



European Centre for Strategic Management of Universities

ACTIVITY REPORT 2001

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Introduction

From a place facilitating small group discussions on strategic management practices, ESMU has become a dynamic European organization which is assisting 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 the year 2001 and new initiatives were launched which are excellent examples of this strategy.



Adrien Schmitt, ESMU Chairman

In 2001, ETAPE, the consortium made of ACA and ESMU responded to the Call for Tenders for 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. ETAPE successfully won the Call for Tenders. 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 22 different countries, HUMANE, the heads of university management network in Europe is successfully promoting professional development in the administration of European universities. In 2001, HUMANE started working on the design of a winter school to prepare the future generation of heads of administration.

Disseminating strategic management practices at all levels in universities has further materialized in ESMU with DEAN, the Deans' European Academic Network which helps deans improve their managerial skills. In 2001, DEAN reached a membership of 190 deans in 33 countries.

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 second year of operation in 2001. Benchmarking is an excellent tool for universities to measure their performance against other HEIs with a view to improve their management.

In cooperation with the International Institute for Educational Planning (IIEP) – UNESCO, a second edition of a distance course on strategies for partnership between universities and enterprises was launched in 2001, this time for universities in Central and Eastern Europe.

In 2001, discussions also continued with efmd, the European Foundation for Management Development, about further activities in Kazakhstan and the Central Asian region at large. A cooperation agreement was signed with efmd. ESMU also started exploratory work on the evaluation of intangibles in universities and research organizations with EARMA (European Association for Research Managers and Administrators). Discussions were initiated with SEFI (the European Society for Engineering Education) to launch a series of workshops for engineering educators in Europe.

While running this important activity programme, ESMU has also been reflecting on its long term developments. In November, the Board met for a one-day brainstorming session to explore ways in which the Centre 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 developments.

Adrien Schmitt
Chairman

I. Board of Administration and General Assembly

1. BOARD OF ADMINISTRATION

CHAIRMAN

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

MEMBERS

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

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

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

John DAVIES, Dean of the Graduate School, Anglia Polytechnic University, ICHEM – University of Bath (UK)

John FÜRSTENBACH, Project Manager, Foundation of Knowledge and Competence (SE)

Margaret McGOWAN, Former Senior Pro-Vice-Chancellor, University of Sussex (UK)

Jennifer SOMERVILLE, Pro-Vice-Chancellor- University of North London, Dean of the faculty of social and environmental studies; DEAN Chairman (UK)

Karel TAVERNIER, Former General Administrator, Katholieke Universiteit Leuven (BE)

Josep M. VALLES, Former Rector, Universitat Autònoma de Barcelona (ES)

2. GENERAL ASSEMBLY

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)

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); Director, Institutet för Företagsledning (IFL) (SE)

John FÜRSTENBACH, Project Manager, Foundation of Knowledge and Competence (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) (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, Pro-Vice-Chancellor- University of North London, Dean of the faculty of social and environmental studies; 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)

II. Activity Programme

1. Networks and activities to promote good practice of university management

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

HUMANE consolidated in the year 2001 and reached a membership of 193 heads of administration from 22 different countries. The network is chaired by Ruud Bleijerveld, Secretary-General, University of Amsterdam.

The daily management of the network is provided by Dr. Trevor Field, Network Manager (University of Aberdeen) and Tim Evans, HUMANE Secretariat Manager in ESMU in Brussels.

Six HUMANE seminars were organized in 2001 bringing together a total of 144 heads of administration in Europe.

- “Human Resources“
Universitat degli studi de Ferrara, 30-31 March 2001
- “Space Management”
Universidad de Córdoba, 18-19 May 2001
- “E-Commerce”
University of Glasgow, 15-16 June 2001
- “Research Management”
University of Lund, 21-22 September 2001
- “Student Access“
University of Utrecht, 12-13 October 2001
- “Accountability”
Université Claude Bernard Lyon 1 , 9-10 November 2001

In addition to seminars, heads of administration met in the HUMANE “Round Table” in Vienna on 29-30 May 2002. The HUMANE Executive Committee met in Brussels on 10-11 April and in Amsterdam on 11-12 October 2002.

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. In 2001, HUMANE produced four reports in the framework of its thematic project, on space management, the use of the web, e-commerce and university autonomy.

An ongoing HUMANE project is a guide to English for members who do not have English as their first language, based on terminology used in seminar presentations. HUMANE has a www site where constantly updated information is shown and documentation can be downloaded.

In 2001, HUMANE has also been working on the design of a winter school for future heads of administration.

1.2. DEAN – Deans' European Academic network

In 2001, DEAN reached a membership of 190 deans in 33 countries.

The annual conference took place at the Freie Universität Berlin on 8-10 October 2001 on the subject of the Entrepreneurial university and challenges for faculties. Sixty-six participants from 22 countries participated in this conference.

The conference focused on : "What is the entrepreneurial university?" (*Prof. F. Sole-Parellada, Universitat Politècnica Catalunya*), "The view from outside the Sector - Expectations from European and national governments" (*Mr. J. Jamar, European Commission and Dr. A. Blanke, German Ministry of Education and Research*), "Collaboration with universities: expectations of the computer industry": (*Dr. P. Droste, Compaq Germany*), "What does the pharmaceutical industry expect from universities ?": (*Prof. B. Schoelkens, Aventis Pharma*), "Changes needed at universities and other HEIs to create a coherent, compatible, open and competitive European higher education area" (*Mr. P. West, University of Strathclyde*) and "The challenges of e-learning for university management" (*Mr. J. Fielden, CHEMS*).

The DEAN Executive Committee met three times in 2001 on 12 February (Brussels), 8 June (Brussels) and 11 October 2001 (Berlin).

A market research was carried out by the Secretariat in the autumn to identify the interests and needs of deans in Europe. The aim of the survey was for DEAN to be in a better position to define topics for conferences and seminars as well as develop other activities. The market research was carried out amongst DEAN members and non-members.

1.3. The benchmarking programme on university management

The 2000-2001 benchmarking programme was launched with the following 11 universities:

Universidad Carlos III of Madrid (ES)
Universiteit van Amsterdam (NL)
Universidade de Aveiro (PT)
Université Catholique de Louvain (BE)
Lund University (SE)
London School of Economics (UK)
Copenhagen Business School (DK)
Universität Zürich (CH)
Universidade Católica Portuguesa (PT)
Universiteit Maastricht (NL)
Universidad de Lleida (ES)

The programme focused on strategic planning, financial management, teaching and learning and marketing strategies. Each university received a handbook with detailed questionnaires for each of the four topics. Their inputs were analysed by the benchmarking manager with a view of drafting statements of good practices. Further assessment was carried out by the experts for each of the four topics.

The outputs of the questionnaires and good practices for the four topics (strategic planning, financial management, teaching and learning and marketing strategies) were discussed at a workshop at the University of Amsterdam on 6-9 June 2001. After the workshop, each university was invited to carry out a self-assessment of its own performance against each good practice.

The benchmarking programme 2001-2002 was launched in the autumn. Eight universities are taking part in the programme, i.e. Universidad Carlos III of Madrid, Université Catholique de Louvain, University of Lund, Copenhagen Business School, University of Maastricht, Uppsala University, University of Helsinki, London School of Economics. The programme focuses on estate management, management information systems, student services and internal quality assurance.

2. European integration activities

2.1 TEMPUS JEP (Joint European Project) on university-enterprise partnerships (Hungary)

The aim of the project was to strengthen cooperation between Hungarian HEIs and economic partners in society in order to contribute to regional development.

The final project meeting took place in Brussels on 22 February 2001. It was attended by representatives from all partner universities. The meeting focused on progress made by each Hungarian university; reflections on opportunities for University/Enterprise development in Hungary; activities of EARMA, the European association of Research Managers and Administrators were also presented. The meeting ended with a discussion on the final report of the project outcomes, available on the ESMU website <http://www.esmu.be> ("resources" section).

The following institutions took part in the project : Budapest University of Economic Sciences and Public Administration (H), University of Debrecen (H), University of Pecs (H), University of Szeged (H), University of Veszprem (H), Hungarian Round Table of Industrialists (H), Université Catholique de Louvain, Louvain-la-Neuve (B), Pôle Universitaire Européen de Nancy-Metz (F), Université de Bretagne-Sud (F) and ESMU (B).



The Secretary-General with some participants at the final project meeting

2.2 efmd-ESMU programme for HEIs in Kazakshtan

In November 2000, efmd-ESMU organised a 10-day pan-European study programme for a group of 30 Rectors from HEIs in Kazakhstan. The programme was successful in identifying major key issues for the future development of higher education in Kazakhstan. At the end of the 10-day programme, the group organiser spoke on behalf of the Ministry of education of the need to set up a Centre for Higher education in Kazakhstan. Efmd and ESMU have been designing the broad outline of a programme for the larger Central Asian region which can respond to these needs; they have been exploring funding possibilities for such a programme.

3. Innovation in education and research

3.1 UNESCO/IIEP-ESMU distance course on strategies for university-enterprise partnerships

The 2000 edition of a distance course on strategies for university-entreprise partnerships was followed by a second course, this time for universities in Central and Eastern Europe.

The following eight universities took part in the course course which started on 12 March and ended on 22 June 2001 : University of Zasegreb (Croatia), University of Warsaw (Poland), University of Sveuciliste U Rijeci (Croatia), Zaporozhye State University (Ukraine), Petroleum & Gas Institute of Ploiesti (Romania), University of Miskolc (Hungary), Comenius University in Bratislava (Slovakia), University of Ljubjana (Slovenia).

The course was organized around 5 modules, i.e. strategic management of university-industry relations; management of interfaces; the management of finance; personnel management; development of an action/project in the area of university-industry linkages.

ESMU and IIEP will launch a similar distance course in Asia in 2002.

3.2 SEFI – ESMU engineering workshops

In the spring 2001, John Fürstenbach, ESMU Board Member, was approached by the US National Science Foundation which was looking for a platform in Europe to launch workshops for engineering educators, similar to a series of workshops which had been organised in the US and in Asia. Some contacts were established with SEFI, the European Society for Engineering Education to launch a joint initiative in Europe.

The aim of this programme will be to strengthen engineering education in Europe by running extended workshops for young and dedicated engineering educators with the intention of improving practical skills and theoretical frameworks for engineering educators and their understanding of engineering education over subject, cultural and national boundaries. A first series of workshops will be launched in the course of 2002.

3.3. ESMU-EARMA initiative – Evaluation of intangibles

EARMA and ESMU joined forces in 2001 to promote an initiative in which intangibles can be evaluated in universities and research centres. The objective is to disseminate the idea of new management and reporting systems such as the “Intellectual Capital (IC) Reporting “ model.

A background note, prepared in cooperation with the Austrian Research Centres, Seibersdorff (ARCS) invited a number of universities and research organisations to comment on its feasibility in the higher education sector. ARCS has a lot of expertise in the field for having published two IC reports in 1999 and 2000.

A first brainstorming workshop took place in Brussels on 29 October 2001 which focused on valuing and managing intangible assets in Universities and Research Centres. The following institutions participated in the workshop: Austrian Research Centres Seibersdorf, European University Association, European Commission (DG Enterprise), University of North London / Environment & Social Studies, Politecnico di Milano, Universita di Bologna, University of Cranfield, Aalborg University, Norwegian University of Science and Technology, Instituto de Astrofisica de Canarias and ESMU.

III General Administration

1. Board and General Assembly

The ESMU Board met twice in 2001 :

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 21 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 meeting was followed by a one-day brainstorming session on 22 November which focused on :

- The European Research Area
- The European higher education area : The Bologna and Prague Process
- Reviewing and improving current benchmarking activities on university management
- Strategies for future developments

The General Assembly meeting on 26 March focused on:

POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 9 May 2000 and of the present agenda
- Approval of the 2000 Activity report
- Approval of the 2001 budget
- Approval of the 2000 accounts and the auditors' report
- Renewal – Mandates of Board Members
- Presentation and discussion – new strategies and structures for ESMU

The EUROPEAN RESEARCH AGENDA

- European Research strategies : A partnership between the European Union and European universities
- Improving the working conditions of researchers in European universities
- Professionalising research management in European universities – The work of EARMA

2. ESMU management and secretariat

Prof. de Meijer came to an end of his mandate as chairman of the Board and General Assembly in 2001. 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 Andris Barblan and Josep Vallès were renewed for a three-year period.

The staffing of the secretariat in 2001 was as follows :

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

Two trainees (Elena Abrami and Francesca Mion) from Università Bocconi di Milano completed traineeship in ESMU in 2001 to acquire experience in project management and in the work of an international organisation.

3. ETAPE

In 2001, the European Commission launched a Call for Tenders for renewed services of technical assistance for the Socrates, Leonardo da Vinci, Youth for European and European Voluntary Service programmes.

ETAPE successfully won the Call for Tenders and signed a contract with the Commission on 1 August 2001 to provide technical services on an annual basis for a period from two to six years. With a current staff of 100, the TAO has become one of the largest such Offices 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. On 2 July 2001, the chairmanship returned to ACA and to Prof. Konstantinos Kerameus, ACA Chairman, for a one-year period.

Adrien Schmitt, new ESMU Chairman replaced Pieter de Meijer in the ETAPE board.

The ETAPE Board of Administration currently consists of :

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

The ETAPE Board met twice in 2001 on 2 July and on 23 November, to review progress on the provision of technical assistance to the Commission.

Programmes in the field of education (DG Education and Culture)

PROGRAMME	PROGRAMME DESCRIPTION	SUB-PROGRAMME
<p>SOCRATES <i>The European action programme for cooperation in the field of education</i></p>	<p>The main objective of the programme is to build up a Europe of knowledge and thus provide a better response to the major challenges of this new century: to promote lifelong learning, encourage access to education for all people, and help to acquire recognised qualifications and skills. In more specific terms, Socrates seeks to promote language learning, to overcome barriers to mobility and to encourage innovation in the development of education practices and materials.</p>	<p>The Socrates Programme comprises eight separate actions:</p> <ul style="list-style-type: none"> - Comenius: school education - Erasmus: higher education - Grundtvig: adult education and other education pathways – Lingua: learning European languages - Minerva: information and communication technologies (ICT) in education - Observation and innovation of education systems and policies - Joint actions with other European programmes - Supplementary measures
<p>LEONARDO DA VINCI <i>the European action programme for cooperation in the field of vocational training</i></p>	<p>The Leonardo da Vinci Community vocational training action programme actively supports lifelong training policies conducted by the Member States. It supports innovative transnational initiatives for promoting the knowledge, aptitudes and skills necessary for successful integration into working life and the full exercise of citizenship.</p>	<p>The Leonardo Da Vinci Programme is divided in the following measures:</p> <ul style="list-style-type: none"> - Mobility - pilot projects - language competences - transnational networks - reference material - joint actions - accompanying measures
<p>YOUTH PROGRAMME <i>A programme for all young people</i></p>	<p>The Youth programme gives young people from the age of 15 upwards the chance to broaden their horizons and develop their sense of initiative through projects at home or abroad and the sense of solidarity of young people. It provides structured European cooperation between youth organisations, local authorities, project leaders and others professionally concerned. Above all the programme provides opportunities for mobility and informal learning for young people.</p>	<p>The Youth Programme is divided into five actions:</p> <ul style="list-style-type: none"> - youth for Europe - European voluntary service - youth initiatives - joint actions - support measures

4. Co-operation with other organisations

In 2001, ESMU continued its cooperation with a number of organisations active in the field of higher education in Europe.

ESMU signed a cooperation agreement with efmd, the European Foundation for Management Development; ESMU worked with EARMA, the European Association for Research Managers and Administrators on evaluation of intangibles in universities and research organisations.

ESMU also cooperated with ACU in the benchmarking programme on university management and with UNESCO-IIEP in a distance course on strategies for university-enterprise cooperation.

5. Participation in external events

The Chairman of ESMU and the DEAN Chair took part in the Convention of European Higher Education Institutions in Salamanca on 29 – 30 March 2001; The Chairman was also invited to take part in a meeting organized by SEAL (Southeast European Academic League) in Sofia on 9-10 June 2001.

6. Accounts 2001 (in Euro)

Balance Sheet - 31/12/2001

CURRENT ASSETS	Euro
Financial assets	4,085.44
Short-term debtors	29,340.66
Short-term bank deposits	510,799.54
Bank balances and cash	182,751.79
Prepaid charges	3,675.02
TOTAL	730,652.45

TOTAL ASSETS	730,652.45
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ACCUMULATED FUNDS	Euro
Reserves	247,017.07
Provisions	126,590.93
TOTAL	373,608.00

CURRENT LIABILITIES	Euro
Current liabilities	35,084.34
Fiscal and social accruals	15,912.02
Short term liabilities	262,486.38
Accrued charges	43,561.71
TOTAL	357,044.45

TOTAL LIABILITIES	730,652.45
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EXPENDITURE	Euro
Personnel	162,166.53
Operating costs	223,067.52
Management costs	21,340.11
TOTAL EXPENDITURE	406,574.16

INCOME	Euro
Socrates/ETAPE Management fee	103,467.00
Special grants / misc. income	272,080.60
Levy on reserve / provisions	31,026.56
TOTAL INCOME	406,574.16

Annex I

ESMU Publications

- Yearly activity reports
- HUMANE Reports 2001 "Space management, use of web, e-commerce and autonomy"
- Final report, TEMPUS JEP on university-enterprise cooperation, 2001
- Total Quality Management Report, 2000
- Proceedings, DEAN conference in Barcelona, 2000
- 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 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
- 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 on 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 (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
- 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

Annex II

HUMANE Members

AT	Dr	Heinz	Adamek	Universität für Angewandte Kunst
AT	Dr	Elisabeth	Freismuth	Universität für Musik und darstellende Kunst Wien
AT	Dr	Othmar	Köckinger	Johannes Kepler Universität Linz
AT	Dr	Friedrich	Luhan	Leopold Franzens Universität Innsbruck
BE	Prof.	Vic	Goedseels	Katholieke Universiteit Leuven
BE	Prof Dr	Bart	Heijnen	Universitair Centrum Antwerpen (RUCA)
BE	Dr	Robert	Hoogewijs	Universiteit Gent
BE	Prof	Anne-Marie	Kumps	Université Catholique de Louvain
BE	Prof	Roland	Lesuisse	Faculté Universitaire Notre-Dame de la Paix
BE	Mr	José	Quenon	Université de Mons-Hainaut
BE	Dr. Ir.	Serge	Simon	Universitaire Instelling Antwerpen
BE	Mr.	Jim	Van Leemput	Vrije Universiteit Brussel-VUB
BG	Ing.	Valentin	Dimitrov	Technical University of Sofia
CH	Dr	Andris	Barblan	European University Association
CH	Mr	Peter	Bless	Universität Zurich
CH	Mr	Albino	Zraggen	Università della Svizzera Italiana
CZ	Mr	Frantisek	Gale	Masaryk University
CZ	Mr	Jiří	Jirka	Palacky University Olomouc
DE	Dr.	Jens	Apitz	Universität Konstanz
DE	Mr	Ignaz	Bender	Universität Trier
DE	Mr.	Wolfgang	Bröker	Technische Universität Berlin
DE	Mr	Christoph	Ehrenberg	Universität Osnabrück
DE	Dr	Dietmar	Ertmann	Universität Karlsruhe
DE	Dr	Hans	Gädeke	Universität Gesamthochschule Kassel
DE	Mrs.	Romana	Gräfen vom Hagen	Universität Heidelberg
DE	Dr	Carl-Heinz	Jacob	Ernst-Moritz-Arndt Universität
DE	Dr.	Peter	Lange	Freie Universität Berlin
DE	Dr	Elmar	Lengers	Universität Gesamthochschule Essen
DE	Dr.	Steffen	Richter	Christian-Albrechts-Universität zu Kiel
DE	Dr	Johann Peter	Schäfer	Universität Siegen
DE	Mr	Joachim	Schwarze	Universität Stuttgart
DE	Dr	Hanns	Seidler	Technische Hochschule Darmstadt
DE	Dr.	Susann-Annette	Storm	Universität Mannheim
DE	Dr.	Beate	Wieland	Universität Paderborn
DK	Mr	Ernst	Gravesen	Royal Veterinary and Agricultural University
DK	Ms.	Anne Grete	Holmsgaard	The Technical University of Denmark
DK	Mr.	Helge Muhle	Larsen	Danmarks Laererhøjskole
DK	Mr.	Stig	Moller	Aarhus Universitet
DK	Dr	Peter	Plenge	Aalborg Universitet
EE	Mr.	Margus	Ots	University of Tartu
ES	Dr	Antonio	Alonso	Universidad de Salamanca
ES	Dr.	Ana C.	Fernandez	Universidad de Santiago de Compostela
ES	Mr.	Pere	Fons	Universidad Pompeu Fabra
ES	Dr	Luciano	Galán	Universidad Autónoma de Madrid
ES	Mr.	Fernando	Lanzaco Bonilla	Universidad Politécnica de Madrid
ES	Dr	Gerardo	Llana	Universidad de Valladolid
ES	Mr	Jordi	Montserrat I Garrocho	Universitat Autònoma de Barcelona
ES	Dr	Juan Jose	Perez	Universidad de Cordoba

ES	Dr	Francisco	Quintana Navarro	Universidad de Las Palmas de Gran Canaria
ES	Dr	Xavier	Ruestes Siscart	Universitat de Lleida
ES	Dr	Mariano	Sazatornil	Universitat de Girona
ES	D	Francesc	Solà	Universitat Politècnica de Catalunya
ES	Dr.	Julio	Taboada Pérez	Universidad de Vigo
ES	D	Rafael	Zorrilla	Universidad Carlos III de Madrid
FI	Mr	Esa	Ahonen	Helsinki School of Economics
FI	Mr	Roger	Broo	Åbo Akademi University
FI	Mr	Timo	Lahti	University of Tampere
FI	Mr	Mauno	Lindroos	Svenska Handelshögskolan
FI	Mr	Esa	Luomala	Helsinki University of Technology
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FI	Ms	Eila	Rekila	University of Vaasa
FI	Mr	Seppo	Suihko	Sibelius Academy
FI	Mr.	Kari	Suokko	University of Helsinki
FR	M.	Pascal	Aimé	Université Louis Pasteur Strasbourg 1
FR	M.	André	Bailleul	Université d'Evry-Val d'Essonne
FR	Mr	Jean-Pascal	Bonhotal	Université Claude Bernard, Lyon1
FR	M.	Yves	Chaimbault	Université des Sciences et Technologies de Lille 1
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FR	Mme	Françoise	Granger	Ecole Normal Supérieure de Lyon
FR	Mr	Michel	Guillon	Université Pierre at Marie Curie - Paris 6
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FR	Ms	Monique	Ronzeau	Université René Descartes-Paris V
FR	Mdm	Andrée	Turuban	Université de Rennes-Rennes II
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IT	Dr.	Antonio	Solombrino	Università degli Studi di Lecce
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PL	Mrs	Ewa	Mianowska	Silesian University of Technology
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SK	Mrs.	Zora	Dobříková	Comenius University in Bratislava
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UK	Mr	Jon	Baldwin	UMIST
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UK	Dr	Trevor	Field	University of Aberdeen
UK	Dr	David	Fletcher	University of Sheffield
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UK	Miss	Marilyn	Gallyer	University College London
UK	Mr	Neil	Gershon	University of Sussex
UK	Dr	Adrian	Graves	The Robert Gordon University
UK	Ms	Jill	Grinstead	London Guildhall University
UK	Mr	David	Holmes	University of Oxford
UK	Dr	Jane	Hopkinson	University of Plymouth
UK	Mr	David E.	House	University of Brighton
UK	Mr	Gareth	Jones	Middlesex University
UK	Mr	Keith	Jones	University of Nottingham
UK	Mr	Keith	Julian	University of Leicester
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UK	Mr	Martin	Lowe	The University of Edinburgh
UK	Mr	Dugald	Mackie	The University of Glasgow
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UK	Dr	Brian	Roberts	Birkbeck College
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UK	Mr	Kenneth	Sproston	Staffordshire University
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UK	Mr.	John	Town	Loughborough University
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UK	Dr	Peter	West	University of Strathclyde
UK	Ms.	Alison M.	Wild	Liverpool John Moores University
UK	Mr	Peter	Wilson	Heriot-Watt University
UK	Dr	Malcolm	Winton	The University of Salford
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Annex III

DEAN – Membership 2001

Country	Title	Firstname	Surname	Faculty	HEI
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BE	Prof.	André	Van Poeck	Applied Economics	Universiteit Antwerpen
BE	Prof.	Ronny	Verhoeven	Engineering	Universiteit Gent
BG	Dr.	Vitan	Stefanov	Philosophy	Sofia University "St. Kliment Ohridski"
CH	Prof.	Anik	De Ribaupierre	Psychology and Educational Science	Université de Genève
CH	Prof.	Peter	Suter	Medicine	Université de Genève
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CZ	Prof.	Karel	Stulík	Sciences	Charles University Prague
CZ	Prof.	Stepán	Svacina	1st Medical Faculty	Charles University Prague
DE	Prof.	Martin	Paul	Medicine	Freie Universität Berlin
DE	Prof.	Martin	Schader	Business Administration	Universität Mannheim
DE	Prof.	Horst	Thomé	Philosophy	Universität Stuttgart
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DK	Dr.	Preben Fogd	Jørgensen	Veterinary Medicine and Animal Science	Royal Veterinary & Agricultural University
DK	Prof.	Tage Koed	Madsen	Social Sciences	University of Southern Denmark
DK	Dr.	Margrethe	Nørgaard	Social Sciences	Aalborg Universitet
DK	Prof.	Ole	Prehn	Humanities	Aalborg Universitet
DK	Mr.	Niels Christian	Sidenius	Social Sciences	Aarhus Universitet
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IE	Dr.	Matthew	Hussey	Science	Dublin Institute of Technology
IE	Prof.	Michael	Kennedy	Science	University College Dublin
IE	Prof.	Jim	Malone	Health Sciences	University of Dublin, Trinity College
IE	Prof.	P. Joseph	Mannion	Agriculture	University College Dublin
IE	Prof.	Michael	Monaghan	Veterinary Medicine	University College Dublin
IE	Prof.	Michael	Murphy	Medicine	National University of Ireland, Cork

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IT	Prof. Giuseppe	Buttà	Political Sciences	Università Degli Studi di Messina
IT	Prof. Raimondo	Cagiano de Azevedo	Economics	Università degli Studi di Roma 'La Sapienza'
IT	Prof. Bonini	Carlo Cesare	Sciences	Università della Basilicata
IT	Prof. Laura	Luchi	Engineering	Università di Calabria
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LT	Prof. Birutė	Pociūtė	Philosophy	Vilnius University
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NL	Prof. Walter	Hoogland	Science	Universiteit van Amsterdam
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UK	Prof. Laurence	Wood	Built Environment	South Bank University
UK	Prof. Edward J.	Wood	Biological Sciences	University of Leeds