



EAIR Annual Report

August 2009–August 2010

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EAIR Annual Report 2009–2010

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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

As a successful Forum in Vilnius closed in August 2009, the impact of the financial climate was about to impinge on us all, not only in our private lives but also in our professional lives too.

It was becoming evident that constraints on funding state higher education were not only inevitable but were likely to be significant, substantial and immediate.

While each country would adopt a different strategy, constraints were likely to be sufficiently significant to modified or possibly curtail activities that over time we had come to regard as central to our professional development.

The message was clear - adapt or run the risk of failure.

Financial viability now secure

Our treasurer, Dr Joke Snippe, has consistently drawn our attention at recent AGMs for the association to focus its attention on the financial robustness of the association and a need to ensuring that members receive value for money from their membership.

The Executive Committee have taken the guidance seriously and as a result much of the past year has focused on ensuring financial viability of the association and much of this report will focus on those actions.

The audit report provides an objective clear statement of the association's current financial health. It sets out coldly and clearly the risks that we run and the possible strategies that might be adopted to reduce the risk.

I am now confident that the actions we have taken on behalf of members have ensured that the association is financially secure, providing the guidance of the audit committee is adopted in full.

Implementing change

Since last August 2009 the main steps taken have been to reduce the back office costs. So in November 2009 the Steering Committee met with the Director of the European Association for International Education (EAIE), which occupies office space in the same building on Herengracht as EAIR, to explore ways in which the two organisations might seek mutually beneficial cooperation.

The conclusion of the meeting yielded mutually beneficial outcomes: EAIR occupied space too large for its needs and EAIE was seeking to secure more space for its administrative operations; the critical mass of EAIE's operations were such that it could offer the spare capacity for office technology to EAIR where EAIR was dependent on expensive outsourcing for web design, database functioning and financial management.

These initial cooperative steps have reduced costs significantly and have moved our financial viability in the right direction.

Changes to Amsterdam administration

The Amsterdam office at the end of November 2009 consisted of the newly appointed Executive Manager Ms Hetty Van Heeswijk and Ms Lina Suratin, office administrator.



Sadly Ms. Van Heeswijk, who had joined EAIR in January 2009, decided that the post was not turning out as she had hoped and resigned in December 2009. It was increasingly evident that the appointment of was not working out and so the resignation was accepted.

The decision to resign provided the EC with an opportunity to reassess the association's administrative needs.

Given the demands on the association it was decided to seek an appointment of an office manager rather than an Executive Director. We were successful in the appointment of Mr Gerlof Groenewoud into the post of Office Manager with immediate effect in January 2010.

Financial savings were secured from these actions but it will mean that a greater responsibility for strategic thinking will need to be conducted by the Executive Committee and by the wider membership to ensure a vibrant and viable association flourishes and develops.

Involvement with the association

A membership organisation, such as EAIR, is dependent on a strong vibrant Executive Committee to provide the direction and decision making on behalf of its members. Election to the Executive Committee is so important for the viability and vibrancy of our association.

As Chair of the association I was concerned by the low level of nominations for the executive committee in 2008.

With this concern in mind I set about seeking ways that might be introduced to raise the level of nominations to the EC. I was confident that there was a real willingness by members to participate. My hunch was that members interested in standing were being inhibited by existing barriers preventing those interested from becoming active.

Nominations for 2010 proved the point when 29 initial enquiries of interest were received leading to 19 formal nomination papers being presented.

Raising expectations and interest is a double edged sword and there will inevitably be 16 disappointed members. I hope their interest will not prevent them from seeking other ways to serve the association - there is much that needs to be done.

Publications

The association's own journal - Tertiary Education & Management - has benefitted considerably from the decision taken a few years ago to move from Springer to Routledge. The journal is improving year on year and with the help of Mr Ian White commissioning editor for Routledge it is increasingly having its impact on the higher education community.

The association is also indebted to the careful management of the move by Professor (Dr.) Bjorn Stensaker and for his continued nurturing of the journal through his editorship. In 2009 Professor (Dr.) Bjorn Stensaker indicated that he wished to step aside from the editor-in-chief role, but would wish to maintain an active role on the editorial board. In September 2010 a new editor-in-chief will take over for a fixed period of two years.

Dr Johanna Witte has continued to progress and secure new titles to the monograph series for members - just another way of offering members more for their membership fee.



Chair of EAIR 2010-2011

I am delighted that Professor Stephan Laske has willingly – well nearly willingly – agreed to become the next Chair of the association. I wish him well for the future and he can be assured of my continued support.

Post script

When I took over the Chair of EAIR from Professor Lee Harvey in 2008, I was fully aware that taking over at a time when the Executive Director was retiring was going to provide a challenging time. It has certainly been that and much more; but I have been sustained by a brilliant Executive Committee which has been supportive and sensitive to changes that needed to be made. I have been particularly well served by the support from Joke Snippe and Patrick Cashell.

EAIR must retain its friendly, focused and fostering environment where it is possible for ideas to develop and mature, ensuring a strong link between research, policy and practice. Thank you.



Bernard Longden
Chair EAIR



LINKING RESEARCH, POLICY AND PRACTICE

EAIR Forum Vilnius 2009

Fighting for Harmony – students, society and the academy in tune.

The 31th EAIR Forum in Vilnius

After each Forum there is a short meeting of the Executive Committee to review the strengths and weakness while they are fresh in mind. This is subsequently coupled with the results of the satisfaction questionnaire.

Vilnius was the setting for the forum in 2009. This Lithuanian university town provided a stunning background for the Forum. Delegates commented on the high quality and relevance of papers presented and felt that their expectations had been achieved.

The satisfaction questionnaire provides a useful guide for planning subsequent Forums, for example it is clear that delegates do not stay with one track but move between tracks often managing to attend three tracks during the Forum.

If recommending a future Forum to a colleague is a measure of success it would appear that Vilnius was a successful Forum appreciated by the majority of delegates.

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 23 August 2009, Vilnius (Lithuania)

Chair: James Williams • Birmingham City University • United Kingdom

'Assessment and feedback'

Recent surveys, especially in the UK, have suggested that students are less satisfied with the assessment of their work and feedback from their lecturers than they are with other aspects relating to their course experience (SurrIDGE, 2007). As this is one of the most important aspects of the student learning experience, it is essential that we understand what lies behind such results.

The workshop in Vilnius aimed to identify successful approaches to assessment and feedback, the impact on student satisfaction with their experience and posit alternative models of assessment and feedback practices.

For a full report on the Vilnius meeting and further information please visit the EAIR website at 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 23 August 2009, Vilnius (Lithuania) was cancelled.

For further information please visit the EAIR website at 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 23 August 2009, Vilnius (Lithuania)

There is a growing need at European Universities for external comparative data to support strategic decision making. However, unlike in the US, there are not many publically available data sources containing detailed comparative data.

The purpose of the SIG in Vilnius was to facilitate the exchange of knowledge about and share experiences with such comparative institutional data sources. Based on three case studies, discussion focused on the development of valuable data sources and how to supplement them with internal data for more effective management planning and analysis.

For a full report on the Vilnius meeting and further information please visit the EAIR website at www.eair.nl/Sigs/EDR.asp.

Governance

The past year, 2009/2010 has seen a 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 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.

Executive Committee

Two vacancies arose on the Executive Committee, due to Ms Anna-Maija Liuhanen's and Dr Helena Šebková's terms as members of Executive coming to conclusion.

The new incumbents elected are Dr Maria João Pires da Rosa of CIPES (Centre for Research in Higher Education Policies), Matosinhos, Portugal; and Ms Jannecke Wiers-Jensen of NIFU STEP, Oslo, Norway.

Meetings

In the period under review, the Executive Committee met on three occasions; twice just before and during the 31th Forum in Vilnius, Lithuania in August 2009, as well as in March 2010, in Amsterdam, the Netherlands.

The Steering Committee met in November 2009, also in Amsterdam.



Patrick Cashell
Secretary



Report on the EAIR Finances 2009-2010

We would like to thank our colleagues of the Audit Committee (Messrs Hans van Dommele and Peter Hoekstra) for their contribution.

Realisation 2009

In 2009 the expected deficit of € 32,916 became a deficit of € 30,043: a difference of: € 2,873. This is mainly due to the following reasons:

Expenditure

- Personnel: fewer salaries, vacation pay and pension premium (€ 2.506) were paid than anticipated due to the fact that the new Executive Manager permanent contract started in May 2009 and one admin assistant resigned in November 2009.
- Related personnel: € 3,236 less than budgeted, mainly due to less travel allowance paid and no costs paid for external personnel that was budgeted for € 2,000 in 2009.
- Secretariat: € 2,841 less than budgeted, mainly due to extra unforeseen costs for database/website maintenance, and extra costs for additional advice on new administration and more courier costs for Vilnius Forum.
- Various Association + Forum Vilnius: € 8,206 less costs than budgeted
 - Website: - € 1,408 due to extra, unforeseen, support for the Vilnius website/database.
 - Paper printing: € 3,697 less costs because 435 less copies of TEAM were printed.
 - Mailing: - € 507 due to extra costs for Vilnius mailing template.
 - Design and Printing Final Programme: -€ 1,677 due to extra costs design and costs 2008 paid in 2009
 - Local forum: € 10,910. The fixed expenses were more or less as anticipated. The difference was mainly due because € 2,000 less was spend on Forum and € 8,910 less was spend because of lower costs due to less participants attending than budgeted.
 - Travel/representation: - € 2,809, due to extra unforeseen travel costs and extra unforeseen representation costs EC.

Income

Fees membership + Forum - incl. Forum Banquet: - € 13,507. The budget for membership was based on 400 members. Final number of members was 451. Extra Membership fee income was € 1,883. The budget for the forum was based on 250 participants. Final figures: 241 participants. Less Forum fee income of € 15,390.

- DAIR: + € 648. DAIR had a very productive year and as a consequence EAIR did more work for DAIR than was budgeted.
- Miscellaneous income Association (TEAM royalties): + € 55. The minimum royalties for TEAM are € 4.400. The actual income is € 4.455.
- Miscellaneous income Forum (Exhibitors): + € 335. More exhibitors were at the Forum in Vilnius than expected.

Various financial

- Interest, Banking charges/cash differences: + € 4,155 extra income; because € 3,770 was rent income 2008 that was paid in 2009 and not budgeted.

Budget 2010

Looking ahead at the year 2010, EAIR foresees to need € 200,797 to run the Association and perform the activities for its members, including the organisation of the annual EAIR forum in Valencia. The budgeted income is € 210,800. *(Like last year, 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 profit is foreseen of € 10,003.

EAIR Forum Valencia 2010

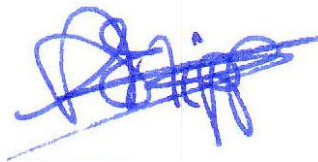
The Valencia expenses have been budgeted for 300 participants, compared to 250 for the Vilnius forum. The total Forum expenses are € 151,202.

EAIR membership 2010

The Association’s income 2010 is based on 400 members. In 2009 the final paid membership count was 458.

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.

	2007 (Innsbruck)	2008 (Copenhagen)	2009 (Vilnius)
Membership	531	496	458
Forum attendance	343	356	241



Joke Snippe
Treasurer



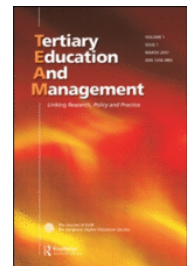
Publications

TEAM

TEAM has during the last year started to use the electronic manuscript system of Routledge (ScholarOne), and after some initial start-up problems, this system is now expected to create more benefits for the publisher, for authors and those in charge of the review procedures. However, due to a mix of “manual” (from the previous system) and “electronic” papers, the last year has been challenging. Currently, no more “manual” papers are in the system, and TEAM should now be able to go “fully electronic”.

The cooperation with Routledge has continued to be excellent. All issues are produced on time. For detailed info – see the attached updated statistics for 2004 – 2009.

However, a trend also noticed in the previous report, is causing concerns: the number of papers from the Forum to be considered for TEAM is decreasing. This may be related to the fact that there might be some confusion among EAIR members whether papers presented at the annual Forum automatically will be reviewed for TEAM. This was the case, but is no longer the practise, and the new ScholarOne system is set up for authors to upload their manuscripts themselves. EAIR members should be encouraged to do so after the upcoming Forum.



I would also suggest that the word limit currently regulating the lengths of EAIR papers should be abandoned so that more EAIR members present “normal” academic papers (5-7000 words manuscripts) at the Forum. This should boost the number of papers to select from.

Both related to earlier agreements, and to an increasing personal work-load, I last year asked the Executive Committee (EC) to search for a new Editor-in-Chief of TEAM, and the EC has appointed Prof. Bernard Longden for a period of two years starting from this Forum. I am very happy with this solution, and I am convinced that Bernard will further strengthen the profile and professionalism of TEAM during his editorship.

As “outgoing” Editor-in-Chief I want to thank EAIR for the opportunity to serve as editor for the past five years, and would especially want to thank the many reviewers and authors who have contributed to the journal in this period.



Bjørn Stensaker
TEAM's Editor-in-Chief

Key TEAM statistics for 2004 – 2009

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

2009: *Total number of articles published: 22 (four issues)*

- Publishing country: the UK (Taylor & Francis/Routledge)
- Most frequent country represented by the number of articles printed: Australia, Canada, the UK and USA with 3 each.
- Percentage of articles stemming from outside the UK: 86

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 [Italy/France], UK, Australia, USA, Finland, Germany, Sweden, Ireland, Canada, South-Africa, Portugal, Brazil)
- 2009: *Different countries represented: 18* (Spain, Romania, Portugal, Australia, Canada, Austria, Sweden, Italy, Germany, Norway, UK, Turkey, Ireland, South-Africa, New Zealand, The Netherlands, USA, Finland)

Percentage of articles accepted

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

2005: 29 percent

2006: 30 percent

2007: 34 percent

2008: 31 percent

2009: 48 percent

Monograph

The third title in EAIR's monograph series has been published in 2009 under the title "The future of quality assurance" with Jethro Newton and Roger Brown as editors. We have two new monograph projects under way: Lenka Minksová and Helena Šebková have the authors' team in place for a volume on students in HE governance to appear in 2011; James Williams and Johanna Witte are planning one on new universities in Europe to appear in 2012.



The EAIR monographs can be obtained free for EAIR members at www.eair.nl/publications/Monographs.asp. Non-members can purchase the monographs by contacting the EAIR secretariat, Amsterdam at eair@eair.nl.

It is time to start thinking about ideas for the next monographs in our series. Anyone interested in publishing a monograph in our series, please get in touch with the series editor Johanna Witte (witte@ihf.bayern.de). 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 and countries. The publishing process is not complicated and can be really quick, and reach a wide audience of researchers and practitioners.



Johanna Witte
Series Editor, Monograph



Leadership and Committees EAIR 2009–2010

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 2009 and 2010.

President of EAIR

- Dr Kari Hyppönen • University of Turku • Finland

Executive Committee EAIR 2009 - 2010

- Dr Patrick Cashell • University of Limerick • Ireland (Secretary)
- Prof Dr Jeroen Huisman • University of Bath • United Kingdom
- Prof Dr Stephan Laske • University of Innsbruck • Austria (co-opted)
- Dr Maria João Pires da Rosa • CIPES (Centre for Research in Higher Education Policies) • Matosinhos • Portugal
- Prof Dr Bernard Longden • Liverpool Hope University • United Kingdom (Chair)
- Ms Janneke Wiers-Jenssen • NIFU STEP • Oslo • Norway
- Dr Joke Snippe • INHolland University • The Hague • the Netherlands (Treasurer)
- Mr Jānis Stonis • University of Latvia • Riga • Latvia
- Dr Johanna Witte • Bavarian State Institute for HE Research & Planning • Munich • Germany

Ex-officio members

- Prof Miguel Ferrando Bataller • Universidad Politécnica de Valencia • Spain (Forum Chair Valencia 2010)
- Peter Hoekstra • University of Amsterdam • the Netherlands (UvA Liaison)

Executive Committee and Presidency 2010-2011

President of EAIR

- Prof Dr Mantz Yorke • Visiting Professor – Lancaster • United Kingdom

Executive Committee EAIR 2010 - 2011

- Prof Dr Jeroen Huisman • University of Bath • United Kingdom
- Prof Dr Stephan Laske • University of Innsbruck • Austria (co-opted)
- Dr Maria João Pires da Rosa • CIPES (Centre for Research in Higher Education Policies) • Matosinhos • Portugal
- Prof Dr Rosalind Prichard • University of Ulster • Coleraine - Northern Ireland • United Kingdom
- Ms Janneke Wiers-Jenssen • NIFU STEP • Oslo • Norway
- Dr Joke Snippe • INHolland University • The Hague • the Netherlands (Treasurer)
- Mr Jānis Stonis • University of Latvia • Riga • Latvia
- Dr James Williams • Birmingham City University • Birmingham • United Kingdom
- Dr Johanna Witte • Bavarian State Institute for HE Research & Planning • Munich • Germany



Ex-officio members

- Prof Dr Janina Jozwiak • Institute of Statistics and Demography – Warsaw School of Economics
• Warsaw • Poland (Forum Chair Warsaw 2011)
- Peter Hoekstra • University of Amsterdam • the Netherlands (UvA Liaison)

Programme Committee Forum Valencia 2010

- Prof Miguel Ferrando Bataller • Universidad Politécnica de Valencia • Spain (Forum Chair)
- Mr Patricio Montesinos • Universidad Politécnica de Valencia • Spain (Forum Co-Chair)
- Prof José-Ginés Mora Ruiz • Universidad Politécnica de Valencia • Spain
- Dr Guy Haug • Advisor and European Expert – Universidad Politécnica de Valencia • Spain
- Prof Dr Bernard Longden • Liverpool Hope University • United Kingdom
- Prof Dr Jeroen Huisman • University of Bath • United Kingdom

(Local) Coordinators

- Ester Srougi Ramón and Fanny Collado López • Universidad Politécnica de Valencia • Spain
- Gerlof Groenewoud and Lina Suratin • EAIR Secretariat • Amsterdam • the Netherlands

TEAM

Editor-in-Chief

- Bjørn Stensaker • NIFU-STEP • Oslo • Norway

TEAM Team

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- Barbara Kehm • University of Kassel • Germany (Secretary)
- Barbara Sporn • Vienna University of Economics & Business Administration • Austria

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- Kari Hyppönen • University of Turku • Finland
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- Bernard Longden • Liverpool Hope University • United Kingdom
- Robin Middlehurst • University of Surrey • Guildford • United Kingdom
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- Maria João Pires de Rosa • CIPES/University of Aveiro • Matosinhos • Portugal
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- Ulrich Teichler • University of Kassel • Kassel • Germany
- Marijk van der Wende • University of Twente • Enschede • the Netherlands
- Johanna Witte • Bavarian State Institute for HE Research & Planning • Munich • Germany

Audit Committee 2009

- Hans van Dommele • Leiden 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 2009–2010 the Secretariat was staffed by the following persons:



Hetty van Heeswijk
Executive Manager (left 1 March 2010)



Gerlof Groenewoud
Office Manager (started 1 January 2010)



Lina Suratin
Administrative Assistant



Rosalie Bongers
Administrative Assistant (left November 2009)