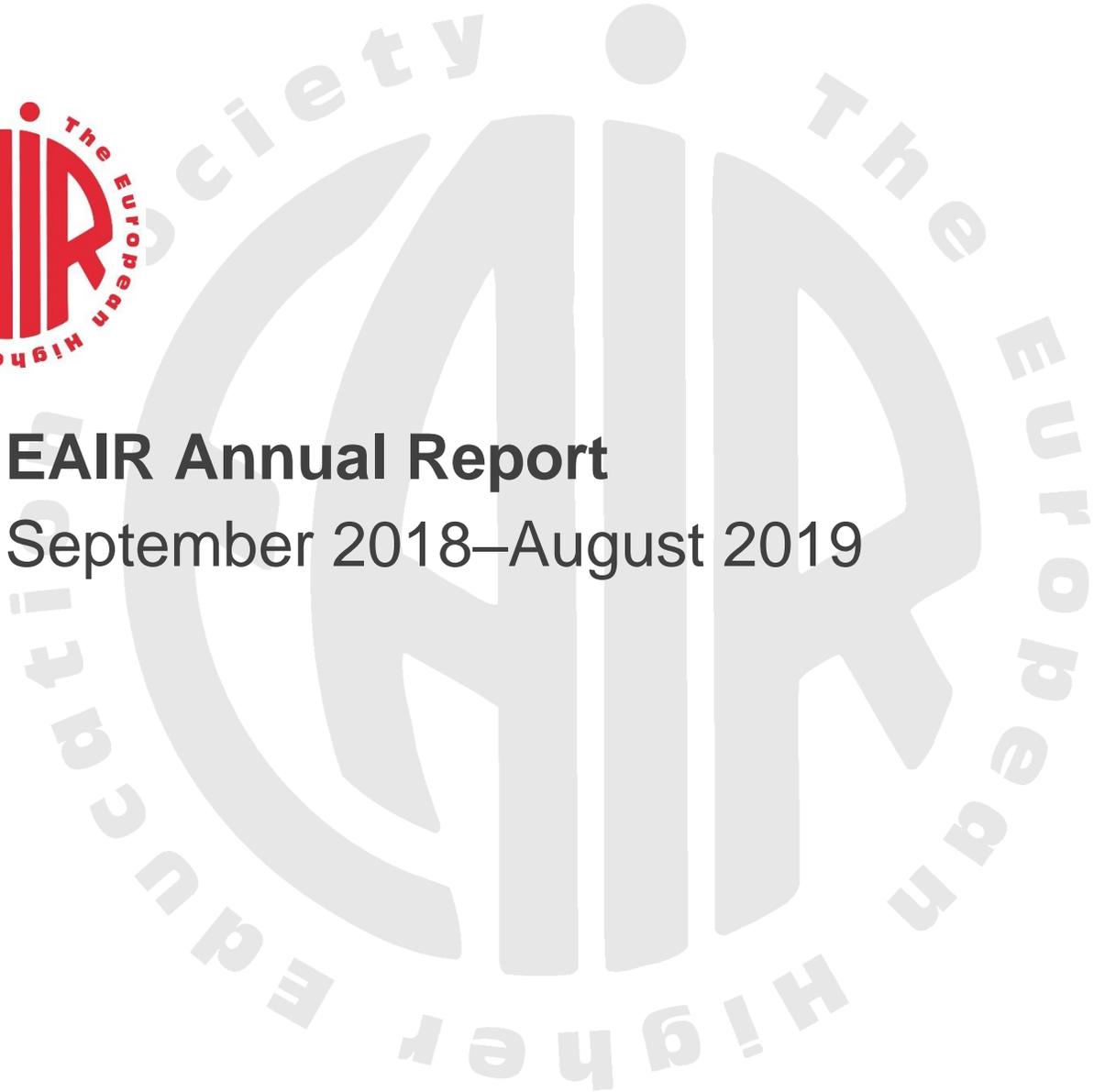




EAIR Annual Report

September 2018–August 2019





EAIR Annual Report 2018–2019

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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

The role of higher education is increasingly important to policy makers, practitioners and the public in the context of ‘massification’ and the rise of the knowledge society. The various stakeholders are interested to know whether higher education systems and institutions are fulfilling their tasks related to teaching, research and third mission activities. More specifically, there are important policy and strategic issues and challenges related to student learning, teaching, quality assurance, funding and staffing as well as career progression. Many questions arise that warrant proper investigation and require evidence-based solutions. In the founding year of EAIR (1979), institutional research was a well-developed field and recognized management (support) function in the USA. EAIR went through similar phases to those of the American Association for Institutional Research (AIR) with the major strategic advantage of being able to learn from its ‘big sister’. The Association started with a small but enthusiastic group of people attending AIR, who realized that a separate organization back in Europe might better serve the needs of Higher Education Institutions across the Atlantic, offering greater freedom to address different issues and to set their own agenda. The differences between institutional research practices in the USA (with specialized and compartmentalized efforts and activities) and Europe paved the way for an independent European association.

The first EAIR Forum at the Sorbonne University, Paris, attracted 26 participants including 21 Europeans, half of them being administrators and the other half academics or directors of institutional research. During the early years, the Forum was organized under the umbrella of AIR. Much of the effort rested on the shoulders of a few contributors with little personal or financial support, and events were hence rather informal and small. That said, important objectives were achieved in the early days, with, for example, the Uppsala Forum in 1982 considered a landmark event. In 1985, EAIR set up a campus-based office at one of the founding partners’ higher education institutions, the University of Twente, and this could be seen as the first phase of EAIR developing its own identity and attracting a larger audience to its Forums. The new Association was formally registered in 1989 (under Dutch legislation) as a membership organization, although the ties with AIR continue to be cherished.

EAIR was established as a collegial association within higher education with a focus on the relationship between research, policy and practice in higher education in Europe. The association has developed from its roots as a European ‘version’ of AIR, widening its sphere of interest to policy at all levels: institutional, national and international. Although the initials refer to institutional research, in 2009 the EAIR formally added ‘The European Higher Education Society’ to its logo and then appended the strap-line ‘Linking Research, Policy and Practice’. This reflects the direction that EAIR had taken in the intervening years: it had crossed boundaries between various types of activities and seeks now to cater for a mix of researchers, lecturers, students, administrators, managers and policy-makers. Crossing boundaries means sharing best policy and management practices, learning from peers as well as exchanging and reflecting upon research findings.

Most probably, the success of EAIR relies on three pillars. Firstly, institutional research is an important aspect for higher education institutions with increased autonomy and therefore it is crucial to draw upon international experience and knowledge in that field. Secondly, EAIR is a



professional non-profit organization with lean structures, a professional secretariat and highly committed colleagues with volunteers in different functions at their own institutions also willing to invest time and energy in their EAIR tasks. Finally, the international network links to national and international institutional research associations are a crucial prerequisite for a global balance between research, policy and practice. These pillars are crucial in offering the services of the Association to its members and to the broader community.

In 2019, forty years after the first European Forum, the Association's annual Forum was held at the Central European University (CEU) in Budapest, Hungary. That Forum "Competition, Collaboration & Complementarity in Higher Education" was hosted by a University which became well known because of its conflict with the Hungarian Government. Today, CEU is one of the key voices championing the importance of academic freedom and the role of universities in society. EAIR linked up with CEU not only during those days in August in 2019 to celebrate our 40th anniversary as one of the oldest international higher education associations, but also offered support to that highly respected University to raise our voice for academic freedom and demonstrate solidarity with the academic community too. Participants from all over the world (242 of them) took the chance to stand up for CEU - and made the anniversary of EAIR a great success.

In addition, our publication about the past 40 years was launched during the 2018 Forum with many contributions from respected scholars, practitioners, young Fellows, former Forum hosts and others. The publication shared interesting stories, academic pieces as well as international perspectives from our Association including reflections of its founding fathers and mothers. The publication gave the floor to those who had been heavily involved (e.g. as Forum Chairs) in the organization of annual Forums too. The editors also thought that it was appropriate to make space for those who had been attending the Forums on a regular basis over many years, while at the same time giving voice to those who were newcomers. Then a dedicated section of international associations from the field as well as those who had been granted EAIR awards reflected on their experiences and shared their views. Finally, the book underlined and echoed EAIR's mission "linking policy, research and practice". In the somewhat longer contributions to that last section, experts reflected on those linkages.

From the beginning, the Association has had a number of strategic partners supporting our network. The first permanent secretariat was established at the University of Twente. Later the University of Amsterdam was able to offer offices for EAIR. During this last year EAIR has moved to the University Leiden with its secretariat and found a new strategic partner to support and develop our Association further. We are more than thankful for this new liaison and hope that this cooperation will flourish in the same way as happened with the other universities in the past.

After many years, Lina Suratin and Gerlof Groenewoud left EAIR. We would like to take this opportunity to thank Lina and Gerlof for their work and support, and wish them all the best for their future. With Isabel Roessler, Daniella Michiels van Kessenich and Laura Luchtefeld the EAIR office has acquired a new and enthusiastic team to manage our network and international community. Last year indeed brought other changes: our Journal "Tertiary Education and Management" has returned to Springer. After a number of years with Taylor and Francis the Executive Board has decided that the offer from Springer does more to meet our future plans,



and therefore TEAM has moved back to Springer and has been publishing since the beginning of 2019 under this new partnership. We all hope that these changes will bring new opportunities, improved services and a prospering and growing association in the years to come.



Attila Pausits
Chair EAIR



Rosalind Pritchard
Secretary EAIR



Report on the EAIR Finances 2018-2019

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

Report on the EAIR Finances 2018

Realisation 2018

In 2018 the foreseen positive result of € 5.679 became a deficit of € 30,385: a negative difference of: € 36,064. This is mainly due to the following reasons:

Expenditure

| | Budget 2018 | Realisation 2018 | Difference |
|-------------------|-------------|------------------|------------|
| Personnel | 117.036 | 112.019 | -5.017 |
| Housing | 8.700 | 8.315 | -385 |
| Secretariat costs | 7.600 | 5.147 | -2.453 |
| Local Forum costs | 50.000 | 48.988 | -1.012 |
| General costs | 17.500 | 12.561 | -4.939 |
| | 200.836 | 187.030 | -13.806 |

In total € 13,806 less costs than budgeted. This is the result of our strict policy to reduce the costs as much as possible, and because of the strictly monitoring of the Forum budget and local Forum expenditure.



Income

| | Budget 2018 | Realisation 2018 | Difference |
|---------------------------|-------------|------------------|------------|
| Membership fees | 50.000 | 35.962 | -14.038 |
| Forum fees | 152.065 | 114.963 | -37.102 |
| Forum social events | 0 | 1.320 | 1.320 |
| Publications TEAM royalty | 4.400 | 4.400 | 0 |
| Interest receivable bank | 50 | 0 | -50 |
| | 206.515 | 156.645 | -49.870 |

In total € 49,870 less income than budgeted. Two main reasons for this difference, namely: (1) a number of members who didn't continued their membership and only a small growth of new members, and (2) the Budapest forum was budgeted at 300 participants, but received around 230 participants.

Notes on the Balance Sheet

Assets

Security deposits

Rental agreement deposit of **€ 1,629.87** paid for new EAIR Secretariat office space (Amsterdam).

Debtors

The credit amount of **€ 1,431.75** is for advanced 2018 EAIR membership fees.

Pre-paid expenses

€ 2,340.65 is the result of pre-paid costs for insurances, housing & administration in 2019

Cash

This amount of **€ 56,829.70** was actually owned by EAIR (bank account & saving account) on 31-12-2017.

Account Name

ABN AMRO Bank Account ABN AMRO Savings Account

Liabilities

Reserves

The sum of the reserves on 31-12-2018 is **€ 73,442.61**

Payables

This is € 2.868,39

This amount is for invoices received late December 2018 and not yet paid by EAIR on 31-12-2018.

Creditors

This is €12.903,23

Accruals and deferred income

This is €12.699,60 and consists of advance membership fees; advance forum fees; and accrued vacation pay (vacation pay is paid every year in the month of May).

EAIR Budget 2019

Looking at the year 2019, EAIR foresees to need € 229,610 to run the Association and perform the activities for its members, including the organization of the Annual EAIR Forum in Leiden, the Netherlands.

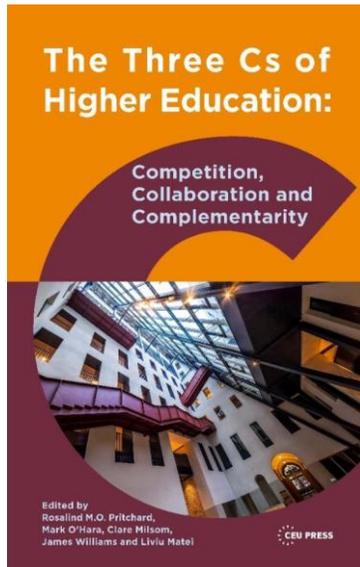
The budgeted income is € 202,304. This amount is based on the expected income in 2019 from the membership fees, the EAIR Leiden Forum fees and from miscellaneous Association & Forum income. **This means a budgeted negative result is foreseen of € 27,306.**

The executive board attempts to reverse this negative multi-annual trend and realize that firm decisions are needed. Not only changes into the organizational structure of EAIR are needed, but also in it's activities. In the coming month's of 2019 the executive board will form a task force in order to formulate a clear and stable policy.



Ton Kallenberg
Treasurer EAIR

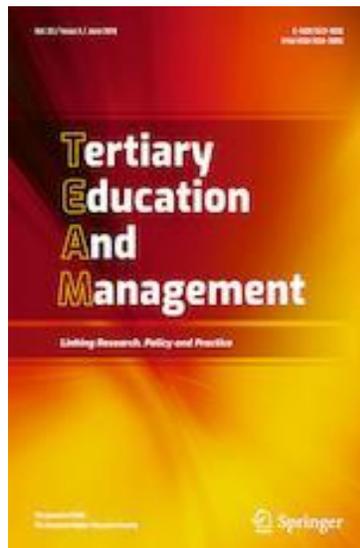
Publications



THE THREE CS OF HIGHER EDUCATION COMPETITION, COLLABORATION AND COMPLEMENTARITY

Edited by Rosalind M.O. Pritchard et al.
288 pages, paperback, 2019
\$30.00 / €27.00 / £23.99
ISBN 978-963-386-327-5

This book is the fifth in a series of publications drawn from the annual Forums of the European Association of Institutional Research (EAIR) from 2013 onwards.



Annual Report on TEAM

Malcolm Tight, Editor – Tertiary Education & Management

TEAM continues to turnover reasonably well, publishing some good articles that contribute significantly to the field.

With a refreshed Editorial Board in place, attention has turned to the (selective) publication of special issues as a means for both broadening interest in the journal and increasing the throughput of quality articles. Ideas for future such issues are welcome.

Since 2019 TEAM is published by Springer. Malcom Tight will leave TEAM as Editor in 2020. The new Editors will be presented at the EAIR 2019 Forum.



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 2018 and 2019.

Executive Committee and Presidency 2018-2019

President of EAIR

- Bjørn Stensaker • University of Oslo • Oslo • Norway

Executive Committee EAIR 2018 - 2019

- Attila Pausits • Danube University Krems • Krems • Austria (Chair)
- Nicoline Frølich • NIFU • Oslo • Norway (Vice Chair)
- Rosalind Pritchard • University of Ulster • Coleraine (NI) • United Kingdom (Secretary)
- Ton Kallenberg • Leiden University • Leiden • the Netherlands (Treasurer)
- Clare Milsom • Liverpool John Moores University • Liverpool • United Kingdom
- 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

- Malcolm Tight • University of Lancaster • Lancaster • United Kingdom (Editor TEAM)

Executive Committee and Presidency 2019 – 2020

Executive Committee EAIR 2019 – 2020

Regarding the composition of the 2018-2019 EAIR Executive Committee, three candidates were nominated for three available EC positions. No election was therefore necessary. Rosalind Pritchard, Ton Kallenberg and Mark O'Hara will remain EC members for a 3-year term.

- 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
- Clare Milsom • Liverpool John Moores University • Liverpool • United Kingdom
- 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

- Malcolm Tight • University of Lancaster • United Kingdom (Editor TEAM)

Audit Committee Financial Year 2018

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

TEAM

Editor

- Malcolm Tight • University of Lancaster • Lancaster • United Kingdom



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.

Gerlof Gronewoud and Lina Suratin left the Secretariat after several years of service.

Due to the unplanned personnel changes, a new secretarial team had to be set up.

The realignment was also accompanied by a reduction in the full-time equivalents.

The EAIR Secretariat now consists of three persons:

Isabel Roessler

Isabel is member of the EC and of the Secretariat now. She has a contract for the Secretariat until End of September 2019 and has the overall responsibility for the EAIR Secretariat.

Isabel is working for EAIR for one day a week (0.2 FTE).

Isabel works full-time for the CHE Centre for Higher Education Development in Germany.

There she has been working as a project manager for 12 years.

Laura Lüchtfeld

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

Daniella Michiels van Kessenich

Daniella is the heart of the Secretariat. She works for 0.5 FTE for EAIR and is responsible for the daily businesses and for most of the contact with EAIR members.

All members of the Secretariat can be reached via eaair@eaairweb.org or through the contact form on the website.