

ACTIVITY REPORT 2006

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Table of Content

INTRODUCTION	page 3
I. BOARD OF ADMINISTRATION AND GENERAL ASSEMBLY	page 4
II. ACTIVITY PROGRAMME	page 6
1. Networks promoting good management practices	
1.1. HUMANE	page 6
1.2. DEAN	page 6
2. Training Activities	
2.1. ESMU-HUMANE Winter School for Senior administrators	page 7
3. Projects on good management practices	
3.1. Benchmarking programme on university Management	page 7
3.2. European Benchmarking Initiative	page 8
3.3. TEMPUS Joint European Project on Bologna	page 8
3.4. TEMPUS Joint European Project on Knowledge Transfer	page 8
3.5. Project on University-Enterprise Cooperation	page 9
4. Other projects	
4.1. EU Study on Higher Education Reforms	page 9
4.2. CEIHE II project – Classifying European HEIs	page 9
III. GENERAL ADMINISTRATION	page 10
1. Board and General Assembly	page 10
2. ESMU leadership and Secretariat	page 10
3. ETAPE	page 11
4. Co-operation with other Organisations	page 11
5. Accounts 2006	page 12
ANNEX I Reports	page 13

Introduction

2006 was an intense year of activities with the start of several new EU projects like a two-year European Benchmarking Initiative. The project will produce a handbook on existing benchmarking approaches in Europe and look into offering an extended portfolio of benchmarking services to European universities.

In January 2006, ETAPE, the consortium made of ACA and ESMU closed the Office which has been providing technical assistance to the European Commission in the last ten years for the management of the Socrates, Leonardo da Vinci, Youth for Europe and some parts of the European Voluntary Service programmes. The Commission has created its own executive agency which took over from ETAPE in January 2006.



ESMU continued to provide support to HUMANE in 2006 and hosted its Secretariat. Five seminars were organized bringing together some 150 heads of administration from European universities.

Once again the ESMU-HUMANE Winter School for Senior Administrators was a great success. The fourth edition took place in Barcelona from 12 to 18 March with 35 participants from all over Europe.

DEAN, the Deans and European Academics' Network provides valuable support and networking to academic leaders in Europe on EU policy issues and academic leadership through conferences and seminars.

The ESMU Benchmarking programme on university management attracted many new universities in 2006 focusing on internal quality assurance, marketing, student services and innovative teaching and learning.

Together with a number of partners, ESMU was also involved in a major EU-funded project to look at governance and curriculum reforms in 32 European countries, in preparation of the London meeting of Ministers of Education in 2007.

Underlying all our activities are indeed the Lisbon Agenda and the creation of the European Higher Education and Research Areas. To develop a strong strategic position in the higher education market, we will increasingly be working in partnership with other organizations like CHEPS, OECD-IMHE, EFMD, CHE or UNESCO-CEPES to make a strong contribution to the modernization agenda of European universities.

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 Accreditation Committee (HU)

Ruud BLEIJERVELD, former Secretary-General, University of Amsterdam (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

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Ruud BLEIJERVELD, Former Secretary-General, University of Amsterdam (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 University College of Music in Stockholm (SE)

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

Hélène 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)

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

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

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

Rodolfo ZICH, Politecnico di Torino; TorinoWireless (IT)

HONORARY MEMBERS

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)

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)

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

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

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)

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

II. Activity Programme

1. Networks promoting Good Management Practices

1.1. HUMANE – Heads of University Management & Administration Network in Europe (www.humane.eu)

In 2006 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 executive and Round Table meetings.

The network is chaired by Rafäel Zorrilla, Head of administration, University Carlos III Madrid. The daily management of the network is provided by Carlos Lopez Terradas, Network Manager (Carlos III University Madrid) 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 2006 in Brussels on 15 June and 30 November 2006.

Five HUMANE seminars were organized in 2006 on:

- “University Governance: interaction between central administration and faculties “
Berlin (DE), 20-21 January 2006 (joint Dean-HUMANE seminar)
- “Human resources and Pay Frameworks
Lisbon (PT) , 24-25 March 2006
- “Scientific Information: Old practices vs New projects”
Copenhagen (DK), 21-22 April 2006
- “ The Internationalisation of Higher Education”
Trieste (DE), 15-16 September 2006
- “ The Management of challenges related to research funding“
Barcelona (ES), 13-14 October 2006

Two study tours were organized in Helsinki on 1-3 February and 3-7 October 2006 on “Facilities Management/ICT Technologies and Future Trends towards Financial Management, experiences with paperless administration”.

In addition to seminars, heads of administration met in the HUMANE Round Table in Brussels on 16-18 June 2006. The HUMANE Executive Committee met in Lisbon on 24 March, in Brussels on 16 June and in Barcelona on 13 October 2006.

1.2. DEAN – Deans and European Academics network

DEAN had a membership of 135 deans in 30 countries in 2006. A new faculty membership scheme was introduced in 2006 to broaden participation in the various DEAN activities. The network is chaired by Martin Paul, Dean, Charité Medical School Berlin.

In 2006 DEAN organized a seminar on university governance in cooperation with HUMANE. The seminar took place in Berlin on 20-21 January. The spring seminar focused on E-learning – Opportunities and Challenges and was hosted by Dublin Institute of Technology on 28-29 April 2006.

The annual conference took place in Edinburgh (UK) on 24-26 September 2006 featuring the theme of "The Knowledge Society and the Lisbon Agenda". The conference produced a key debate about most recent EU and international policy developments and how to respond to these. This was also the opportunity to explore new opportunities for cooperation in the framework of the increasing portfolio of activities.

The Executive Committee met in Brussels on 11 January 2006, in Dublin on 29 April and in Edinburgh on 24 September to discuss current activities and future developments of the network.

2. Training Activities

2.1. ESMU-HUMANE Winter School for Senior Administrators

In 2006 ESMU and HUMANE organized the fourth one-week European Winter School for senior administrators in European universities. Attended by 35 administrators from all over Europe, the School took place at the Universitat Politecnica de Catalunya from 12–18th March 2006.

The School develops the leadership potential of outstanding administrators by making them 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.

The School relies on the expertise of ESMU and HUMANE. It is chaired by Christine Challis, former Secretary and director of Administration, London School of Economics and Political Science.

The Steering committee met in London on 8 June and in Brussels on 30 November.

An alumni network started in 2004, organizing each year a seminar for professional development. The 2006 seminar took place in Madrid on 17-18 November.

3. Projects on good management practices

3.1. Benchmarking programme on university management

Ten universities took part in the 2006-2007 ESMU Benchmarking programme, i.e. Helsinki School of Economics, Dublin Institute of Technology, the University of Southern Denmark, the University of Kuopio, Lund University, Copenhagen Business School, Porto University (Faculty of Engineering), the University of West Bohemia, the University of Brno and the University of Latvia.

The programme focused on the following topics; Internal Quality Processes in a context of external quality assurance (Assessor: Prof. Lee Harvey, Centre for Research into Quality, Sheffield Hallam University), Marketing HEIs - Positioning your institution in a growing competitive higher education market (Assessor: Mr. Tony Kmetty, JWT Consultant, Marketing in Higher Education), Students' services (Dr. Dietmar Ertmann, Kanzler, Universität Karlsruhe) and Innovative Teaching & Learning (Prof. Cees van der Vleuten, Chair Department of Educational Development and Research, University of Maastricht).

The annual workshop took place in Helsinki on 22-24 January 2007.

3.2. European Benchmarking Initiative (EBI project)

The EBI project started in September 2006. It will run for a two year period (September 2006-August 2008) with a grant of 433.000 € (85 % of project income) and co-funding brought by conference and seminar fees. Project partners are ESMU (project leader), CHE (Centre for Higher Education Development, www.che.de), UNESCO-CEPES www.cepes.ro and the University of Aveiro (www.ua.pt).

The aim of the project is to improve benchmarking approaches in Europe with a view to producing a handbook on benchmarking approaches as well as benchmarking standards.

The project started with a six-month joint desk research on existing benchmarking approaches, based on which five possible models for benchmarking activities have been defined. These will be tested in 2007 on a number of networks and groups of universities which have developed benchmarking activities.

Project partners met in Gutersloh on 20 September and in Brussels on 7 December 2006 to review progress and discuss potential models.

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

This three-year TEMPUS project in partnership with the University of Nizhni Novgorod - UNN (RU), London Metropolitan University (London MET) (UK) and Dublin Institute of Technology assists the University of Nizhni Novgorod to develop a Bologna culture with three International Quality circles, a Quality Assurance Resource Centre and a Quality Assurance Plan and Handbook.

A coordination meeting took place in Brussels on 10 January 2006. A delegation from UNN visited Dublin early March. A representative from UNN (director of Quality Resource Centre) stayed in Brussels from 23 March to 4 April to visit a number of Belgian universities and the French-speaking and Flemish quality agencies.

A UNN delegation visited the ESMU office on 14-17 May 2006 to discuss quality issues with a number of experts from French-speaking universities. Coordination meetings with all partners took place in London on 1 June 2006 and in Brussels on 29 November 2006.

3.4. TEMPUS Joint European Project : “University Knowledge Transfer for sustainable Growth”

The aim of the project is to assist the University of Nizhni Novgorod (UNN) to become one of Russia's most innovative universities and therefore to increase UNN's capacity for income generation by developing a Knowledge Transfer (KT) strategy, systems and culture; managing the commercial interface between the University and enterprises and creating a framework of KT professionals.

Due to various technical issues, the project (which was selected for funding by the European Commission) only started in March 2007.

Partners are the University of Nizhni Novgorod (<http://www.unn.ru/eng/>), London Metropolitan University (www.londonmet.ac.uk), Dublin Institute of Technology (www.dit.ie), the Association of University Research and Industry Links (AURIL) (www.qub.ac.uk) and ESMU as grantholder.

3.5. EU-funded project on university-enterprise cooperation

The project “University-Enterprise” cooperation: building on new challenges from past experience” is coordinated by the German Academic Exchange Service (DAAD). The main project partners are ESMU, EDUCONSULT, Sanon Development International and eight SOCRATES/ERASMUS Agencies.

One of the future challenges of the European Higher Education Area is the cooperation of universities with enterprises. The new Lifelong Learning Programme(2007-2013) foresees a separate new programme line for “university-enterprise cooperation” under the ERASMUS strand. However, activities in this area have remained rather limited in scope so far. It is against this background that the project has been conceived, seeking to contribute to identifying critical success factors for European university-enterprise cooperation activities.

An analysis will identify - via survey, interview and case studies – on the one hand SOCRATES projects (Thematic networks, transnational placements etc.) where universities have been actively cooperating with enterprises. On the other hand leaders and managers in universities will be approached directly to identify their perception and experience.

The findings will be disseminated at a European conference in Bonn in June 2007. The project started with a kick-off meeting in Brussels on 24-25 October.

4. Other projects

4.1. EU study on Higher Education Reforms

The consortium made of CHEPS (NL) acting as leader, <http://www.utwente.nl/cheps/>, CHE (DE) (www.che.de), NIFU-STEP (NO <http://english.nifustep.no/>) and ESMU won a major Call for Tenders by DGEAC of the European Commission to carry out a survey on higher education reforms in Europe, more specifically on governance and curriculum reforms.

The project started in June 2006 and ended in December. It examined reforms that have taken place in 32 countries over the past decade and assessed the success of a limited number of cases that may be transposed to the wider European landscape. The project involved a survey, a major consultation of stakeholders in higher education and the production of case studies. These were all compiled in the report submitted to the Commission in December, in preparation of the meeting of Ministers of Education in London in 2007.

4.2. CEIHE II – Classifying European Institutions of Higher Education

ESMU is on the advisory board of this project which is looking at the feasibility of introducing a typology of HEIs in Europe on the model of the US Carnegie classification.

This project started with a first meeting in Brussels on 22 November 2006. The project involves an online survey of 400 institutions and testing the proposed scheme on a number of institutions (seven case studies). These will be carried out in 2007 and lead to a conference in Budapest on 2 November 2007.

III. General Administration

1. Board and General Assembly

The ESMU Board met twice in 2006.

The meeting on 7th April focused on:

- Approval of the minutes of the meeting of 25th November 2005 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 (Board and General Assembly, Approval of the 2005 accounts and auditors report; 2005 Activity report and 2006 budget)

The meeting on 8th November focused on:

- Approval of the minutes of the meeting of 7th April 2006 and of the agenda
- Report on ETAPE, and the management of the Socrates, Leonardo, and Youth programmes
- ESMU's long term strategic developments
- Activity programme and further developments
- Others (Preliminary 2007 Budget)

The ESMU General Assembly met on 7th April 2006.

POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 4 March 2005 and of the agenda
- Approval of the 2005 Activity report
- Approval of the 2006 budget
- Approval of the 2005 accounts and the auditors' report
- Board and General Assembly members & mandates
- Progress report – H.E.E. Consulting Group (verbal report)

THE EUROPEAN HIGHER EDUCATION AND RESEARCH AREAS

- New developments in the European Higher Education and Research Area
- Presentation and discussion on new ESMU strategy proposal

MEETING WITH NOTARY - Approval of modifications to ESMU statutes as required by law

2. ESMU leadership and secretariat

Frans Van Vught, former Rector of the University of Twente is currently chairing ESMU.

The staffing of the secretariat in 2006 was as follows:

- Nadine Burquel, Secretary-General (75% FTE); Bernadette Conraths consultant (since October 2006)
- Tim Evans, Head of office (80% FTE);
- Christiane Vander Motte (temporary ad-hoc administration support; freelance, Jan – March 2006)
- Kristina Larsson (80 % FTE; freelance, Jan-November 2006)
- Ruth Walther (50 % FTE)
- Anne Thiebault (50% since May 2006)

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 2006, ETAPE, the consortium made of ACA and ESMU closed its Technical Assistance Office since the contract with the Commission had come to an end following Decision 2005/56/EC adopted by the Commission to set up the Education, Audiovisual and Culture Executive Agency (14 January 2005). The agency has been operational since January 2006.

The ETAPE chairmanship rotates every year between the two member associations of the consortium. In June 2006, the chairmanship reverted to ESMU and to Frans Van Vught, ESMU chairman.

The ETAPE Board of Administration is made of Peter Scott (ACA), Herman Vriesendorp (ACA), Anne-Marie Kumps (ESMU), Frans Van Vught (ESMU). The same people are on the ETAPE General Assembly; one additional member is André Oosterlinck (Katholieke Universiteit Leuven).

The ETAPE Board met on 22 June 2006 to discuss the closure of the technical assistance contract to the Commission, approve the 2006 budget and 2005 accounts and auditor's report.

4. Co-operation with other organisations

In 2006, ESMU continued its cooperation with a number of organisations active in the field of higher education in Europe. This included formal and informal contacts with European University Association (EUA), Academic Cooperation Association (ACA), European Foundation for Management Development (EFMD), Centre for Higher Education Policy Studies (CHEPS), Centre for Higher Education Development (CHE), and UNESCO-CEPES.

This is reflected in the several projects launched in cooperation with these organizations. In addition, ESMU and EFMD also looked into the possibility to launch joint seminars. These will start in the autumn of 2007.

5. Accounts 2006 (in Euro)

Balance Sheet - 31/12/2006

FIXED ASSETS	4 581,45
CURRENT ASSETS	
Short-term debtors	65 675
Short-term bank deposits	958 868,79
Bank balances	240 718,69
Cash Balances	410, 64
Deferrals and accruals	1 352,11
TOTAL ASSETS	1 271 606,68

ACCUMULATED FUNDS	
Reserves	885 946, 41

CURRENT LIABILITIES	
Current liabilities	77 533,36
Fiscal, social, salaral accruals	9 428,16
Other liabilities	256 293, 70
Deferrals and Accruals	42 405,05

TOTAL LIABILITIES	1 271 606,68
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Statement of income & expenditures - 31/12/2006

EXPENDITURE	
Personnel	173 095,20
Operating costs	494 657,76
Management costs	18 040,25
TOTAL EXPENDITURE	685 793,21

INCOME	
Socrates/ETAPE Management fee	43 241, 74
Special grants / misc. income	912 519,60
Recovered expenses/others	350
TOTAL INCOME	956 111,34

Result current year **270 318,13**

Annex I

ESMU reports

- Yearly activity reports
- Reports Benchmarking exercises (confidential to participating universities)
- 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
- Reports of SCGs on financial management, Communication, Europeanisation, 1992

