

2010 ACTIVITY REPORT

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INTRODUCTION



Our portfolio of activities continued to grow in 2010 and I am delighted with the very full programme we offered to European universities to help them with their modernization in an increasingly complex and competitive environment.

With its new EU2020 Strategy, the European Commission once again stresses the key role of universities as the main drivers for sustainable growth to build a strong and competitive European economy. European universities will only be able to play such a role if they transform significantly, reform their governance, modernize their structures and modes of operation to respond to the needs of society and profile themselves much more strategically. With our wide range of benchmarking, networking and training activities in 2010 we have been offering significant support to European universities with this

transformation process.

Our EU-funded MODERN European platform on higher education management under the EU Lifelong Learning Programme is becoming a central place for information and expertise on issues linked to the modernization agenda for European universities, looking at governance reforms, regional innovation policies, sustainable funding for higher education, knowledge exchange and quality in internationalization.

I am also delighted about our progress with our EU-Drivers platform on regional innovation, a structural network project also under the Lifelong Learning Programme which gathers academic leaders, the business sector and regional government for major *pilot transformational partnership projects* at regional levels in Europe.

In 2010 we continued to provide the Secretariat to the HUMANE network of heads of administration in Europe; our DEAN network had a very interesting conference in Barcelona looking at the financial crisis and debating how to address it in the higher education sector.

Benchmarking continued to feature highly in our activities last year as we developed further the activities of our European platform on benchmarking in European higher education with four benchmarking working groups on university-enterprise cooperation, governance, lifelong learning and curriculum reforms. More than 40 universities joined these groups discussing indicators, setting targets for improved performance and designing action plans for further developments in their institutions. We produced a handbook on benchmarking in European higher education which is the major outcome of our work and a leading reference for the effective use of benchmarking in the sector. We also continue to support the CHarME project (Challenges of Harmonising Medical Education in Europe) with its benchmarking project on reforming the medical curriculum, in a consortium of ten universities under the leadership of Charité Medical School Berlin.

Our ESMU-HUMANE Winter School for Senior Administrators continues to be a great success. We selected 35 participants from all over Europe for the eighth edition which took place in Valencia from 28 February to 6 March.

In the framework of our Erasmus Mundus EU-STEP project we designed a series of study tours to Europe on European Higher Education for decision-makers from Australian, American and Latin American universities.

These tours were greatly appreciated by the senior university leaders who joined them, with a very full thematic programme on EU policies in higher education and research and their implementation in universities brought the participants first to Brussels then to the Valencia (Politecnic University of Valencia) and Glasgow (University of Strathclyde).

In the framework of our TEMPUS project “University Knowledge Transfer for Sustainable Growth”, we organized the final dissemination conference with our project partners; the University of Nizhni Novgorod in Russia, London Metropolitan University and Dublin Institute of Technology.

I am also delighted with the services we have started to offer to European universities based on their specific needs and with the partnerships we developed with a number of large consultancy firms and a large Foundation to respond to major Call for Tenders for services to the European Commission in the field of education and training.

Frans van Vught, ESMU President

I. Members of the Board of Administration and General Assembly

Frans VAN VUGHT, former Rector, Universiteit Twente; advisor President Barroso of the European Commission (NL)

Flemming G. ANDERSEN, Dean of the Faculty of Humanities, University of Southern Denmark (DK)

José Gines MORA, Visiting Professor, Institute of Education, University of London (ES)

Jan SADLAK, Vice-Rector for International Cooperation, Warsaw School of Social Psychology and Humanities; President of the IREG International Observatory on Academic Rankings and Excellence (PL)

Dirk VAN DAMME, Head of CERI, Centre for Educational Research and Innovation, OECD (BE)

Peter WEST, Chief Operating Officer University of Strathclyde, former President OECD-IMHE programme and Executive Board member, European Consortium of Innovative Universities (UK)

II. Activity Programme

1. Networks promoting Good Management Practices

1.1 DEAN – Deans and European Academics' Network

The DEAN annual Conference “*Out of the crisis into sustainable recovery? Maintaining quality at a time of constrained resources*” took place in Barcelona on 15-16 November 2010. The conference was linked to the first EU-Drivers' conference. The conference featured a number of prominent speakers from OECD, the European Policy Centre Brussels and universities to address the issue of the crisis with national examples and institutional responses where the crisis has been most acute, i.e. in Latvia (with a 50 % budget cut in higher education), in Greece or in Ireland. The conference discussed how to maintain quality with constrained resources and respond to the needs of society.



Participants at the DEAN Annual Conference in Casa Convalescencia, UAB, Barcelona

The DEAN executive committee met three times in 2010 twice in skype format (12 March and 27 April) and once in Barcelona on 14 November at the time of the annual conference.

1.2 HUMANE – Heads of University Management & Administration Network in Europe

ESMU is hosting the Secretariat of the HUMANE network. In 2010, HUMANE had a membership of 189 heads of administration from 23 countries.

HUMANE organised the following seminars for the members in 2010:

- Management Cultures - Vienna, 19-20 March
- Joint seminar with Winter School Alumni network - Lisbon, 27-28 May
- Human resources - Lyon, 16-17 September
- Relations between the State and institution – Trieste, 8-9 October

A study trip was also organised “The Warwick Way: agility and entrepreneurialism in higher education” – Warwick, 8-11 June.

The 2010 Annual Conference and Round Table were held at Ghent University, 17-18 June on the topic *Urgency and Strategy - Universities’ Funding, Future and the Crisis*.

The Executive Committee met three times in 2010. The meetings were linked to the Vienna, Trieste and Ghent events.

The *Winter School Alumni Network (WSAN)* annual seminar took place in Helsinki on 24-25 September.

HUMANE was involved in several EU projects in 2010, i.e. the EUA EUDIS project on finances, the ESMU EU-DRIVERS project on regional innovation and, as associate partner, the MODERN platform on higher education management.

1.3 MODERN – European Platform on Higher Education Management

Under the leadership of ESMU, MODERN is a consortium of 10 core and 29 associate partners (i.e. European associations in higher education and providers of training programmes in higher education) who have joined forces to provide a structured answer to the fragmentation in the supply of management support to higher education institutions, their leaders and managers.

The ten core partners are ESMU, EFMD (European Foundation for Management Development), CHE (Centre for Higher Education Development), DUK (Danube University Krems – University for Continuing Education), CHEPS (Centre for Higher Education Policy Studies, University of Twente), ECIU (European Consortium of Innovative Universities), EAIE (European Association for International Education), ICHM (International Centre for Higher Education Management, University of Bath), MIP (Politecnico di Milano – Consortium for the innovation of firms and Public Administration Management) and Hedda (Higher Education Development Association).

The MODERN associate partners are AHUA (Association of Heads of University Administration), BSRUN (Baltic Sea Region University Network), CEU (Central European University), CGU (Compostela Group of Universities), DRC (Danube Rectors’ Conference), DEAN (Deans’ European and Academics Network), EADTU (European Association of Distance Education Universities), EURASHE (European Association of Institutions in Higher Education), UNESCO-CEPES (European Centre for Higher Education), SEFI (European Society for Engineering Education), EUI (European University Institute), Fachhochschule Osnabrück, HBO raad (as manager of the European Network for Universities of Applied Sciences/UAS), IoE (University of London, Institute of Education), OECD-IMHE (Institutional Management in Higher Education), UNICA (Network of Universities from the Capitals of Europe), UHR (The Norwegian Association of Higher Education Institutions), ProTon Europe, Santander Group of European Universities, CEGES (Universidad Politécnic de Valencia, Center for the Study of Higher Education Management).

INCHER (University of Kassel, International Centre for Higher Education Research), University of Oldenburg, University of Southern Denmark, HUMANE (Heads of University Management and Administration Network in Europe), WSAN (Winter School Alumni Network), CHEMPaS (Centre for Higher Education Management and Policy at Southampton University), EUPRIO (European Universities Public Relations and Information Officers) and AEC (European Association of Conservatories).

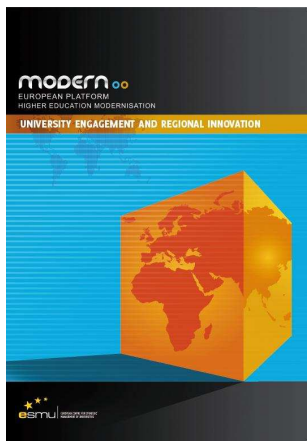
The MODERN European higher education platform www.highereducationmanagement.eu is a three-year structural network under the Lifelong Learning programme which is developing a series of activities to support the modernisation agenda.

The second MODERN conference was organized by ICHEM (University of Bath), MODERN project partner in London on 29 January 2010 on the theme of funding. It was attended by just under 100 participants from all over Europe. The MODERN Steering Committee met on the day prior to the conference.

The third Conference on “Assuring the Quality of Internationalisation” took place in Amsterdam on 6-7 May. The Conference was organised by MODERN project partner EAIE. A Steering Committee meeting was also held on the day before the conference.

The peer learning workshop “From strategy to quality: Internationalisation as an element of Quality Assurance-systems in Higher Education Institutions” was also held in Amsterdam on 5-6 May 2010.

A second peer learning workshop “Funding in Higher Education: The Deans’ perspective originally planned to take place in Barcelona in April had to be rescheduled due to the problems linked to the volcanic ashes. The workshop took place on 5-6 October 2010 in Berlin. Both peer learning workshops were organized by MODERN project partner CHE.



The thematic report on “Regional innovation” was finalized for the Conference scheduled to take place in Dortmund on 29 October. Unfortunately the conference had to be cancelled due to a too low number of participants.

MODERN partners HEDDA and Danube University Krems produced the preliminary report on the MODERN *mapping the field exercise* on training needs in higher education and on the current provision of training in higher education management in Europe. The report was discussed at the Amsterdam Steering Committee meeting.

1.4 EU-DRIVERS – European Drivers for a Regional Innovation Platform

The EU-Drivers consortium is made of ESMU/DEAN (as a project leader) and nine partners: HUMANE, EURADA (European Association of Development Agencies), AMSE (Association of Medical Schools in Europe), EFMD (European Foundation for Management development), SEFI (European Society for Engineering Education), Aalborg University, ACUP (Catalan Association of Public Universities), BSRUN (Baltic Sea Region University Network), DUK (Danube University Krems – University for Continuing Education).

Partners combine multiple valuable expertise from regional networks, individual universities, university networks focusing on strategic management issues and networks linked to disciplines to set up a European platform as an instrument for exchange of experiences and concrete actions between universities, local authorities and the private sector.

An important feature of the project has been the development of a virtual community, accessible at www.eu-drivers.eu. This virtual community has a public website where information on the project, specific events, news and partners' announcements are placed. It also includes an area restricted to all pilot projects, core partners of the EU-DRIVERS projects which will in the long term be open to the wider public. It comprises a library of resources organized around different themes relevant to Regional Innovation, a wiki, case studies and examples of good practice, an interactive meeting place for discussion.

The EU-DRIVERS Project currently comprises the following Pilot Partnership Projects:

DK: BrainsBusiness initiative (ICT)

TK: Strengthen the research & innovation performance of the Aegean Region

GR: Dairy Producers - university research and technology development results for environmental protection

BE: The "C-Mine" site in Genk, coalmining industry regeneration programme

ES: Intelligent Malaga Knowledge Innovation Community (Malaga KIC)

UK: Leadership Academy Surrey

FI: Turku Bioimaging (TBI)

ES: Campus of International Excellence Southern Catalonia – CEICS (Tarragona)

PT: Establishing a Science and Technology Park connected to the New University of Lisbon

Three Steering Committee Meetings took place in 2010, in Brussels (1 February), in Barcelona (20 April, with most partners taking part through skype due to the volcanic ashes situation), in Barcelona (16 November linked to the first annual conference).

The first Workshop took place on the 1-2 September in Brussels and focused on "how to make strategic partnerships work". The second Workshop took place on the 18-19 November in Barcelona, linked to the first EU-DRIVERS first annual conference. It focused on "Resourcing the partnership" (financial matters).



The opening of the first EU DRIVERS Annual Conference in Barcelona on 17 November 2010

The first EU-DRIVERS Annual Conference "Universities leading regional innovation: New partnerships at a time of economic crisis" took place in Barcelona on the 17 November 2010, with the local support from ACUP, the Catalan Association of Universities, one of the EU-Drivers project partners.

It included contributions from the European Commission (Peter Baur, Deputy Head of Unit, "European Institute for Innovation and Technology, economic partnerships", DG Education and Culture) and contributions from the OECD/IMHE Project "Universities in their cities" with regional examples.

2. Benchmarking activities in European Higher Education

2.1. EBI-II – Benchmarking in European Higher Education

EBI-II is the second of two Commission-funded projects that aim to promote benchmarking practices in European higher education. The projects are designed to support the modernisation of higher education management with the use of benchmarking as a modern management tool.

The project further developed the European platform on benchmarking in higher education, which can serve as a major instrument for collaborative learning and support to universities in increasing their institutional performance. EBI-II is being led by ESMU. Project partners were CHE (Centre for Higher Education Development), ICHEM (International Centre for Higher Education Management, University of Bath), and the Institute of Education, University of London.

The EBI-II project aimed to work with four benchmarking groups of HEIs for wide exchange, advice and best practices in workshops, develop a broad online collaborative learning community, benchmarking tools (questionnaires, reports, handbooks of good practices) and dissemination events in order to link to other European networks and professional associations.

The four benchmarking groups focused on university governance, curriculum reforms, university-enterprise cooperation and lifelong learning.

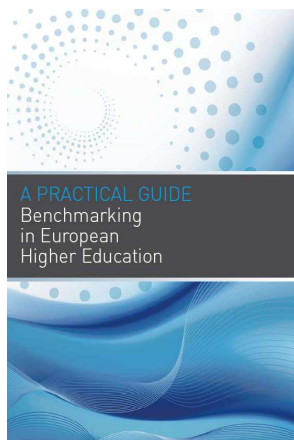
During the workshop in Elche (Alicante), which took place on 26-27 February 2010, universities presented and discussed their draft action plans. The last workshop for the groups took place on 10 June in Brussels.

A first dissemination conference took place on 11 June in Brussels with contributions from the European Commission and presentations on lessons learnt from the four groups.

To complement the conference, a dissemination workshop was held at the Central European University (CEU) in Budapest (27 August 2010).

The project received a four-month extension from the European Commission and a conference was planned in Vienna on the 20-21 January 2011, focusing on "Facing the Rankings - Using Benchmarking tools for strategic positioning".

A handbook on Benchmarking in European Higher Education has been produced which is receiving great interest. An internal report on a “lessons learnt” was also prepared and submitted to all the participating universities.



The EBI-II Steering Committee of all partners met on 27 February 2010 and 10 June 2010. Several additional partners' meetings were also organised in skype format during the year.

2.2. CHarME - Challenges of Harmonising Medical Education in Europe

The CHarME project looked at the major aspects of the modernisation agenda for medical faculties across Europe, focusing more specifically on the study programmes.

The overall project aim was to review how European universities can best adapt their curricula to better prepare future doctors for the challenges of the 21st century.

Charité-Universitätsmedizin Berlin was leading the project. The following institutions were part of the consortium: ESMU, the University of Antwerp, Leiden University Medical Center, UFR Médicale Paris Descartes, the Catholic University of the Sacred Heart Rome, the Karolinska Institutet Stockholm, Semmelweis University Budapest, the BVMD (Association of German Medical Students), the UEMS (Union of European Medical Specialists) and Basel University Medical Faculty.

A workshop took place in Stockholm on 22-23 March during which partners discussed the final benchmarking report and the production of a guide of good practices.

The partnership carried out a mapping exercise of curricula in the various universities to establish windows of mobilities/student exchanges.

The final Steering Committee and final dissemination conference took place in Berlin on 9-10 September 2010.

3. Training activities

3.1 ESMU-HUMANE Winter school for Senior Administrators

The eighth ESMU-HUMANE Winter School took place in Valencia from 28 February to 6 March 2010.

Thirty-five participants attended the School. The School included sessions on internationalisation and globalisation of higher education, higher education system dynamics in Europe (Frans van Vught, ESMU President, former Rector, University of Twente; advisor President Barroso of the European Commission), as well as on human resource management (Ada Pellert, President, Berlin University for Professional Studies), finances (Jan w. Meinsma, Executive Board, Windesheim University of Applied Sciences, former Director of Finance, Utrecht University), ICT (Di Martin, Dean & Chief Information Officer, University of Hertfordshire), and governance & leadership (Anders Lundgren, University Director, Royal Institute of Technology Stockholm).

The Winter School steering committee is made up of two representatives of ESMU (Peter West and Flemming G. Andersen) and two of HUMANE (Dietmar Ertmann and Erwin Vermeulen). Dietmar Ertmann is the School Chairman. Nadine Burquel is the School Director.

A Steering Committee meeting took place on 11 May and on 26 November 2010 (via skype) to evaluate the 2010 edition of the School and to prepare the next edition on 20-26 March 2011.

3.2 EU-STEP – Study Tours European (Higher Education) Programme

Under the leadership of ESMU, EU-STEP is a three-year EU-funded ERASMUS MUNDUS project which started on 1 November 2008. The aim of the project is to improve the visibility of European Higher Education throughout the world and to foster further opportunities for exchange between European HEIs and HEIs in Australia/New Zealand, Latin America and the United States/Canada.

Six one-week study tours, taking groups of 25 university decision-makers and policy-makers from HEIs in Australia/New Zealand, Latin America and the United States/Canada to Europe (Brussels - BE, Valencia - ES and Glasgow - UK) will be organized in the framework of the project. Project partners are the University of Strathclyde, the Universidad Politécnica de Valencia, the Norwegian University of Science and Technology (NTNU), Central European University, the Carnegie Foundation for the Advancement of Teaching (CFAT) in the US, LH Martin Institute of Higher Education Leadership and Management (MIHELM)/University of Melbourne in Australia, and the Universidad Autónoma del Estado de Morelos (UAEM) in Mexico.

The tours focus on key EU priority policies (curriculum reforms, governance, quality assurance, university-enterprise cooperation, regional innovation) and their implementation in HEIs, in specific national and regional contexts.

The first EU-STEP study tour took place from 7-13 February 2010, taking participants to Brussels, Valencia (Universidad Politécnica de Valencia) and Glasgow (University of Strathclyde). The tour attracted 13 senior Australian university decision-makers. The participants were extremely satisfied with their experience with the tour.

At the virtual skype Steering Committee meeting on 27 April 2010, project partners decided to postpone the US tour planned for June 2010 to the year 2011 due to low number of registrations. Many positive comments about the quality of the tour had been received, however, it seems that many US universities were very badly hit by the financial crisis and while they were interested in European higher education developments (in particular on issues relating to quality and learning outcomes in the Bologna Process), their priorities were lying elsewhere.

The second study tour took place with 18 senior higher education leaders from Latin America from 3-9 October 2010 and was another success.

An inventory of key issues of European higher education was finalised by ESMU as one of the main project activities.

During the skype Steering Committee meeting on 12 September and 30 November, project partners discussed the three tours planned for 2011 and the three dissemination conferences planned in each of the three target regions (Australia, Latin America and the United States).

3.3 University of Nizhni Novgorod (UNN) Senior Leadership programme

UNN approached ESMU to design a Senior Leadership Programme for the senior leadership of the University.

Jennie Somerville, ESMU senior expert, led this programme which took place in Brussels from 25-28 October 2010 for a group of 10 senior leaders from UNN.

The programme included contributions from Jan Sadlak, Peter Gaehtgens, Frans van Vught, Stefaan Hermans (European Commission), Keith Williams (Open University UK) and Dianne Willcocks (York St John University). It focused on the main themes of governance, leadership and management, research and innovation, education and professionalising university services.

The UNN delegation gave very positive feedback and asked ESMU to organize another Leadership programme in the autumn of 2011.

4. Projects

4.1 TEMPUS Project – University Knowledge Transfer for Sustainable Growth

The aim of this three-year TEMPUS project carried out by ESMU, the University of Nizhni Novgorod (UNN), the London Metropolitan University, the Dublin Institute of Technology and the Association for University Research and Industry Links (AURIL), was to create a knowledge transfer culture and strategy in the University of Nizhni Novgorod.

A partners' meeting took place in Brussels on 16 December 2009 to discuss the remaining activities before the end of the (extended) project period (June 2010) i.e. two workshops (Spring 2010) and the final project conference in Nizhni Novgorod.

The Final Conference "University Knowledge Transfer for Sustainable Growth" took place in the Lobachevsky State University of Nizhni Novgorod on 1 June 2010 with contributions from the different partners (ESMU, London Metropolitan University, Dublin Institute of Technology).



Photo left: Prof. Dr. Evgeny V. Chuprunov, Rector of the University of Nizhni Novgorod, accompanied by Prof. Dr. Alexander Grudzinsky

The final (and financial) report was submitted to the Executive Agency at the end of September. The consortium was congratulated by the Agency for all the project achievements.

5. Other short term projects and services

5.1 U-MultiRank Project

ESMU and DEAN have been invited to join the stakeholders' group of the new feasibility project to develop a global multidimensional ranking. The Secretary-General attended several meetings in Brussels related to this project.

5.2 Advising Vilnius University on governance and management reforms

Ernst and Young Lithuania approached ESMU to respond to a Call for tenders from Vilnius University for advice on governance and management (six-month project). The Ernst and Young tender was selected in June 2010.

The ESMU Secretariat produced a report on "trends in modern governance and management" (end September). Two ESMU senior experts (Peter West and Peter Gaehtgens) provided advice in a workshop with the senior leadership of Vilnius University (November).

5.3 Advising the University of Göttingen "Professionalisation of deans of studies"

In June 2010 the University of Göttingen approached ESMU to carry out an independent assessment of its decentralized quality management measures in teaching and study programmes and the further development of its project "Professionalization of the Offices of the Deans of Studies".

The project involved a self-evaluation carried out by the various faculties (October – December), based on which ESMU experts (Frans van Vught, Jennie Somerville, John Brennan; Nadine Burquel as coordinator and a German student as required by the University) reviewed these reports. A site visit was scheduled on 1-3 February 2011 which will lead to a final report with a number of recommendations to be presented to the University.

III. Administration

1. Board and General Assembly meetings

The Board met three times in 2010.

The meeting of 9 February focused on:

- Approval of the agenda
- Approval of the minutes of the Board meeting of 12 October 2009
- Strategic Developments
- Activity programme (European networks-MODERN, EDUPROF, HUMANE, DEAN; benchmarking activities; training activities in higher education management; Projects; ETAPE)
- Governance issues
- Administrative matters
- Recommendations to General Assembly to approve the 2010 Budget

The meeting on 11 May focused on:

- Approval of the agenda
- Approval of the minutes of the Board meeting of 9 February 2010
- Strategic Developments
- Activity programme (European networks-MODERN, EDUPROF, HUMANE, DEAN; benchmarking activities; training activities in higher education management; projects; ETAPE)
- Financial matters

- Governance – renewal board mandates
- Activity Report

The meeting on 25 October focused on:

- Approval of the agenda
- Approval of the minutes of the Board meeting of 11 May 2010
- Activity programme (European networks-MODERN, EDUPROF, EU-DRIVERS, HUMANE, DEAN; benchmarking activities; training activities in higher education management; projects; ETAPE)
- Financial matters
- Brainstorming session – Strategic Developments

The General Assembly met on 11 May in 2010. The meeting focused on the approval of the minutes of the GA meeting of 9 February 2010, the approval of 2009 accounts and auditor's report, and of the 2009 activity report.

2. ESMU Secretariat

In 2010 the Secretariat was made of:

- Nadine Burquel, Secretary-General
- Tim Evans, financial manager (80 % FTE)
- Anne Thiebault, management assistant (50 % FTE)
- Inês Proença, project officer (From February 2010)
- Anja Busch, project officer (until August 2010)
- Anja Balanskat, project officer (40 %, FTE, until June 2010)
- Crina Mosneagu, project officer (From September 2010)

The Secretariat welcomed two trainees:

- Monika Steinel (March to June 2010)
- Julia Iwinska (August to October 2010)

3 June 2011