



**EAIR Annual Report**  
September 2019–August 2020





## EAIR Annual Report 2019–2020

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## The Mission and Aims of EAIR

**Preamble: EAIR is a European society whose interests encompass higher education and a wide international perspective.**

### The Mission of EAIR

The *mission* of EAIR is to support research and development in higher education research, policy and practice, to the general benefit of higher education.

### The Aims of EAIR

The following aims should be read with reference to institutional, national and international contexts, as appropriate.

- To encourage research in higher education;
- To promote the development of institutional management, planning and policy implementation;
- To disseminate information that supports policy-making, policy implementation and good practice in higher education;
- To support the membership by providing opportunities for networking and professional development in the field of higher education.

EAIR seeks to achieve its aims by:

- Organising an annual Forum bringing together students, researchers, policy makers, leaders, administrators and practitioners;
- Publishing the peer-reviewed journal '*Tertiary Education and Management*' which may include high quality papers from the annual Forum and other appropriate contributions. EAIR may support other publications too in addition to TEAM;
- Organising seminars and networking opportunities of interest to specific groups of the EAIR membership, involving non-members where appropriate. These may involve cooperation with other organisations;
- Providing a variety of opportunities for networking and professional development of members and other interested parties in the various fields of higher education;
- Initiating, encouraging and actively supporting comparative research on issues in higher education;
- Cooperating and exchanging information with relevant organisations;
- Providing other services to the membership, such as a membership directory; online databases; and electronic copies of Forum presentations;



## Report by the Chair and the Secretary of EAIR

Since the foundation of EAIR, the last 12 months have probably been the most eventful in the history of our organisation. The move of the Secretariat to Leiden University has proved to be the right solution from many points of view. In particular, we can once again count on the direct support of a university in the “old tradition” in our more than 40-year EAIR history. I would like to take this opportunity to thank Leiden University in particular for the warm welcome and for providing the infrastructure for our Secretariat. After the Universities of Twente and Amsterdam, we can now look positively into the future, thanks to the formal support of a renowned university.

Nevertheless, EAIR was particularly challenged this year. Like so many other conferences, we had to cancel our Forum in 2020 in Ireland due to COVID-19. The preparations for the meeting were in full swing. We had reviewed over 152 submissions for the 9 tracks and had just selected the papers as more and more universities closed their doors, their campuses and their face to face study modes. Therefore, in close consultation with our 2020 host, the University College Cork (UCC) and the Executive Committee, our Forum was cancelled with a heavy heart. This is the first time in the history of EAIR that a planned Forum could not take place. This is bitter for our community and for all those who have been instrumental in the planning and development of this Forum. Therefore, I would like to thank especially the colleagues, Jennifer Murphy and Elizabeth Noonan, from the UCC for their work and great preparation. Of course, we hope that we will have the opportunity to hold our Forum at the UCC in the future!

Covid-19 has hit the whole university system globally as well as EAIR particularly hard. We were forced to reduce the capacity of the Secretariat before and during the pandemic. However, we were able to take care of the daily business and to implement important planning steps for the coming years. Without the commitment and flexibility of the Secretariat, the pandemic would certainly have threatened us more and caused more damage. With Dr. Isabel Roessler, Laura Lüchtfeld and Daniella Michiels van Kessenich-Zanda, the team was not only able to improve the work of the Secretariat last year, but also made it more effective and efficient by restructuring it. This was a prerequisite in order to master the challenges of the recent past.

Even though the Forum at the University of Leiden entitled "Responsibility of Higher Education Systems: What? Why? How?" with 305 participants and 92 contributions was a very successful event, it is all the more important that future events can follow. The accepted contributions for the Forum 2020 will be presented and discussed in a series of smaller webinars and virtual events over the upcoming months. Thus, we hope that exchange and discourse will not be neglected in 2020. By saying this, we made a great effort regarding the planning of our Forum for 2021. We are convinced that next year (September 9 to 11, 2021) we will meet personally at the Humboldt University of Berlin at the 42nd EAIR Forum!

Until then, stay healthy and take part in our virtual events!



**Attila Pausits**  
Chair EAIR



**Rosalind Pritchard**  
Secretary EAIR



# Report on the EAIR Finances 2019-2020

We would like to thank our colleagues of the Audit Committee (Nynke Jo Smit and Joke Hageman) for their contribution.

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## Report on the EAIR Finances 2019

### Realisation 2019

In 2019 the foreseen negative result of € 28.306 became a deficit of €75.459: a negative difference of: €47.153. This is mainly due to the following reasons:

### Expenditure (see appendix for the overview)

	Budget 2019	Realisation 2019	Difference
Personnel	119.980	98.066	-21.914
Related Personnel	7.600	10.719	3.119
Housing	1.600	1.221	-379
Secretariat costs	5.000	4.265	-735
Various association + Forum	117.486	108.777	-8.709
	251.666	223.048	-28.618

The result of our expenditure is in total € 28.600 less costs than budgeted. This is not only the result of our strict policy to reduce the costs as much as possible, but especially because we had to cut in our costs in a rigorously way during the year.

Regarding Personnel: Lina Suratin resigned voluntarily (from March 2019 on) and to reduce costs, we decided not to fill her vacancy. The agreement with Gerlof was cancelled with effect from June 2019. According to Dutch Law we had to make a settlement agreement to terminate the employment contract by mutual consent and pay him the sum of €19.000. We have been able to save on extra personnel costs, because of a further limitation of the secretariat.

Regarding Related Personnel: because we moved the secretariat to Leiden, it resulted in a relative higher travel allowance for Lina and Gerlof (until June). The total of related personnel is higher as foreseen because of an administrative change in the accounting (the pension costs of the employees are shown on a more transparent manner in this overview). Regarding housing and secretariat costs there are no significant differences compared to the budget.

Regarding the forum costs and team costs:

The result of the Leiden forum is positive. We budgeted it for €113.758 and succeeded to reduce to costs to €98.018. The Forum Fees were €130.775, which means a positive result of €32.750.

The TEAM publication costs are much higher than foreseen because of a post calculation (€6.494) of the publisher which was not included in the budget for this year.



## Income

	Budget 2019	Realisation 2019	Difference
Membership fees	49.500	16.152	-33.348
Forum fees	175.000	130.775	-44.225
Sponsor/exhibitors		662	
	224.500	147.589	-77.573

In total € 77.573 less income than budgeted. There are two main reasons for this difference, namely: (1) a number of members who didn't continued their membership and/or refused to pay their membership (despite many reminders and mail and phone traffic) (total €16.694), and (2) a number of participants for the forum had signed up, but did not appear on the forum and refused to pay the fee (€23.216).

All in all, the difference of €75.459 between the budget 2019 and the consolidated and realized budget 2019 can be explained by the following main differences:

	Budget 2019
Upcoming costs 2018 Forum CEU Budapest	3.218
Informa UK LTD	6.494
Settlement agreement with Gerlof Groenewoud	19.000
Less income of members	16.694
Less income of Forum fees	23.216
Bad creditors	5.891
	74.513

The remaining 900 euro is based on small differences.

## Balance

	Debet		Credit
ABN Banking Payment account	€ 4.061,31		
ABN Banking Savings account	€ 439,51		
		Capital and reserves	€ 73.442,61
		Creditors	€ 11.986,26
Result 2019	€ 75.459,00		



	Debet		Credit
Negative equity	€ 5.469,05		
	€ 85.428,87		€ 85.428,87

## EAIR Budget 2019 to 2020

This financial situation is alarming and it seems that we don't succeed in getting our financial situation under control. We have a negative equity. The executive steering committee decided to take stronger actions in order to reduce the costs significant. Starting from February 2020 we stopped all cost-bearing activities and systems (insurances, management information system, computer maintenance and contracts (XS4All, Ziggo, Exact), so that we have virtually no longer fixed material loads. Also we decided to bring the secretariat to the absolute minimum, which means that Isabel and Daniella has stopped working for the EAIR. It is important to avert a bankruptcy, so therefore we must take these actions.

The executive board attempts to reverse this negative multi-annual trend and realizes that firm decisions are still needed. Not only changes into the organizational structure of EAIR are needed, but also in it's activities. In the coming month's of 2020 the executive board will form a task force in order to formulate a clear and stable policy.

### Appendix

#### Appendix: EAIR - ANNUAL BUDGET REVIEW 2019

Ordernr.	EXPENSES	Budget 2019	Realized 2019
	<u>Personnel</u>		
	Gerlof and Lina	€ (119.980)	
4001	ICLON (Daniella)		€ (31.963)
4002	CHE (Isabel)		€ (10.430)
4003	Laura Luchtefeld		€ (5.461)
4004	Student assistant		
4005	Gerlof Groenewoud		€ (44.574)
4006	Lina Suratin		€ (5.638)





## Appendix: EAIR - ANNUAL BUDGET REVIEW 2019

		Budget 2019	Realized 2019
		€	€
<i>Total Personnel</i>		<b>(119.980)</b>	<b>(98.066)</b>
<u><i>Related Personnel</i></u>			
4101	(40420) Travel allowance	€ (2.500)	€ (2.094)
4102	(40600) Arbo services	€ (100)	€ (75)
4103	(40800) Absence/sickness insurance (Delta Lloyd)	€ (3.000)	€ (3.005)
4104	Pension insurance (Zwitserleven)		€ (5.545)
	(40900) Training & Other personnel costs	€ (2.000)	
<i>Total Related Personnel</i>		<b>€ (7.600)</b>	<b>€ (10.719)</b>
<u><i>Housing</i></u>			
	(42000) Office Rent	€ 0	
4105	(42500) Company policy Insurances (liability exec.board + general office ins.) (ABN)	€ (1.500)	€ (1.221)
	(42900 + 43900) Miscellaneous Housing	€ (100)	
<i>Total Housing</i>		<b>€ (1.600)</b>	<b>€ (1.221)</b>
<u><i>Secretariat</i></u>			
	(43000) Office Supplies & Stationary	€ (500)	
	(43410) Internet/telephone maintenance and contracts	€ (250)	
4302	(43600 + 43640) Computer maintenance and contracts (XS4all / Ziggo)	€ (750)	€ (341)
4303/4304	(43610) Website maintenance (new website) (Nedvice)	€ (1.750)	€ (826)
4305/4306	(47100 + 47700) Bank charges / Credit card & bank fees	€ 0	€ (956)
4307	(47300) Accountancy agency, administrative costs (Exact Online-MIS - Kop of Munt))	€ (1.750)	€ (2.142)
<i>Total Secretariat</i>		<b>€ (5.000)</b>	<b>€ (4.265)</b>
<u><i>Various Association + Forum Leiden</i></u>			
	EAIR costs Leiden Forum Budget	€ (113.461)	
	(45600) Web/Database design for Forum	€ (500)	
4401	Forum Keynotes (travel and hotel costs)		€ (1.874)
4404	Forum Studentassistents		€ (3.524)



## Appendix: EAIR - ANNUAL BUDGET REVIEW 2019

		Budget 2019	Realized 2019
			€
4407	Forum costs + social event		(83.29 6)
4408/4409	Forum miscellaneous		€ (4.999)
4410	Upcoming costs 2018 Forum CEU Budapest		€ (3.218)
4411	Refunded costs		€ (962)
4505	Forum Miscellaneous Expenses	€ 0	€ (145)
	(47500) TEAM Publication costs	€ (3.525)	
4601	Informa UK Ltd (TEAM volume 1-4)		€ (6.494)
4601	Springer Nature		€ (4.265)
		€ (117.4 86)	€ (108.7 77)
	<i>Total Various Association + Forum</i>		
		€ (251.6 66)	€ (223.0 48)
	<i>Total Expenses</i>		
	INCOME		
5001	Membership Fees (80000) (budget calculation based on 300 paying members)	€ 49.500	€ 16.152
		€ 175.00	€ 130.77
5002	Forum Fees	0	5
5101	Miscellaneous Income Association (Springer - TEAM Royalty) (80600)	€ 3.110	
5102	Miscellaneous Income Association (Springer - Editor Stipend) (80600)	€ 2.000	
5201	Miscellaneous Income Forum (Sponsors/Exhibitors) (80400)	€ 0	€ 662
		€ 229.61	€ 147.58
	<i>Total Income</i>	0	9
		€ (22.05 6)	€ (75.45 9)
	Final Results		



**Ton Kallenberg**  
Treasurer EAIR

# Publications

## New Book Series

**Editor-in-Chief: Bruno Broucker**

**Co-editors: Rosalind Pritchard and Ton Kallenberg**

The EAIR now has a new book series published by Brill (<https://brill.com/view/serial/EAIR>). Each volume will contain a selection of contributions from scholars, policymakers and practitioners in the broad field of Higher Education. The first volume is due to appear in July 2020 as a result of the 2019 EAIR Forum in Leiden (<https://brill.com/view/title/58360>). Each chapter has been subjected to a process of open peer review by two scholars before being accepted for the volume. The second volume is already in preparation.

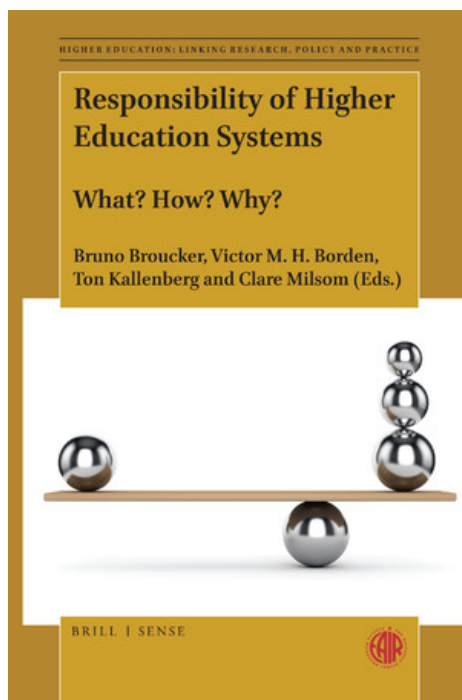


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Previous book publications are as follows:

1. ***Resilient Universities*** (Forum held in Stavanger. Published by Peter Lang, 2013).  
Edited by Jan Erik Karlsen and Rosalind M. O. Pritchard.
2. ***Diversity and Excellence*** (Forum held in Essen. Published by Sense, 2015).  
Edited by Rosalind M. O. Pritchard, Matthias Klumpp and Ulrich Teichler.
3. ***Positioning Higher Education Institutions*** (Forum held in Krems. Published by Sense, 2016).  
Edited by Rosalind M. O. Pritchard, Attila Pausits and James Williams.
4. ***Collaboration, Communities and Competition*** (Forum held in Birmingham. Published by Sense, 2017)  
Edited by Samuel Dent, Laura Lane and Tony Strike.
5. ***Higher Education Institutions Coping with Multiple Challenges*** (Forum held in Porto. Published by Brill, 2019).  
Edited by Pedro N. Teixeira, Amélia Veiga, Maria J. Rosa and Antonio Magalhães.
6. ***Competition, Collaboration and Complementarity*** (Forum held in Budapest. Published by Central European University, 2019).  
Edited by Rosalind M. O. Pritchard, Mark O'Hara, Clare Milsom, James Williams and Liviu Matei.

## Annual Report on TEAM

### Nicoline Frølich and Kurt De Wit, Editors – Tertiary Education & Management

TEAM continues to have a good turnover of articles and is published timely four times a year. Points of attention are the quality of the submissions and the availability of (a broad spectrum of) reviewers.

Nicoline Frølich and Kurt De Wit took over from Malcolm Tight as editors-in-chief. The scope of the journal was somewhat broadened to include management, governance and organisation of higher education; teaching and learning in higher education; the academic profession and academic careers; higher education and the labour market; and institutional research in higher education. The attention for the (selective) publication of special issues was continued.

The move to Springer as publisher and the change of editors has taken TEAM through a transition period. This transition is still ongoing but should in time lead to a stronger influx of manuscripts and special issues.



## Leadership and Committees EAIR

The success of EAIR depends on the commitment of its members. Many active members participate on a voluntary basis in EAIR's leadership and committees. We would like to thank them all for their dedication to EAIR in 2019 and 2020.

### Executive Committee and Presidency 2019-2020

#### President of EAIR

- Christine Musselin • L'institut d'études politiques de Paris (Science Po) • Paris • France

#### Executive Committee EAIR 2019 - 2020

- Attila Pausits • Danube University Krems • Krems • Austria (Chair)
- Nicoline Frølich • NIFU • Oslo • Norway (Vice Chair, Chief-Editor TEAM)
- Rosalind Pritchard • University of Ulster • Coleraine (NI) • United Kingdom (Secretary)
- Ton Kallenberg • Leiden University • Leiden • the Netherlands (Treasurer)
- Mark O'Hara • Birmingham City University • United Kingdom
- Bruno Broucker • Institute of Tropical Medicine | Antwerp • Belgium
- Tony Strike • The University of Sheffield • United Kingdom
- Isabel Roessler • CHE –Centre for Higher Education Development • Gutersloh • Germany

#### *Ex-officio members*

- Kurt de Wit • KU Leuven • Leuven • Belgium (Chief-Editor TEAM)
- Jennifer Murphy • University College Cork • Cork • Ireland (Forum Co-Chair)

### Executive Committee and Presidency 2020 – 2021

#### Executive Committee EAIR 2020 – 2021

**Regarding the composition of the 2019-2020 EAIR Executive Committee, three candidates were nominated for three available EC position. Attila Pausits and Nicoline Frølich will remain EC member for a 3-year term and Göran Melin will become a new member for a 3-year term as well.**

- Attila Pausits • Danube University Krems • Krems • Austria (Chair)
- Nicoline Frølich • NIFU • Oslo • Norway (Vice Chair)
- Rosalind Prichard • University of Ulster • Coleraine (NI) • United Kingdom (Secretary)
- Ton Kallenberg • Leiden University • Leiden • the Netherlands (Treasurer)
- Mark O'Hara • Birmingham City University • Birmingham • United Kingdom
- Göran Melin • Technopolis Group • Stockholm • Sweden
- Tony Strike • University of Sheffield • Sheffield • United Kingdom
- Isabel Roessler • CHE –Centre for Higher Education Development • Gutersloh • Germany
- Bruno Broucker • Institute of Tropical Medicine • Antwerp • Belgium



### ***Ex-officio members***

- Kurt de Wit • KU Leuven • Leuven • Belgium (Chief-Editor TEAM)
- Sandra von Sydow • Humboldt University of Berlin • Germany (Forum Co-Chair)
- René Krempkow • Humboldt University of Berlin • Germany (Forum Co-Chair)

### **Audit Committee Financial Year 2019**

- Nynke Jo Smit • International Institute of Social Studies, Erasmus University Rotterdam • the Hague • the Netherlands
- Joke Hageman • Avans Hogeschool • Breda • the Netherlands

### **TEAM**

#### ***Editor***

- Nicoline Frølich • NIFU • Oslo • Norway (Chief-Editor TEAM)
- Kurt de Wit • KU Leuven • Leuven • Belgium (Chief-Editor TEAM)





## Staff EAIR Secretariat

The EAIR Secretariat is responsible, often in cooperation with various committee members, for the membership administration, Forum administration and organisation, finances, publications, database, website and the promotion of the Association and its activities.

At the beginning of 2019, the EAIR Secretariat consisted of three persons:

Isabel Roessler

Isabel is member of the EC. Isabel had a contract for the Secretariat until End of March 2020 and had the overall responsibility for the EAIR Secretariat. Isabel worked at EAIR for one day a week (0.2 FTE).

Daniella Michiels van Kessenich

Until May 2020, Daniella worked for 0.5 FTE for EAIR and was responsible for the daily businesses and for most of the contact with EAIR members.

Laura Lüchtfeld

In 2019, Laura took over the position as EAIR's operating officer. She supports EAIR for one day a week (0.2 FTE). She studies the Master programme Science and Society and Hanover University in Germany.

Since April 2020, Laura has taken over the position as Executive Director of the EAIR Secretariat. Due to the developments surrounding the covid-19 pandemics, other positions remain vacant for the time being.

Jessica Schüller

Since June 2020, Jessica supports Laura in the listed tasks and is responsible for social media and the website. She studies the Erasmus Mundus Master in Research and Innovation in Higher Education and volunteers for EAIR on a regularly basis.

The members of the Secretariat can be reached via [ear@eairweb.org](mailto:ear@eairweb.org) or through the contact form on the website.