for the EU in Addressing Societal Challenges", 25 June, Brussels
- IGLO event on scholarships in the new Erasmus+ programme, 13 October, Brussels
- The European Education and Skills Summit, 28-29 October, Brussels
- The European Parliament event "A European Degree: empowering students, strengthening universities, uniting Europe", 5 November, Brussels
- EMSI conference "The Sustainability of Erasmus Mundus Joint Masters", 20-21 November, Brussels
- The First European Degree Forum 2025, 20-21 November, Florence

**Highlights of representation at international and national events:**

- EAIE & Nuffic Insight Event: Achieving Inclusive Internationalisation, 6 March, Utrecht
- CZELO study visit for Czech universities, 25 March, Brussels
- Erasmus Generation Meeting, 3-6 April, Ancona
- DigComp 3.0 Stakeholder Consultation, 10 April, Brussels
- EC Community for Educational Innovation Kick off meeting, 19 March, Brussels
- FOREU4ALL kick-off meeting with stakeholders, 29 April, Brussels
- ESN event Raising the Bar in Erasmus+ Mobilities: AsCOLA Student-Centered Courses Evaluation, 6 May, Brussels
- LTA SPREAD EU (DAAD, OeAD, HK-Dir, and TPF) 3rd informal NA staff meeting on European Universities as role models, 22 May, online
- YERUN 10th anniversary conference, 5 June, Brussels
- Journées Erasmus+ de l'Enseignement supérieur 2025, 1-2 July, Bordeaux
- Guild-LERU event "Envisioning the future Horizon Europe and Erasmus+", 2 September, Brussels
- 35th EAIE Conference and Exhibition, 9-12 September, Gothenburg
- "100 Years DAAD – 100 Years Change through Exchange", 15 October, Brussels
- LTA SPREAD EUI conference, 20-22 October, Bonn
- DZS / CZELO Study visit of Czech higher education institutions, 23 October, Brussels
- HK-dir / Norcore staff visit to Brussels, 5 November, Brussels
- ARES webinar "Launch of the DIES tool", 14 November, online
- CEEDUCON, 19-20 November, Prague
- FRSE & NAWA Conference on "Joint and Double Programmes in Europe", 25-27 November, Lodz University of Technology
- OeAD higher education conference "Higher Education in Dialogue with the Labour Market and Business", 26-27 November, Kufstein, Austria
- AMEUP higher education conference, Zagreb, Croatia, 8 December, online



Part of the ACA Secretariat at EAIE conference in Gothenburg



ACA relies on a wealth of communication platforms to support the dissemination of ACA Secretariat's and members' activities, updates, events and publications.

**NEWSLETTER**

One of the ACA flagship products, the monthly news service [ACA Newsletter – Education Europe](#), is provided to a large audience of recipients in Europe and beyond with responsibilities for internationalisation of higher education, working in international and supranational organisations, ministries, national, European and international associations, as well as higher education institutions. In 2025, ACA issued twelve newsletter editions and the overall engagement with the readers increased.

**SOCIAL MEDIA**

In 2025, ACA's communications channels experienced significant growth, both in audience reach and engagement. Demographics indicate that ACA continued to serve a European and global audience. The demographics from ACA social media channels indicate that the majority of its active audience is based in Europe, mirroring ACA's membership base.

**WEBSITE**

The [ACA website](#) updates continued in 2025 with the launch of a fully redesigned **publications page** in August, improving user navigation and experience. The next phase of **website renovations** will focus on enhancing the events page functionalities and member-related content. In addition to consultations with experts, benchmarking exercises were conducted, and ideas were proposed for improving **accessibility** and user engagement. An updated events page is anticipated in 2026.



## ACA LEADERSHIP

ACA is governed by its **General Assembly (GA)**, its highest decision-making body on which all ACA members are represented. The GA decisions are based on proposals of the **Administrative Council (AC)**. The AC consists of up to seven elected members who are elected for three-year terms by the General Assembly from amongst senior staff of ACA member organisations. The Brussels-based ACA Secretariat handles the day-to-day affairs of the association, with a high priority placed on professionalism, cost efficiency, and high-quality service delivery. The association is represented externally by a key figure – the ACA President – who is elected for a 3-year mandate, once renewable.



Gro Tjore | ACA President

In 2025, Gro Tjore, Deputy Director General of HK-dir, continued her role as ACA President into her second of the three-year mandate. Stephan Geifes, Director NA DAAD, served the first year in his role as ACA Vice-President, while Roman Klepetko, DZS also inaugurated his term as ACA's Treasurer.

The following elected **Administrators** served on the **ACA Administrative Council** in 2025. This year saw one election round, the results of which are presented above in the **Statutory meetings** section.



**Stephan Geifes**, ACA Vice-President and Director, Erasmus+ National Agency Higher Education within the German Academic Exchange Service - DAAD, Germany



**Amanda Crameri**, Member of the Executive Board and Head of the Higher Education Unit, Movetia - Swiss National Agency for Exchange and Mobility, Switzerland



**Roman Klepetko**, ACA Treasurer and Deputy Director, Head of Higher Education and Lifelong Learning Division, DZS - Czech National Agency for International Education and Research



**Gerhard Volz**, Head of the Department for International Cooperation in Higher Education at the Austrian Agency for Education and Internationalisation (OeAD), Austria



**Runa Vigdís Guðmarsdóttir**, Director of the Erasmus+ National Agency within Rannis, Iceland



**Vidar Pedersen**, European Programmes Director and Director for Erasmus+ at the Directorate for Higher Education and Skills (HK-Dir), Norway (since November 2022)



**Maija Airas**, Counsellor of Education and Head of Unit for International Higher Education Cooperation, Finnish National Agency for Education - EDUFI

## ACA SECRETARIAT

The ACA Secretariat is headed by Irina Ferencz (Director). In 2025, the team further consisted of Veronika Kupriyanova (Deputy Director), Martin Bogdan (Policy and Project Coordinator – Inclusion and Societal Engagement), Angeliki Psychogyiou (Policy and Project Coordinator – Digitalisation and Sustainability), Courtney Hartzell (Policy and Project Coordinator), Jenny Nygård (Project Assistant), Nikolina Đurić (Communications Officer), Lorenzo Dello Iacovo (Junior Policy Officer), Caroline Marissal (Office Manager), and Raul Ranne (Senior Advisor) working remotely from Estonia.



Irina Ferencz



Veronika Kupriyanova



Martin Bogdan



Angeliki Psychogyiou



Raul Ranne



Courtney Hartzell



Nikolina Đurić



Jenny Nygård



Lorenzo Dello Iacovo



Caroline Marissal

ACA ACCOUNTS 2024, 2023 AND 2022 (EUR, ROUNDED UP)

	2024	2023	2022
<b>Expenditure</b>			
Staff costs	587,021	482,704	448,236
Secretariat running costs/ infrastructure & Equipment	177,135	151,687	119,128
Project expenditure	336,222	286,446	72,199
Travel, meeting & subs.	14,864	14,398	10,955
Provision	0	0	0
<b>Total</b>	<b>1,115,244</b>	<b>935,234</b>	<b>650,519</b>
<b>Income</b>			
Membership Fees	405,172	359,261	299,148
Project Income	727,633*	582,871	356,978
Other Income	713	1,462	588
<b>Total</b>	<b>1.133.519</b>	<b>943,594</b>	<b>656,714</b>
<b>Net Result</b>	<b>18.274</b>	<b>8,360</b>	<b>6,194</b>

\*Including Erasmus+ Operating Grant in the total of 175,000 EUR

ACA  
ACADEMIC  
COOPERATION  
ASSOCIATION



Promoting Innovation and Internationalisation

Academic Cooperation Association (ACA)  
15 Rue d'Egmontstraat  
B-1000 Brussels  
Belgium

Phone: +32 2 513 22 41

Fax: +32 2 513 17 76

E-mail: [secretariat@aca-secretariat.be](mailto:secretariat@aca-secretariat.be)

 [aca-secretariat.be](http://aca-secretariat.be)

 ACA – Academic Cooperation Association

Brussels, 2025

Editing and design: ACA Secretariat