



2007 ACTIVITY REPORT

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INTRODUCTION



2007 was a year of change in ESMU. With the new executive board and general assembly, we have been working into taking ESMU in new strategic directions to offer management development programmes for European universities and support them further with their strategic development and the professional development of their staff.

Our ESMU-HUMANE Winter School for Senior Administrators is an excellent example of such a management development programme. The fifth edition took place in Barcelona from 11-18 March with 35 participants from all over Europe.

Our 2006-2007 ESMU Benchmarking programme on university management attracted several new universities, focusing on internal quality assurance, marketing, student services and innovative teaching and learning.

Together with CHE, UNESCO-CEPES and the University of Aveiro we have cooperated in a EU-funded project “European Benchmarking Initiative” (EBI). We had the pleasure to welcome more than 100 participants at the EBI Symposium in Brussels on 8 November 2007. In an increasing competitive Higher Education environment, Benchmarking is a modern management tool which helps HEIs introduce institutional changes to face competition.

DEAN, the Deans and European Academics’ Network provides valuable support and networking opportunities to academic leaders in Europe. I had the pleasure to give the keynote presentation on reforms in Higher Education governance and management in Europe at the DEAN Conference in Slovenia in September.

ESMU continued to provide support to HUMANE for some of its activities and hosts its Secretariat. Four seminars were organised bringing together some 120 heads of administration from European universities.

In 2007 we were also involved in a project on university-enterprise cooperation with the DAAD, and in two TEMPUS projects on quality in the Bologna Process and on Knowledge Transfer.

ESMU continued to provide the Secretariat for ETAPE in 2007 to close all remaining business linked to the technical assistance activity provided to the European Commission for the management of the Socrates, Leonardo and Youth programmes in the period from 1995 to January 2006.

Underlying all our activities are the Lisbon Agenda and the creation of the European Higher Education and Research Areas. To develop a strong strategic position, we will increasingly be working in partnership with other European associations. It is also along these lines that we invited 40 associations and universities active in Higher Education Management to a brainstorming meeting in Brussels on 10 January 2008. Our intention is to build a European platform on Higher Education Management in order to make a strong contribution to the modernisation and professionalisation of Higher Education management in Europe.

Frans van Vught
President

I. Members of the Board of Administration

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

José-Gines MORA, Director of the Centre for the Study of Higher Education Management, CEGES (SP)

Jan SADLAK, Director UNESCO-CEPES, Bucharest (RO)

Dirk VAN DAMME, Director of Cabinet, Flemish Minister of Work, Education and Training (BE)

Flemming ANDERSEN, Dean of the Faculty of Humanities, University of Southern Denmark (DK)

Peter WEST, Secretary to the University of Strathclyde (UK)

II. Activity Programme

1. Networks promoting Good Management Practices

1.1. DEAN – Deans and European Academics’ network

The new chairs are Geoffrey Channon, Assistant Vice-Chancellor of University of the West of England, and Flemming Andersen, dean Faculty of Humanities of University of Southern Denmark.

In 2007, DEAN organised one seminar in cooperation with HUMANE on “Management of Medical Schools in Europe”. The seminar gathered 45 participants at the University of Porto on 23-24 February 2007 to address the increasingly complex management of Medical Schools and the variety of organizational models that are being tried out across Europe, with a focus on the point of views of two of the core decision-maker groups in Higher Education Institutions: the Heads of Administration and the Deans. The Bologna reforms have had an additional impact on the profound change process in governance, management and delivery in the Schools of Medicine. The Porto seminar dealt with the Bologna driven review of curricula and the need to prepare a “new generation of doctors” and a “reinvention of the profession”.

A seminar “Student recruitment: markets and strategies” was organised in Vilnius on 27-28 April 2007. The seminar discussed approaches to international markets, while at the same time exploring new emerging niche markets. It looked at students’ expectations in considering Europe as a destination for study, ranging from ranking issues, reputation, costs and quality, which all required a highly professional approach, both in terms of marketing and student services. The seminar also looked at reaching out to diversified student groups with the highly successful example of Dublin Institute of Technology and its response to the Lifelong Learning Agenda. Recognition of prior learning, Continuous Professional Development, part-time education are some of its many initiatives to help raise the level of education at all levels in Ireland.

Issues linked to brain drain and mobility were also discussed with cases from Lithuania and the Balkans and a final session on the effects of the Bologna Process on Italian student mobility.

The annual DEAN conference was hosted by the University of Ljubljana and took place on 23-25 September 2007 on the theme of “Managing People in an Academic Environments” in the context of EU policy for the modernisation agenda for European universities.



Speakers looked at good practices to better manage human resources in academic environments. Increasingly, deans are caught in many strategic discussions, competition is rising, with funding more and more based on performance.

In the key presentation, the emphasis was put on the main challenges of Human Resource development in the European Higher Education context, especially the Reforms in Higher Education Governance and Management across Europe.

HR strategies and practical examples including strategy formulation, leadership issues, ownership, gaining commitment and competence building were presented at the conference. Internal communications and strong international cooperation were outlined as key to successful reforms of Higher Education Institutions.

On the second day of the conference, HR strategies and their implementation at the faculty level were debated, looking at potential institutional strategies, obstacles and experiences of universities in different European countries. The necessity for faculty management strategies was generally recognized, even if a significant number of difficulties still impede their implementation in many institutions.

Practical examples of tools for faculty recruitment and retention, evaluation of staff performance and staff development were presented in the last part of the conference. Within the wide management responsibilities of deans, a special focus was put on the importance of the recruitment process of new faculty members. Incentives, awards and appraisals should be used in such a way that they can meet expectations.

The DEAN executive committee met in Brussels on 8 June, in Slovenia on 23 September and again in Brussels on 10 December.

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

ESMU is hosting the Secretariat of the HUMANE network and provides technical assistance for some of its activities. HUMANE has a membership of 202 heads of administration from 25 countries.

In 2007, the HUMANE Secretariat organised four HUMANE seminars :

- Porto (23-24 February 2007) on “Management of Medical Schools in Europe” (as a joint DEAN-HUMANE seminar)
- Turin (23-24 March 2007) on “Human Resource Management in European Universities”
- Lyon (19-20 October 2007) on “Internal Governance”
- Karlsruhe (14-15 September 2007) on “Finance”

The 10th Anniversary Conference of the HUMANE Round Table with representatives from all countries in the network took place in Madrid on 25 May 2007. The HUMANE Executive Committee met in Porto on 23 February, in Madrid on 24 May and in Lyon on 19 October.

2. Training Activities

2.1. ESMU-HUMANE Winter School for Senior Administrators

The fifth ESMU – HUMANE Winter School for senior university administrators took place in Barcelona from 12–18th March 2006.

Thirty-five participants attended the School which focused on the new context in which European universities operate, university strategic management and implementation, finances and resource allocation models, information and communication technology, and human resource management.

Participants were required to work on a major case study which was presented to a jury at the end of the week. Several changes were brought to the School in terms of the teachers and format, with a special session on the “forms and functions of university administrations”.

The Winter School steering committee met in Madrid on 24 May to discuss arrangements for the next edition. It met in Brussels on 23 November to select participants for the 2008 edition of the School.



Five years since the start of the School, 160 senior administrators have taken part and through the ESMU-HUMANE Winter School alumni network have now the opportunity to join in further professional development and activities of both HUMANE and ESMU.

The annual seminar of the ESMU-HUMANE Winter School Alumni Network (WSAN) took place in Manchester on 9-10 October 2007 on “People Management”.

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, University of Southern Denmark, University of Kuopio, Lund University, Copenhagen Business School, Porto University (Faculty of Engineering), University of West Bohemia, University of Brno and University of Latvia.

The programme focused on four topics, i.e. 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 from 22-24 January 2007. The final report including the university self-assessment reports was submitted to all participating universities in May 2007.

Several universities from the ESMU benchmarking programme were involved in further benchmarking activities developed in the framework of the EBI project and attended the EBI November symposium.

3.2. European Benchmarking Initiative (EBI project)

Under the leadership of ESMU, the two-year EU-funded EBI project is a joint initiative with CHE (Centre for Higher Education Development (www.che.de), UNESCO-CEPES (www.cepes.ro) and the University of Aveiro in Portugal (www.ua.pt).

The aim of the project is to improve benchmarking approaches in European Higher Education with a view to producing a handbook on benchmarking approaches and benchmarking guidelines.

The project started with a six-month joint desk research on existing benchmarking approaches. Eighteen collaborative benchmarking groups were identified. All completed a detailed questionnaire and were interviewed.

The EBI Symposium in Brussels on 8 November was the first European gathering of more than 100 university leaders, experts and practitioners from more than 20 European countries. Following a presentation by the European Commission on the modernisation agenda and how the EBI project fits in this context, the symposium looked at benchmarking concepts and approaches in both the private and public sectors. It gave participants an overview of preliminary project findings in terms of collaborative benchmarking groups identified. Examples of both national (Poland, Italy, Germany) and international initiatives (ESMU, ACU, ECIU, CHE, IDEA League) were presented, including the benefits that universities have derived from benchmarking exercises, with examples from the University of Aarhus, Politecnico di Milano, Glamorgan and ETH Zurich. At the end of the Symposium Chairman Frans van Vught highlighted next steps in the project including the development of a multidimensional online tool and a series of workshops in the spring of 2008.

In an increasingly competitive Higher Education environment, benchmarking is a modern management tool which university leaders and decision-makers cannot afford to ignore. Performance indicators and benchmarks are needed to make informed choices and to support the attractiveness of universities on the international scene.

Project partners met in Brussels on 27 February in Berlin and on 25 April, 17 September and 7 November in Brussels.

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

Two seminars were organised by ESMU for delegations of 10 people from the University of Nizhni Novgorod (UNN) in Helsinki (20-26 January 2007) on Internal Quality Assurance in European Universities (linking to some sessions of the ESMU Benchmarking workshop) and in Brussels (16-20 April) on ECTS in the Bologna Process.

Quality Circles Sessions were held in Dublin Institute of Technology for UNN staff from 5 – 8 March 2007; a seminar was organized on 12 - 18 May 2007 in London Metropolitan University on ECTS and credit-based modular course structures.

Western partners visited UNN on 18 – 21 June 2007, during which time a coordinators' meeting took place. The final Project Conference "Internal Institutional Quality for Bologna" took place in UNN from 7 to 9 November 2007.

This three-year project can boast the following key successes:

- The development of a quality culture in University Nizhni Novgorod (policy on quality and staff training)
- The link to the Bologna Process development and HE reforms in Russia (national and regional level) and other Russian projects in this area (National Training Foundation projects on Bologna Process; Lomonosov University project)
- Connecting UNN to other European HEIs and integrating in EHEA
- Developing new courses on quality issues (both short courses for university staff and material for student programmes)
- 160 mobilities in the three-year duration of the project between project partners ESMU, University of Nizhni Novgorod, London Metropolitan University and Dublin Institute of Technology
- 20 workshops/partners' meetings organised in ESMU, London, Dublin and Nizhni Novgorod

3.4. TEMPUS Joint European Project : "University Knowledge Transfer for Sustainable Growth"

A first meeting of all project partners took place in Brussels on 16 April to discuss the work plan for the first project year.

The project is a joint initiative of ESMU, London Metropolitan University, the University of Nizhni Novgorod, Dublin Institute of Technology and AURIL (UK Knowledge Transfer Association). It includes seminars, training activities, capacity building and networking on knowledge management issues primarily but not exclusively for the University of Nizhni Novgorod.



The project "University Knowledge Transfer for Sustainable Growth", aims to increase UNN's capacity for income generation by developing a knowledge transfer strategy; to provide an effective management of the commercial interface between the university and external enterprises; to create a cadre of knowledge transfer professionals. The funding will be used for UNN staff training in partner institutions, creating a centre of excellence in knowledge transfer, developing the UNN strategic plan, creating continuing professional developing programme and different dissemination activities.

A meeting of all project partners took place in Nizhni Novgorod University on 18 June to discuss the work plan for the first project year; it was followed by a three-day workshop in Brussels from 20 to 24 August "European Models of Knowledge Transfer Organisation". A workshop took place in London on "Knowledge Transfer Policies in the UK", 8-14 December 2007 and a partners' meeting in London on 10 December.

3.5. EU-funded project on university-enterprise cooperation

ESMU was partner in a project on university-enterprise cooperation with DAAD and a number of other European partners (mainly Socrates national structures) to carry out a survey on the state-of-the art of university – enterprise cooperation in European universities and produce a report which was presented at a major conference in Bonn on 18-19 June 2007. The conference looked forward to new steps to implement good practices in European universities.

A report was produced on the project findings and a "Bonn Declaration" with recommendations on University-Enterprise cooperation in the context of Lifelong Learning.

The Bonn Declaration constitutes the main project outcome which sets out challenges to be addressed, critical success factors and recommendations for the development of sustainable University-Enterprise partnerships to support long term knowledge transfer and economic growth. It is addressed to all stakeholders in Universities, Enterprises, the European Commission, other political decision-makers and social partners.

Link to the Bonn Declaration:

http://www.esmu.be/fileadmin/documents/University_Enterprise/Bonn_Declaration_University-Enterprise_Cooperation.pdf

Partners' meetings took place in Brussels on 24 April, 22 May and 5 June 2007.

4. Other projects

4.1. 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. CEIHE II addresses the principle and value of diversity within the European Higher Education and Research Areas. To make diversity useful, it has to be transparent. A better understanding of the various types of higher education institutions in Europe, their mission and provisions, will support the European aim of increasing student mobility, inter-institutional and university-industry cooperation, the recognition of degrees and hence the international competitiveness of European higher education.

This second project phase involves an online survey of Higher Education Institutions and testing the proposed scheme on a number of institutions (case studies). Several DEAN and HUMANE members joined the project online survey in the autumn 2007.

4.2. Erasmus Mundus Global Promotion Project (GPP) – Promoting European Higher Education

ESMU is a (minor) partner in this three-year project won by Mostra communications following a Call for Tenders from the European Commission. ESMU is providing expertise on higher education and was invited to the kick-off meeting (30 January 2007) and a workshop on marketing higher education (18 April 2007).

The aim is to promote European Higher Education among non-European students and to showcase Europe as an attractive place for study. European Higher Education should become more easily accessible to international students, understanding that international recruitment is essential for regional prosperity, knowledge economies, and cultural expansion. Thus, the Global Promotion Project should facilitate European competitiveness and promote intercultural understanding.

4.3. Others

A group of 25 international students (50 % Erasmus Mundus students) from the HEDDA European master in Higher Education visited ESMU on 23 November in the framework of a study visit to EU Institutions and associations in Brussels. The Secretary-General addressed them on ESMU's benchmarking activities on university management and the Higher Education reforms report produced on governance/curriculum reforms in 32 countries.

Several informal meetings were organised with other European networks to explore cooperation with ESMU.

ESMU participated in various external events in 2007 both at national and EU levels.

The Secretary General took part in an exploratory meeting at Charité Medical School Berlin on 12-13 October with eight other universities (faculties of medicine) to discuss reforms of the medical curriculum. This resulted in a project submitted to the European Commission under the Lifelong Learning Programme.

In November, networks active in Higher Education and Higher Education Institutions were invited to a brainstorming meeting (10 January 2008) to explore current provisions of programmes for the professionalisation in Higher Education Management and opportunities to join forces at European level.

III. General Administration

1. Board and General Assembly

The ESMU Board met three times in 2007.

The meeting on 9 May focused on:

- Approval of the minutes of the meeting of 8th November 2007 and of the agenda
- Appointment of the Secretary-General
- Report on ETAPE, the Socrates, Leonardo, Youth, EVS programmes
- Activity programme and further developments
- Recommendations from the General Assembly (Board and General Assembly, Approval of the 2006 accounts and auditors report; 2006 Activity report and 2007 budget)

The meeting on 19 June in Berlin focused on:

- ESMU's work in the last twenty years
 - ESMU statutes
 - ESMU – A few highlights
- Activity programme
 - Activity Report 2006
 - 2006 Accounts
 - 2007 Activities
- Three year business and financial plan 2007-2009
- Minutes of the board meeting of 9 May 2007
- Brainstorming - A new strategy for ESMU to become an Higher Education Management Centre for HEIs

The meeting on 4 October focused on:

- Approval of the minutes of the meeting of 9 May and 19 June 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
- Preliminary 2008 Budget

The ESMU General Assembly met on 9 May 2007. The meeting focused on:

- Approval of the minutes of the meeting of 7 April 2006 and of the agenda
- Approval of the 2006 Activity report
- Approval of the 2006 accounts and the auditors' report
- Approval of the 2007 budget
- Mandates of Board Members/General Assembly Members

2. ESMU secretariat

The staffing of the secretariat in 2007 was as follows:

- Nadine Burquel, Secretary-General
- Tim Evans, Head of office
- Ruth Walther
- Anne Thiebauld

ESMU also worked with a number of freelance staff to provide support in various activities and projects (i.e. Tempus, DEAN, benchmarking).

In 2007, ESMU welcomed two trainees, Bianca Meyer (2 months) and Anja Busch from November.

3. ETAPE

The ETAPE chairmanship rotates every year between the two member associations of the consortium. In June 2007, the chairmanship reverted to ACA and to Peter Scott, ACA chairman.

The ETAPE Board of Administration is made of Peter Scott (ACA), Herman Vriesendorp (ACA), Anne-Marie Kumps (ESMU), Frans Van Vught (ESMU). André Oosterlinck, Former Rector of the Katholieke Universiteit Leuven, is member of the General Assembly in addition to the four people mentioned before.

The ETAPE Board met on 28 June 2007 to proceed to the election of the new president and administrators, approve the 2007 budget, the 2006 accounts and auditor's report.

The Board met on 4 October to discuss the closure of all contractual matters with the Commission, staffing issues (court case), the closure of ETAPE asbl, financial matters (2006 accounts and audit report, the estimated 2007 expenditures and the 2008 budget and ETAPE Secretariat).

Annex I

ESMU reports

- Project report, University-Enterprise cooperation, 2007
- 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"
- Final report, TEMPUS JEP on university-enterprise cooperation, 2001
- DEAN Conference London "The European Vision for Higher Education", 2000
- Total Quality Management Project Report, 2000
- Proceedings, DEAN conference in Barcelona, The Position of deans in Universities, 1999
- Project Report TEMPUS CME project on integration issues in Hungarian universities, 1999
- Colleague project, CD-Rom "Simulation of the Virtual Environment for a Collaborative work", 1999
- Project Report on three-year Tempus JEP on university management, 1997
- TEMPUS Handbook "University-Enterprise cooperation", 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)
- Proceedings, Round Table on University-Enterprise cooperation (30-31 January 1997), 1997
- Report "University-Enterprise cooperation within TEMPUS", 1996
- Project report - MEET I (1992) & II (1993) reports on policies for continuing education in European universities