



EUROPEAN BENCHMARKING PROGRAMME ON UNIVERSITY MANAGEMENT

ACTIVITY REPORT 2005

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Introduction

As new Chairman, I am very pleased to report on activities in 2005 and plans for new developments. From a place facilitating small group discussions on strategic management practices, ESMU's key challenge in the coming years will be to position itself as a dynamic association which can assist European universities to become more innovative and improve their governance to face changes in their external environment. Our growing portfolio of activities supports this ambition.

Activities were further consolidated in 2005 and new initiatives were launched which are good examples to illustrate this strategy. By becoming a European network of networks to promote professionalisation of higher education management through seminars, Summer/Winter Schools, study tours and benchmarking exercises, ESMU will make a major impact in European higher education.



In 2005, 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 206 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 2005, HUMANE organized 5 seminars bringing almost 150 heads of administration from European universities.

In 2005, ESMU and HUMANE organized the third edition of the Winter School for senior administrators. This School took place in Barcelona on 6-12 March 2005 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 2005, DEAN had a membership of 135 deans in 30 countries. The annual conference took place at the University of Ghent on 25-27 September 2005 on “Managing Higher Education in a Changing Europe”.

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 ESMU 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 2005 programme focused on strategic partnerships, internationalisation, new masters and doctorates in the Bologna context and university governance.

While running this important activity programme, ESMU is working 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 at the heart of the Lisbon Declaration, highlighting the ambition for Europe to be the best knowledge-based economy and society in the world.

Frans van Vught
Chairman

I. Board of Administration and General Assembly

1. BOARD OF ADMINISTRATION

CHAIRMAN

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

MEMBERS

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

Ruud BLEIJERVELD, Secretary-General, University of Amsterdam ; HUMANE Chairman (until October 2005) (NL)

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

2. GENERAL ASSEMBLY

CHAIRMAN

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

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)

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)

Hèlène LAMICQ, Former Rector, Université Paris XII, Val de Marne ; Former Board Member CRE; Board Member (representing EUA) of the Observatory of the Magna Charta (FR)

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

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

Adrien SCHMITT, former President, Université Louis Pasteur Strasbourg (F)

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; TorinoWireless (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 2005 ESMU continued to provide technical assistance to HUMANE by hosting the HUMANE Secretariat. This included providing assistance for the management of the HUMANE membership, for financial matters and the organisation of five seminars and other HUMANE executive and Round Table meetings.

HUMANE consolidated in the year 2005 and reached a membership of 206 heads of administration from 25 different countries. The network was chaired by Ruud Bleijerveld, University of Amsterdam until October 2005. The new Chairman is Raf el Zorrilla, Head of administration of University Carlos III Madrid.

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. Two management meetings with the HUMANE Chairman, Network manager and Secretariat in Brussels were organised in 2005 in Amsterdam and Brussels on 5 April and 6 September 2005.

Five HUMANE seminars were organized in 2005 bringing together almost 150 heads of administration in Europe.

- “Financial Management: Intellectual Property, Research Overhead, and VAT“
Groningen (NL), 1-2 April 2005
- “HRM: Re-organizing Universities, a threat or an opportunity?“
Warwick (UK), 29-30 April 2005
- “Governance & Accountability: Merging & Major Changes; Leadership“
Stockholm/Kiruna (SE), 17-19 June 2005
- “Role of the EU in Management of Change“
Warsaw (PL), 23-24 September 2005
- “ICT and Information Management“
Valencia (ES), 18-19 November 2005

In addition to seminars, heads of administration met in the HUMANE Round Table in Paris on 27-28 May 2005. The HUMANE Executive Committee met in Amsterdam on 18 April and in Vienna on 21 October 2005. Both meetings focused on discussing current activities and future developments.

HUMANE also manages a complete database of all European university heads of administration. HUMANE has a www site where constantly updated information is shown and documentation can be downloaded.

I

1.2. DEAN – Deans’ European Academic network

DEAN had a membership of 135 deans in 30 countries in 2005. The network is chaired by Martin Paul, Dean, Charité Medical School Berlin.

DEAN organized a seminar at the University of Amsterdam (NL) on 15-16 April 2005, focusing on “Putting the Arts, Humanities and Social Sciences on the Innovation – Enterprise Map”. The seminar was attended by 27 participants (DEAN members and non-members).

The annual conference took place at Ghent University (BE) on 25-27 September 2005 on the subject of “Managing Higher Education in a Changing Europe”.

The conference discussed issues linked to the implementation of the Bologna Process with a particular focus on some disciplines; it further discussed the question of quality accreditation and how similar priorities from the Bologna Process were addressed in other parts of the world. It was attended by 120 participants from all over Europe.

The executive committee met in Brussels on 14th January 2005, in Amsterdam on 15 April and in Gent on 25 September in Ghent to discuss current activities and future developments of the network.

2. Training Activities

2.1. ESMU-HUMANE Winter School for Senior Administrators

In 2005 ESMU and HUMANE organized a third one-week European Winter School for senior administrators in European universities. Attended by 30 administrators from all over Europe, the School took place at the Universitat Politecnica de Catalunya from 6-12th March 2005.

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.

The School relies on the expertise of ESMU, HUMANE, and individual HUMANE members. The Steering Committee 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 Committee met in Paris on 27 May 2005 to discuss the four edition of the School in March 2006.

A powerful alumni network started in 2004, organizing each year a seminar for professional development of all School alumni. The 2005 seminar took place at the Vrije Universiteit Amsterdam on 11-12 November 2005.

2.2. European MBA in Higher Education & Research Management

The plans for the development of a European MBA in Higher Education and Research Management progressed significantly in 2005, with meetings of the programme consortium taking place in Maastricht on 12 January, London (14 March), Valencia (20 May), Brussels (19 September & 5 December).

Consortium partners are the Institute of Education, University of London, Universiteit Maastricht Business School, the Hochschule für Verwaltungswissenschaften Speyer,

Universidad Politecnica de Valencia; ESMU is acting as technical assistance to coordinate the MBA.

The programme will start in September 2006.

3. Projects identifying good management practices

3.1. Benchmarking programme on university management

The 2005 benchmarking programme was launched with seven universities, i.e. Helsinki School of Economics (FI); Dublin Institute of Technology (IE); Università degli Studi di Bologna (IT); Copenhagen Business School (DK); Freie Universität Berlin (DE); Lund University (SE); Universidad Carlos III de Madrid.

The programme benchmarked the following management processes, i.e. "Internationalisation", "Strategic Partnerships (University-Enterprise Cooperation)", "Governance and Structures" and "Designing new masters and Doctorates".

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. Hans de Wit (Senior Advisor Universiteit van Amsterdam), Dr. Gilles Capart (Chairman ProTon Network), Prof. Ian McNay (Professor Higher Education and Management, Institute of Education London) and Prof. Don F. Westerheijden (Senior Research Associate, Center for Higher Education Policy Studies, CHEPS, University of Twente). All assessors were gathered in an one-day training in Brussels on 27 April.

During the annual workshop which took place in Bologna on 28-30th November 2005, the four assessors made a report on their findings on "Internationalisation", "Strategic Partnerships (University-Enterprise Cooperation)", "Governance and Structures" and "Designing new masters and Doctorates". This was followed by presentations on good practices from the seven participating universities and small group discussions for more in-depth work. Attended by 27 participants and observers, 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 be defined for future years.

3.2. *TEMPUS Joint European Project: "Achieving Bologna through Total Quality Management"*

During the autumn 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. The project started with four partners, i.e. ESMU, the University of Nizhni Novgorod (UNN), London Metropolitan University and Dublin Institute of Technology.

Since the first coordinators' meeting on 14 January 2005, two meetings of the Corporate Quality Circles at Institutional Level were held, first at the University of Nizhni Novgorod (UNN) on 9 March 2005, then at London Metropolitan University on 18-24 May 2005.

The first meetings of the Faculty Quality Circle in Business and Management (BMQC), and the Faculty Quality Circle in Information Technologies (ITQC) were held at UNN on 20 April 2005.

A training seminar "Implementing the Bologna Process in European Universities" took place in Brussels on 7-9 June in the framework of this project. Attended by 7 UNN representatives, the seminar took participants to the Representation Office of French University Presidents in

Brussels, to ESIB (the National Unions of Students in Europe) and to the universities of Louvain-la-Neuve and Ghent.

2005 activities included a seminar in London on 17-23 October 2005 and two additional coordinators' meetings in Brussels (10 June) and London (18 October).

4. Typology of Higher Education Institutions

ESMU was involved in an EU-funded project with CHEPS (Center for Higher Education Policy Studies) to look into the possibility to develop a classification of HEIs in Europe, similar to the US Carnegie classification. ESMU joined the project meetings in The Hague (25 January, 12 April); Brussels (21 March and 6 June).

The project looked into the issue of diversification of higher education in Europe and the need to profile institutions and develop transparency in the sector.

The project report is available on www.utwente.nl/cheps; a follow-up phase will start in 2006.

III. General Administration

1. Board and General Assembly

The ESMU Board met three times in 2005.

The meeting on 4th March focused on:

- Approval of the minutes of the meeting of 16th November 2004 and of the agenda
- Report on ETAPE, the Socrates, Leonardo, Youth, EVS programmes
- Long term strategic developments (report on H.E.E.)
- Activity programme and further developments
- Recommendations from the General Assembly (ESMU Chairmanship, Renewal of Board members; Approval of the 2004 accounts and auditors report; Budget 2005)

The meeting on 29th June focused on:

- Approval of the minutes of the meeting of 4th March 2005 and of the agenda
- Report on ETAPE, and the management of the Socrates, Leonardo, Youth and EVS programmes
- Long term strategic developments (report on H.E.E; Note on full cost policy)
- Activity programme and further developments

The meeting on 25th November focused on:

- Approval of the minutes of the meeting of 29th June 2005 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 (report on H.E.E., and Note on full cost policy, and Partnership with EUA and EFMD)
- Activity programme and further developments
- Others (Preliminary Budget 2006)

The ESMU General Assembly met on 4th March in 2005.

POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 15 March 2004 and of the agenda
- Approval of the 2004 Activity report
- Approval of the 2005 budget
- Approval of the 2004 accounts and the auditors' report
- ESMU Chairmanship
- Renewal – Mandates of Board Members
- Progress report – on H.E.E. Consulting Group

EUROPEAN DEVELOPMENTS

The experience of a new country with EU policies in the field of Higher Education and Research : The case of Hungary, Prof. George Bazsa, President, Hungarian Higher Education and Research Council

French Universities in the European Higher Education and Research Areas, Mr. Monteil.

2. ESMU management and secretariat

Adrien Schmitt, former President of the University Louis Pasteur in Strasbourg stepped down as Chairman in March 2005 and was replaced by Frans Van Vught, former Rector of the University of Twente.

The staffing of the secretariat in 2005 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)
- Kristina Larsson (80 % FTE; freelance)
- Ruth Walther (50 % FTE; from November 2005)

In addition Koen Tilley, Semaforce, provided IT support (further development of the Website); ESMU contracted Hugh Dickson (UK) for 40 days (Management of the Benchmarking project).

3. ETAPE

In 2005, 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 contract was due to end on 30 June; it was extended for another 7 months until 31 January 2006. With a staff of 100, the Technical Assistance Office developed significant expertise in technical assistance to European 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:

www.europa.eu.int/comm/education

The ETAPE chairmanship rotates every year between the two member associations of the consortium. In June 2005, the chairmanship reverted to ACA and to Peter Scott, ACA 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 (who stepped down in June 2005 and was replaced by Herman Vriesendorp (ACA), Anne-Marie Kumps (ESMU), and Adrien Schmitt (ESMU), who was replaced by Frans Van Vught (ESMU) in June 2005. André Oosterlinck (Katholieke Universiteit Leuven) was invited to join the General Assembly in November 2005.

The ETAPE Board met twice in 2005 on 20 June (virtual meeting) and on 8 November 2005 to review progress on the provision of technical assistance to the Commission.

4. Co-operation with other organisations

In 2005, 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.

In particular several meetings took place between EFMD, EUA and ESMU to explore the possibility to join forces in launching management development programmes.

5. Attendance external events

ESMU attended the following external events in 2005:

- Nadine Burquel, Secretary-General, made a presentation on university governance in a conference organised by DGEAC of the European Commission in Brussels on 10 February 2005
- Nadine Burquel attended a conference organised by DG Research in Brussels on "University Research" on 3 March
- Adrien Schmitt and Nadine Burquel spoke to French university presidents/representatives in a meeting organised by the CPU (Conference of French University Presidents) in Paris on 4 May
- N. Burquel make a presentation on universities driving regional development in a conference organised by AISLO (Italian association for regional/local development) in Barletta (Italy) on 27-29 October

5. Accounts 2005 (in Euro)

BALANCE SHEET
AT 31/12/2005

All amounts in Euro

CURRENT ASSETS

Financial assets	16.675,45	
Short-term debtors	107.889,90	
Short-term bank deposits	667.734,57	
Bank balances and cash	184.069,20	
Deferrals and accruals	418,35	
		<hr/>
		976.787,47
		<hr/>

TOTAL ASSETS ***976.787,47***

ACCUMULATED FUNDS

Reserves	374.445,35	
Provisions	241.182,93	
		<hr/>
		615.628,28

CURRENT LIABILITIES

Current liabilities	34.812,30	
Fiscal and social accruals	14.480,55	
Short term liabilities	256.293,70	
Deferrals and accruals	55.572,64	
		<hr/>
		361.159,19
		<hr/>

TOTAL LIABILITIES ***976.787,47***

**STATEMENT OF INCOME & EXPENDITURE
AT 31/12/2005**

All amounts in Euro

EXPENDITURE

Personnel	146.101,47
Operating costs	431.617,01
Management costs	9.371,50
Transfer to reserve / Provisions	283.857,59

TOTAL EXPENDITURE **870.947,57**

INCOME

Socrates/Etape Management fee	186.148,93
Special grants/misc. Income	684.798,64

TOTAL INCOME **870.947,57**

Annex I

ESMU Publications

- Yearly activity reports
- DEAN Conference 2005 (Ghent), "Managing Higher Education in a Changing Europe".
- DEAN Conference 2004 (Porto), "Research, Innovation and Knowledge Transfer"
- 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

