



European Centre for Strategic Management of Universities

ACTIVITY REPORT 2004

**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
<http://www.esmu.be>**

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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 2004 and new initiatives were launched which are good examples illustrating this strategy.



H.E.E. Consulting group is cooperating in pilot projects which are aimed to develop 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 2004, 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 203 member heads of administration from 24 different countries, HUMANE, the heads of university management network in Europe is successfully promoting professional development in the administration of European universities. In 2004, HUMANE organized 5 seminars bringing together 132 heads of administration from European universities.

In 2004, ESMU and HUMANE organized the second edition of the Winter School for senior administrators. This School took place in Barcelona on 29 February -6 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 2004, DEAN had a membership of 150 deans in 30 countries. The annual conference took place at the University of Porto on "Research, Innovation and Knowledge Transfer: A Challenge for European Universities".

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 is also an excellent tool for universities to measure their performance against other HEIs with a view to improve their management. The 2004 programme focused on Human Resources Management; Research Management; Change Management; The University creating a regional base.

In cooperation with the International Institute for Educational Planning (IIEP) – UNESCO, a fifth edition of a distance course on strategies for partnership between universities and enterprises was launched in 2004, this time for universities in South Asian countries. Eleven universities from four Asian 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 (FR)

MEMBERS

György BAZSA, University of Debrecen; President Hungarian Council Higher Education and Research (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, Head of Administration of the Royal College of Music, Stockholm (SE)

Martin PAUL, Dean, Charité Medical School Berlin, DEAN Chairman (DE)

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

Rodolfo ZICH, Politecnico di Torino (IT)

2. GENERAL ASSEMBLY

CHAIRMAN

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

MEMBERS

György BAZSA, University of Debrecen; President Hungarian Council Higher Education and Research (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)

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, 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) (FR)

Anne-Marie KUMPS, Administrateur Général, Université Catholique Louvain, Louvain-la-Neuve (BE)

Hélène LAMICQ, Université Paris XII - Val de Marne (FR)

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

Martin PAUL, Dean, Charité Medical School 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)

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

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

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

Rodolfo ZICH, Politecnico di Torino (IT)

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>)

In 2004 ESMU continued to provide technical assistance to HUMANE by hosting the HUMANE Secretariat. This included providing management of the HUMANE membership, finances and the organisation of five seminars and other HUMANE executive and Round Table meetings.

HUMANE consolidated in the year 2004 and reached a membership of 203 heads of administration from 24 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. Three management meetings between the Chairman, Network manager and Secretariat in Brussels were organised in 2004 both in Amsterdam and Brussels (10 April, 25 August, 6 December).

Five HUMANE seminars were organized in 2004 bringing together a total of 132 heads of administration in Europe.

- “Environmental Management“
Athens, 19-20 March 2004
- “Entrepreneurship”
Munich, 23-24 April 2004
- “ICT”
Aberdeen, 14-15 May 2004
- “Governance”
Pavia, 15-16 October 2004
- “Students “
Gran Canaria, 19-20 November 2004

In addition to seminars, heads of administration met in the HUMANE “Round Table” in Maastricht on 18-19 June 2004. The HUMANE Executive Committee met in Munich on 23rd April and in Pavia on 15th October 2004. 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.

In 2004, ESMU and HUMANE were also partners in a project with the Copernicus Campus network on how universities are purchasing their electric and electronic office equipment (EEE). The aim of the project was to assist universities in becoming more energy-efficient in their procurement for these purchases. Kristina Larsson (ESMU) and Luciano Galan

(University of Madrid, who has been involved in ESMU and HUMANE activities) took part in the third project meeting on 11-12th June 2004 in Trieste. Further seminars on sustainable development in universities, possibly leading to a benchmarking exercise were further explored in 2004.

1.2. DEAN – Deans’ European Academic network

DEAN had a membership of 150 deans in 30 countries in 2004. The network is chaired by Martin Paul, Dean, Charité Medical School Berlin.

The annual conference took place at the University of Porto in Porto (PT) on 26-28 September 2004 on the subject of “Research, Innovation and Knowledge Transfer; A Challenge for European Universities”. The conference addressed three topics i.e. “Research and Innovation policies in Europe”; “Evaluation of Research and Innovation in Europe” and “Innovation, Knowledge and Technology transfer”. The conference gathered more than 80 participants, with many newcomers.

DEAN also organized a seminar at the University of Le Havre (FR) on 19-20 March 2004, focusing on “Students, Customers and Stakeholders”. The seminar was attended by 16 DEAN members.

The executive committee met in Brussels on 20th January 2004 and 16th March, on 26th September (Porto) and on 16th November (Brussels) to discuss current activities and future developments.

2. Training Activities

2.1. ESMU-HUMANE Winter School for Senior Administrators

In 2004 ESMU and HUMANE organized the second 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 the Universitat Politecnica de Catalunya from 29th February to 6th 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 (School Manager) and Trevor Field (Former HUMANE Network Manager) are also on the Steering Committee. The Winter School Steering Committee met twice in 2004, i.e. in London (8 June) and Madrid (17 September).

The aim of the School is 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 third edition of the Winter School were made in the Autumn. The School will take place at the Fundació Politècnica de Catalunya from the 6th to 12th March 2004 with a new group of 30 Senior administrators.

A powerful alumni network was started in 2004 with a strong core group of alumni from the first two editions of the School. This followed a first exploratory meeting between Nadine Burquel (ESMU) and Thomas Esterman (Vienna) in Brussels on 19 February. This meeting was followed by contacts with the HUMANE Chairman and Executive Committee. An alumni seminar was organised at the University of Bologna on 12-13 November 2004 on the topic of Change Management.

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

In 2004, a fifth edition of the ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation was organised, this time, for English-speaking universities in South Asia. Eleven universities participated in the course: CUSAT: Cochin University of Science and Technology, Kerala, India; Institute of Education and Research, University of Dhaka, Dhaka, Bangladesh; National Institute of Technology Karnataka, Surathakal, India; Lahore University of Management Sciences, Lahore, Pakistan; Mehran University of Engineering and Technology, Jamshoro, Pakistan; North South University, Dhaka, Bangladesh; National University of Sciences & Technology, Rawalpindi, Pakistan; NUST Institute of Information Technology, Rawalpindi, Pakistan; University of Peradeniya, Peradeniya, Sri Lanka; The University of Sindh Jamshoro, Pakistan; and University of Colombo, Colombo, Sri Lanka.

The course took place from 29 March – 2 July 2004; it 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.

Several meetings took place with the ProTon network (<http://fc.protoneurope.org>) to explore cooperation on the topic of University-Enterprise cooperation in Europe.

3. Projects identifying good management practices

3.1. Benchmarking programme on university management

The 2004 benchmarking programme was launched with the following ten universities:

- Helsinki School of Economics (FI)
- Universitat Autònoma de Barcelona (ES)
- Ludwig-Maximilians-Universität München (DE)
- Università degli Studi di Bologna (IT)
- Universitat Rovira i Virgili (ES)
- Federal Institute of Technology Zurich (CH)
- Copenhagen Business School (DK)
- University of Tromsø (NO)
- Universiteit Maastricht (NL)
- Freie Universität Berlin (DE)

The programme benchmarked the following management processes, i.e. “Human Resources Management”, “Research Management”, “Change Management” and “The University creating a regional base”.

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. Denis Favart (Pro-rector, Université Catholique Louvain) replaced by Anne Ostereith (Université Catholique Louvain) during the workshop, Harry Fekkers (Advisor Research and Innovation, Universiteit Maastricht), Prof. Johann Gerlach (former President, Freie Universität Berlin), and Henrik Holt Larsen (Copenhagen Business School). All assessors were gathered in a one-day training in Brussels on 20 April.

During the annual workshop which took place in Copenhagen on 22-24th November 2004, the four assessors made a report on their findings on “Human resources management”, Research management”, “Change management”, and “The University creating a regional base”. This was followed by presentations on good practices from the ten participating universities. The workshop was attended by a total of 36 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; topics for next year were also discussed.

3.2. *TEMPUS Joint European Project on University Management*

The two-year TEMPUS project: “UM-JEP 22240-2001 – Becoming an entrepreneurial university”, which started in April 2002 in partnership with the University of Nizhni Novgorod - UNN (RU) and London Metropolitan University (London MET) (UK), ended on the 15 September 2004. The Final Report and Self Assessment Report were submitted to the European Commission, DG Education and Culture in October 2004.

In the framework of the project, one training seminar “Becoming an Entrepreneurial University: The Role of Universities in the European Knowledge Society” was organised in ESMU from 30 March to 2 April. It combined a visit to the University of Liège, the University of Maastricht, the Catholic University of Louvain and the Free University of Brussels. The training seminar had 11 participants coming from the University of Nizhni Novgorod.

One workshop “Assessment of the UNN Mission Statement and Strategic plan” took place on 16-19th April at the University of Nizhni Novgorod. The Mission plan and the Strategic plan were analyzed by the two partners of the consortium, i.e. London Metropolitan University (UK), two representatives and ESMU (BE), one representative.

The final project Conference “Innovative practices for the strategic management of universities” took place on 3-4 July at the University of Nizhni Novgorod with more than 70 participants.

Coordinators’ meeting between all partners took place in London (7 June) and Nizhni Novgorod (4 July). These were attended by the ESMU Secretary-General.

3.3. *TEMPUS Joint European Project: “Achieving Bologna through Total Quality Management”*

During the summer of 2004, ESMU was granted three-year funding by the European Commission (Tempus) for a new project with the University of Nizhni Novgorod to implement the Bologna process. Due to some delays with the signature of the Cooperation Agreement between the Russian Federation and the European Union, the Tempus contract was only

received late 2004 resulting in some delay with the start of the project. Consortium members met informally in Brussels on 15th November to discuss the calendar of activities for the three years and the role of each member institution in the project.

4. H.E.E. Consulting

Several projects were assigned to H.E.E. in 2004.

- ***Kunstuniversität Graz – Planning for a new theatre building (Austria)***

Several H.E.E. experts participated in an international audit of the *Kunstuniversität Graz (Austria)*. The University commissioned the audit since it wanted an expert opinion on the need for a new theatre building and the quality of the plans developed. The audit was carried out by a group of four experts; John Fürstenbach (Royal College of Music, Stockholm), Juergen Schleicher (Freie Universität Berlin), Menno Boetes (Utrecht) and Elisabeth Freismuth (University of Music, Vienna).

The H.E.E. Secretariat prepared the audit, where the institutional information was processed. A questionnaire was developed and a site visit prepared. The experts' group stayed in Graz for two days, questioning representatives of the institution, the student population and alumni, as well as the experts in the field. The results were reported to the Rectorate of the University of Graz early September.

- ***Audit of the University of Iceland (Reykjavik)***

The National Audit Office of Iceland has been asked by the national government to audit the University of Iceland in Reykjavik. The Office asked H.E.E. for advice and support.

A comparative analysis of the educational programmes and research activities of the university was started in the autumn 2004. Data were gathered from international databases and questionnaires. A first questionnaire was sent to a selection of twelve universities in Europe; nine agreed to participate in the project; six have already prepared a report with their data.

- ***Organizational analysis of an interuniversity institute in The Hague (The Netherlands)***

H.E.E. carried out an organizational analysis of an interuniversity Institute in the field of law studies in The Hague. This Institute has to be transformed into an international expertise centre in the field of international law. The analysis will be used to plan the transformation process of this Institute. H.E.E. will help to implement the plan.

- ***European MBA in Higher Education and Research Management***

The plans for the development of a European MBA in Higher Education and Research Management progressed significantly in 2004, with meetings of the programme consortium taking place in London (7 June), Brussels (27 August), Maastricht (29 October) and Speyer (8 December). The Secretary-General of ESMU attended the four consortium meetings in London (9 June), Brussels (27 August), Maastricht (29 October) and Speyer (8 December).

Consortium partners are the Institute of Education, University of London, Universiteit Maastricht Business School, the Hochschule für Verwaltungswissenschaften Speyer, Universidad Politecnica de Valencia and ESMU.

The feasibility of the programme was tested in 2004 and a brochure produced, which will be used for extensive marketing in 2005 for the start of the programme in January 2006.

III. General Administration

1. Board and General Assembly

The ESMU Board met twice in 2004.

The meeting on 15th March focused on:

- Approval of the minutes of the meeting of 10th November 2003 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 2003 accounts and auditors report; Budget 2004)

The meeting on 16th November focused on:

- Approval of the minutes of the meeting of 15th March 2004 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
- Activity programme and further developments
- Others (Preliminary Budget 2005)

The General Assembly meeting on 15th March focused on:

POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 4th April 2003 and of the present agenda
- Approval of the 2003 Activity report
- Approval of the 2004 budget
- Approval of the 2003 accounts and the auditors' report
- Renewal – Mandates of Board Members
- Progress report – HEE Consulting Group

EUROPEAN DEVELOPMENTS

- Innovation Policies and Regional Economic Development; Luc Soete, Director, Maastricht Economic Research Institute on Innovation Technology (MERIT), University of Maastricht
- The aims, activities and impact of EURAB, the European Research Advisory Board; Prof. Paolo Blasi, Former Rector of University of Firenze, member of EURAB

2. ESMU management and secretariat

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

On 15th March 2004, the Board and General Assembly extended Prof. Schmitt's Chairmanship for another year to allow more time to identify a new chairman.

The staffing of the secretariat in 2004 was as follows:

- Nadine Burquel, Secretary-General (75% FTE);
- Tim Evans, project and financial manager (80% FTE);
- Christiane Vander Motte (temporary ad-hoc administration support; freelance)
- Anna Quici (January – April 2004; 100 % FTE)
- Corinne Salinas (benchmarking project; freelance; January- April 2004)
- Kristina Larsson (Since May 2004; 80 % FTE; freelance)

In addition Koen Tilley, Semaforce, provided IT support (further development of the Website); ESMU contracted Hugh Dickson (UK) for 60 days (Management of the Benchmarking project).

3. ETAPE

In 2004, 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/> (see Socrates, Leonardo, Youth)

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 2004, the chairmanship reverted to ESMU and to Adrien Schmitt, ESMU Chairman, for a one-year period. In December, the ETAPE board agreed to revert the ETAPE secretariat to ESMU from 1 January 2005.

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

The ETAPE Board met twice in 2004 on 5th July and on 6th December (virtual meeting) to review progress on the provision of technical assistance to the Commission.

4. Co-operation with other organisations

In 2004, 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 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.

5. Attendance external events

ESMU attended the following external events in 2004:

- N. Burquel, Secretary-General attended a conference organised by the Conference of French University Presidents (CPU) at the Free University of Brussels on 15 January
- N. Burquel, attended the DG Research Conference, European Commission, in Liège on 26-28 April “The Europe of Knowledge 2020 – A vision for university-based research and innovation”
- N. Burquel met with representatives of the Technical Assistance Office of the IRE network (Innovative Regions in Europe) in Luxembourg on 4 October
- N. Burquel and K. Larsson, attended the DG Research seminar in Brussels (25-26 November) on “Science shops”
- N. Burquel attended DG Education and Culture workshop in Brussels on 16 December “Reforming Higher Education”

5. Accounts 2004 (in Euro)

Balance Sheet - 31/12/2004

CURRENT ASSETS	Euro
Financial assets	16.318,45
Short-term debtors	13.944,33
Short-term bank deposits	488.716,72
Bank balances and cash	141.170,53
Deferrals and accruals	35.561,88

TOTAL ASSETS	695.711,91
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ACCUMULATED FUNDS	Euro
Reserves	302.861,10
Provisions	28.909,59
TOTAL	331.770,69

CURRENT LIABILITIES	Euro
Current liabilities	36.559,69
Fiscal and social accruals	14.168,33
Short term liabilities	256.293,70
Accrued charges	56.919,50
TOTAL	363.941,22

TOTAL LIABILITIES	695.711,91
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EXPENDITURE	Euro
Personnel	157.363,37
Operating costs	307.159,74
Management costs	9.935,50
Exceptional charges	30.985,00
TOTAL EXPENDITURE	505.443,61

INCOME	Euro
Socrates/ETAPE Management fee	125.244,00
Special grants / misc. income	322.073,94
Levy on reserve / provisions	58.125,67
TOTAL INCOME	505.443,61

Annex I

ESMU Publications

- Yearly activity reports
- DEAN Conference 2004 (Porto), "Research, Innovation and Knowledge Transfer: A Challenge for European Universities".
- DEAN Conference 2003 (Budapest), Mergers and Integration
- 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 work", 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 – 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
- 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

