



EAIR Annual Report
September 2025–August 2026



EAIR Annual Report 2025–2026

Content

Preface: Trust, community and the road ahead	3
EAIR FORUM 2025	4
EAIR Finances 2025	6
Publications	9
<i>EAIR Book Series</i>	<i>9</i>
<i>Tertiary Education and Management</i>	<i>10</i>
Newsletters and social media	11
Leadership	12
<i>Executive Committee 2025–2026</i>	<i>12</i>



Preface: Trust, community and the road ahead

Another year for The European Association of Institutional Research (EAIR) has come to a close, and with it comes an opportunity to reflect—not only on what we have accomplished together, but also on who we are as a community and where we want to go next. Annual reports can sometimes feel like a moment of looking back. Yet for me, they are equally about looking ahead. They allow us to recognise progress, understand change, and identify the questions that will shape our future. EAIR has always been more than a programme of activities or an annual conference; it is a network built on exchange, curiosity, friendship, and a shared commitment to improving higher education. At least that is what we aim for.

Higher education today operates in an environment marked by uncertainty and rapid change. Geopolitical tensions, economic pressures, and social transformations increasingly shape the contexts in which institutions and individuals work. In times like these, professional and academic networks become more than spaces for sharing expertise—they become places where trust is built, perspectives are broadened, and resilience is strengthened. Progress in uncertain times depends not only on innovation or resources, but also on relationships. Mutual trust, openness to dialogue, and willingness to learn from one another remain essential if we want to move forward collectively. In that regard, EAIR offers something increasingly valuable: an international community in which people with different backgrounds, experiences, and viewpoints can meet respectfully, challenge ideas, and continue conversations across institutional and national boundaries. That spirit should never be taken for granted. In many ways, EAIR demonstrates that collaboration and trust are not outcomes of strong communities—they are their foundation.

Our Forum continues to be the most visible expression of that idea. Once again, it brought together colleagues and first-time participants, creating space for conversations, collaborations, and the exchange of ideas across boundaries. The continued enthusiasm and engagement of participants confirm that there remains a strong need for communities such as ours. At the same time, much of the work that sustains EAIR happens outside the visible moments. Throughout the year, the Executive Committee, our track chairs, editors, and other volunteers continue to invest time and energy in ensuring that the network remains strong, stable, and responsive. I would like to express my sincere appreciation to everyone contributing behind the scenes.

I am also encouraged by the continued development of EAIR's academic profile. Through our journal, *Tertiary Education and Management*, and through the growth of the EAIR book series, the network continues to create spaces for knowledge production and intellectual exchange that extend beyond our annual gatherings.

As I reflect on another year in my role as Chair, I am optimistic. Not because change is easy or because challenges do not exist, but because I see every day the commitment, generosity, and energy of this community. That gives me confidence that EAIR will continue to evolve while staying true to what has always made it distinctive.

Thank you to all members for being part of this journey. I hope that in the year ahead you will continue to engage, challenge, contribute, and invite others into our community.

Bruno Broucker, Chair of EAIR



EAIR FORUM 2025

EAIR's Annual Forum 2025 was hosted by Utrecht University in the Netherlands and offered an accessible and thought-provoking programme on the theme of 'Openness: A mission challenged'. The event was an excellent opportunity to contribute to, take part in and learn from the experiences and research of higher education colleagues from across the world. Participants had a keen interest in advocating for the crucial role that universities and other higher education institutions have as contributors to societies' social, cultural, economic and scientific / technological well-being. A vital element of this contribution is the (sometimes) uncomfortable role they play in speaking truth to power based on expertise and insights that make them ideally placed to 'question and test received views and wisdom' and to proffer alternative 'ideas and opinions' (UUK, 2024).

The conference's success began months before. The organising committee having established a clear theme, 'Openness: A mission challenged' then built every decision around it. They secured a diverse lineup of speakers representing universities, policy bodies and external partners from Europe and beyond, ensuring the programme reflected global perspectives rather than a narrow regional lens. The Forum saw 140 papers and workshops covering a range of themes including governance and management; research; internationalisation; learning and teaching; digitalisation; and quality assurance. Early communication with delegates was consistent, the website and ConfTool worked well and the dedicated team at Utrecht and EAIR representatives collaborated effectively and responded quickly to queries.

The welcome process worked smoothly, avoiding long queues or confusion. The 169 delegates attending the Forum were greeted by student ambassadors who added warmth and energy. The opening keynote kicked off the event boldly by addressing the impact of generative AI on traditional higher education practices. An effective balance of plenary sessions with interactive workshops was maintained throughout the 3-day programme, allowing participants to shift between listening and contributing. The organising team had intentionally designed the schedule to avoid overcrowding, giving delegates time to move between sessions and continue conversations. The networking reception and conference dinner featuring live music from Utrecht students created a great sense of community.

The facilitation of sessions provided by the Track Chairs ensured that discussions were inclusive, grounded in practical insight as well as informed by the literature and ran on time. The workshops and presentations were characterised by respectful discussions and intelligent exchanges about some of the highly controversial issues surrounding freedom of speech and expression that universities often have to navigate involving students, society and policy makers. The Track Chairs' readiness to initiate, and their skill in managing such (potentially) highly charged conversations was a great reminder that openness requires courage, care and a willingness to consider alternative perspectives.

The question of how universities can balance their commitment to openness alongside the resilience needed in extraordinarily turbulent social and political climates permeated throughout. Keynote presentations such as 'Universities as the enemy' offered a fabulous, albeit sobering, dissection of the techniques and tactics that are being used in many countries around the globe, whether as part of a 'slow coup' or an all-out 'blitzkrieg', all intended to reduce or eliminate the risk that universities and higher education might become rallying points for opposition to



illiberalism and/or out-and-out authoritarianism. At the same time many of the sessions offered practical responses to potentially hostile environments showcasing some powerful, practical ways of supporting and enabling students, staff and societies to ‘become’ everything they can be, and to appreciate and value the contribution of high-quality higher education for healthy civil societies.

The 2025 Forum reaffirmed that openness is as contested as it is essential – and that our work in higher education has never been more important or urgent.

Mark O'Hara (EAIR Forum Coordinator)

Silke Preymann (EAIR Track Chair Coordinator)

EAIR Finances 2025

We would like to thank the Audit Committee (Karin van der Zeeuw and Ton Kallenberg) for their contribution.

Table 1: Expenses 2025 (in €)	Budget 2025	Realisation 2025	Difference
Personnel	2,500	0	-2,500
Related Personnel	1,000	931	-69
Secretariat costs	1,000	1,725	725
Tax liability	10,000	10,055	55
Notary	1,000	0	-1,000
Forum	45,000	39,448	-5,552
Executive Committee	4,500	3,766	-734
TEAM	6,543	5,842	-701
Sum	71,543	61,767	-9,776

Regarding the expenses as depicted in Table 1, the following can be concluded:

- 1) Total expenses were € 9,776 lower than budgeted in 2025, mainly due to the lower Forum and Personnel costs than anticipated (underspending of € 5,552 and € 2,500 respectively).
- 2) In 2025, EAIR fully paid off the Dutch Tax liability.

Table 2 clarifies that the 2025 Forum fees amounted to € 67,762; indicating a more than expected total Forum income of € 7,762.

Table 2: Income 2025 (in €)	Budget 2025	Realisation 2025	Difference
Membership fees	1,000	0	-1,000
Forum fees	60,000	67,762	7,762
Springer	5,410	6,769	1,359
Sum	66,410	74,531	8,121

In total, the income amounted € 8,121 higher than budgeted because of this positive Forum result and a positive result on expected Springer income of € 1,359. Membership fees were all included in the Forum ticket and were not received separately.

Table 3: Profit and Loss 2025 (in €)

EAIR Association	Budget 2025		Realisation 2025		Difference
	Income	Expenses	Income	Expenses	
Membership fees	1,000		0		-1,000
Personnel		2,500		0	-2,500
Related Personnel		1,000		931	-69
Secretariat costs		1,000		1,725	725
Executive Committee		4,500		3,766	-734
Tax liability		10,000		10,055	55
Notary		1,000		0	-1,000
Sub result EAIR Association		-19,000		-16,477	2,523

EAIR Forum	Budget 2025		Realisation 2025		Difference
	Income	Expenses	Income	Expenses	
Forum fees	60,000		67,762		7,762
Forum expenses		45,000		39,448	-5,552
Sub result EAIR Forum		15,000		28,314	13,314

EAIR TEAM	Budget 2025		Realisation 2025		Difference
	Income	Expenses	Income	Expenses	
Springer	5,410		6,769		1,359
Sponsor/exhibitors	0		0		0
TEAM expenses		6,543		5,842	-701
Sub result EAIR TEAM		-1,133		927	2,060

Total result EAIR 2025		-5,133		12,764	17,897
-------------------------------	--	--------	--	--------	--------

As Table 3 shows, 2025 was a flourishing year for EAIR leading up to an overall positive financial result of € 12,764. Both the Utrecht Forum and the journal, *Tertiary Education and Management*,



contributed to this result (earning € 28,314 and € 927 respectively) and collectively exceeded the EAIR Association costs of € 16,477.

Table 4: Balance sheet as per 31 December 2025 (in €)

<u>Liquidity</u>	Debit (asset)	<u>Accumulated Funds</u>	Credit (liability)
ABN Banking Current account	36,321	EAIR Capital and reserves	€ 88,714
ABN Banking Savings account	70,755	<u>Accrued expenses</u>	
ABN Banking Credit cards	71	Universiteit Utrecht	€ 18,433
Sum	107,147	Sum	€ 107,147

As Table 4 shows, EAIR Capital and reserves increased from € 48,531 yearend 2024 to € 88,714 yearend 2025. This increase is on the one hand the result of the positive operating result in 2025 and on the other hand of the release of the two provisions that were on EAIR's balance sheet yearend 2024. These provisions related to the Dutch Tax liability (which was fully paid off in 2025) and the outstanding salary costs of the secretary (this provision was released yearend 2025 due to the statute of limitations). The accrued expenses of € 18,433 in Table 4 concern the final settlement of the Forum 2025, which has been paid to Utrecht University in 2026.

In a strategic sense, the current total reserves of EAIR will amply cover a financially unsuccessful Forum as well as facilitate the future development of EAIR as association. This development is a topic the EC will reflect upon in the year 2026.

*Auke Ruhe, EAIR outgoing treasurer
Göran Melin and Mark te Wierik, EAIR incoming treasurers*



Publications

EAIR Book Series

Editor-in-Chief: Jannica Budde

Co-editors: Anne Gannon, Mark O'Hara, Jessica Nooij, Silke Preymann, and Anna Santucci

The EAIR has a book series published by Brill (<https://brill.com/view/serial/EAIR>). Each volume contains a selection of contributions from scholars, policymakers and practitioners in the broad field of higher education. The seventh volume will be published in September 2026 and was based on proposals submitted for the 2025 EAIR Forum.

The book presents 13 chapters that address the manifold and intricate responsibilities of higher education institutions in a global context where openness is contested. Topics covered range from issues of openness in strategic management and governance in higher education, to fostering openness in teaching and learning, research policy, quality assurance, internationalisation, and digitalisation.

Contributors are: Limor Aharonson-Daniel, Tatiana Akuneeva, Dorit Alt, Jannica Budde, Egor Burda, Teresa Carvalho, Janny Chan, Angela Dalrymple, Ilaria Falvo, Anne Gannon, Julie Hughes, Jenni Jones, Sumasri Kallakuri, Adeline Koh, Jean-Yves Le Corre, Ana I. Melo, Jessica Nooij, Mark O'Hara, Matt O'Leary, Monika Orechova, Katie Power, Silke Preymann, Verena Régent, Jorge A. Ribeiro-Pereira, Christoph Rosenbusch, Anna Santucci, Elisabeth Suzen, Jasmine Tan, Li Li Tan, Svitlana Tarasenko, Teresa Tee, Hedwig Unger, Mark Wan, Victoria Wright, Joe Yang.

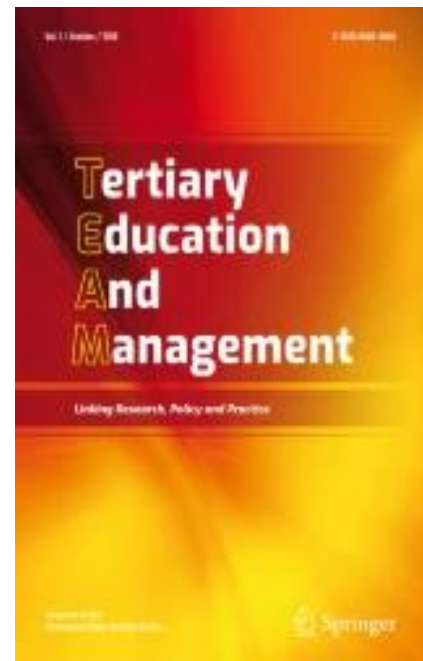
More information following publication on: <https://brill.com/display/serial/EAIR>

Bruno Broucker, Series-Editor-In-Chief

Tertiary Education and Management

The journal of the EAIR, *Tertiary Education and Management* (TEAM), is an international, interdisciplinary and peer-reviewed journal welcoming research contributions that reflect upon, study or question main developmental trends and practices, and address current and future challenges in higher education. The thematic focus of TEAM includes 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.

TEAM has been published jointly with Springer since 2019 (see the TEAM website at Springer: <https://www.springer.com/journal/11233>). The contract with Springer was renewed in 2023 and now runs until the end of 2028. TEAM is published four times a year, giving room for approximately 24 articles a year, including the (selective) publication of special issues. Under the new contract with Springer the number of published articles will however increase to 36 in 2027/2028. Currently, the acceptance rate is around 10% which is comparable to similar journals. The submission-to-first-decision median time is improving but remains rather high at 54 days. The availability of reviewers remains a matter of concern, but is a problem for many journals. TEAM is indexed in Clarivate's Emerging Sources Citation Index (ESCI) and the Journal Impact Factor has significantly increased from 1.2 in 2022 to 2.4 in 2025, indicating the quality of the published articles. Requests, downloads, and citation scores (e.g., Scopus CiteScore) have also been steadily increasing.



To deal with the historical backlog of articles that have not been processed properly, after consultation with Springer, the EAIR has decided to appoint an additional team of editors to solve this situation by the end of 2026.

Editorial Board: Kurt De Wit (Editor-in-Chief), Samantha Burvill (Associate Editor), László Horváth (Associate Editor), Christina Matthews (Associate Editor), Verena Régent (Associate Editor), Anna-Lena Rose (Associate Editor), Tommaso Agasisti, Paul Ashwin, Ivar Bleiklie, Victor Borden, Bruno Broucker, Teresa Carvalho, Michelle Wing-Tung Cheng, Sinéad Critchley, Lise Degn, Magdalena Fellner, Hugo Figueiredo, Ellen Hazelkorn, Jeroen Huisman, Jussi Kivistö, Gergely Kovats, Huan Li, Charles Mathies, Jon L McNaughtan, Roberto Moscati, Jessica Nooij, Monika Orechova, Sude Peksen, Rosalind Pritchard, Maria João Rosa, Cláudia Sarrico, Jung Cheol Shin, Georgios Stamelos, Bjørn Stensaker, Jarle Trondal, Jani Ursin, Linda Wedlin, James Williams, Johanna Witte, Catherine Yuan Gao.

Kurt De Wit, Editor-in-Chief TEAM



Newsletters and social media

The EAIR newsletter has been successfully published, with two new editions released in October and February respectively. A dedicated newsletter button has also been installed on the EAIR website to improve accessibility and visibility.

The news section is regularly updated, and a close line of communication has been established with Francisco to ensure timely sharing of relevant information.

€400 has been allocated for LinkedIn Premium over a total of four months. During the first two months (February and March), the EAIR LinkedIn page gained 271 new followers, with an additional 52 followers acquired through the auto-invitation feature available with the Premium account.

Over the past 365 days, the page has attracted a total of 683 new followers and 64 auto-invited followers through the Premium feature.

A photographer was engaged for the Utrecht Forum, and the resulting images were shared with EAIR members. For the upcoming year, both a photographer and a videographer have been secured to further strengthen our visual documentation and communication.

The following engagement metrics highlight the success of our communication efforts:

- 48,834 impressions
- 1,686 reactions
- 45 reposts

In addition, coordination efforts have been intensified with both the local organising team and within the Executive Committee to ensure that members can be contacted more easily and effectively.

Panourgias Papaioannou, EAIR communication coordinator



Leadership

Executive Committee 2025–2026

In the last year a few changes happened in the composition of the Executive Committee (EC). The EC wants to thank Auke Ruhe for his excellent work as treasurer of EAIR during the past years. His position has been taken over by Göran Melin, who was already part of the EC, and a new co-opted EC-member, Mark te Wierik, with expertise in the legal and financial management of Dutch associations. At the same time the EC wants to thank Prof. Dr. Marijk Van der Wende for her engagement as President during the last three years, and we welcome Prof. Dr. Liudvika Leišytė as incoming President of EAIR.

President of EAIR

- Prof. Dr. Liudvika Leišytė • TU Dortmund • Dortmund • Germany

Elected Executive Committee members

- Bruno Broucker (Chair) • Institute of Tropical Medicine • Antwerp • Belgium
- Mark O'Hara (Vice-Chair and Forum Coordinator) • Advance Higher Education • United Kingdom
- Göran Melin (Track chair and Treasurer) • Technopolis Group • Stockholm • Sweden
- Silke Preymann (Track Chair Coordinator) • University of Applied Sciences Upper Austria • Linz • Austria
- Anne Gannon (Secretary) • University College Cork • Cork • Ireland
- Panourgias Papaioannou (Communication and Social Media) • Technical University Dortmund • Dortmund • Germany

Co-opted Executive Members

- Kurt De Wit (Chief-Editor TEAM) • KU Leuven • Leuven • Belgium
- Auke Ruhe (Outgoing Treasurer) • Leiden University • Leiden • The Netherlands
- Rūta Bružienė (Forum 2026 organiser) • Vilnius University • Vilnius • Lithuania
- Mark te Wierik (Co-treasurer and Dutch Association Advisor) • Windesheim University of Applied Sciences • Windesheim • The Netherlands