

ACTIVITY REPORT 2002



**esmu**

EUROPEAN CENTRE FOR STRATEGIC  
MANAGEMENT OF UNIVERSITIES

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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 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 2002 and new initiatives were launched which are excellent examples of this strategy. The most important is H.E.E. Consulting group, a private company under Belgian law, which ESMU and HUMANE are launching together.

H.E.E. Consulting group will cooperate in pilot projects and develop management concepts and instruments, build a common basis of knowledge and experience, and make effective use of this basis in renewing and strengthening university management.

In 2002, 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 programmes 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.

With its 193 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 2002, HUMANE organized



Adrien Schmitt, ESMU Chairman

5 seminars bringing together 177 heads of administration from European universities. In 2002, ESMU-HUMANE also worked on the organisation of a winter school to prepare the future generation of heads of administration to take place in Barcelona on 17-22 March 2003.

Disseminating strategic management practices at all levels in universities has further materialized with DEAN, the Deans' European Academic Network which helps deans improve their managerial skills. In 2002, DEAN reached a membership of 173 deans in 30 countries. The annual conference took place at Bogaziçi University in Istanbul and debated whether Higher Education was in crisis.

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.

The benchmarking programme on university management launched initially with the Association of Commonwealth Universities entered its third year of operation in 2002.

Benchmarking is an excellent tool for universities to measure their performance against other HEIs with a view to improve their management. The 2002 programme focused on estate management, management information systems, student services and internal quality assurance. Several universities expressed their interest in a "follow up" exercise aimed at helping institutions to implement new managerial practices.

In cooperation with the International Institute for Educational Planning (IIEP) - UNESCO, a third edition of a distance course on strategies for partnership between universities and enterprises was launched in 2002, this time for universities in the Asian region. Fifteen universities from eight countries took part in the course.

In 2002, ESMU also started exploratory work on the evaluation of intangibles in universities and research organizations with EARMA (European Association for Research Managers and Administrators).

While running this important activity programme, ESMU has also been reflecting on its long term developments. 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

### CHAIRMAN

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

### MEMBERS

Andris BARBLAN, Secretary-General, Association of European Universities (EUA) (CH) - until September 2002

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

**Roddy BEGG**, Former Secretary, University of Aberdeen (UK)

**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)

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)

Gaston DEURINCK (†), Former First Vice-President, Belgian Council for Science Policy; Honorary Managing Director of the Fondation Industrie-Université; Honorary Chairman ESMU (BE)

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 Direccion y Organizacion 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)

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)

**Jennifer SOMERVILLE**, Director London Region, London Metropolitan University, DEAN Chairman (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)

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

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

## Activity Programme

### 1. NETWORKS AND ACTIVITIES ON STRATEGIC MANAGEMENT

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

HUMANE consolidated in the year 2002 and reached a membership of 193 heads of administration from 25 different countries.



The network is chaired by Ruud Bleijerveld, Secretary-General, 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.

Five HUMANE seminars were organized in 2002 bringing together a total of 177 heads of administration in Europe.

- STUDENT ISSUES  
Università degli studi di Bologna,  
15-16 March 2002
- HUMAN RESOURCES MANAGEMENT  
University of Bratislava, 12-13 April 2002
- ENVIRONMENTAL ISSUES  
Universidade de Coimbra, 3-4 May
- INFORMATION AND COMMUNICATION  
TECHNOLOGIES  
University of Exeter, 27-28 September 2002
- QUALITY MANAGEMENT  
University of Heidelberg,  
25-26 October 2002

In addition to seminars, heads of administration met in the HUMANE "Round Table" in Brussels (31 May - 1 June 2002). The HUMANE Executive Committee met in Amsterdam on 26 April and in Heidelberg on 25 October 2002.

Both meetings focused on discussing current activities and future developments. These include a joint ESMU - HUMANE one-week winter school for high level university administrators which will be organised at Palau de Heures, Fundacio Bosch y Gimperia, the continuing education centre of the Universitat Barcelona from 17 to 22 March 2003. In November 2002 ESMU-HUMANE selected 30 senior administrators to attend the School.

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.

#### 1.2. DEAN - Deans' European Academic network

DEAN reached a membership of 173 deans in 30 countries in 2002.

The annual conference took place at the Bogaziçi University in Istanbul on 9 - 11 September 2002 on the subject of "European Universities in Crisis?" The conference addressed 4 sub-topics i.e. funding higher education in Europe; Research; Quality assurance and student retention. Sixty-one participants from 20 countries participated in the conference.

DEAN also organized a seminar at University College Dublin (4 - 5 March 2002) focused on "Research Strategy and Management at Faculty Level: Trying to Predict the Future". The seminar looked at the new context of the "European Research Area" and external opportunities to enhance research portfolios. The seminar was attended by 24 DEAN members.



Some participants of the Istanbul conference

The executive committee met in Dublin on 3 March, in Copenhagen on 29 May and in Istanbul on 8 September 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.

### 1.3. The benchmarking programme on university management

The 2002 benchmarking programme was launched with the following eight universities:

- Copenhagen Business School (DK)
- Universidad Carlos III de Madrid (ES)
- Université Catholique de Louvain (BE)
- Uppsala University (SE)
- Lund University (SE)
- Universiteit Maastricht (NL)
- University of Helsinki (FI)
- London School of Economics (UK)

The programme focused on estate management, management information systems, student services and internal quality assurance.

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 Mrs. Andrée Sursock (EUA) on internal quality, Mr. Daan Vunderink (University of Amsterdam) on student services, Mr. Christopher Hedley (IPD Occupiers Property Databank) on estate management and Mr. John Fielden (CHEMS Consulting) on Management Information Systems.

During the annual workshop which took place in Brussels from 14 to 17 October, the four assessors made a report of their assessment; this was followed by presentations on good practices from the eight universities. The workshop was attended by a total of 42 participants, i.e. one contact person from each university, with specialists on each topic. Three observer universities (ETH Zurich, the University of Iceland and the University of Oslo) also attended the workshop. The workshop ended with a fruitful brainstorming session during which participants expressed their views on how the approach could be improved and topics for next year selected.

## 2. EUROPEAN INTEGRATION PROJECTS

### 2.1 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 train its decision-makers and make the university more responsive to the needs of society.

A first workshop took place in Russia from 18 to 22 July. Dr. J. Somerville (London MET) and Prof. K. Tavernier (on behalf of ESMU) attended the workshop. It was followed by a coordinators' meeting in London on 23 September 2002.

A second workshop took place in Brussels from 23 - 31 October, with the visit of Prof. R. Strongin, First Vice-Rector UNN, Dr. A. Groudzinski, dean, Faculty of Management, and Ms Y. Rosova, Project Manager.

During the October visit in Brussels, the ESMU Secretary-General and the Russian delegation also attended a two-day TEMPUS coordinators' meeting (28-29 October). This meeting focused on explaining the TEMPUS JEP projects in detail and was followed by several thematic workshops on contractual matters.



The Russian delegation with the ESMU Secretary-General at the TEMPUS coordinators' meeting in Brussels on 29 October 2002.

A third workshop was organised by ESMU in Brussels on 11 - 15 November for the Rectorate of the University of Nizhni Novgorod, i.e. the Rector, Vice-Rectors and six deans. The four-day workshop "Becoming an entrepreneurial university" included one-day meetings to the universities of Leuven, Antwerp and Gent and sessions in ESMU with presentations on the regional role of universities by Adrien Schmitt, Jennie Somerville and John Davies. The Leuven visit focused on Strategic management in European universities (Prof. K. Tavernier); Teaching Policy and Innovation at KU Leuven (Prof. Frans Lammertijn), Cooperation with industry: Success and Failures of a KU Leuven Strategy (Prof. Koen Debackere); Cooperation between the university and non-university higher education sector in Flanders.

The Antwerp visit included a visit of the centre of electron microscopy, a lecture by Prof. Dirk Van Dyck "The role of electron microscopy in the nanoscience in the past, present and future of the University of Antwerp" (Prof. Bart Heijnen); "The merger of the faculties of Applied Economics at the University of Antwerp : a case study" (Prof. André Van Poeck).

The Gent visit focused on "Mission of the Ghent University" (Prof. dr. M. De Clercq); "Organisation of the Faculty" (Prof. dr. R. Paemeleire); "Research Strategy at the Faculty" ( Prof. dr. F. Heylen); "Commercialization of research and industrial partnership" (Dhr J. Bil); "Organisation of the Management School" (Prof. dr. R. Van Dierdonck); "Relations with the business community at the Faculty of Agricultural and Applied Biological Sciences" (Prof. dr. J. Viaene).

At the request of TEMPUS, Dr. Kniazev, from the Russian University of Kazan was invited to join this TEMPUS project to provide additional expertise on university management acquired in previous TEMPUS projects in Russia. Dr. Kniazev invited ESMU to a major conference in Moscow from 2 to 4 December on "Strategic Management and Institu-

tional Research in Higher Education". Prof. Tavernier represented ESMU in this conference. The conference focused on Development of Russian education and tasks of university management improvement, International experience of organization of institutional research in higher education and university management improvement, perspectives of its use and development in Russia and university management as a sphere of professional research and practical activities.

### 3. PROJECTS IN PARTNERSHIP WITH OTHER ORGANISATIONS

#### 3.1 ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation

The ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation for Asian universities took place from 2 April to 5 July 2002. Fifteen Asian universities participated in the course: Royal University of Phnom Penh (Cambodia), Dalian University of Technology (China), Atmay Jaya University and Universitas Indonesia (Indonesia), Ewha Womans University (Korea), University Kebangsaan Malaysia, University Sains Malaysia, University of Malaya (Malaysia), Ateneo de Manila University, De La Salle University, Politechnic University of the Philippines, University of the Philippines Diliman (Philippines), Assumption University, Suranaree University of Technology (Thailand), Cantho University (Vietnam).

The course consisted of five modules on strategic management of university-industry relations, Management of interfaces, the Management of finances, personnel Management, Development of an action project in the area of university-industry linkages. Each participating university was required to submit an assignment at the end

of each module.

Nadine Burquel, ESMU Secretary-General was the expert for module 5 (action project) and assessed the inputs from the 15 participating universities. The other experts in the course were Michaela Martin, IIEP Course Coordinator; Moshe Vigdor, Hebrew University of Jerusalem, Israel; Bikas C. Sanyal, IIEP Consultant and John Hall, IIEP Consultant.

#### 3.2 ESMU-EARMA activities "Intellectual capital reporting and valuation of intangibles"

Since the exploratory meeting on 29 October 2001, much research has been undertaken in ESMU on this subject, mainly by Nicola di Sarli, a trainee student from University of Bocconi in Milan. In June, DG Research issued a Call for proposals for European organisations to present "events" (forum/workshop) during the Conference organised by DG Research in Brussels from 11 to 13 November for the launch of the Sixth Framework Programme.

The proposal submitted by ESMU-EARMA "The evaluation of intangible assets in universities and research organisations" was selected by the Commission for a presentation during the Conference. This was an important event which provided wide visibility to ESMU to the several thousands participants who attended the conference. The ESMU Chairman made a presentation during the conference with Anton Nijssen, new director of H.E.E. Consultancy Group.

ESMU-EARMA also made an input in a European conference organised by the Spanish Ministry of Economy, the OECD and the European Commission in Madrid on 25-26 November on "The Transparent Enterprise. The value of Intangibles".

# General administration

## 1. BOARD AND GENERAL ASSEMBLY

The ESMU Board met twice in 2002:

The meeting on 26 March focused on:

- ETAPE and the Socrates and Youth programmes
- ESMU's medium and long term strategic developments
- Progress report on ESMU consultancy
- Activity programme and further developments
- Proposals to the General Assembly (renewal of Board members and ESMU Presidency; Approval of the accounts and auditors' report)

The meeting on 15 November focused on :

- ETAPE and the Socrates, Leonardo and Youth programmes
- ESMU's medium and long term strategic developments
- Activity programme and further developments
- Draft budget 2002
- Renewal - Board mandates

The General Assembly meeting on 26 March focused on:

### POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 26 March 2001 and the agenda
- Approval of the 2001 Activity report
- Approval of the 2002 budget
- Approval of the 2001 accounts and the auditors' report
- Renewal - Mandates of Board Members
- Presentation and discussion - new strategies and structures for ESMU

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

- The European Higher Education area (Peter Van der Heyden, DG Education and Culture)
- European Research Strategies (Jocelyne Gaudin, Head of Unit "Mobility"; Jimmy Jamar, "Mobility" Unit, DG Research)
- Network and Partnerships - Discussion on cooperation with other organisations active in the field of higher education (Adrien Schmitt)

## 2. ESMU MANAGEMENT AND SECRETARIAT

Adrien Schmitt, former President of the University Louis Pasteur in Strasbourg was appointed chairman of the Board and General Assembly in spring 2001 for a three-year period.

The mandates of John Davies, John Fürstenbach and Karel Tavernier were renewed for a three-year period, at the General Assembly meeting of 26 March 2002.

The staffing of the secretariat in 2002 was as follows :

- Nadine Burquel, Secretary-General (75% FTE);
- Tim Evans, project manager (80% FTE);
- Nathalie Ajmi, administrative assistant (100% FTE)

Two trainees (Nicola di Sarli and Sergio Capelli) from Università Bocconi di Milano completed a traineeship in ESMU in 2002 to acquire experience in project management and in the work of an international organisation.

## 3. ETAPE

In 2002, 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.

For further information on the education and training programmes, the following websites can be consulted:

<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 (TAO) has become one of the largest in Brussels with significant expertise in technical assistance to European programmes.

The ETAPE chairmanship rotates every 1 June between the two member associations of the consortium. In June 2002, the chairmanship reverted to ESMU and to Prof. Adrien Schmitt, ESMU Chairman, for a one-year period. The ETAPE secretariat reverted to ACA after having been with ESMU for more than three years.

In 2002, the ETAPE Board of Administration consisted of :

- Prof. K. Kerameus (ACA)
- Mr. P. Van Dijk (ACA)
- Prof. M. Crochet (ESMU)
- Prof. A. Schmitt (ESMU)

The ETAPE Board met twice on 18 April 2002 and on 21 June 2002, to review progress on the provision of technical assistance to the Commission.

#### **4. CO-OPERATION WITH OTHER ORGANISATIONS**

In 2002, 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.

The ESMU Chairman and Secretary-General had two meetings with the EUA Chairman and Secretary-General to explore potential areas for cooperation.

Regular meetings will take place between the two Chairmen and Secretary-Generals to keep the two associations informed on their respective developments. Lesley Wilson, EUA Secretary-General was invited to join the ESMU General Assembly, to replace Andris Barblan.

The two Chairmen agreed to meet again after the Graz and Berlin conferences in 2003.

## 5. ACCOUNTS 2002 (IN EURO)

Current Assets	Euro
Financial assets	16.651,45
Short-term debtors	9.352,36
Short-term bank deposits	550.361,97
Bank balances and cash	182.316,44
Prepaid charges	227,34
Total	730.652,45
<b>Total Assets</b>	<b>758.909,56</b>

Accumulated Funds	Euro
Reserves	273.803,08
Provisions	178.963,70
Total	452.766,78

Current Liabilities	Euro
Current liabilities	20.671,84
Fiscal and social accruals	17.774,82
Short term liabilities	256.293,70
Accrued charges	11.402,42
Total	306.142,78
<b>Total Liabilities</b>	<b>758.909,56</b>

Expenditure	Euro
Personnel	170.427,42
Operating costs	238.782,26
Management costs	18.436,13
Transfer to reserve/provisions	112.249,87
<b>Total Expenditure</b>	<b>539.895,69</b>

Income	Euro
Socrates/ETAPE Management fee	122.272,00
Special grants / misc. income	391.879,97
Levy on reserve / provisions	25.743,71
Transfer to reserve/provisions	112.249,87
<b>Total Income</b>	<b>539.895,69</b>

## ESMU PUBLICATIONS

- Yearly activity reports
- DEAN 2001 Conference Proceedings (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 2000 Conference Proceedings (London), "The European Vision for Higher Education"
- Total Quality Management Report, 2000
- HUMANE Reports 2000 "Campus Transport Policies", "Resource Allocation Models", "Conditions of Use for IT"
- DEAN 1999 Conference Proceedings (Barcelona), "The Position of deans in Universities"
- 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
- Article on Tempus survey "University-Enterprise Cooperation" published in the British Journal "Industry and Higher Education, February 1998 Issue (Vol. 12 No.1)
- Papers "University-Enterprise Cooperation Round Table", January 1997, published in the British Journal "Industry and Higher Education, June 1997 Issue (Vol. 11 No.3)
- 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
- Survey "Strategic Management Practices in European Universities", 1995
- Report "Decentralisation in universities", 1993
- 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 universities", 1992

## HUMANE MEMBERS

- |    |   |    |  |
|----|---|----|--|
| AT | Heinz Adamek, Universitätsdirektor<br>Universität für Angewandte Kunst                              |    | Klaus Anderbrügge, Kanzler<br>Universität Münster                                    |
|    | Elisabeth Freismuth, Universitätsdirektorin<br>Universität für Musik und darstellende Kunst<br>Wien |    | Jens Aplitz, Kanzler<br>Universität Konstanz   |
|    | Friedrich Luhan, Universitätsdirektor<br>Leopold Franzens Universität Innsbruck                     |    | Wolfgang Bröker, Kanzler<br>Technische Universität Berlin                            |
|    | Josef Schmied, Universitätsdirektor<br>Johannes Kepler Universität Linz                             |    | Christoph Ehrenberg, Kanzler<br>Universität Osnabrück                                |
| BE | Vic Goedseels, General Administrator<br>Katholieke Universiteit Leuven                              |    | Dietmar Ertmann, Kanzler<br>Universität Karlsruhe                                    |
|    | Bart Heijnen, Director Administrator<br>Universitair Centrum Antwerpen (RUCA)                       |    | Hans Gädeke, Kanzler<br>Universität Gesamthochschule Kassel                          |
|    | Robert Hoogewijs, Beheerder<br>Universiteit Gent  |    | Martin Hecht, Kanzler<br>Martin-Luther-Universität Halle-Wittenburg                  |
|    | Anne-Marie Kumps, General Administrator<br>Université Catholique de Louvain                         |    | Carl-Heinz Jacob, Kanzler<br>Ernst-Moritz-Arndt Universität                          |
|    | Roland Lesuisse, Secretary General<br>Faculté Universitaire Notre-Dame de la Paix                   |    | Peter Lange, Kanzler<br>Freie Universität Berlin                                     |
|    | Serge Simon, Head of Administration<br>Universitaire Instelling Antwerpen                           |    | Elmar Lengers, Kanzler<br>Universität Gesamthochschule Essen                         |
|    | Jim Van Leemput, General Director of<br>Administration - Vrije Universiteit Brussel-VUB             |    | Steffen Richter, Kanzler<br>Christian-Albrechts-Universität zu Kiel                  |
|    | Dany Vince, Administrator<br>Université de Mons-Hainaut   |    | Johann Peter Schäfer, Universitätskanzler<br>Universität Siegen                      |
| BG | Valentin Dimitrov, Secretary General<br>Technical University of Sofia                               |    | Joachim Schwarze, Kanzler<br>Universität Stuttgart                                   |
| CH | Peter Bless, Managing Director<br>Universität Zurich  |    | Hanns Seidler, Kanzler<br>Technische Hochschule Darmstadt                            |
|    | Albino Zgraggen, Segreteria Generale<br>Università della Svizzera Italiana                          |    | Susann-Annette, Storm Kanzlerin<br>Universität Mannheim                              |
|    | Frantisek Gale, Bursar<br>Masaryk University  |    | Gräfin Romana vom Hagen, Kanzlerin<br>Universität Heidelberg                         |
| CZ | Jiří Jirka, Registrar<br>Palacky University Olomouc   |    | Hans-Joachim von Buchka, Kanzler<br>Universität Wuppertal                            |
| DE | Kanzler, Universität Trier  |    | Beate Wieland, Kanzlerin<br>Universität Paderborn                                    |
|    |   | DK | Soren Hartz, Administrative Director<br>Royal Veterinary and Agricultural University |

Jorgen Honoré, University Director  
The Technical University of Denmark

Helge Muhle Larsen, Administrator  
Danmarks Pædagogiske Universitet

Stig Moller, Director of Administration  
Aarhus Universitet

Peter Plenge, University Director  
Aalborg Universitet

EE Margus Ots, Director of Administration  
University of Tartu

to be advised, Gerente  
Universitat Ramon Llull

ES Antonio Alonso, Gerente  
Universidad de Salamanca

Josefina Auladell, Gerente  
Universitat Politècnica de Catalunya

Montserrat Botaya Sindreu, Gerente  
Universidad de Valladolid

Ana C. Fernandez, Gerente  
Universidad de Santiago de Compostela

Pere Fons, Gerente  
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