



**European Centre for Strategic Management of Universities**

# **ACTIVITY REPORT 2003**

**Rue Montoyer 31, B-1000 BRUSSELS  
TEL 00 32 2 513 86 22; FAX 00 32 2 289 24 67  
E-Mail: [info@esmu.be](mailto:info@esmu.be)  
<http://www.esmu.be>**

---

# TABLE OF CONTENTS

|                  |   |                |
|------------------|---|----------------|
|                  | <b>INTRODUCTION BY THE CHAIRMAN</b>   | <b>page 3</b>  |
| <b>I.</b>        | <b>BOARD OF ADMINISTRATION AND GENERAL ASSEMBLY</b>                         | <b>page 5</b>  |
| <b>II.</b>       | <b>ACTIVITY PROGRAMME</b>   | <b>page 7</b>  |
|                  | 1. Networks and activities on strategic management                          |                |
|                  | 1.1. HUMANE   | page 7         |
|                  | 1.2. DEAN   | page 8         |
|                  | 2. Training Activities  |                |
|                  | 2.1. ESMU-HUMANE Winter School for Senior administrators                    | page 8         |
|                  | 2.2 ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation | page 9         |
|                  | 3. Projects identifying good management practices                           |                |
|                  | 3.1. Benchmarking programme on university management                        | page 9         |
|                  | 3.2. TEMPUS Joint European Project on University Management                 | page 10        |
| <b>III.</b>      | <b>GENERAL ADMINISTRATION</b>   | <b>page 11</b> |
|                  | 1. Board and General Assembly   | page 11        |
|                  | 2. ESMU Management and Secretariat  | page 11        |
|                  | 3. ETAPE  | page 12        |
|                  | 4. Co-operation with other Organisations                                    | page 12        |
|                  | 5. Accounts 2003  | page 13        |
| <b>ANNEX I</b>   | <b>Publications</b>   | <b>page 14</b> |
| <b>ANNEX II</b>  | <b>HUMANE Membership</b>  | <b>page 15</b> |
| <b>ANNEX III</b> | <b>DEAN Membership</b>  | <b>page 23</b> |

## Introduction

From a place facilitating small group discussions on strategic management practices, ESMU has become a dynamic European organization which assists European universities in becoming more entrepreneurial and innovative in the changing environment in which they are operating.

ESMU's growing portfolio of activities supports its ambition to become a leading European provider of strategic and managerial advice to Higher Education institutions and the higher education sector at large. Activities were further consolidated in 2003 and new initiatives were launched which are good examples illustrating this strategy. The most important is H.E.E. Consulting group, a private company under Belgian law, which ESMU and HUMANE have created together.



H.E.E. Consulting group is cooperating in pilot projects which are aimed to develop useful management concepts and instruments, building a common basis of knowledge and experience, and making effective use of this basis in renewing and strengthening university management.

In 2003, ETAPE, the consortium made of ACA and ESMU continued to provide technical assistance to the European Commission for the management of the Socrates, Leonardo da Vinci, Youth for Europe and some parts of the European Voluntary Service programmes. The Socrates programme covers the whole spectrum of education from pre-school to continuing education and secondary school to higher education. It also includes linguistic training and the development of new technologies applied to open and distance learning. The Youth Programme aims to promote exchanges between young people outside any education structure while the Leonardo da Vinci programme promotes the development of vocational training.

With its 202 member heads of administration from 25 different countries, HUMANE, the heads of university management network in Europe is successfully promoting professional development in the administration of European universities. In 2003, HUMANE organized 6 seminars bringing together 145 heads of administration from European universities.

In 2003, ESMU and HUMANE organized a Winter School to prepare the future generation of heads of administration. This School took place in Barcelona on 17-22 March with 30 Senior administrators from European universities. The School featured prominent speakers and included work on a major case study which was presented to a Jury.

Disseminating strategic management practices at all levels in universities has further materialized in ESMU with DEAN, the Deans' European Academic Network which supports deans to improve their managerial skills. In 2003, DEAN reached a membership of 173 deans in 30 countries. The annual conference took place at the Szent Istvan University of Budapest on the question of integration, associations and mergers in higher education.

In a European context where national borders tend to disappear and organisations operate in "borderless" environments from a geographical, organisational and technological point of view, this networking activity is crucial, hence ESMU's constant effort to promote such initiatives. They provide one pathway, among others, to strengthen European cooperation and culture in higher education and research.

The benchmarking programme on university management launched initially with the Association of Commonwealth Universities entered its fourth year of operation in 2003. Benchmarking is an excellent tool for universities to measure their performance against other HEIs with a view to improve their management. The 2003 programme focused on external funding, e-learning, institutional Research and the "European dynamics" (The Bologna Process and the European Research Area).

In cooperation with the International Institute for Educational Planning (IIEP) – UNESCO, a fourth edition of a distance course on strategies for partnership between universities and enterprises was launched in 2003, this time for universities in English-speaking African countries. Fifteen universities from eight African countries took part in this course.

While running this important activity programme, ESMU has also been reflecting on its long term strategy. The Board and General Assembly have been discussing ways in which ESMU could place its future activities in the broader context of European developments such as the creation of the European Higher Education Area, the European Research Area and the Enlargement Process. ESMU certainly wants to be a key actor in these major developments, which are indeed at the heart of the Lisbon Declaration, highlighting the ambition for Europe to be "the best knowledge-based economy and society in the world by the year 2010"... and hopefully well beyond !

Adrien Schmitt  
Chairman

# **I. Board of Administration and General Assembly**

## **1. BOARD OF ADMINISTRATION**

### **CHAIRMAN**

Adrien SCHMITT, Former President, Université Louis Pasteur Strasbourg; consultant for French Comité National d'Evaluation (F)

### **MEMBERS**

György BAZSA, Former Rector, University of Debrecen; Former President, Hungarian Rectors' Conference (HU)

Ruud BLEIJERVELD, Secretary-General, University of Amsterdam ; HUMANE Chairman (NL)

Christine CHALLIS, Former Secretary and Director of Administration, London School of Economics and Political Science (UK)

John DAVIES, Dean of the Graduate School, Anglia Polytechnic University, ICHEM – University of Bath (UK)

John FÜRSTENBACH, Senior Financial Advisor and Head of Administration of the Royal College of Music, Stockholm (SE)

Martin PAUL, Dean, Faculty of Medicine, Freie Universität Berlin, DEAN Chairman (DE)

Jennifer SOMERVILLE, Director, London Office, London Metropolitan University, (UK)

Karel TAVERNIER, Former General Administrator, Katholieke Universiteit Leuven (BE)

Josep M. VALLES, Former Rector, Universitat Autònoma de Barcelona (ES)

Rodolfo ZICH, Former Rector, Politecnico di Torino (IT)

## **2. GENERAL ASSEMBLY**

### **CHAIRMAN**

Adrien SCHMITT, Former President, Université Louis Pasteur Strasbourg; consultant for French Comité National d'Evaluation (F)

### **MEMBERS**

György BAZSA, Former Rector, University of Debrecen; Former President, Hungarian Rectors' Conference (HU)

Ruud BLEIJERVELD, Secretary-General, University of Amsterdam; HUMANE Chairman (NL)

Lord Asa BRIGGS of Lewes, Former Provost, Worcester College, Oxford; Former Chairman, Open University (UK)

Christine CHALLIS, Former Secretary and Director of Administration, London School of Economics and Political Science (UK)

Marcel CROCHET, Recteur, Université Catholique de Louvain, Louvain-la-Neuve (BE)

John DAVIES, Dean of the Graduate School, Anglia Polytechnic University, ICHEM – University of Bath (UK)

Pieter DE MEIJER, Former Rector, Universiteit van Amsterdam (NL)

Per-Jonas ELIAESON, Former Chairman, European Institute for Advanced Studies in Management (EIASM); Former Rector, Stockholm School of Economics (SE)

John FÜRSTENBACH, Senior Financial Advisor and Head of Administration of the Royal University College of Music in Stockholm (SE)

Santiago GARCIA ECHEVARRIA, Facultad de Ciencias Economicas, Universidad de Alcala de Henares; Director of the I.D.O.E. (Instituto de Dirección y Organización de Empresas) (ES)

Michel GARNIER, Former Director, French Ministry of Education (Planning, Development and Quantitative Evaluation); Former President, Université de Versailles Saint-Quentin-en Yvelines and Université Pierre et Marie Curie (Paris VI) (F)

Hèlène LAMICQ, former President, Université Paris XII - Val de Marne (F)

Geoff LOCKWOOD, Registrar Emeritus, University of Sussex (UK)

Michel LUCIUS, President, Pôle Universitaire Européen de Nancy-Metz (F)

Margaret McGOWAN, Former Senior Pro-Vice-Chancellor, University of Sussex (UK)

Martin PAUL, Dean, Faculty of Medicine, Freie Universität Berlin, DEAN Chairman (DE)

Jennifer SOMERVILLE, Director London Office, London Metropolitan University (UK)

Roger TALPAERT, Former Secretary-General of the European Institute for Advanced Studies in Management (EIASM); Former Director, Strategic Audit Unit, European Foundation for Management Development (EFMD) (BE)

Karel TAVERNIER, Former General Administrator, Katholieke Universiteit Leuven (BE)

Françoise THYS-CLEMENT, Pro-Rector, Université Libre de Bruxelles (BE)

Josep M. VALLES, Former Rector, Universitat Autònoma de Barcelona (ES)

Lesley WILSON, Secretary-General, European University Association (EUA) (UK)

Michel WOITRIN, Honorary General Administrator, Université Catholique de Louvain (BE)

## II. Activity Programme

### 1. Networks promoting Good Practice of University Management

#### 1.1. HUMANE – Heads of University Management & Administration Network in Europe (<http://www.humane.eu.org> )

ESMU continued to provide technical assistance to HUMANE in 2003 by hosting the HUMANE Secretariat. This included providing management of the HUMANE membership, finances and the organisation of six seminars and other HUMANE executive and Round Table meetings.

HUMANE consolidated in the year 2003 and reached a membership of 202 heads of administration from 25 different countries. The network is chaired by Ruud Bleijerveld, University of Amsterdam.

The daily management of the network is provided by Dr. Hans van Dam, Network Manager (University of Amsterdam) and Tim Evans, HUMANE Secretariat Manager in ESMU in Brussels.

#### **Six HUMANE seminars were organized in 2003 bringing together a total of 145 heads of administration in Europe.**

- “Finance and Funding“  
Birmingham, 28-29 March 2003
- “Outsourcing”  
Helsinki, 25-26 April 2003
- “Information and Communication Technology management”  
Salamanca, 16-17 May 2003
- “Student Services”  
Lund, 3-4 October 2003
- “Space Management “  
Prague, 24-25 October 2003
- “Human Resource Management “  
Lille, 14-15 November 2003

In addition to seminars, heads of administration met in the HUMANE “Round Table” in Louvain-la-Neuve on 13-14 June 2003. The HUMANE Executive Committee met in London on 1<sup>st</sup> April and in Prague on 24<sup>th</sup> October 2002. Both meetings focused on discussing current activities and future developments.

HUMANE also manages a complete database of all European university heads of administration, which is revised monthly with a paper copy being sent annually to members. HUMANE has a www site where constantly updated information is shown and documentation can be downloaded.

ESMU-HUMANE are also partners in a project for which the Copernicus Campus network obtained funding from the European Commission (DG Energy and Transport). Fifteen universities are taking part in this project. The aim of the project is to collect detailed information on how universities are purchasing their electric and electronic office equipment

(EEE) and to assist them in becoming more energy-efficient in their procurement for these purchases. ESMU-HUMANE will participate in inquiries and dissemination of project outputs. The HUMANE network manager took part in the kick-off meeting in Dortmund on 3-4 April 2003. Luciano Galan (University of Madrid, who has been involved in ESMU and HUMANE activities) took part in the second project meeting in Coimbra on 16-17 October 2003. The next project meeting is planned in Trieste in April 2004.

## **1.2. DEAN – Deans’ European Academic network**

DEAN reached a membership of 173 deans in 30 countries in 2003. The network is chaired by Martin Paul, Dean of the Faculty of Medicine, Freie Universität Berlin.

The annual conference took place at the Szent Istvan University in Budapest-Gödöllő on 22-24 September 2002 on the subject of “The Restructuring of European Higher Education: Mergers, Integration and associations”. The conference addressed four topics i.e. restructuring European Higher Education; mergers as a consequence of new demands on Higher Education; cooperation and association between the University and non-university sector in the framework of the Bologna Process, mergers across institutions and sectors; dealing with cultural differences and staff: Success stories and failures.

DEAN also organized a seminar at the University of Southern Denmark (Odense) on 11-12 April 2003, focusing on “Recruitment and Retention in Higher Education”. The seminar looked at the international attractiveness of the academic workplace in Europe, attracting domestic and international students and staff in Danish and German universities. The seminar was attended by 23 DEAN members.

The executive committee met in Brussels on 21<sup>st</sup> January 2003, and in Budapest on 21<sup>st</sup> September 2003 to discuss current activities and future developments.

DEAN is extending its membership to a broader group of middle level academic managers in universities and in the non-university sector. One of the reasons behind this decision is the understanding that the trends in European higher education makes it necessary for universities to rely on highly effective managers at all levels. The other is that the majority of European deans continue to be elected for short periods of between 2-3 years. This has the effect of a very significant turnover of deans in Europe, and the loss of the valuable experience which deans acquire during their term of office.

In 2003 DEAN also progressed with the design of its first Summer School, which will take place in Schloss Elmau (Munich) on 23-28 May 2004. The aim of the School is to develop the leadership potential of senior academics in European universities and prepare them for careers in positions of academic leadership and management. The School will have two main strands, i.e. general context of Higher Education in Europe, and practical and “How to” sessions.

## **2. Training Activities**

### **2.1. ESMU-HUMANE Winter School for Senior Administrators**

In 2003 ESMU and HUMANE organized their first one-week European Winter School for senior administrators in European universities. The School was attended by thirty administrators from all over Europe. It took place at Palau de les Heures, Fundacio Bosch I Gimpera, the continuing education centre of the Universitat Barcelona, from 17 to 23 March.

The ESMU-HUMANE Winter School was devised by a group of experienced university administrators from various countries. The School relies on the expertise of ESMU,

HUMANE, and individual HUMANE members: Dietmar Ertmann, Head of Administration, Karlsruhe University and Rafaël Zorrilla, Head of Administration, University Carlos III Madrid, the two members of the steering committee. It is chaired by Christine Challis, former Secretary and director of Administration, London School of Economics and Political Science. Nadine Burquel, Secretary-General ESMU is the School Manager.

The aim of the School was to develop the leadership potential of outstanding administrators by making them fully aware of the concepts and practices of strategic management in a European context and of the importance of effective implementation involving integration of academic and financial issues, with human resource strategy, ICT and space management. This follows from HUMANE's focus on the practical implementation of strategy and policy and the sharing of good practice.

In addition to presentations and case studies on particular themes from the facilitators, participants worked in teams on a major case study, analysing data and policy options for a university, drawing on the various disciplines involved in finding solutions to the problem.

Preparations for the second edition of the Winter School were made in the Autumn. The School will take place at the Fundació Politècnica de Catalunya from the 19<sup>th</sup> February to 6<sup>th</sup> March/

## **2.2. *ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation***

In 2003, a fourth edition of the ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation was organised, this time, for English-speaking universities in Africa. Fourteen African universities participated in the course: University of Buea (Cameroon), University of Nairobi (Kenya), National University of Lesotho (Lesotho), University of Mauritius (Mauritius), University of Namibia (Namibia), Ahmadu Bello University (Nigeria), Kigali Institute of Science, Technology and Management (Rwanda), University of the Free State (South Africa), University of the North (South Africa), Cape Technikon (South Africa), Technikon Pretoria (South Africa), Vaal Triangle Technikon (South Africa), University of Dar es Salaam (Tanzania), National University of Science and Technology (Zimbabwe).

The course was structured around five modules: strategic management of university-enterprise partnerships, management of interfaces, financial management of university-enterprise partnerships and income generation activities, Staff management, implementing strategies for university-enterprise partnerships.

Nadine Burquel, ESMU Secretary-General was the expert for module 5 "The Management of University-Industry Partnership", an action project reviewing and commenting the assignments of all participating universities.

## **3. *Projects identifying good management practices***

### **3.1. *Benchmarking programme on university management***

The 2003 benchmarking programme was launched with the following ten universities:

Copenhagen Business School (DK)  
Universidad Carlos III de Madrid (ES)  
Lund University (SE)  
Universiteit Maastricht (NL)  
London School of Economics (UK)  
Helsinki School of Economics (FI)  
Université de Compiègne (FR)  
Federal Institute of Technology Zurich (CH)

University of Munich (DE)  
Universiteit van Amsterdam (NL)

The programme benchmarked the following university processes, i.e. e-Learning, external funding, institutional research, and the European “dynamics” in Higher Education and research.

All participating universities submitted their inputs to the questionnaires on the four topics, based on which the project manager drafted statements of good practices and assessors made an evaluation of all inputs received. The four assessors in the programme were Prof. Kenneth Edwards (former Vice-chancellor, University of Leicester), Mr Wyn Davies (former Head of Administration, University of Surrey), Mr Peter Hoekstra (Director Institutional Research, University of Amsterdam), and Prof. Johann Gerlach (former President, Freie Universität Berlin).

During the annual workshop which took place in Brussels on 20-22 November 2003, the four assessors made a report on their findings on e-Learning and learning resource; External funding; Institutional research; European dynamics. This was followed by presentations on good practices from the ten participating universities. The workshop was attended by a total of 42 participants, one contact person from each university, with specialists on each topic. The workshop ended with a fruitful brainstorming session during which participants expressed their views on how the approach could be improved, best practices be implemented in universities, and topics for next year were also discussed.

### **3.2. *TEMPUS Joint European Project on University Management***

The two-year TEMPUS project which started in April 2002 in partnership with the University of Nizhni Novgorod - UNN (RU) and London Metropolitan University (London MET) (UK) aimed to assist the University of Nizhni Novgorod to become more responsive to the needs of society.

In 2003, five seminars were organised in ESMU and London Metropolitan University in the context of this project, i.e. in ESMU (February, September and November 2003) and London (March and October 2003) These seminars included site visits to universities in Belgium and in England as well as presentations on the challenges linked to the Internationalisation of Higher Education and European Development (in particular the Bologna Process).

Since the beginning of the year, two workshops took place: in ESMU from 10 to 16 February 2003 on the theme of “International Organisations in Higher Education”. ESMU welcomed a group of eight deans from UNN and visited some organisations active in the field of Higher Education. The topics discussed were Internationalisation of Higher Education; European Higher Education – The Bologna Declaration; The TEMPUS programme; Overview of European associations in higher education; Examples of ESMU networks (HUMANE/DEAN). Another workshop took place at London Metropolitan University from 24 to 30 March 2003.

### III. General Administration

#### 1. Board and General Assembly

The ESMU Board met twice in 2003.

The meeting on 4 April focused on:

- Approval of the minutes of the meeting of 15 November 2002 and of the agenda
- Report on ETAPE, the Socrates, Leonardo, Youth, EVS programmes
- ESMU's medium and long term strategic developments – Progress report on HEE Consulting Group
- Activity programme and further developments
- Proposals to the General Assembly (Renewal of Board members; Approval of the 2002 accounts and auditors report; Budget 2003)

The meeting on 15 November focused on:

- Approval of the minutes of the meeting of 4 April 2003 and of the agenda
- Report on ETAPE, and the management of the Socrates, Leonardo, Youth and EVS programmes
- ESMU's medium and long term strategic developments – Progress report on HEE Consulting Group; Exploratory discussions with EIESP
- Activity programme and further developments
- Others (Preliminary Budget 2004)

The General Assembly meeting on 4 April focused on:

##### *POLICY AND ADMINISTRATIVE MATTERS*

- Approval of the minutes of the meeting of 26 March 2002 and of the present agenda
- Approval of the 2002 Activity report
- Approval of the 2003 budget
- Approval of the 2002 accounts and the auditors' report
- Renewal – Mandates of Board Members
- Progress report – HEE Consulting Group

##### *ESMU'S STRATEGIES IN A CHANGING EUROPEAN CONTEXT*

- The European role of universities in the Europe of knowledge, Mr Guy Haug, Advisor, European policies in education, DG Education and Culture
- Supporting the development of Higher Education in Europe – The role of the European Investment Bank, Mrs. Eugenia Kazamaki Ottersten, Deputy Economic Advisor, Department of Industry and Services, European Investment Bank

#### 2. ESMU management and secretariat

Adrien Schmitt, former President of the University Louis Pasteur in Strasbourg has been chairing ESMU since March 2001.

On 4<sup>th</sup> April 2003, the General Assembly approved the nomination to the Board and General Assembly of Christine Challis, Former Director and Administrator, London School of Economics,

and Martin Paul, Dean Faculty of Medicine, Freie Universität Berlin, were appointed to the Board and General Assembly for three years.

The staffing of the secretariat in 2003 was as follows :

- Nadine Burquel, Secretary-General (75% FTE);
- Tim Evans, project and financial manager (80% FTE);
- Nathalie Ajmi, administrative assistant (100% FTE)
- Christiane Vander Motte (November-December 2003) (50% PTE)

### **3. ETAPE**

In 2003, ETAPE, the consortium made of ACA and ESMU continued to provide technical assistance to the European Commission for the management of the Socrates, Leonardo da Vinci, Youth for Europe and some parts of the European Voluntary Service programmes. The Socrates programme covers the whole spectrum of education from pre-school to continuing education and secondary school to higher education. It also includes linguistic training and the development of new technologies of open and distance learning. The Youth Programme aims to promote exchanges between young people outside any education structure while the Leonardo da Vinci programme promotes the development of vocational training.

Information on the education and training programmes, is available on:

<http://europa.eu.int/comm/education/socrates.html>,

<http://europa.eu.int/comm/education/leonardo.html>,

<http://europa.eu.int/comm/education/youth/youthprogram.html> and <http://www.socleoyouth.be>

With a current staff of 100, the Technical Assistance Office has become one of the largest TAO in Brussels with significant expertise in technical assistance to European programmes.

The ETAPE chairmanship rotates every year between the two member associations of the consortium. In June 2003, the chairmanship reverted to ACA and to Peter Scott, ACA Chairman, for a one-year period. The ETAPE secretariat reverted to ACA after having been with ESMU for more than three years.

The ETAPE Board of Administration is made of: Peter Scott (ACA), Pieter van Dijk (ACA), Ms Anne-Marie Kumps (replacing Marcel Crochet) (ESMU), and Adrien Schmitt (ESMU).

The ETAPE Board met twice on 27 February 2003 and on 11 July 2003 to review progress on the provision of technical assistance to the Commission.

### **4. Co-operation with other organisations**

In 2003, ESMU continued its cooperation with a number of organisations active in the field of higher education in Europe, as is reflected in the various activities. This included formal and informal contacts with European University Association (EUA), Academic Cooperation Association (ACA), European Institute for Education and Social Policy (EIESP), European Foundation for Management Development (EFMD), Copernicus, European Society for Engineering Education (SEFI), International Institute for Educational Planning (UNESCO-IIEP), all active in the field of Higher Education in Europe. Lesley Wilson, EUA Secretary-General joined the ESMU General Assembly in 2003.

5. Accounts 2003 (in Euro)

Balance Sheet - 31/12/2003

| <b>CURRENT ASSETS</b>    | <b>Euro</b> |
|--------------------------|-------------|
| Financial assets         | 16.488,45   |
| Short-term debtors       | 39.963,94   |
| Short-term bank deposits | 553.555,66  |
| Bank balances and cash   | 189.565,52  |

|                     |                   |
|---------------------|-------------------|
| <b>TOTAL ASSETS</b> | <b>799.573,57</b> |
|---------------------|-------------------|

| <b>ACCUMULATED FUNDS</b> | <b>Euro</b>       |
|--------------------------|-------------------|
| Reserves                 | 290.574,61        |
| Provisions               | 140.753,04        |
| <b>TOTAL</b>             | <b>431.327,65</b> |

| <b>CURRENT LIABILITIES</b> | <b>Euro</b>       |
|----------------------------|-------------------|
| Current liabilities        | 36.460,00         |
| Fiscal and social accruals | 13.174,24         |
| Short term liabilities     | 256.293,70        |
| Accrued charges            | 62.317,98         |
| <b>TOTAL</b>               | <b>368.245,92</b> |

|                          |                   |
|--------------------------|-------------------|
| <b>TOTAL LIABILITIES</b> | <b>799.573,57</b> |
|--------------------------|-------------------|

\*\*\*

| <b>EXPENDITURE</b>       | <b>Euro</b>       |
|--------------------------|-------------------|
| Personnel                | 161.698,19        |
| Operating costs          | 387.725,70        |
| Management costs         | 14.216,97         |
| Exceptional charges      | 44.090,00         |
| <b>TOTAL EXPENDITURE</b> | <b>607.730,86</b> |

| <b>INCOME</b>                 | <b>Euro</b>       |
|-------------------------------|-------------------|
| Socrates/ETAPE Management fee | 125.244,00        |
| Special grants / misc. income | 476.762,73        |
| Levy on reserve / provisions  | 5.724,13          |
| <b>TOTAL INCOME</b>           | <b>607.730,86</b> |

## Annex I

### ESMU Publications

- Yearly activity reports
- DEAN Conference 2003 (Budapest), "The Restructuring of European Higher Education: Mergers, Integrations, and Associations".
- DEAN Conference 2001 (Berlin), "The Entrepreneurial University : Challenges for Faculties"
- HUMANE Reports 2001 "Space management, use of web, e-commerce and autonomy"
- Final report, TEMPUS JEP on university-enterprise cooperation, 2001
- DEAN Conference London "The European Vision for Higher Education", 2000
- Total Quality Management Report, 2000
- Proceedings, DEAN conference in Barcelona, The Position of deans in Universities, 1999
- HUMANE Reports 2000 "Campus Transport Policies", "Resource Allocation Models", "Conditions of Use for IT"
- HUMANE report "Managing to learn", 1999
- Report TEMPUS CME project on integration issues, 1999
- Colleague project : CD-Rom "Simulation of the Virtual Environment for a Collaborative Pilot Project", 1999
- Report on three-year Tempus Joint European Project on university management, 1997
- Handbook on "University-Enterprise cooperation" (Central and Eastern Countries), 1997
- Papers "University-Enterprise Cooperation Round Table", January 1997, published in the British Journal "Industry and Higher Education, June 1997 Issue (Vol. 11 No.3)
- Article on Tempus survey "University-Enterprise Cooperation" published in the British Journal "Industry and Higher Education, February 1998 Issue (Vol. 12 No.1)
- Outputs Student Virtual Mobility Project, December 1997 (student and tutor's guides; organisational and technical issues)
- Proceedings, Round Table on University-Enterprise cooperation (30-31 January 1997), 1997
- Tenth anniversary ESMU : Activities 1986-1996, January 1997
- Report "University-Enterprise cooperation within TEMPUS", 1996
- Report "Decentralisation in universities", 1993
- Survey "Strategic Management Practices in European Universities", 1995
- MEET I (1992) & II (1993) reports on policies for continuing education in European universities
- Report "Financial management of universities", 1992
- Report "Communication policies in European universities", 1992
- Report "Europeanisation policies in European universities", 1992

## Annex II

### HUMANE Members

| Title                 | Forename   | Surname      | Position                               | HEI   | E-Mail                           |
|-----------------------|------------|--------------|--|---|----------------------------------|
| <b>Austria</b>        |            |              |  |   |                                  |
| Dr                    | Heinz      | Adamek       | Universitätsdirektor                   | Universität für Angewandte Kunst                  | heinz.adamek@uni-ak.ac.at        |
| Dr                    | Elisabeth  | Freismuth    | Universitätsdirektorin                 | Universität für Musik und darstellende Kunst Wien | freismuth@mdw.ac.at              |
| Dr                    | Andrea     | Henzl        | Director                               | Donau-Universität Krems                           | andrea.henzl@donau-uni.ac.at     |
| Dr                    | Friedrich  | Luhan        | Universitätsdirektor                   | Leopold Franzens Universität Innsbruck            | friedrich.luhan@uibk.ac.at       |
| <b>Belgium</b>        |            |              |  |   |                                  |
| Prof.                 | Vic        | Goedseels    | General Administrator                  | Katholieke Universiteit Leuven                    | vic.goedseels@abh.kuleuven.ac.be |
| Prof Dr               | Bart       | Heijnen      | Director Administrator                 | Universitair Centrum Antwerpen (RUCA)             | bheijn@ruca.ua.ac.be             |
| Dr                    | Robert     | Hoogewijs    | Beheerder                              | Universiteit Gent                                 | bert.hoogewijs@ugent.be          |
| Prof                  | Anne-Marie | Kumps        | General Administrator                  | Université Catholique de Louvain                  | kumps@admg.ucl.ac.be             |
| Prof                  | Roland     | Lesuisse     | Secretary General                      | Faculté Universitaire Notre-Dame de la Paix       | secretariat.general@fundp.ac.be  |
| Mr.                   | Edouard    | Piret        | Head of Administration and Finance     | Facultés Universitaires Catholiques de Mons       | edouard.piret@fucam.ac.be        |
| Dr. Ir.               | Serge      | Simon        | Head of Administration                 | Universitaire Instelling Antwerpen                | serge.simon@ua.ac.be             |
| Mr.                   | Jim        | Van Leemput  | General Director of Administration     | Vrije Universiteit Brussel-VUB                    | jmvleemp@vub.ac.be               |
| Mr                    | Dany       | Vince        | Administrator                          | Université de Mons-Hainaut                        | Dany.Vince@umh.ac.be             |
| <b>Bulgaria</b>       |            |              |  |   |                                  |
| Ing.                  | Valentin   | Dimitrov     | Secretary General                      | Technical University of Sofia                     | valdim@tu-sofia.acad.bg          |
| <b>Czech Republic</b> |            |              |  |   |                                  |
| Ms.                   | Tamara     | Curikova     | Registrar                              | The Academy of Performing Arts in Prague          | tamara.curikova@amu.cz           |
| Ing.                  | Ladislav   | Janicek      | Bursar                                 | Masaryk University                                | janicek@rect.muni.cz             |
| Mr                    | Jiří       | Jirka        | Registrar7                             | Palacky University Olomouc                        | jirka@rupnw.upol.cz              |
| Mr.                   | Tomáš      | Kopřiva      | Bursar                                 | Institute of Chemical Technology, Prague          | tomas.kopriva@vscht.cz           |
| <b>Croatia</b>        |            |              |  |   |                                  |
| Mrs.                  | Roberta    | Hlača Mlinar | Secretary General                      | University of Rijeka                              | ured@uniri.hr                    |
| <b>Cyprus</b>         |            |              |  |   |                                  |
| Mr.                   | Andreas    | Christofides | Director of Administration and Finance | University of Cyprus                              | christof@ucy.ac.cy               |
| <b>Denmark</b>        |            |              |  |   |                                  |
| Mr                    | Soeren     | Hartz        | University Director                    | Royal Veterinary and Agricultural University      | soh@kvl.dk                       |
| Mr.                   | Jorgen     | Honoré       | University Director                    | The Technical University of Denmark               | direktor@adm.dtu.dk              |

|                |               |             |                            |  |                                       |
|----------------|---------------|-------------|----------------------------|--|---------------------------------------|
| Mr.            | Helge Muhle   | Larsen      | Administrator              | Danmarks Pædagogiske Universitet                   | hml@dpu.dk                            |
| Mr.            | Stig          | Moller      | Director of Administration | Aarhus Universitet                                 | direktor@au.dk                        |
| Dr             | Peter         | Plenge      | University Director        | Aalborg Universitet                                | pp@aua.auc.dk                         |
| <b>Estonia</b> |               |             |                            |  |                                       |
| Mr.            | Reet          | Mägi        | Director of Administration | University of Tartu                                | reet.magi@ut.ee                       |
| <b>Finland</b> |               |             |                            |  |                                       |
| Mr             | Esa           | Ahonen      | Director of Administration | Helsinki School of Economics                       | ahonen@hkkk.fi                        |
| Mr             | Roger         | Broo        | Administrative Director    | Åbo Akademi University                             | roger.broo@abo.fi                     |
| Mr             | Timo          | Lahti       | Director of Administration | University of Tampere                              | timo.lahti@uta.fi                     |
| Mr             | Mauno         | Lindroos    | director of administration | Svenska Handelshögskolan                           | mauno.lindroos@shh.fi                 |
| Mr.            | Petri         | Lintunen    | Head of Administration     | University of Joensuu                              | petri@joensuu.fi                      |
| Mr             | Esa           | Luomala     | Director of Administration | Helsinki University of Technology                  | esa.luomala@hut.fi                    |
| Mrs.           | Päivi         | Nerg        | Administrative Director    | University of Kuopio                               | paivi.nerg@uku.fi                     |
| Ms             | Eila          | Rekila      | Director of Administration | University of Vaasa                                | eila.rekila@uwasa.fi                  |
| Mr             | Seppo         | Suihko      | Administrative Director    | Sibelius Academy                                   | suihko@siba.fi                        |
| Mr.            | Kari          | Suokko      | Head of administration     | University of Helsinki                             | kari.suokko@helsinki.fi               |
| <b>France</b>  |               |             |                            |  |                                       |
| M.             | Pascal        | Aimé        | Secrétaire-général         | Université Louis Pasteur Strasbourg 1              | aime@adm-ulp.u-strasbg.fr             |
| M.             | André         | Bailleul    | Secrétaire-général         | Université d'Evry-Val d'Essonne                    | andre.bailleul@univ-evry.fr           |
| Mr             | Jean-Pascal   | Bonhotal    | Secrétaire-général         | Université Claude Bernard, Lyon1                   | jean-pascal.bonhotal@univ-lyon1.fr    |
| M.             | Yves          | Chaimbault  | Secrétaire-général         | Université des Sciences et Technologies de Lille 1 | yves.chaimbault@univ-lille1.fr        |
| Mrs.           | Catherine     | Claisse     | Secrétaire-général         | Ecole Centrale de Lyon                             | catherine.claisse@ec-lyon.fr          |
| Mme            | Françoise     | Granger     | Secrétaire-général         | Ecole Normal Supérieure de Lyon                    | francoise.granger@ens-lyon.fr         |
| Mr.            | Christian     | Horgues     | Secrétaire-général         | Université de Pau et des Pays de L'adour           | christian.horgues@univ-pau.fr         |
| Ms             | Annie         | Julien      | Secrétaire-général         | Université de Rennes-Rennes I                      | annie.julien@univ-rennes1.fr          |
| Mrs.           | Magdalena     | Miatello    | Secrétaire-général         | Ecole Nationale Supérieure d'Arts et Métiers       | magdalena.miatello@ensam.fr           |
| Mr.            | François      | Paquis      | Secrétaire-général         | Université Blaise Pascal                           | secretaire.general@univ-bpclermont.fr |
| Mr.            | Jean-François | Picq        | Secrétaire-général         | Institut National Polytechnique de Grenoble        | jean-francois.picq@inpg.fr            |
| Ms             | Monique       | Ronzeau     | Secrétaire-général         | Université René Descartes-Paris V                  | monique.ronzeau@univ-paris5.fr        |
| Mdm            | Andrée        | Turuban     | Agent Comptable            | Université Paris 1 Panthéon-Sorbonne               | aturuban@univ-paris1.fr               |
| Mr.            | Philippe      | Wisler      | Secrétaire-général         | Université Joseph Fourier                          | philippe.wisler@ujf-grenoble.fr       |
| <b>Germany</b> |               |             |                            |  |                                       |
| Dr             | Klaus         | Anderbrügge | Kanzler                    | Universität Münster                                | kanzler@uni-muenster.de               |

|                |                |            |   |  |  |
|----------------|----------------|------------|---|--|--|
| Dr.            | Jens           | Apitz      | Kanzler   | Universität Konstanz   | jens.apitz@uni-konstanz.de                   |
| Mr.            | Wolfgang       | Bröker     | Kanzler   | Technische Universität Berlin                                      | k@tu-berlin.de                               |
| Dr             | Dietmar        | Ertmann    | Kanzler   | Universität Karlsruhe  | regina.dinies@verwaltung.uni-karlsruhe.de    |
| Dr             | Hans           | Gädeke     | Kanzler   | Universität Kassel   | gaedeke@uni-kassel.de                        |
| Dr             | Martin         | Hecht      | Kanzler   | Martin-Luther-Universität Halle-Wittenburg                         | m.hecht@verwaltung.uni-halle.de              |
| Dr.            | Klaus          | Hembach    | Kanzler   | Universität Trier  | baatz@uni-trier.de                           |
| Dr             | Carl-Heinz     | Jacob      | Kanzler   | Ernst-Moritz-Arndt Universität                                     | kanzler@uni-greifswald.de                    |
| Dr.            | Peter          | Lange      | Kanzler   | Freie Universität Berlin   | kanzler@fu-berlin.de                         |
| Dr             | Elmar          | Lengers    | Kanzler   | Universität Gesamthochschule Essen                                 | elmar.lengers@uni-essen.de                   |
| Dr.            | Steffen        | Richter    | Kanzler   | Christian-Albrechts-Universität zu Kiel                            | kanzler@rektorat.uni-kiel.de                 |
| Dr             | Johann Peter   | Schäfer    | Kanzler   | Universität Siegen   | kanzler@zv.uni-siegen.de                     |
| Mr             | Joachim        | Schwarze   | Kanzler   | Universität Stuttgart  | joachim.schwarze@verwaltung.uni-stuttgart.de |
| Dr             | Hanns          | Seidler    | Kanzler   | Technische Hochschule Darmstadt                                    | seidler@pvw.tu-darmstadt.de                  |
| Dr.            | Susann-Annette | Storm      | Kanzlerin                                       | Universität Mannheim   | storm@verwaltung.uni-mannheim.de             |
| Gräfin         | Romana         | vom Hagen  | Kanzlerin                                       | Universität Heidelberg   | kanzlerin@zuv.uni-heidelberg.de              |
| Mr             | Hans-Joachim   | von Buchka | Kanzler   | Universität Wuppertal  | kanzler@uni-wuppertal.de                     |
| Dr.            | Beate          | Wieland    | Kanzlerin                                       | Universität Paderborn  | kanzlerin@zv.uni-paderborn.de                |
| <b>Greece</b>  |                |            |   |  |  |
| Prof           | Sotirios       | Aggelides  | Vice Rector of Economic Affairs and Development | Agricultural University of Athens                                  | vr1@aua.gr                                   |
| Ms.            | Maria          | Hionidou   | Head Administrator                              | Harokopeio University  | mxionid@hua.gr                               |
| <b>Hungary</b> |                |            |   |  |  |
| Mrs            | Zsuzsa         | Borbély    | Registrar                                       | University of Debrecen   | borbelyne@tigris.klte.hu                     |
| Dr.            | Zita Zoltay    | Paprika    | Director for International Affairs              | Budapest University of Economic Sciences and Public Administration | zita.paprika@nki.bke.hu                      |
| Prof.          | Ákos           | Rédey      | Vice Rector of Strategic Management             | University of Veszprém   | redeya@almos.vein.hu                         |
| <b>Iceland</b> |                |            |   |  |  |
| Mr.            | Gudmundur      | Ragnarsson | Director of Finance                             | Iceland University of Education                                    | gragn@khi.is                                 |
| <b>Ireland</b> |                |            |   |  |  |
| Ms             | Mary           | Dooley     | Bursar  | National University of Ireland, Galway                             | d.boyce@mis.nuigalway.ie                     |

|                    |               |                |  |  |                                   |
|--------------------|---------------|----------------|--|--|-----------------------------------|
| Mr                 | Michael       | Gleeson        | Secretary to the College                 | University of Dublin, Trinity College  | secretary@tcd.ie                  |
| Mr                 | Michael       | Kelleher       | Secretary and Bursar                     | University College Cork  | m.kelleher@ucc.ie                 |
| Mr                 | John          | O'Connor       | Vice President - Administration          | University of Limerick   | john.oconnor@ul.ie                |
| <b>Italy</b>       |               |                |  |  |                                   |
|                    | to be advised |                | Direttore Amministrativo                 | Università degli Studi di Pisa   | segr.dir@adm.unipi.it             |
| Dr                 | Marino        | Balzani        | Direttore Amministrativo                 | Università degli Studi Dell' Insubria  | marino.balzani@uninsubria.it      |
| Dr                 | Pasquale      | Basilicata     | Direttore Amministrativo                 | Terza Università degli Studi di Roma   | dir_amm@uniroma3.it               |
| Dr                 | Alessandro    | Fabbri         | Direttore Amministrativo                 | Università degli Studi di Ferrara  | fba@dns.unife.it                  |
| Dr                 | Ines          | Fabbro         | Direttore Amministrativo                 | Università degli Studi di Bologna  | da@ammc.unibo.it                  |
| Mrs                | Anna Maria    | Gaibisso       | Direttore Amministrativo                 | Politecnico di Torino  | Gaibisso@polito.it                |
| Dr                 | Paolo         | Magri          | Deputy Administrative Director           | Università Commerciale L.Bocconi   | paolo.magri@uni-bocconi.it        |
| Dr                 | Pasquale      | Mastrodomenico | Direttore Amministrativo                 | Università degli Studi di Torino   | mastrodomenico@rettorato.unito.it |
| Dr                 | Ferdinando    | Palange        | Direttore Amministrativo                 | Università Italiana per Stanieri di Perugia                                  | diramm@unistrapp.it               |
| Dr                 | Enrico        | Periti         | Direttore Amministrativo                 | Scuola Superiore di Studi Universitari e di Perfezionamento Sant Anna - Pisa | diramm@sssups.it                  |
| Dr                 | Giovanni      | Rossi          | Direttore Amministrativo                 | Università degli Studi di Cassino  | diretorea@ing.unicas.it           |
| Dr                 | Mauro         | Salvatore      | Direttore Centrale Programmazione        | Università Cattolica del Sacro Cuore   | mauro.salvatore@unicatt.it        |
| Dr                 | Francesco     | Savonitto      | Direttore Amministrativo                 | Università degli Studi di Udine  | francesco.savonitto@amm.uniud.it  |
| Dr                 | Gaetano       | Serafino       | Direttore Amministrativo                 | Università degli Studi di Pavia  | gaetano.serafino@unipv.it         |
| Dr.                | Daniela       | Sevieri        | Direttore Amministrativo                 | Scuola Normale Superiore di Pisa   | sevieri@sns.it                    |
| Dr.                | Antonio       | Solombrino     | Direttore Amministrativo                 | Università degli Studi di Lecce  | a.solombrino@sesia.unile.it       |
| Mrs                | Giuliana      | Zotta Vittur   | Direttore Amministrativo                 | Scuola Internazionale Superiore di Studi Avanzati                            | zotta@sissa.it                    |
| <b>Lithuania</b>   |               |                |  |  |                                   |
| Mr                 | Aleksas       | Pikturna       | Vice Rector for Administration           | Vilnius University   | aleksas.pikturna@cr.vu.lt         |
| <b>Netherlands</b> |               |                |  |  |                                   |
| Drs                | Ruud          | Bleijerveld    | Secretary General                        | Universiteit van Amsterdam   | r.h.t.bleijerveld@uva.nl          |
| Ir                 | Harry .E.     | Fekkers        | Deputy Registrar                         | Universiteit Maastricht  | harry.fekkers@bu.unimaas.nl       |
| Mr.                | Pim           | Fij            | Director - Office of the Executive Board | University of Twente   | w.h.fij@bcvb.utwente.nl           |
| Dr                 | Anne          | Kaldewaij      | Secretary General                        | Vrije Universiteit   | a.kaldewaij@dienst.vu.nl          |
| Mr.                | Hans          | Krul           | Secretary General                        | Delft University of Technology   | j.krul@tudelft.nl                 |
| Mr.                | Ruud G.       | Louw           | Secretary General                        | Rijksuniversiteit te Leiden  | rg.louw@bb.leidenuniv.nl          |
| Mrs                | Jolanda       | Reintjes       | Manager Central Office                   | Wageningen Agricultural University   | jolanda.reintjes@wur.nl           |

|                 |               |              |  |  |                               |
|-----------------|---------------|--------------|--|--|-------------------------------|
| Ir              | Harry         | Roumen       | Secretary General                            | Technische Universiteit Eindhoven                    | h.p.j.m.roumen@tue.nl         |
| Dr              | Paul L.M.     | Sars         | Secretary General                            | Katholieke Universiteit Nijmegen                     | p.sars@bureau.kun.nl          |
| Drs.            | Harry         | Ummels       | Secretary General                            | Open University                                      | harry.ummels@ou.nl            |
| Drs             | Jef           | van de Riet  | Secretary General                            | Universiteit van Tilburg                             | j.j.a.vdriet@uvt.nl           |
| Ir              | Erwin J.      | Vermeulen    | Director of the University Strategic Program | Universiteit Utrecht                                 | e.vermeulen@usp.uu.nl         |
| Drs             | Bert          | Verveld      | Secretary General                            | Rijksuniversiteit Groningen                          | l.verveld@bureau.rug.nl       |
| <b>Norway</b>   |               |              |  |  |                               |
|                 | to be advised |              | Director General                             | Universitetet i Oslo                                 |                               |
| Mr              | Arne          | Benjaminsen  | University Director                          | University of Tromsø                                 | arne.benjaminsen@adm.uit.no   |
| Mrs.            | Vigdis Moe    | Skarstein    | University Director                          | Norwegian University of Science and Technology       | vigdis.skarstein@adm.ntnu.no  |
| <b>Poland</b>   |               |              |  |  |                               |
| Mr              | Jan           | Jelonek      | Administrator                                | Silesian University                                  | jjelonek@usl.adm.us.edu.pl    |
| Mrs.            | Ewa           | Mazur        | Head of Finance and Administration           | Technical University of Gdansk                       | dyrad@pg.gda.pl               |
| Mrs             | Ewa           | Mianowska    | Head of Administration                       | Silesian University of Technology                    | emian@zeus.polsl.gliwice.pl   |
| M.Sc. Eng.      | Jerzy         | Pieszczyrkow | Director of Administration                   | Warsaw University                                    | jerzyp@mercury.ci.uw.edu.pl   |
| Dr.             | Tadeusz       | Skarbek      | Administrative Director                      | Jagiellonian University                              | skarbek@adm.uj.edu.pl         |
| Prof.           | Makary        | Stasiak      | Chancellor                                   | Academy of Humanities and Economics                  | mstasiak@wshe.lodz.pl         |
| Prof.           | Józef         | Ziólkowski   | Vice Rector                                  | Wroclaw University                                   | prorscie@adm.uni.wroc.pl      |
| <b>Portugal</b> |               |              |  |  |                               |
| Mrs             | Fernanda      | Antão        | Head of Administration                       | Universidade Nova de Lisboa                          | fantao@unl.pt                 |
| Dr              | Luísa         | Cerdeira     | Administradora                               | Universidade de Lisboa                               | luisa.cerdeira@reitoria.ul.pt |
| Dr              | José Manuel   | Correia      | Administrador                                | Universidade Técnica de Lisboa (UTL)                 | jmc@reitoria.utl.pt           |
| Dr              | Margarida     | Mano         | Administradora                               | Universidade de Coimbra                              | mmano@ci.uc.pt                |
| Dra.            | Helena        | Nazaré       | Administrador                                | Universidade de Aveiro                               | reitoria@ua.pt                |
| Dr              | José Fernando | Ventura      | Administrative Director                      | Universidade de Evora                                | jventura@uevora.pt            |
| <b>Romania</b>  |               |              |  |  |                               |
| Mr.             | Costel        | Burca        | Administrative General Director              | Iuliu Hatieganu' University of Medicine and Pharmacy | cburca@umfcluj.ro             |
| <b>Slovakia</b> |               |              |  |  |                               |
|                 | to be advised |              | Registrar                                    | Comenius University in Bratislava                    |                               |

| <b>Spain</b>       |                 |                        |   |   |                              |
|--------------------|-----------------|------------------------|---|---|------------------------------|
| Mr                 | Miquel          | Amorós March           | Gerente                                   | Universitat de Girona                       | gerent@udg.es                |
| Dr                 | Antonio         | Arias Rodríguez        | Gerente                                   | Universidad de Salamanca                    | gerencia@gugu.usal.es        |
| Dr                 | Josefina        | Auladell               | Gerente                                   | Universitat Politècnica de Catalunya        | josefina.auladell@upc.es     |
| Dr                 | Montserrat      | Botaya Sindreu         | Gerente                                   | Universidad de Valladolid                   | gerencia@uva.es              |
| Mr                 | Miquel          | Espinosa               | Gerente                                   | Universitat Autònoma de Barcelona           | gerencia@uab.es              |
| Dr.                | Fernando Casani | Fernández de Navarrete | Gerente                                   | Universidad Autónoma de Madrid              | fernando.casani@uam.es       |
| Mr.                | Pere            | Fons                   | Gerente                                   | Universidad Pompeu Fabra                    | pere.fons@gere.upf.es        |
| Dr.                | Maria Ángeles   | Gutiérrez Fraile       | Gerente                                   | Universidad de Alcalá                       | gerente@uah.es               |
| Mr.                | Fernando        | Lanzaco Bonilla        | Gerente                                   | Universidad Politécnica de Madrid           | flanzaco@gerencia.upm.es     |
| Dr                 | Juan Jose       | Perez                  | Gerente                                   | Universidad de Cordoba                      | gerente@uco.es.              |
| Dr                 | Francisco       | Quintana Navarro       | Gerente                                   | Universidad de Las Palmas de Gran Canaria   | gerente@ulpgc.es             |
| Dr                 | Josep Maria     | Sentís Suñé            | Gerente                                   | Universitat de Lleida                       | gerencia@gerencia.udl.es     |
| Dr.                | Jose            | Vazquez Portomene      | Gerente                                   | Universidad de Santiago de Compostela       | xerente@si.esc.es            |
| Mr.                | Augusto         | Viso Alonso            | Gerente                                   | Universidad de Vigo                         | xerencia@uvigo.es            |
| Dr.                | Rafael          | Zorrilla               | Gerente                                   | Universidad Carlos III de Madrid            | rafael@pa.uc3m.es            |
| <b>Sweden</b>      |                 |                        |   |   |                              |
| Mr                 | John            | Fürstenbach            | Head of Administration                    | Royal University College of Music           | john.furstenbach@knh.se      |
| Mr.                | Peter           | Honeth                 | University Director                       | Lund University                             | peter.honeth@rektor.lu.se    |
| Mr                 | Björn           | Järbur                 | Head of Administration                    | Göteborg University                         | bjorn.jarbur@adm.gu.se       |
| Mr                 | Curt            | Karlsson               | Director                                  | Linköping University                        | curka@rek.liu.se             |
| Mr                 | Leif            | Lindfors               | Head of Administration                    | Stockholms Universitet                      | leif.lindfors@adm.su.se      |
| Dr                 | Jan-Erik        | Ögren                  | Director of Administration                | Umea University                             | jan-erik.ogren@adm.umu.se    |
| Dr                 | Mats Ola        | Ottosson               | University Director                       | Uppsala University                          | mats.ola.ottosson@uadm.uu.se |
| Mr.                | Bo              | Paulsson               | Head of Administration                    | Växjö University                            | bo.paulsson@adm.vxu.se       |
| Mr                 | Per-Olof        | Rehnquist              | University Director                       | Swedish University of Agricultural Sciences | p-o.rehnquist@adm.slu.se     |
| Mr                 | Staffan         | Sarbäck                | Vice-President for Administrative Affairs | Luleå University of Technology              | staffan.sarback@adm.luth.se  |
| <b>Switzerland</b> |                 |                        |   |   |                              |
| Mr                 | Peter           | Bless                  | Managing Director                         | Universität Zurich                          | bless@zuv.unizh.ch           |
| Mr                 | Albino          | Zraggen                | Segreteria Generale                       | Università della Svizzera Italiana          | barbara.balestra@unisi.ch    |

| United Kingdom |          |                        |  |                                    |                              |
|----------------|----------|------------------------|--|------------------------------------|------------------------------|
| Mr             | David    | Allen                  | Registrar and Secretary                                | University of Exeter               | david.allen@exeter.ac.uk     |
| Mr             | Jon      | Baldwin                | Secretary and Registrar                                | UMIST                              | jon.baldwin@umist.ac.uk      |
| Ms.            | Gill     | Ball                   | Acting Registrar and Secretary                         | University of Birmingham           | g.ball@bham.ac.uk            |
| Mr             | Stephen  | Bennett                | Secretary  | Anglia Polytechnic University      | s.g.bennett@anglia.ac.uk     |
| Mr             | Leigh    | Bracegirdle            | Secretary  | University of Glamorgan            | jlbraceg@glam.ac.uk          |
| Mr             | Steve    | Cannon                 | Secretary  | University of Aberdeen             | s.cannon@abdn.ac.uk          |
| Mrs            | Louise   | Casella                | Senior Executive                                       | Cardiff University                 | casella@cardiff.ac.uk        |
| Mr             | Kevin J. | Clarke                 | University Secretary                                   | University of Stirling             | kjc1@stirling.ac.uk          |
| Mr             | Melvyn   | Cornish                | Secretary to the University                            | University of Edinburgh            | m.d.cornish@ed.ac.uk         |
| Mr.            | Ian      | Creagh                 | University Secretary                                   | City University, London            | i.creagh@city.ac.uk          |
| Dr             | David    | Duncan                 | Secretary of the University                            | University of Dundee               | d.j.duncan@dundee.ac.uk      |
| Dr             | David    | Fletcher               | Registrar and Secretary                                | University of Sheffield            | d.e.fletcher@sheffield.ac.uk |
| Miss           | Marilyn  | Gallyer                | Vice-Provost   | University College London          | m.gallyer@ucl.ac.uk          |
| Mr             | Neil     | Gershon                | Registrar and Secretary                                | University of Sussex               | n.j.gershon@sussex.ac.uk     |
| Dr             | Adrian   | Graves                 | University Secretary                                   | The Robert Gordon University       | adrian.graves@rgu.ac.uk      |
| Ms             | Jill     | Grinstead              | Academic Registrar                                     | London Metropolitan University     | grinstea@lgu.ac.uk           |
| Mr.            | Adrian   | Hall                   | Deputy Secretary                                       | London School of Economics         | adrian.hall@lse.ac.uk        |
| Mr             | David    | Holmes                 | Registrar  | University of Oxford               | registrar@admin.ox.ac.uk     |
| Dr             | Jane     | Hopkinson              | University Secretary and Academic Registrar            | University of Plymouth             | jhopkinson@plymouth.ac.uk    |
| Mr             | Gareth   | Jones                  | Academic Registrar and Clerk to the Board of Governors | Middlesex University               | g.jones@mdx.ac.uk            |
| Mr             | Keith    | Jones                  | Registrar  | University of Nottingham           | susan.cush@nottingham.ac.uk  |
| Mr             | Keith    | Julian                 | Registrar and Secretary                                | University of Leicester            | registrar@le.ac.uk           |
| Mr             | Janusz   | Karczewski-Slowikowski | Academic Registrar                                     | Manchester Metropolitan University | k.s.janusz@mmu.ac.uk         |
| Mr             | John     | Lauwerys               | Secretary and Registrar                                | University of Southampton          | jfl@soton.ac.uk              |
| Prof.          | Noel     | Lloyd                  | Registrar and Secretary                                | University of Wales, Aberystwyth   | ngl@aber.ac.uk               |
| Mr             | Dugald   | Mackie                 | Secretary of the University Court                      | The University of Glasgow          | dmackie@mis.gla.ac.uk        |
| Ms.            | Carole   | Mainstone              | University Secretary and Clerk to the Court            | University of Westminster          | mainstc@wmin.ac.uk           |
| Mr             | J.M.     | McClintock             | Secretary  | University of Teesside             | j.m.mcclintock@tees.ac.uk    |
| Mr             | Nick     | McHard                 | Registrar  | University of Kent at Canterbury   | N.A.McHard@ukc.ac.uk         |

|   |           |             |  |  |                             |
|---|-----------|-------------|--|--|-----------------------------|
| Mr                                      | Greg      | Melly       | Director of Corporate Services                 | University of Surrey                           | g.melly@surrey.ac.uk        |
| Mr                                      | Eddie     | Newcomb     | Registrar and Secretary                        | University of Manchester                       | eddie.newcomb@man.ac.uk     |
| Dr                                      | Jonathan  | Nicholls    | Registrar                                      | University of Warwick                          | registrar@warwick.ac.uk     |
| Mr.                                     | James     | O'Kane      | Registrar                                      | The Queen's University of Belfast              | j.okane@qub.ac.uk           |
| Ms                                      | Katie     | Owen- Jones | Clerk to the Governors                         | University of the West of England              | k-owenjones@uwe.ac.uk       |
| Mr                                      | Garry     | Philpott    | Director of Administration                     | Royal College of Art                           | g.philpott@rca.ac.uk        |
| Mr                                      | Noel      | Richardson  | Registrar and Clerk to the University Board    | Bournemouth University                         | nrichard@bmth.ac.uk         |
| Dr                                      | Brian     | Roberts     | Secretary & Clerk to the Governors             | Birkbeck College                               | b.roberts@admin.bbk.ac.uk   |
| Mr                                      | Kenneth   | Sproston    | Secretary                                      | Staffordshire University                       | k.b.g.sproston@staffs.ac.uk |
| Ms                                      | Wendy     | Surridge    | Secretary and Registrar                        | London School of Hygiene and Tropical Medicine | wendy.surridge@lshtm.ac.uk  |
| Mr.                                     | John      | Town        | Registrar                                      | Loughborough University                        | j.m.town@lboro.ac.uk        |
| Mr.                                     | Philip    | Waters      | Secretary and Registrar                        | University of Hertfordshire                    | p.e.waters@herts.ac.uk      |
| Dr                                      | G. C.     | Webber      | Secretary and Registrar                        | Napier University                              | g.c.webber@napier.ac.uk     |
| Dr                                      | Peter     | West        | Secretary to the University                    | University of Strathclyde                      | p.west@mis.strath.ac.uk     |
| Ms.                                     | Alison M. | Wild        | Registrar and Secretary                        | Liverpool John Moores University               | a.m.wild@livjm.ac.uk        |
| Mr                                      | Peter     | Wilson      | Secretary                                      | Heriot-Watt University                         | p.l.wilson@hw.ac.uk         |
| Ms.                                     | E. N.     | Winders     | Director of Academic and Student Affairs       | Oxford Brookes University                      | enwinders@brookes.ac.uk     |
| Dr                                      | Malcolm   | Winton      | Registrar                                      | The University of Salford                      | m.d.winton@salford.ac.uk    |
| <b>Associate Members - Institutions</b> |           |             |  |  |                             |
| Mr.                                     | Jakob     | Klingert    | Director for Administration                    | UNI-C  | jakob.klingert@uni-c.dk     |
| Mr. Ir                                  | Han       | Elbers      | Managing Director                              | VSNU   | elbers@vsnu.nl              |
| <b>Associate Members - Individuals</b>  |           |             |  |  |                             |
| Dr.                                     | Christine | Challis     |  |  | christine.challis@lse.ac.uk |
| Dr.                                     | Luciano   | Galan       | Director de Relaciones Externas y Corporativas | Universidad Autónoma de Madrid                 | luciano.galan@uam.es        |
| <b>Network Manager</b>                  |           |             |  |  |                             |
| Mr                                      | Hans      | van Dam     | Senior Assistant Secretary                     | Universiteit van Amsterdam                     | h.vandam@uva.nl             |
| <b>Secretariat</b>                      |           |             |  |  |                             |
| Mr                                      | Tim       | Evans       | HUMANE Secretariat                             | ESMU   | tim.evans@esmu.be           |

## Annex III

## DEAN – Membership 2003

| Title                 | Forename    | Surname         | Dean of the Faculty of                             | HEI  | E-Mail                           |
|-----------------------|-------------|-----------------|--|--|----------------------------------|
| <b>Austria</b>        |             |                 |  |  |                                  |
| Prof. Dr.             | Lutz        | Beinsen         | Sozial- und Wirtschaftswissenschaftlichen Fakultät | Karl-Franzens-Universität Graz             | lutz.beinsen@uni-graz.ac.at      |
| Prof. Dr.             | Heribert F. | Koeck           | Law  | Johannes Kepler Universität Linz           | heribert.koeck@zv.uni-linz.ac.at |
| <b>Belgium</b>        |             |                 |  |  |                                  |
| Prof.                 | Frank       | Bostyn          | Applied Economics                                  | University of Antwerp                      | frank.bostyn@ua.ac.be            |
| Prof. Dr.             | Michel      | Hubert          | Sciences Economiques, Sociales & Politiques        | Facultés Universitaires Saint-Louis        | hubert@fusl.ac.be                |
| Prof.                 | Paul        | Kiekens         | Engineering  | Universiteit Gent                          | decaan.ftw@ugent.be              |
| Prof. Dr.             | Roland      | Paemeleire      | Economics and Business Administration              | Universiteit Gent                          | roland.paemeleire@rug.ac.be      |
| Prof.                 | Paul        | Van Cauwenberge | Medicine   | Universiteit Gent                          | paul.vancauwenberge@rug.ac.be    |
| <b>Croatia</b>        |             |                 |  |  |                                  |
| Prof.                 | Ivan        | Mencer          | Economics  | University of Rijeka                       | ivan.mencer@ri.hinet.hr          |
| <b>Czech Republic</b> |             |                 |  |  |                                  |
| Mr.                   | Josef       | Hynek           | Informatics and Management                         | University of Hradec Kralove               | josef.hynek@uhk.cz               |
| Prof.                 | Pavel       | Kovár           | Sciences   | Charles University Prague                  | stulik@prfdec.natur.cuni.cz      |
| Prof.                 | Vladimir    | Palicka         | Medicine   | Charles University Prague                  | palicka@fnhk.cz                  |
| Doc. Ing.<br>CSc.     | Antonín     | Slaný           | Economics and Administration                       | Masaryk University                         | dekan@econ.muni.cz               |
| Prof. Dr.             | Stepán      | Svacina         | 1st Medical Faculty                                | Charles University Prague                  | svacinas@lf1.cuni.cz             |
| Prof. Dr.             | Jan         | Zaloudik        | Medicine (Lekarska Fakulta)                        | Masarykova univerzita v Brně               | zaloudik@med.muni.cz             |
| <b>Denmark</b>        |             |                 |  |  |                                  |
| Prof.                 | Flemming G. | Andersen        | Humanities   | University of Southern Denmark             | fga@language.sdu.dk              |
| Prof.                 | Tage        | Bild            | Social Sciences                                    | University of Copenhagen                   | tbi@samf.ku.dk                   |
| Mrs.                  | Rita        | Cancino         | Humanities (Vice Dean)                             | Aalborg Universitet                        | risoe@sprog.auc.dk               |
| Prof.                 | Bodil       | Due             | Arts   | Aarhus University                          | bd@hum.au.dk                     |
| Prof.                 | Ole         | Helmersen       | Modern Languages                                   | Copenhagen Business School                 | oh.spfak@cbs.dk                  |
| Prof. Dr.             | Ralf        | Hemmingsen      | Health Sciences                                    | University of Copenhagen                   | rph@adm.ku.dk                    |
| Dr.                   | Preben Fogd | Jørgensen       | Veterinary Medicine and Animal Science             | Royal Veterinary & Agricultural University | pfj@kvl.dk                       |
| Prof.                 | Tom         | Latrup-Pedersen | Social Sciences                                    | Aarhus Universitet                         | tlp@jura.au.dk                   |

|                |                |                 |  |  |  |
|----------------|----------------|-----------------|--|--|--|
| Prof.          | Ole            | Prehn           | Humanities                               | Aalborg Universitet                      | op@aua.auc.dk                            |
| Prof.          | Bjarne G.      | Sørensen        | Social Sciences                          | University of Southern Denmark           | bgs@sam.sdu.dk                           |
| <b>Finland</b> |                |                 |  |  |  |
| Prof.          | Kim            | Von Weissenberg | Agriculture & Forestry                   | University of Helsinki                   | kweissen@ladybird.helsinki.fi            |
| Prof.          | Pekka          | Wallin          | Communication and Electrical Engineering | Helsinki University of Technology        | pekka.wallin@hut.fi                      |
| <b>France</b>  |                |                 |  |  |  |
| Prof.          | Jean-Paul      | Barbiche        | International Affairs                    | Université du Havre                      | jean-paul.barbiche@univ-lehavre.fr       |
| Prof.          | Gilles         | Pétel           | Science and Technical Research           | Université Blaise Pascal                 | gilles.petel@sciences.univ-bpclermont.fr |
| <b>Germany</b> |                |                 |  |  |  |
| Prof.          | Martin         | Paul            | Medicine                                 | Freie Universität Berlin                 | paul@medizin.fu-berlin.de                |
| Prof. Dr.      | Martin         | Schader         | Business Administration                  | Universität Mannheim                     | mscha@wifo.uni-mannheim.de               |
| <b>Greece</b>  |                |                 |  |  |  |
| Prof.          | Nikolas        | Kotsovinos      | Engineering                              | Democritos University of Thrace          | kotsovin@civil.duth.gr                   |
| <b>Hungary</b> |                |                 |  |  |  |
| Prof. Dr.      | József         | Ásványi         | "Pollack Mikály" College of Engineering  | University of Pécs                       | asvanyi@pmmf.hu                          |
| Prof.          | Peter          | Dobay           | Business and Economics                   | University of Pécs                       | dobay@ktk.pte.hu                         |
| Prof.          | George         | Falkay          | Pharmacy                                 | University of Szeged                     | gytkdh@medea.szote.u-szeged.hu           |
| Ms.            | Marta          | Font            | Humanities                               | University of Pécs                       | font@btk.pte.hu                          |
| Prof. Dr.      | Erzsébet       | Gidai           | Economics                                | University of West Hungary               | ecomana@ktk.nyme.hu                      |
| Prof.          | János          | Lonovics        | Medicine                                 | University of Szeged                     | aokdh@medea.szote.u-szeged.hu            |
| Prof.          | József         | Molnár          | Economic and Social Sciences             | Szent István University, Gödöllő         | jmolnar@gtk-f1.gau.hu                    |
| Prof.          | Vince          | Ördög           | Agricultural Sciences                    | University of West Hungary               | ordogvin@mtk.nyme.hu                     |
| Dr.            | József         | Petrètei        | Law                                      | University of Pécs                       | madacs@ajk.pte.hu                        |
| <b>Ireland</b> |                |                 |  |  |  |
| Dr.            | Peter          | Denman          | Arts                                     | National University of Ireland, Maynooth | peter.denman@may.ie                      |
| Prof.          | Paul           | Giller          | Science                                  | University College Cork                  | deanofscience@ucc.ie                     |
| Dr.            | Ellen          | Hazelkorn       | Applied Arts                             | Dublin Institute of Technology           | ellen.hazelkorn@dit.ie                   |
| Prof.          | William Gerard | Hurley          | Research                                 | National University of Ireland, Galway   | ger.hurley@nuigalway.ie                  |
| Dr.            | Matthew        | Hussey          | Science                                  | Dublin Institute of Technology           | matt.hussey@dit.ie                       |
| Prof.          | Boyd           | Jones           | Veterinary Medicine                      | University College Dublin                | boyd.jones@ucd.ie                        |

|                    |              |             |                                   |  |                                 |
|--------------------|--------------|-------------|-----------------------------------|--|---------------------------------|
| Prof.              | Michael      | Kennedy     | Science                           | University College Dublin                    | michael.kennedy@ucd.ie          |
| Prof.              | Mary         | Lambkin     | Inter-Disciplinary Studies        | University College Dublin                    | mary.lambkin@ucd.ie             |
| Prof.              | J. Owen      | Lewis       | Engineering and Architecture      | University College Dublin                    | owen.lewis@ucd.ie               |
| Prof.              | P. Joseph    | Mannion     | Agriculture                       | University College Dublin                    | Joseph.Mannion@ucd.ie           |
| Dr.                | Mike         | Murphy      | Engineering                       | Dublin Institute of Technology               | mike.murphy@dit.ie              |
| Prof.              | Derry        | Shanley     | Health Sciences                   | University of Dublin, Trinity College        | dshanley@tcd.ie                 |
| <b>Israel</b>      |              |             |                                   |  |                                 |
| Prof.              | Ayre         | Rattner     | Social Sciences                   | University of Haifa                          | arattner@soc.haifa.ac.il        |
| <b>Italy</b>       |              |             |                                   |  |                                 |
| Prof.              | Antonio      | Amaduzzi    | Economics                         | Università Degli Studi di Bergamo            | economia@unibg.it               |
| Prof.              | Vittorio     | Parlato     | Political Sciences                | Università Degli Studi di Urbino             | sc.politiche@uniurb.it          |
| Prof.              | Claudio      | Quintano    | Economics                         | Università Degli Studi di Napoli             | claudio.quintano@univnav.it     |
| Prof.              | Santi        | Rizzo       | Engineering                       | Università degli Studi di Palermo            | presinge@unipa.it               |
| Prof.              | Sandro       | Rogari      | Political Sciences                | Università Degli Studi di Firenze            | preside@scpol.unifi.it          |
| Prof.              | Armido       | Rubino      | Medicine and Surgery              | Università degli Studi di Napoli Federico II | rubino@unina.it                 |
| <b>Lithuania</b>   |              |             |                                   |  |                                 |
| Prof. Dr.          | Lela         | Dromantiene | Social Work                       | Law University of Lithuania                  | dromante@ltu.lt                 |
| Prof. Dr.          | Mecislovas   | Mariunas    | Mechanics                         | Vilnius Gediminas Technical University       | mechanik@me.vtu.lt              |
| Prof.              | Kestutis     | Masiulis    | Public Administration             | Law University of Lithuania                  | masiulis@ltu.lt                 |
| Prof. Dr.          | Birutė       | Pociūtė     | Philosophy                        | Vilnius University                           | birute.pociute@fsf.vu.lt        |
| <b>Macedonia</b>   |              |             |                                   |  |                                 |
| Prof.              | Bobek        | Suklev      | Economics                         | University "Ss. Cyril and Methodius"         | bobek@eccf.ukim.edu.mk          |
| <b>Netherlands</b> |              |             |                                   |  |                                 |
| Prof. Dr.          | Hans         | Bertens     | Letters                           | Universiteit Utrecht                         | hans.bertens@let.uu.nl          |
| Prof.              | Bert         | Creemers    | Psychology, Education & Sociology | Universiteit Groningen                       | b.p.m.creemers@ppsw.rug.nl      |
| Prof. Dr.          | Harry        | Hillen      | Medicine                          | Universiteit Maastricht                      | h.hillen@facburfdg.unimaas.nl   |
| Prof. Dr.          | Walter       | Hoogland    | Science                           | Universiteit van Amsterdam                   | w.hoogland@science.uva.nl       |
| Prof.              | Gerard P.M.F | Mols        | Law                               | Universiteit Maastricht                      | wilma.thus@facburfdr.unimaas.nl |
| Prof. Dr.          | Douwe A.     | Wiersma     | Mathematics & Natural Sciences    | Universiteit Groningen                       | wiersma@chem.rug.nl             |
| <b>Norway</b>      |              |             |                                   |  |                                 |
| Prof.              | Stein A.     | Evensen     | Medicine                          | University of Oslo                           | s.a.evensen@klinmed.uio.no      |

|                           |                |                        |   |  |                                 |
|---------------------------|----------------|------------------------|---|--|---------------------------------|
| Prof.                     | Torre O.       | Vorren                 | Science   | University of Tromsø                       | tore.vorren@matnat.uit.no       |
| <b>Poland</b>             |                |                        |   |  |                                 |
| Prof.                     | Zbigniew       | Klos                   | Machines and Transportation                                     | Poznan University of Technology            | zbigniew.klos@put.poznan.pl     |
| Prof. Dr.                 | Ryszard        | Krystek                | Civil Engineering   | Technical University of Gdansk             | rkrystek@pg.gda.pl              |
| Prof.                     | Kazimierz      | Meredyk                | Economics   | Bialystok University                       | ksm@w3cache.uwb.edu.pl          |
| Prof.                     | Tradeusz       | Orzechowski            | Electrical Engineering, Automatics, Informatics and Electronics | AGH - University of Science and Technology | orzech@agh.edu.pl               |
| Prof. Dr.                 | Ziemowit-Jacek | Pietras                | Political Science   | University of Maria Curie-Skłodowska       | pietras@socrates.umcs.lublin.pl |
| Prof.                     | Antoni         | Rozalski               | Biology and Protection of the Environment                       | University of Łódź                         | dziekan@biol.uni.lodz.pl        |
| Prof.                     | Tadeusz        | Tomaszewski            | Law and Administration  | Warsaw University                          | tadtom@mail.uw.edu.pl           |
| <b>Portugal</b>           |                |                        |   |  |                                 |
| Prof.                     | Carlos A. V.   | Costa                  | Engineering   | Universidade do Porto                      | director@fe.up.pt               |
| Prof. Dr.                 | Vitor          | da Conceição Goncalves | ISEG Faculty of Economics and Management                        | Universidade Técnica de Lisboa             | vcg@iseg.utl.pt                 |
| Prof.                     | Pedro          | Hespanha               | Economics   | Universidade do Coimbra                    | hespanha@sonata.fe.uc.pt        |
| Prof. Dr.                 | Lélio          | Qauresma Lobo          | Sciences and Technolgy  | University of Coimbra                      | conselhodirectivo@fct.uc.pt     |
| <b>Romania</b>            |                |                        |   |  |                                 |
| Prof. Dr.                 | Ileana Lucia   | Oancea                 | Letters, Philosophy and History                                 | Universitatea de Vest din Timisoara        | ioancea@litere.uvt.ro           |
| <b>Russian Federation</b> |                |                        |   |  |                                 |
| Dr.                       | Alexandre      | Groudzinski            | Management and Business   | University of Nizhni Novgorod              | aog@unn.ac.ru                   |
| Prof.                     | Anatoly        | Lomonosov              | Law   | Mari State University                      | law@lawmarsu.mari.ru            |
| Prof.                     | Evgeny         | Moiseev                | Computational Mathematics & Cybernetics                         | Moscow State University                    | moiseev@cs.msu.su               |
| Prof.                     | Svetlana       | Ter-Minasova           | Foreign Languages   | Moscow State University (Lomonossov)       | dean@ffl.msu.su                 |
| <b>Slovakia</b>           |                |                        |   |  |                                 |
| Prof.                     | Ján            | Danko                  | Jessenius Faculty of Medicine                                   | Comenius University Bratislava             | sdek@jfm.uniba.sk               |
| <b>Slovenia</b>           |                |                        |   |  |                                 |
| Prof. Dr.                 | Milan          | Pogacnik               | Veterinary Medicine   | University of Ljubljana                    | pogacmi@mail.vf.uni-lj.si       |
| Prof. Dr.                 | Marajan        | Veber                  | Chemistry and Chemical Technology                               | University of Ljubljana                    | marjan.veber@uni-lj.si          |
| Prof. Dr.                 | Marko          | Jaklic                 | Economics   | University of Ljubljana                    | marko.jaklic@uni-lj.si          |
| <b>Spain</b>              |                |                        |   |  |                                 |
| Prof.                     | Josep          | Casnovas               | Informatica de Barcelona  | Universitat Politècnica de Catalunya       | dega@fib.upc.es                 |

|                       |          |                     |  |   |                                 |
|-----------------------|----------|---------------------|--|---|---------------------------------|
| Dr.                   | Benito   | Del Castillo Garcia | Pharmacy   | Universidad Complutense de Madrid           | bdc@farm.ucm.es                 |
| Prof.                 | Faustino | Fernandez Miranda   | Political Science and Sociology                  | Universidad Nacional Educación a Distancia  | mfunes@poli.uned.es             |
| Prof.                 | Angel    | Nogales Espert      | Medicine   | Universidad Complutense de Madrid           | decanato@med.ucm.es             |
| Dr.                   | Ignasi   | Vila Mendiburu      | Education  | Universitat de Girona                       | dir.ice@udg.es                  |
| <b>Sweden</b>         |          |                     |  |   |                                 |
| Prof.                 | Göran    | Bondjers            | Medicine   | The Sahlgrenska Academy                     | goran.bondjers@wlab.wall.gu.se  |
| Prof.                 | Göran    | Dalin               | Veterinary Medicine                              | Swedish University of Agricultural Sciences | goran.dalin@vfak.slu.se         |
| Prof.                 | Bengt    | Söderström          | Science  | Lund University                             | bengt.soderstrom@mbioekol.lu.se |
| <b>Switzerland</b>    |          |                     |  |   |                                 |
| Prof.                 | Peter    | Suter               | Medicine   | Université de Genève                        | peter.suter@medecine.unige.ch   |
| <b>Turkey</b>         |          |                     |  |   |                                 |
| Prof.                 | Cem      | Alptekin            | Education  | Bogaziçi University                         | alptekic@boun.edu.tr            |
| Prof. Dr.             | Yusuf    | Avci                | Hasan Ali Yucel Faculty of Education             | Istanbul University                         | avciy@istanbul.edu.tr           |
| Prof.                 | Alan     | Duben               | Science and Letters                              | Istanbul Bilgi University                   | aduben@bilgi.edu.tr             |
| Prof.                 | Murat    | Ferman              | College of Economics and Administration Sciences | Isik University                             | mferman@isikun.edu.tr           |
| Prof.                 | Kemal    | Inan                | Engineering and Natural Sciences                 | Sabanci Üniversitesi                        | inan@sabanciuniv.edu.tr         |
| Prof.                 | Sermin   | Tekinalp            | Communication                                    | Kocaeli Üniversitesi                        | tekinalp@kou.edu.tr             |
| <b>Ukraine</b>        |          |                     |  |   |                                 |
| Prof. Dr.             | Yuriy    | Bazhal              | Economics  | National University "Kyiv-Mohyla Academy"   | bazhal@eerc.kiev.ua             |
| <b>United Kingdom</b> |          |                     |  |   |                                 |
| Prof.                 | Kevin    | Bonnett             | Social Science and Law                           | Sheffield Hallam University                 | k.bonnett@shu.ac.uk             |
| Dr.                   | Mike     | Holmes              | Health and Environment                           | Leeds Metropolitan University               | m.holmes@lmu.ac.uk              |
| Prof.                 | David    | Arnold              | Management and Information Sciences              | University of Brighton                      | d.arnold@brighton.ac.uk         |
| Dr.                   | David    | Arrell              | Technology                                       | University of Portsmouth                    | david.arrell@port.ac.uk         |
| Prof.                 | Robert   | Ball                | Management                                       | University of Stirling                      | rb3@stirling.ac.uk              |
| Prof.                 | Rao      | Bhamidimarri        | Engineering and Computing                        | Napier University                           | r.bhamidimarri@napier.ac.uk     |
| Prof.                 | Rhiannon | Billingsley         | Health and Social Care                           | Sheffield Hallel University                 | r.billingsley@shu.ac.uk         |
| Prof.                 | David A. | Brannan             | Mathematics and Computing                        | The Open University                         | d.a.brannan@open.ac.uk          |
| Prof.                 | Bruce    | Brown               | Arts and Architecture                            | University of Brighton                      | b.brown@brighton.ac.uk          |

|           |              |                |   |  |                                |
|-----------|--------------|----------------|---|--|--------------------------------|
| Prof.     | Geoffrey     | Channon        | Humanities, Languages and Social Sciences | University of the West of England      | geoffrey.channon@uwe.ac.uk     |
| Dr.       | Gail         | Cunningham     | Human Sciences                            | Kingston University                    | a.cunningham@kingston.ac.uk    |
| Prof.     | Pauline      | Dodgson-Katiyo | Arts and Letters                          | Anglia Polytechnic University          | p.dodgson-katiyo@apu.ac.uk     |
| Prof.     | Sue          | Frost          | Humane & Health Sciences                  | University of Huddersfield             | s.a.frost@hud.ac.uk            |
| Mr.       | Paul         | Griffiths      | Education and Sport                       | University of Brighton                 | p.griffiths@brighton.ac.uk     |
| Prof.     | Malcolm      | Jones          | Dentistry                                 | University of Wales                    | jonesml@cf.ac.uk               |
| Ms.       | Eileen       | Martin         | Health                                    | University of Central Lancashire       | EMartin@uclan.ac.uk            |
| Prof.     | Philip       | Martin         | Humanities and Social Sciences            | De Montfort University                 |                                |
| Prof.     | Donna        | Mead           | School of Care Sciences                   | University of Glamorgan                | dmead@glam.ac.uk               |
| Mr.       | Alan         | Mills          | Information and Engineering Systems       | Leeds Metropolitan University          | a.mills@lmu.ac.uk              |
| Prof.     | Katherine L. | Oglesby        | Community Studies, Law and Education      | Manchester Metropolitan University     | k.l.oglesby@mmu.ac.uk          |
| Prof.     | Stella       | Parker         | Education                                 | University of Nottingham               | stella.parker@nottingham.ac.uk |
| Prof.     | Dennis J.    | Parker         | Business School                           | University of Middlesex                | d.parker@mdx.ac.uk             |
| Prof.     | John         | Parkinson      | Science and Mathematics                   | Sheffield Hallam University            | j.h.parkinson@shu.ac.uk        |
| Prof.     | Simon E. V.  | Phillips       | Biological Sciences                       | University of Leeds                    | researchdean@bmb.leeds.ac.uk   |
| Mrs.      | Susan        | Pike           | Arts and Languages                        | London Metropolitan University         | s.pike@londonmet.ac.uk         |
| Prof.     | Norman       | Revell         | Computing Science                         | Middlesex University                   | n.revell@mdx.ac.uk             |
| Prof.     | Nicholas     | Rowe           | Business                                  | South Bank University                  | rowen@sbu.ac.uk                |
| Prof.     | Peter        | Smith          | Computing, Engineering and Technology     | University of Sunderland               | peter.smith@sunderland.ac.uk   |
| Dr.       | Jennifer     | Somerville     | Director, The London Office               | London Metropolitan University         | j.somerville@londonmet.ac.uk   |
| Prof.     | Royston      | Stephens       | Health, Social Work and Education         | University of Northumbria<br>Newcastle | roy.stephens@unn.ac.uk         |
| Dr.       | Petra        | Wend           | Humanities and Education                  | London Metropolitan University         | wendp@unl.ac.uk                |
| Prof. Dr. | John         | White          | Law                                       | Anglia Polytechnic University          | j.white@anglia.ac.uk           |
| Prof.     | Alison       | Yarrington     | Arts                                      | University of Leicester                | kxb@leicester.ac.uk            |