



EAIR Annual Report
September 2020–August 2021





EAIR Annual Report 2020–2021

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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 sources. 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

EAIR looks back on a year with arguably the greatest challenges in its history: restructuring and major changes at the Secretariat followed by the cancellation of the 42nd Annual Forum in Cork due to Covid-19 and the uncertainty about the planning of the 2021 Forum. Despite the pandemic, we received nearly 150 submissions for the planned 43rd Annual Forum at Humboldt University. However, the uncertain future and unpredictable developments around Covid-19 have forced us to plan the Forum as a virtual event. In parallel, we established a new format with the "Internet Summits" series and held 6 events with a total of 166 participants between September 2020 and April 2021. At this point we would like to thank all participants as well as speakers for their participation and support!

The cancellation of the 42nd Forum has meant that, for the first time in EAIR's annual funding scheme, an important pillar has been missing. Therefore, it was necessary to reduce the overall costs, especially those incurred by the Secretariat. Laura Lüchtfeld did an excellent job and despite limited resources we not only maintained the operational management of the Forum and Membership but also offered new services for our members, like the Internet Summits. Thanks to Laura's tireless commitment, under the circumstances we can look back on a positive year at our back office. In addition, our journal "*Tertiary Education and Management*" has now been under development for two years at Springer. All important parameters such as submission numbers bear witness to the good development of TEAM. The new editorial board with Nicoline Frøhlich and Kurt De Wit successfully navigated the move from Routledge to Springer and maintained high quality editorial services.

We are also pleased to announce the publication of ***Sustaining the Future of Higher Education***. This is the second volume in the EAIR book series "Higher Education: Linking Research, Policy and Practice" (series editorial team: Bruno Broucker, Ton Kallenberg & Rosalind Pritchard). It contains 13 chapters by 34 participating authors covering a wide range of topics in higher education.

In general, EAIR was deeply affected by Covid-19 and the cancellation of the 42nd Annual Forum just at the time when EAIR was initiating the major change process of moving from Amsterdam to Leiden and setting up a new Secretariat. In our plans, the 2020-2021 period should have been a phase when those changes led to positive effects for the Association. However, with the pandemic we entered a new even more demanding stage of EAIR development. We are confident that all necessary changes during the last twelve months will lead to a sustainable future. Today, we will look back on positive achievements of the previous year and forward to the years to come.



Attila Pausits
Chair EAIR



Rosalind Pritchard
Secretary EAIR



Report on the EAIR Finances 2020-2021

We would like to thank our colleagues of the Audit Committee (Dr Thomas Harboe (Denmark) and Dr Auke Ruhe (The Netherlands) for their contribution).

Report on the EAIR Finances 2020

In 2019 the EAIR was impacted by a large negative result due to the additional costs for reorganisation and severance costs for the staff of the Secretariat. The reorganisation of the Secretariat and the further reduction of expenses made us hope that the sting had been taken out of the high cost items and that we could look forward with confidence to the future. Unfortunately we were hit by the Covid situation which prevented the Forum from continuing in its traditional form. And since we are largely dependent on the income from the Forum we — as a result — received far less income than expected. So as Executive Committee, we had to adjust the budget halfway through the year (again).

By paying even more attention to the expenditure and by deferring some expenditure to 2021, we succeeded in reducing the negative 2020 result to €2.486. That was absolutely necessary because our liquidity position had dropped to about zero at the end of 2020.

Because we have now eliminated almost all the fixed charges by making adjustments in recent years, we can enter with a positive expectation for the coming years. The first results of this have become visible in liquidity in the spring and summer of 2021.

INCOME 2020	Budget 2020	Realised 2020
Membership Fees	€ 28.875	€ 19.462
Forum Fees		€ 6.344
Springer Royalty	€ 5.110	€ 5.160
Miscellaneous	€ 300	€ 573
Total Income	€ 34.285	€ 31.538

EXPENSES 2020	Budget 2020	Realized 2020
Personnel	€ 31.494	€ 22.627
Related Personnel	€ 2.400	€ 1.525
Housing	€ 1.600	€ 0
Secretariat	€ 1.900	€ 1.349
Various Costs	€ 4.500	€ 4.634
Executive Board	€ 1.500	€ 0
TEAM	€ 6.600	€ 3.889



EXPENSES 2020	Budget 2020	Realized 2020
Total expenses	€ 49.994	€ 34.024

Balance (per 31 December 2020)

DEBIT (asset)		CREDIT (liability)	
<u>Liquidity</u>			
ABN Banking Payment	€ 1.848	EAIR Capital and reserves	€ 0
ABN Banking Savings	€ 440		
<u>Debtors</u>	€ 20.515	<u>Creditors</u>	€ 25.574
Negative equity	€ 2.772		
	€ 25.574		€ 25.574

This balance shows us the crucial phase in our financial status and the urgency for income. One important point that affects the financial position is that we often face members who do not pay their membership fees (€20.515). It also makes it difficult to fulfill obligations we have as an organisation. The Executive Board is currently in charge of how we should deal with this in the future.

EAIR Budget During the Coming Years

We expect by means of the above-mentioned measures to have prevented further loss. Starting points in the budget for the coming years are that the proceeds from the memberships should cover the regular costs of the functioning of the Secretariat and the organisation; and that the other activities (such as Forum, Team, webinars) would be self-sufficient. Because we have the experience that the Forum has achieved positive results in all previous years, we can -- from that point of view -- rebuild our reserves.



Ton Kallenberg
Treasurer EAIR



Publications

EAIR Book Series

Editor-in-Chief: Bruno Broucker

Co-editors: Rosalind Pritchard and Ton Kallenberg

The EAIR has a 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 second volume was published in July 2021 and contained papers submitted for the 2020 EAIR forum (<https://brill.com/view/title/60562>). Each chapter has been subjected to a process of open peer review by two scholars before being accepted for the volume. The third volume is already in preparation.

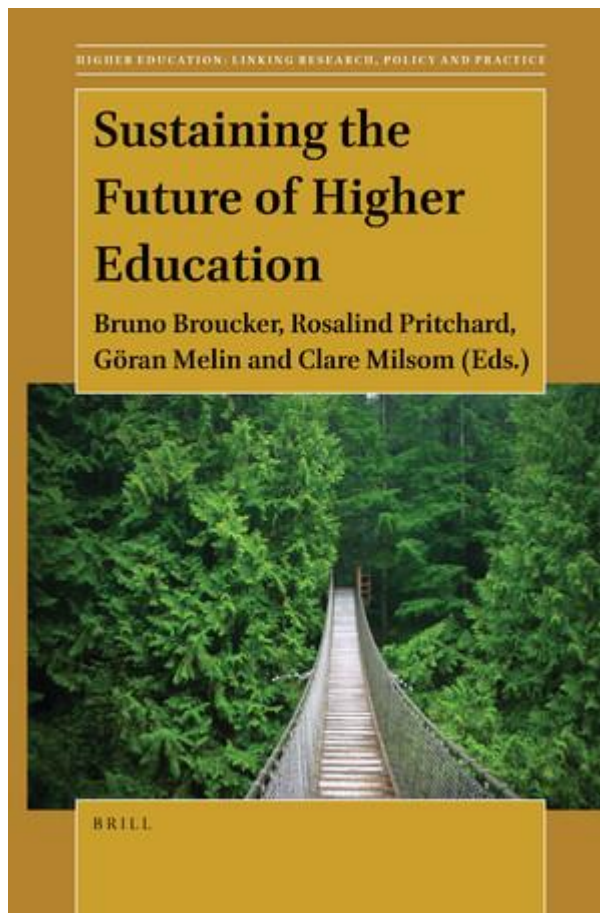




Table of Contents:

- **Introduction Sustainability of Higher Education in Uncertain Times.** Authors: Bruno Broucker, Rosalind Pritchard, Göran Melin, and Clare Milsom
- **Chapter 1 Sustaining the European Higher Education Area Unravelling the Internal and External Views on Unifying an International Region.** Authors: Bruno Broucker and Kurt De Wit
- **Chapter 2 Striving for Research Excellence by Understanding Institutional Rationalities. A Case Study within the Bachelor of Automotive Engineering.** Authors: Leo Buning, Peter Schuur and Frans de Vijlder
- **Chapter 3 When Excellence Meets Relevance: Challenges and Tensions Facing Higher Education Institutions.** Authors: Rómulo Pinheiro and Iyad Abualrub
- **Chapter 4 Student Driven Innovations: A Promised Road to Paideia?** Author: Odd Rune Stalheim
- **Chapter 5 Experiences of Academic Leadership in Ireland 2008–2014.** Author: Anne Gannon
- **Chapter 6 Using Innovative Observation to Improve Teaching and Learning. A Collaboration between Students and Academic Staff in Higher Education.** Authors: Matt O’Leary, Vanessa Cui, Ilana Pressick, Stephanie Reynolds, Lee Roberts, Nathalie Turville and Nick White
- **Chapter 7 Using Community Based Participatory Research (CBPR) for Building Youth Consciousness on Democracy in Everyday Life (DIEL) in India.** Author: Wafa Singh
- **Chapter 8 Linkages between Academic Culture and Management in Polish Higher Education.** Authors: Aleksandra Lis and Radosław Rybkowski
- **Chapter 9 Exploring the Impact of Student Mobility and Extracurricular Engagement on Academic Performance and Graduate Outcomes.** Authors: Avril Margaret Brandon, Caroline Hetherington, and Bairbre Redmond
- **Chapter 10 Can the New COVID-19 Normal Help to Achieve Sustainable Development Goal 4?** Authors: Martina Gaisch and Victoria Rammer
- **Chapter 11 The Roles of Higher Education Managers in Germany: First Results of an Online Survey.** Authors: René Krempkow and Ester Höhle
- **Chapter 12 The Incomplete PDCA Cycle in the Research, Development and Innovation Activities at a Finnish UAS.** Authors: Lotta Linko, Mervi Friman, and Anne Laakso
- **Chapter 13 Organisational Change in Student Affairs: A Closer Look.** Authors: Cynthia Cogswell and Jason Pina



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.
7. ***Responsibility of Higher Education Systems: what, how, why?*** (Forum held in Leiden. Published by Brill, 2020). Edited by Bruno Broucker, Victor M. H. Borden, Ton Kallenberg and Clare Milsom.



Bruno Broucker
Editor-in-Chief



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 punctually four times a year. Points needing attention are the quality of the submissions and the availability of a broad spectrum of reviewers. During the pandemic the workload of reviewers as well as of editors has increased, resulting in a slower process of handling submissions.

From February 2020, 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. Attention to the (selective) publication of special issues was continued. The new editors have enlarged the editorial board and during spring 2021 the new board was established.

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.



Nicoline Frølich and Kurt De Wit
Editors



EAIR Leadership and Committees

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 2020 and 2021.

Executive Committee and Presidency 2020-2021

President of EAIR

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

Executive Committee EAIR 2020 - 2021

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

Ex-officio members

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

Executive Committee and Presidency 2021 – 2022

Executive Committee EAIR 2021 – 2022

Regarding the composition of the 2021-2021 EAIR Executive Committee, three candidates were nominated for three available EC positions. Bruno Broucker will remain EC member for a 3-year term and Thomas Harboe 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 Pritchard • University of Ulster • Coleraine • 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
- Bruno Broucker • Institute of Tropical Medicine • Antwerp • Belgium
- Thomas Harboe • University of Copenhagen • Denmark

Ex-officio members

- Kurt De Wit • KU Leuven • Leuven • Belgium (Editor-in-Chief TEAM)

Audit Committee Financial Year 2021

- Thomas Harboe • Denmark
- Auke Ruhe • The Netherlands

TEAM

Editor

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



EAIR Staff 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.

Throughout the academic year 2020-2021, the EAIR Secretariat consisted of the following persons:

Laura Lüchtfeld

Since April 2020, Laura has been working as Executive Director and has assumed the overall responsibility of the EAIR Secretariat. Laura works for EAIR 2-5 days a week.

Panourgias Papaioannou

Since February 2021, Laura has been assisted by Panourgias Papaioannou (Panos). He is a student of the Master's in Research and Innovation in Higher Education and currently resides in Athens (Greece); he supports the EAIR Secretariat two days a week. Panos is a contact person for the EAIR 2021 Berlin Forum and responsible particularly for communication with the participants and speakers as well as the creation of the Forum programme. Panos also supports the EAIR's social media activities.

Birmingham City University Volunteers

Throughout the academic year 2020-2021, the EAIR Secretariat has been supported by several volunteers from Birmingham City University. A special thanks goes to Joanne Haden and Maya Franklyn for their support in EAIR's social media activities.

Cuan Hundermark & Nayab Nasir (VEA)

Since July 2021, the EAIR Secretariat has been further reinforced by Cuan Hundermark and Nayab Nasir. As Virtual Events Assistants (VEA) they have taken responsibility for the technical aspect of the EAIR 2021 Berlin Forum and have provided valuable support.

The members of the Secretariat can be reached via eaир@eaирweb.org or through the contact form on the website.



Laura Lüchtfeld
Executive Director