



# EAIR Annual Report

August 2008–August 2009

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## EAIR Annual Report 2008–2009

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LINKING RESEARCH, POLICY AND PRACTICE

## The Mission of EAIR

The *mission* of EAIR – The European Higher Education Society is to be a European society with an international membership and view. It aims to strengthen the interaction between researchers, policy makers and practitioners. It is a professional and attractive partner for other associations in Europe and beyond, working in similar and also more specialised areas of Higher Education.

The mission of EAIR is elaborated by the following *objectives*:

- To encourage research in the field of Higher Education in Europe;
- To support the interaction between Higher Education research, policy and practice;
- To promote the development of institutional management, planning and policy implementation;
- To disseminate information on good practices in Higher Education;
- To cooperate and exchange information with related organisations.



## Introduction

Professor Harvey's report to the AGM last year as Chair of EAIR was punctuated by reference to the imminent retirement of the Director Ms Ella Kruzinga; it was also the time when Professor Harvey was standing down himself after seven years as Chair.

At that time behind the scenes considerable concern was being experienced because we had just been informed that despite best efforts in recruiting a new Executive Manager (EM), the person appointed, for personal reasons, had decided not to take up the post.

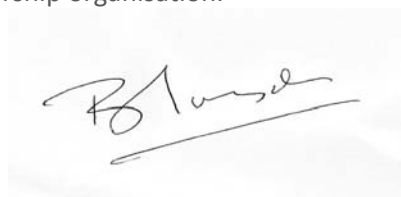
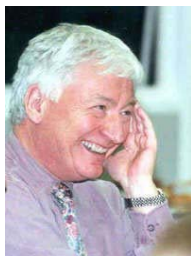
The change of a Director/EM inevitably places an organisation such as ours at considerable risk. It had been our plan to run the retiring EM alongside the newly appointed EM to ensure tacit knowledge was transferred from one to the other. This clearly was not going to happen and so the task of seeking a new appointment was started; I am much grateful to our Treasurer, Dr Joke Snippe, for her efforts and insights to secure what I know is an excellent appointment of Ms Hetty van Heeswijk. Through a baptism of fire the new EM has dealt with the complexity of our organisation efficiently and effectively. As Chair I am confident about her abilities to support the Association through the next few years when financing the Association will be an increasing challenge for us all.

The Association is a membership organisation and as such is driven by members for members. I wish to record my personal thanks to Dr Helena Šebková from the Centre for Higher Education Studies in Prague (Czech Republic) and to Ms Anna-Maija Liuhanen from the University of Oulu (Finland) for their contribution and support as they stand down from the EC.

It was disappointing that nomination for the Executive Committee (EC) generated only one name (Mr Jānis Stonis) for the three vacated places. I am convinced that there are many members who would be willing, with a little encouragement, to consider taking on a more active role within the EAIR. The EC is looking at ways in which we might improve the level of engagement of those members willing to take on a more active role.

To ensure that we have an active and strong EC, the committee asked that I should seek to co opt two members to join Mr Jānis Stonis, University of Latvia (Riga) to fill the vacated places. I am please to confirm that Dr Maria João Pires da Rosa, CIPES, Matosinhos (Portugal) and Ms Jannecke Wiers-Jensen, NIFU-STEP, Oslo (Norway) have agreed to join the EC. In so doing we have addressed a gender imbalance and ensured a wider country representation.

The next few years are going to be a testing time for EAIR. There is already evidence that financial support for members to attend the annual Forum by their institutions is under pressure. We need to be nibble about how we are to address the financial issues and ensure the continuation of a viable, engaging membership organisation.



**Bernard Longden**  
Chair EAIR



## EAIR Forum Copenhagen 2008

*Polishing the silver: Are we really improving higher education?*



**Copenhagen  
Business School**  
HANDELSHØJSKOLEN

### The 30th EAIR Forum in Copenhagen

The CBS campus Solbjerg Plads, Copenhagen hosted over 360 members for the 30th EAIR Forum. The intensity of the Forum itself reflected on the detailed preparation that went into it over the preceding two years. It was, by any measure, a great success and for that we are grateful to the program committee who ensured that success.

The format for the Forum ensured that there was a good mix of keynote addresses, presentation of papers and time for meeting new and familiar friends. The physical layout of CBS ensured that important sense of community.

The keynotes were varies in their focus, ranging from the more formal reflection of the contribution of Humboldt to current views of 'knowledge' through to novel and highly entertaining interactive session by our outgoing Chair on 'assaying quality'.

Both venues for the Social dinner and the Forum Banquet were excellent. Just a short walk from CBS to the 'old kiln hall' at the former Royal Copenhagen porcelain factory provided a delightful backdrop for an excellent occasion. The Banquet was something quite different with a delightful river transfer to the Langelinie Pavillonen, right on Copenhagen Harbour, beside the Citadel and the Little Mermaid.

Feedback from the track chairs provided a positive note that there was greater effort being made by presenters to engage their audience by ensuring time was made for discussion rather than the often 'dry' delivery that can occur. The evaluation data for the Forum indicated that there was a wide agreement that the Forum had achieved its aims. The positive comments on the presentations related to the level of presenter's knowledge of the content; to the relevance of the material presented and to the interaction between presenter and audience.

Attendee feedback indicated that the Forum was appreciated and a worthwhile event. We need constantly to remind ourselves that EAIR is a membership organisation and the views and opinions of the membership need to be constantly in our thinking – the programme committee and (local) Forum organisation for Copenhagen clearly ticked all the right boxes and were as they say 'on message'.

### **Bernard Longden**

Chair EAIR



## Special Interest Groups

EAIR is host to three Special Interest Groups (SIGs).

### **SIG Student Experience**

SIG Coordinators: Uulkje de Jong • University of Amsterdam • the Netherlands, and James Williams • Birmingham City University • United Kingdom

This SIG was established to provide an interest group within the EAIR annual Forum for discussion about the wide range of aspects of the *Student Experience*. Of particular concern to this group is the nature and methods of collecting data on the 'total student experience'. Previous meetings have included small group-based discussions about the purpose of gathering data on the student experience, students' expectations and diversity.

#### **SIG meeting 24 August 2008, Copenhagen (Denmark)**

*Chair: James Williams • Birmingham City University • United Kingdom*

*'Collecting and using feedback from students to improve their experience'*

Collecting feedback from students on their experience of higher education is increasingly central to quality processes in the sector. The methods used by institutions in collecting and using this feedback are varied and there is often little understanding of how to do either effectively.

The workshop in Copenhagen was aimed at identifying key principles in developing student experience feedback questionnaires that are useful to the continuous quality improvement process.

For a full report on the Copenhagen meeting and further information please visit the EAIR website at [www.eair.nl/sigs/TSE.asp](http://www.eair.nl/sigs/TSE.asp).

### **SIG Quality in Higher Education**

SIG Coordinators: Alan Davidson • Robert Gordon University • United Kingdom, and Jethro Newton • University of Chester • United Kingdom

The *Quality in Higher Education* (QHE) SIG began life at the 2004 Barcelona Forum. One clear message from the SIG discussions at Barcelona was that participants wished to ensure that future discussions focused on quality issues and 'improvement' and 'enhancement' aspects of quality, rather than systems *per se*.

#### **SIG meeting 24 August 2008, Copenhagen (Denmark)**

*Chair: Alan Davidson • Robert Gordon University • United Kingdom*

This workshop provided again a relaxed, informal opportunity to make new contacts, re-establish previous contacts, and to share ideas, experiences, approaches and questions about the current scene in quality assurance and enhancement. As in previous years, the meeting placed emphasis on encouraging dialogue and discussion, and helping participants to gain an overview of what is happening in quality land.

For further information please visit the EAIR website at [www.eair.nl/Sigs/QHE.asp](http://www.eair.nl/Sigs/QHE.asp).



### **SIG Exploiting Data Repositories**

SIG Steering Group: Vic Borden • Indiana University • USA, Urs Hugentobler • ETH Zürich • Switzerland, and Helena Lim • Southampton Solent University • United Kingdom

The first meeting of the SIG *Exploiting Data Repositories* (EDR) was at the EAIR Forum in Rome 2006. The main reasons to form the SIG was to identify data repositories that are available, what is being done with them through official agencies or academic research, and what useful additional work could be done. The *EDR* SIG focuses on practical and ongoing exploration of ways in which higher education could exploit existing databases. Its aim is to bring together professionals with varying expertise and orientations who have an interest in the exploitation of data repositories and their ramifications, i.e. researchers interested in benchmarking, comparative institutional performance or more general comparative studies (includes ethical issues), and (ii) researchers interested in methodological issues or statistical analysis.

#### **SIG meeting 24 August 2008, Copenhagen (Denmark)**

The focus of the SIG in Copenhagen was on exploiting data repositories and information sources to produce strategic performance indicators in order to support internal university management and governance decision making. There was a wide scope for contributions in this area: for instance, how institutions use strategic indicators; which indicators are being used and which should be included in the future; how the data is presented for decision-makers at various levels. The meeting was interactive and participatory with opportunities for participants to share experiences and good practice from their own institutions. The session provided an opportunity to exchange ideas and create a network for interested individuals to learn from each others' expert knowledge. The group reviewed briefly suggested ongoing projects for the SIG that interested participants can pursue after the Forum.

For a full report on the Copenhagen meeting and further information please visit the EAIR website at [www.eair.nl/Sigs/EDR.asp](http://www.eair.nl/Sigs/EDR.asp).



## BSRUN–EAIR Joint Seminar

### *Role of Governing Bodies in Higher Education*



The second joint BSRUN-EAIR seminar was organised on Riga, Latvia, on 14-15 May 2009 on the Role of Governing Bodies in Higher Education: Recent Developments in Higher Education Governance. The event was also the 10th Baltic Seminar of University Administrators (BSUA). The seminar was hosted by the University of Latvia which had also hosted the first BSUA and the EAIR Forum in 2005.

The seminar was attended by 82 participants from 12 countries which can be regarded as a very good result in the current economic crisis, especially in the region where the event was located. Unlike the previous year in Gdansk, marketing had been more effective and started well in advance of the event.

Professor José-Ginés Mora, EAIR Past President, gave an Overview of EU Policies in Higher Education Governance as the invited EAIR keynote speaker. Patrick Cashell, Secretary of EAIR's Executive Committee, welcomed the participants on behalf of EAIR, and the Vilnius EAIR Forum Chair, Rimantas Vaitkus, was also given the floor to market the forthcoming event.

There were three presentations from Ministries of Education (Estonia, Finland and Latvia) on national policies and developments and additional speakers from Belarus, Latvia, Lithuania, Poland and Russia.

Detailed information can be found on the website <http://www.eair.nl/seminars/BSRUN>.



**Kari Hyppönen**  
President EAIR



## Governance

The past year, 2008/2009 has seen an unprecedented, indeed dramatic change in the governance and management of EAIR.

During the year under review our Association has witnessed changes in both the Executive Committee and in the management/administration structure of the organisation.

Those changes, though far-reaching, have resulted in an injection of new personnel and approaches in our Association.

We look forward to the challenges and the opportunities in the Higher Education area in Europe and further afield with enthusiasm and confidence.

### President

The Association's President, Dr Kari Hyppönen was in the second year of his three-year term, and we look forward to his Keynote address at the 31st Forum in Vilnius.

Kari has been very much a 'hands-on' President, and the Association has benefited enormously from his enthusiastic engagement, both as President and as a member of the Executive.

### Chair

At the last Annual General Meeting in Copenhagen last August, Prof Lee Harvey concluded his term as Chairman of EAIR; Lee was a most inspiring Chairman, and the Association went from strength to strength during Prof Harvey's chairmanship. There was an ever-increasing attendance at the Annual Forum, the journal *TEAM* was put on a substantially enhanced professional footing, and a number of significant Monographs was published.

The Chairmanship was passed on to Prof Bernard Longden of Liverpool Hope University at that AGM, and Prof Longden has now completed his first year as Chair. He has brought his own personable and including Ms Ella Kruzinga's successor as Executive Manager of the Association.

### Executive Manager

The *persona* most clearly identified as the face and personality of EAIR for over 10 years has undoubtedly been our now-retired Executive Director, Ms Ella Kruzinga. Ella worked tirelessly and with one hundred percent dedication to the Association. At the end of 2008, Ella arrived at the retirement phase of her career, and very fittingly was given a warm and heartfelt farewell at the Copenhagen Forum. We all wish Ella many happy and fruitful years in her retirement - and also indeed to her husband Peter who has been her stalwart support during the pressures and the 'ups and downs' of Ella's wonderful management of EAIR, over the years.

As Ella prepared to withdraw from the organisation, the quest for a suitable and appropriately experienced successor was initiated; that process culminated in the appointment of Ms Hetty van Heeswijk, who joined EAIR in November 2008. Hetty engaged with her new role with both enthusiasm and energy - it is true to say that the learning curve in the busy EAIR office, and getting to grips with organising not just this year's but also planning future years' Forums has represented a very busy year for Hetty. She has fitted into her new role marvelously well; we all wish her well for future years in EAIR.



### Executive Committee

Three vacancies arose on the Executive Committee, due to Prof Lee Harvey's, Prof Rosalind Pritchard's and Dr Joke Snippe's terms as members of Executive coming to conclusion.

The new incumbents elected and co-opted are Prof Jeroen Huisman of Bath University, UK, Dr Johanna Witte, of Bavarian State Institute for HE Research & Planning, Munich, Germany; and our Treasurer Dr Joke Snippe of INHolland University, The Hague, the Netherlands (co-opted).

### Meetings

In the period under review, the Executive Committee met on four occasions; twice just before and during the 30th Forum in Copenhagen, Denmark in August 2008, as well as in March and May 2009, both in Amsterdam, the Netherlands.

The Steering Committee met in November 2008, also in Amsterdam.



**Patrick Cashell**  
Secretary



## Report on the EAIR Finances 2008-2009

The year 2008 was an exceptional year. Ms Ella Kruzinga, former Director, left the Association at the end of the year and the search for her successor was not an easy one. At first, a successor was recruited, who decided to leave EAIR after a few months due to personal reasons. A new search was started and the new, (current) successor started in November 2008.

In December 2008 our contact person at BKV, the accountancy agency of EAIR for the last 10 years, became severely ill. In January 2009 BKV decided to cease operations at the end of February 2009. They still took care for the rounding off of the 4th quarter 2008/year 2008. However, due to their circumstances and the fact that the new Executive Manager had only just started, drawing up the right figures for the realisation of 2008 was quite a challenge.

We would like to thank Ms Ella Kruzinga for her kind assistance these last few months in compiling the realisation of 2008. We would also like to thank Mr Rob Boekhout, Director Finance at INHolland University, for his assistance in getting a clear insight in EAIR's current financial situation. Last, but not least, we would like to thank our colleagues of the Audit Committee (Messrs Hans van Dommelen and Peter Hoekstra) for their contribution. Mr Michiel Mol, originally Audit Committee member, was not available for the Audit Committee after all, due to a change of position outside HE. Mr Peter Hoekstra kindly offered to take his place.

### Realisation 2008

In 2008 the expected deficit of € 68,973 became a deficit of € 97,914: a difference of: - € 28,941. This is mainly due to the following reasons:

#### Expenditure

- Personnel: fewer salaries (- € 1.304) were paid than anticipated due to the fact that the Director's 1<sup>st</sup> successor left before the 2<sup>nd</sup> one started. An extra - once only - amount of € 39,099 was on the 2008 budget for all necessary personnel changes.
- Related personnel: € 16,013 higher than budgeted, mainly due to extra recruitment expenses for the new Executive Manager position.
- Housing: - € 34 caused by raise of rent.
- Secretariat: - € 6,292 due to extra unforeseen costs for new database/website (extra server, PC/screen and higher ADSL costs), and wrong coding (approx. € 3,500 should have been coded on investment database/website).
- Investment database/website: - € 3,564, mainly caused by wrong coding (see secretariat)
- Various Association + Forum Copenhagen + seminars:
  - Website: - € 1,259 due to extra, unforeseen, support for the Copenhagen website/database.
  - Mailing: - € 1,007 due to lower amount of participants than budgeted.
  - Local forum: - € 12,389. The fixed expenses were more or less as anticipated. The difference was mainly due to the variable costs, which were less than anticipated due to fewer participants.
  - Travel/representation: - € 3,745, due to absence of Director's successor in Copenhagen (on budget for € 1,940), and less costs for Director (cheaper flights and the hotel was for free).



## Income

Fees membership + Forum - incl. Forum Banquet: - € 21,773. The budget for membership was based on 550 members. Final number of members was 496. The budget for the forum was based on 400 participants. Final figures: 356 participants (of who 347 generated income).

- DAIR: + € 2,652. DAIR had a very productive year and as a consequence EAIR did more work for DAIR than was budgeted.
- Miscellaneous income Association (TEAM royalties): - € 3,087. The minimum royalties for TEAM are € 4.400 excl. VAT. The actual income is € 4.158. The difference is due to VAT.
- Miscellaneous income Forum (Exhibitors): - € 380. More exhibitors were expected at the Forum in Copenhagen, but only two came and paid.

## Various financial

- Bad receivable: - € 9,057. Part of the bad receivables is already dealt with in Income (income fees). Bad receivables cannot be budgeted and therefore all bad receivables are considered a loss and are deducted from the actual income.
- Interest, Banking charges/cash differences: € 3,611 more than budgeted.

## Budget 2009

Looking ahead at the year 2009, EAIR foresees to need € 229,186 to run the Association and perform the activities for its members, including the organisation of the annual EAIR forum in Vilnius. However, the budgeted income is only € 194,771. *(Due to the amount of submitted proposals, the venue of the Forum and the economical crisis, we have decided to be conservative in our estimated amounts of members and forum participants.)* This means that a deficit is foreseen of € 32,915.

## EAIR Forum Vilnius 2009

The Vilnius expenses have been budgeted for 250 participants, compared to 400 for the Copenhagen forum. The total Forum expenses are € 166,655. When the local (internal and external) sponsorship is added, the total Forum expenses add up to € 197,850.

## EAIR membership 2009

The Association's income 2009 is based on 400 members. In 2008, the final paid membership count was 496.

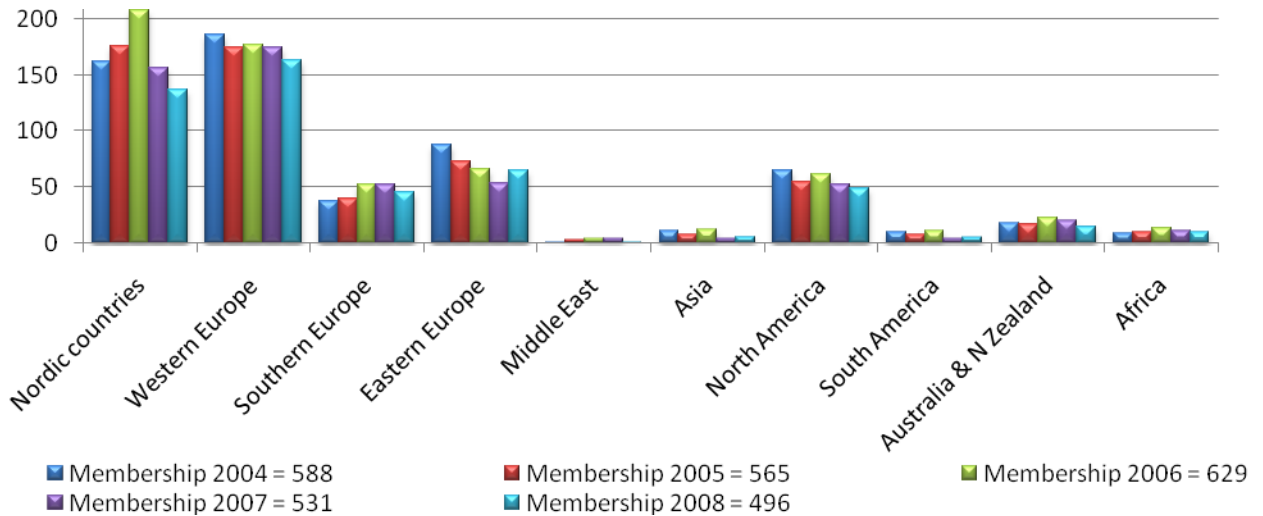
The table below shows the membership figures along with the number of participants attending the Forums over the past three years. The number of participants fluctuates with the venue of the Forum, resulting in a fluctuating membership.

	2006 (Rome)	2007 (Innsbruck)	2008 (Copenhagen)
Membership	629	531	496
Forum attendance	479	343	356

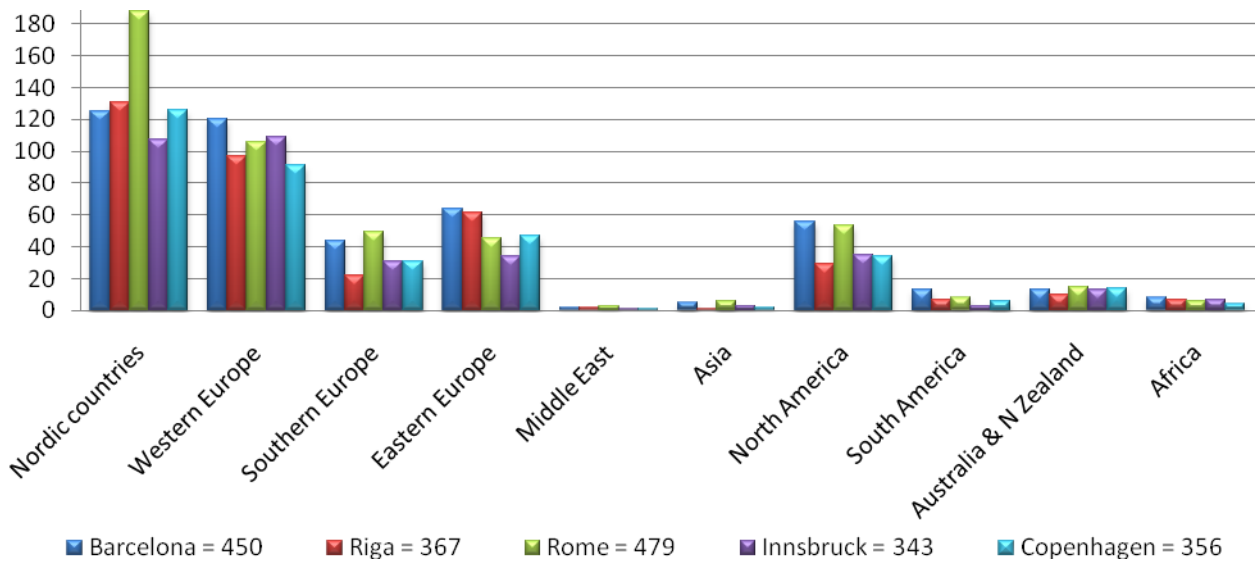
### Statistics

Below you will find some statistics on the geographical distribution of members and Forum participants for the years 2004-2008.

#### Geographical distribution of membership 2004-2008

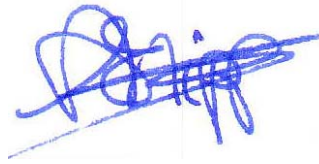


#### Geographical distribution of Forum participation 2004-2008





LINKING RESEARCH, POLICY AND PRACTICE



**Joke Snippe**  
Treasurer



## Publications

### TEAM

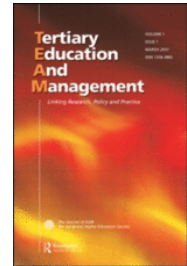
TEAM is continuing the steady production mode. The cooperation with Routledge is still excellent. All issues are produced on time. On the next page, you will find the 'Key TEAM statistics for 2004 – 2008'.

Status for the Copenhagen round (and including external papers) is that 52 papers (including external contributions) have been considered for publication – and that 16 papers have been accepted for the journal. This implies a rejection rate of about 69 percent. The rejection/acceptance rate is in line with previous years.

Two trends can be identified concerning submissions: the number of papers from the Forum to be considered for TEAM is slightly decreasing, and more external papers are submitted. The number of external contribution published in TEAM is also increasing.

Issue 15.3 is currently under production, and all papers for 15.4 are about to be handed over to Routledge (deadline mid-September). The production schedule for the journal is according to the requirements from Routledge. Issue 16.1 is full, with openings in 16.2.

Just before summer TEAM shifted into the electronic manuscript handling system of Routledge, and it is expected that this will cause some problem before the system is up and running smoothly.



**Bjørn Stensaker**  
TEAM's Editor-in-Chief

## Key TEAM statistics for 2004 – 2008

### Percentage of authors from outside the publishing country that publish in the journal

2004: *Total number of articles published: 19 (four issues)*

- Publishing country: the Netherlands (Kluwer Academic Press)
- Most frequent country represented by number of articles printed: US with 7
- *Percentage of articles stemming from outside the Netherlands: 100*

2005: *Total number of articles published: 21 (four issues)*

- Publishing country: the Netherlands (Springer)
- Most frequent country represented by number of articles printed: UK with 5
- *Percentage of articles stemming from outside the Netherlands: 100*

2006: *Total number of articles published: 20 (four issues)*

- Publishing country: the Netherlands (Springer)
- Most frequent country represented by number of articles printed: UK with 5
- *Percentage of articles stemming from outside the Netherlands: 90*

2007: *Total number of articles published: 24 (four issues)*

- Publishing country: the UK (Taylor & Francis/Routledge)
- Most frequent country represented by number of articles printed: UK with 6
- *Percentage of articles stemming from outside the UK: 75*

2008: *Total number of articles published: 24 (four issues)*

- Publishing country: the UK (Taylor & Francis/Routledge)
- Most frequent country represented by the number of articles printed: US with 6
- *Percentage of articles stemming from outside the UK: 96*

### Countries represented by accepted articles per year for 2004 - 2008

2004: *Different countries represented: 10* (Finland, [Norway/Sweden], Australia, UK, France, Spain, Mexico, USA, South-Africa)

2005: *Different countries represented: 13* (Finland, Australia, UK, Germany, France, Spain, Cyprus, Ireland, USA, Switzerland, Norway, Canada, New Zealand)

2006: *Different countries represented: 11* (Finland, Australia, UK, Germany, Japan, Portugal, Sweden, Ireland, USA, Russia, the Netherlands)

2007: *Different countries represented: 13* (Finland [Norway/Sweden/Denmark], Australia, UK, Germany, Austria, Australia, USA, Canada, Belgium, the Netherlands)

2008: *Different countries represented: 13* Italy [France], UK, Australia, USA, Finland, Germany, Sweden, Ireland, Canada, South-Africa, Portugal, Brazil

### Percentage of articles accepted

2004: *30 percent [this is an estimate]*

2005: *29 percent*

2006: *30 percent*

2007: *34 percent*

2008: *31 percent*



## Monograph

The third title in EAIR's Monograph series has just been published under the title 'The Future of Quality Assurance' with Jethro Newton and Roger Brown as editors. It contains contributions from eminent writers, such as Don Westerheijden, David Williams, Peter Ewell, and David Woodhouse, and focuses on future trends and their implications. Thanks to the editors, contributors, and Bernard Longden (as the previous series editor) for a wonderful job!



Several tentative ideas for further Monographs are in the air and people have volunteered to take care of these projects, such as on new universities/non-university higher education (James Williams), on rankings (Lee Harvey), on student involvement in higher education management (Helena Šebková) and on university governance (Kari Hyppönen). However none of them is in an advanced and definite stage yet.

Therefore as series editor I would welcome both:

- Signals from EAIR members who could imagine contributing to the above-mentioned themes, to get in touch with me or directly with the people who are currently taking these projects forward; and
- New proposals for future publications and people who volunteer to edit them. We are looking for topical issues that potentially enjoy a wide, as well as practical interest across the higher education sector in many countries and possibly could involve a spectrum of authors contributing from different angles.

Due to resource scarcity, we had to refrain from making printed copies of this newest Monograph on Quality Assurance. However, we are still looking into ways to have printed copies available in due course.

The EAIR Monographs can be obtained free, for EAIR members from the EAIR website at [www.eair.nl/publications/Monographs.asp](http://www.eair.nl/publications/Monographs.asp). Members and non-member can also purchase printed copies of the Monographs 1 and 2 by contacting the EAIR secretariat, Amsterdam at [eair@eair.nl](mailto:eair@eair.nl).



**Johanna Witte**  
Series Editor, Monograph



## Leadership and Committees EAIR 2008–2009

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 2008 and 2009.

### President of EAIR

- Kari Hyppönen • University of Turku • Finland

### Executive Committee EAIR

- Patrick Cashell • University of Limerick • Ireland (Secretary)
- Jeroen Huisman • University of Bath • United Kingdom
- Stephan Laske • University of Innsbruck • Austria (co-opted)
- Anna-Maija Liuhanen • University of Oulu • Finland
- Bernard Longden • Liverpool Hope University • United Kingdom (Chair)
- Helena Šebková • Centre for Higher Education Studies • Prague • Czech Republic (Vice-Chair)
- Joke Snippe • INHolland University • The Hague • the Netherlands (Treasurer)
- Jānis Stonis • University of Latvia • Riga • Latvia
- Johanna Witte • Bavarian State Institute for HE Research & Planning • Munich • Germany

### *Ex-officio members*

- Rimantas Vaitkus • Vilnius University • Lithuania (Forum Chair Vilnius 2009)
- Peter Hoekstra • University of Amsterdam • the Netherlands (UvA Liaison)

### Programme Committee Forum Vilnius 2009

- Patrick Cashell • University of Limerick • Ireland
- Juozas Rimantas Lazutka • Vilnius University • Lithuania
- Anna-Maija Liuhanen • University of Oulu • Finland
- Aleksas Pikturna • Vilnius University • Lithuania
- Jānis Stonis • University of Latvia • Riga • Latvia
- Rimantas Vaitkus • Vilnius University • Lithuania (Forum chair)

### *(Local) Coordinators*

- Asta Dumšienė • Vilnius University • Lithuania
- Hetty van Heeswijk • EAIR Secretariat • Amsterdam • the Netherlands

## TEAM

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- Bjørn Stensaker • NIFU-STEP • Oslo • Norway

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- Jeroen Huisman • University of Bath • United Kingdom
- Barbara Kehm • University of Kassel • Germany (Secretary)
- Barbara Sporn • Vienna University of Economics & Business Administration • Austria



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- Hans van Dommele • Leyden University • the Netherlands
- Peter Hoekstra • University of Amsterdam • the Netherlands

### **Special Interest Groups (SIGs)**

#### ***Coordinators SIG on 'The Student Experience'***

- Uulkje de Jong • University of Amsterdam • the Netherlands
- James Williams • University of Central England in Birmingham • United Kingdom

#### ***Coordinators SIG on 'Quality in Higher Education'***

- Alan Davidson • Robert Gordon University • Aberdeen • United Kingdom
- Jethro Newton • University of Chester • United Kingdom

#### ***Coordinators SIG on 'Exploiting Data Repositories'***

- Victor Borden • Indiana University • USA
- Urs Hugentobler • ETH Zurich • Switzerland
- Helena Lim • Southampton Solent University • United Kingdom



## Staff of the Secretariat

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

In 2008–2009 the Secretariat was staffed by the following persons:



**Ella Kruzinga**  
Director (left 31 December 2008)



**Hetty van Heeswijk**  
Executive Manager (started 1 November 2008)



**Lina Suratin**  
Administrative Assistant



**Rosalie Bongers**  
Administrative Assistant (started 27 November 2008)