



European Centre for Strategic Management of Universities

ACTIVITY REPORT 2003

**Rue Montoyer 31, B-1000 BRUSSELS
TEL 00 32 2 513 86 22; FAX 00 32 2 289 24 67
E-Mail: info@esmu.be
<http://www.esmu.be>**

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Introduction

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 and innovative 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 2003 and new initiatives were launched which are good examples illustrating this strategy. The most important is H.E.E. Consulting group, a private company under Belgian law, which ESMU and HUMANE have created together.



H.E.E. Consulting group is cooperating in pilot projects which are aimed to develop useful management concepts and instruments, building a common basis of knowledge and experience, and making effective use of this basis in renewing and strengthening university management.

In 2003, ETAPE, the consortium made of ACA and ESMU continued to provide technical assistance to the European Commission for the management of the Socrates, Leonardo da Vinci, Youth for Europe and some parts of the European Voluntary Service programmes. The Socrates programme covers the whole spectrum of education from pre-school to continuing education and secondary school to higher education. It also includes linguistic training and the development of new technologies applied to open and distance learning. The Youth Programme aims to promote exchanges between young people outside any education structure while the Leonardo da Vinci programme promotes the development of vocational training.

With its 202 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 2003, HUMANE organized 6 seminars bringing together 145 heads of administration from European universities.

In 2003, ESMU and HUMANE organized a Winter School to prepare the future generation of heads of administration. This School took place in Barcelona on 17-22 March with 30 Senior administrators from European universities. The School featured prominent speakers and included work on a major case study which was presented to a Jury.

Disseminating strategic management practices at all levels in universities has further materialized in ESMU with DEAN, the Deans' European Academic Network which supports deans to improve their managerial skills. In 2003, DEAN reached a membership of 173 deans in 30 countries. The annual conference took place at the Szent Istvan University of Budapest on the question of integration, associations and mergers in higher education.

In a European context where national borders tend to disappear and organisations operate in "borderless" environments from a geographical, organisational and technological point of view, this networking activity is crucial, hence ESMU's constant effort to promote such initiatives. They provide one pathway, among others, to strengthen European cooperation and culture in higher education and research.

The benchmarking programme on university management launched initially with the Association of Commonwealth Universities entered its fourth year of operation in 2003. Benchmarking is an excellent tool for universities to measure their performance against other HEIs with a view to improve their management. The 2003 programme focused on external funding, e-learning, institutional Research and the "European dynamics" (The Bologna Process and the European Research Area).

In cooperation with the International Institute for Educational Planning (IIEP) – UNESCO, a fourth edition of a distance course on strategies for partnership between universities and enterprises was launched in 2003, this time for universities in English-speaking African countries. Fifteen universities from eight African countries took part in this course.

While running this important activity programme, ESMU has also been reflecting on its long term strategy. The Board and General Assembly have been discussing ways in which ESMU could place its future activities in the broader context of European developments such as the creation of the European Higher Education Area, the European Research Area and the Enlargement Process. ESMU certainly wants to be a key actor in these major developments, which are 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

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

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

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

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

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

John FÜRSTENBACH, Senior Financial Advisor and Head of Administration of the Royal College of Music, Stockholm (SE)

Martin PAUL, Dean, Faculty of Medicine, Freie Universität Berlin, DEAN Chairman (DE)

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

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

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

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

2. GENERAL ASSEMBLY

CHAIRMAN

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

MEMBERS

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

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)

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

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 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)

Hèlène LAMICQ, former President, Université Paris XII - Val de Marne (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)

Martin PAUL, Dean, Faculty of Medicine, Freie Universität Berlin, DEAN Chairman (DE)

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

Roger TALPAERT, Former Secretary-General of the European Institute for Advanced Studies in Management (EIASM); Former Director, Strategic Audit Unit, European Foundation for Management Development (EFMD) (BE)

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)

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

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

II. Activity Programme

1. Networks promoting Good Practice of University Management

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

ESMU continued to provide technical assistance to HUMANE in 2003 by hosting the HUMANE Secretariat. This included providing management of the HUMANE membership, finances and the organisation of six seminars and other HUMANE executive and Round Table meetings.

HUMANE consolidated in the year 2003 and reached a membership of 202 heads of administration from 25 different countries. The network is chaired by Ruud Bleijerveld, 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.

Six HUMANE seminars were organized in 2003 bringing together a total of 145 heads of administration in Europe.

- “Finance and Funding”
Birmingham, 28-29 March 2003
- “Outsourcing”
Helsinki, 25-26 April 2003
- “Information and Communication Technology management”
Salamanca, 16-17 May 2003
- “Student Services”
Lund, 3-4 October 2003
- “Space Management “
Prague, 24-25 October 2003
- “Human Resource Management “
Lille, 14-15 November 2003

In addition to seminars, heads of administration met in the HUMANE “Round Table” in Louvain-la-Neuve on 13-14 June 2003. The HUMANE Executive Committee met in London on 1st April and in Prague on 24th October 2002. Both meetings focused on discussing current activities and future developments.

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. HUMANE has a www site where constantly updated information is shown and documentation can be downloaded.

ESMU-HUMANE are also partners in a project for which the Copernicus Campus network obtained funding from the European Commission (DG Energy and Transport). Fifteen universities are taking part in this project. The aim of the project is to collect detailed information on how universities are purchasing their electric and electronic office equipment

(EEE) and to assist them in becoming more energy-efficient in their procurement for these purchases. ESMU-HUMANE will participate in inquiries and dissemination of project outputs. The HUMANE network manager took part in the kick-off meeting in Dortmund on 3-4 April 2003. Luciano Galan (University of Madrid, who has been involved in ESMU and HUMANE activities) took part in the second project meeting in Coimbra on 16-17 October 2003. The next project meeting is planned in Trieste in April 2004.

1.2. DEAN – Deans' European Academic network

DEAN reached a membership of 173 deans in 30 countries in 2003. The network is chaired by Martin Paul, Dean of the Faculty of Medicine, Freie Universität Berlin.

The annual conference took place at the Szent Istvan University in Budapest-Gödöllő on 22-24 September 2002 on the subject of "The Restructuring of European Higher Education: Mergers, Integration and associations". The conference addressed four topics i.e. restructuring European Higher Education; mergers as a consequence of new demands on Higher Education; cooperation and association between the University and non-university sector in the framework of the Bologna Process, mergers across institutions and sectors; dealing with cultural differences and staff: Success stories and failures.

DEAN also organized a seminar at the University of Southern Denmark (Odense) on 11-12 April 2003, focusing on "Recruitment and Retention in Higher Education". The seminar looked at the international attractiveness of the academic workplace in Europe, attracting domestic and international students and staff in Danish and German universities. The seminar was attended by 23 DEAN members.

The executive committee met in Brussels on 21st January 2003, and in Budapest on 21st September 2003 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.

In 2003 DEAN also progressed with the design of its first Summer School, which will take place in Schloss Elmau (Munich) on 23-28 May 2004. The aim of the School is to develop the leadership potential of senior academics in European universities and prepare them for careers in positions of academic leadership and management. The School will have two main strands, i.e. general context of Higher Education in Europe, and practical and "How to" sessions.

2. Training Activities

2.1. ESMU-HUMANE Winter School for Senior Administrators

In 2003 ESMU and HUMANE organized their first one-week European Winter School for senior administrators in European universities. The School was attended by thirty administrators from all over Europe. It took place at Palau de les Heures, Fundacio Bosch I Gimpera, the continuing education centre of the Universitat Barcelona, from 17 to 23 March.

The ESMU-HUMANE Winter School was devised by a group of experienced university administrators from various countries. The School relies on the expertise of ESMU,

HUMANE, and individual HUMANE members: Dietmar Ertmann, Head of Administration, Karlsruhe University and Rafaël Zorrilla, Head of Administration, University Carlos III Madrid, the two members of the steering committee. It is chaired by Christine Challis, former Secretary and director of Administration, London School of Economics and Political Science. Nadine Burquel, Secretary-General ESMU is the School Manager.

The aim of the School was to develop the leadership potential of outstanding administrators by making them fully aware of the concepts and practices of strategic management in a European context and of the importance of effective implementation involving integration of academic and financial issues, with human resource strategy, ICT and space management. This follows from HUMANE's focus on the practical implementation of strategy and policy and the sharing of good practice.

In addition to presentations and case studies on particular themes from the facilitators, participants worked in teams on a major case study, analysing data and policy options for a university, drawing on the various disciplines involved in finding solutions to the problem.

Preparations for the second edition of the Winter School were made in the Autumn. The School will take place at the Fundació Politècnica de Catalunya from the 19th February to 6th March/

2.2. *ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation*

In 2003, a fourth edition of the ESMU-IIEP (UNESCO) distance course on university-enterprise cooperation was organised, this time, for English-speaking universities in Africa. Fourteen African universities participated in the course: University of Buea (Cameroon), University of Nairobi (Kenya), National University of Lesotho (Lesotho), University of Mauritius (Mauritius), University of Namibia (Namibia), Ahmadu Bello University (Nigeria), Kigali Institute of Science, Technology and Management (Rwanda), University of the Free State (South Africa), University of the North (South Africa), Cape Technikon (South Africa), Technikon Pretoria (South Africa), Vaal Triangle Technikon (South Africa), University of Dar es Salaam (Tanzania), National University of Science and Technology (Zimbabwe).

The course was structured around five modules: strategic management of university-enterprise partnerships, management of interfaces, financial management of university-enterprise partnerships and income generation activities, Staff management, implementing strategies for university-enterprise partnerships.

Nadine Burquel, ESMU Secretary-General was the expert for module 5 "The Management of University-Industry Partnership", an action project reviewing and commenting the assignments of all participating universities.

3. Projects identifying good management practices

3.1. Benchmarking programme on university management

The 2003 benchmarking programme was launched with the following ten universities:

Copenhagen Business School (DK)
Universidad Carlos III de Madrid (ES)
Lund University (SE)
Universiteit Maastricht (NL)
London School of Economics (UK)
Helsinki School of Economics (FI)
Université de Compiègne (FR)
Federal Institute of Technology Zurich (CH)

University of Munich (DE)
Universiteit van Amsterdam (NL)

The programme benchmarked the following university processes, i.e. e-Learning, external funding, institutional research, and the European “dynamics” in Higher Education and research.

All participating universities submitted their inputs to the questionnaires on the four topics, based on which the project manager drafted statements of good practices and assessors made an evaluation of all inputs received. The four assessors in the programme were Prof. Kenneth Edwards (former Vice-chancellor, University of Leicester), Mr Wyn Davies (former Head of Administration, University of Surrey), Mr Peter Hoekstra (Director Institutional Research, University of Amsterdam), and Prof. Johann Gerlach (former President, Freie Universität Berlin).

During the annual workshop which took place in Brussels on 20-22 November 2003, the four assessors made a report on their findings on e-Learning and learning resource; External funding; Institutional research; European dynamics. This was followed by presentations on good practices from the ten participating universities. The workshop was attended by a total of 42 participants, one contact person from each university, with specialists on each topic. The workshop ended with a fruitful brainstorming session during which participants expressed their views on how the approach could be improved, best practices be implemented in universities, and topics for next year were also discussed.

3.2. *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 become more responsive to the needs of society.

In 2003, five seminars were organised in ESMU and London Metropolitan University in the context of this project, i.e. in ESMU (February, September and November 2003) and London (March and October 2003) These seminars included site visits to universities in Belgium and in England as well as presentations on the challenges linked to the Internationalisation of Higher Education and European Development (in particular the Bologna Process).

Since the beginning of the year, two workshops took place: in ESMU from 10 to 16 February 2003 on the theme of “International Organisations in Higher Education”. ESMU welcomed a group of eight deans from UNN and visited some organisations active in the field of Higher Education. The topics discussed were Internationalisation of Higher Education; European Higher Education – The Bologna Declaration; The TEMPUS programme; Overview of European associations in higher education; Examples of ESMU networks (HUMANE/DEAN). Another workshop took place at London Metropolitan University from 24 to 30 March 2003.

III. General Administration

1. Board and General Assembly

The ESMU Board met twice in 2003.

The meeting on 4 April focused on:

- Approval of the minutes of the meeting of 15 November 2002 and of the agenda
- Report on ETAPE, the Socrates, Leonardo, Youth, EVS programmes
- ESMU's medium and long term strategic developments – Progress report on HEE Consulting Group
- Activity programme and further developments
- Proposals to the General Assembly (Renewal of Board members; Approval of the 2002 accounts and auditors report; Budget 2003)

The meeting on 15 November focused on:

- Approval of the minutes of the meeting of 4 April 2003 and of the agenda
- Report on ETAPE, and the management of the Socrates, Leonardo, Youth and EVS programmes
- ESMU's medium and long term strategic developments – Progress report on HEE Consulting Group; Exploratory discussions with EIESP
- Activity programme and further developments
- Others (Preliminary Budget 2004)

The General Assembly meeting on 4 April focused on:

POLICY AND ADMINISTRATIVE MATTERS

- Approval of the minutes of the meeting of 26 March 2002 and of the present agenda
- Approval of the 2002 Activity report
- Approval of the 2003 budget
- Approval of the 2002 accounts and the auditors' report
- Renewal – Mandates of Board Members
- Progress report – HEE Consulting Group

ESMU'S STRATEGIES IN A CHANGING EUROPEAN CONTEXT

- The European role of universities in the Europe of knowledge, Mr Guy Haug, Advisor, European policies in education, DG Education and Culture
- Supporting the development of Higher Education in Europe – The role of the European Investment Bank, Mrs. Eugenia Kazamaki Ottersten, Deputy Economic Advisor, Department of Industry and Services, European Investment Bank

2. ESMU management and secretariat

Adrien Schmitt, former President of the University Louis Pasteur in Strasbourg has been chairing ESMU since March 2001.

On 4th April 2003, the General Assembly approved the nomination to the Board and General Assembly of Christine Challis, Former Director and Administrator, London School of Economics,

and Martin Paul, Dean Faculty of Medicine, Freie Universität Berlin, were appointed to the Board and General Assembly for three years.

The staffing of the secretariat in 2003 was as follows :

- Nadine Burquel, Secretary-General (75% FTE);
- Tim Evans, project and financial manager (80% FTE);
- Nathalie Ajmi, administrative assistant (100% FTE)
- Christiane Vander Motte (November-December 2003) (50% PTE)

3. ETAPE

In 2003, 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.

Information on the education and training programmes, is available on:

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

The ETAPE chairmanship rotates every year between the two member associations of the consortium. In June 2003, the chairmanship reverted to ACA and to Peter Scott, ACA Chairman, for a one-year period. The ETAPE secretariat reverted to ACA after having been with ESMU for more than three years.

The ETAPE Board of Administration is made of: Peter Scott (ACA), Pieter van Dijk (ACA), Ms Anne-Marie Kumps (replacing Marcel Crochet) (ESMU), and Adrien Schmitt (ESMU).

The ETAPE Board met twice on 27 February 2003 and on 11 July 2003 to review progress on the provision of technical assistance to the Commission.

4. Co-operation with other organisations

In 2003, ESMU continued its cooperation with a number of organisations active in the field of higher education in Europe, as is reflected in the various activities. This included formal and informal contacts with European University Association (EUA), Academic Cooperation Association (ACA), European Institute for Education and Social Policy (EIESP), European Foundation for Management Development (EFMD), Copernicus, European Society for Engineering Education (SEFI), International Institute for Educational Planning (UNESCO-IIEP), all active in the field of Higher Education in Europe. Lesley Wilson, EUA Secretary-General joined the ESMU General Assembly in 2003.

5. Accounts 2003 (in Euro)

Balance Sheet - 31/12/2003

CURRENT ASSETS	Euro
Financial assets	16.488,45
Short-term debtors	39.963,94
Short-term bank deposits	553.555,66
Bank balances and cash	189.565,52

TOTAL ASSETS	799.573,57
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ACCUMULATED FUNDS	Euro
Reserves	290.574,61
Provisions	140.753,04
TOTAL	431.327,65

CURRENT LIABILITIES	Euro
Current liabilities	36.460,00
Fiscal and social accruals	13.174,24
Short term liabilities	256.293,70
Accrued charges	62.317,98
TOTAL	368.245,92

TOTAL LIABILITIES	799.573,57
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EXPENDITURE	Euro
Personnel	161.698,19
Operating costs	387.725,70
Management costs	14.216,97
Exceptional charges	44.090,00
TOTAL EXPENDITURE	607.730,86

INCOME	Euro
Socrates/ETAPE Management fee	125.244,00
Special grants / misc. income	476.762,73
Levy on reserve / provisions	5.724,13
TOTAL INCOME	607.730,86

Annex I

ESMU Publications

- Yearly activity reports
- DEAN Conference 2003 (Budapest), "The Restructuring of European Higher Education: Mergers, Integrations, and Associations".
- 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 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

Title	Forename	Surname	Position	HEI	E-Mail
Austria					
Dr	Heinz	Adamek	Universitätsdirektor	Universität für Angewandte Kunst	heinz.adamek@uni-ak.ac.at
Dr	Elisabeth	Freismuth	Universitätsdirektorin	Universität für Musik und darstellende Kunst Wien	freismuth@mdw.ac.at
Dr	Andrea	Henzl	Director	Donau-Universität Krems	andrea.henzl@donau-uni.ac.at
Dr	Friedrich	Luhan	Universitätsdirektor	Leopold Franzens Universität Innsbruck	friedrich.luhan@uibk.ac.at
Belgium					
Prof.	Vic	Goedseels	General Administrator	Katholieke Universiteit Leuven	vic.goedseels@abh.kuleuven.ac.be
Prof Dr	Bart	Heijnen	Director Administrator	Universitair Centrum Antwerpen (RUCA)	bheijn@ruca.ua.ac.be
Dr	Robert	Hoogewijs	Beheerder	Universiteit Gent	bert.hoogewijs@ugent.be
Prof	Anne-Marie	Kumps	General Administrator	Université Catholique de Louvain	kumps@admg.ucl.ac.be
Prof	Roland	Lesuisse	Secretary General	Faculté Universitaire Notre-Dame de la Paix	secretariat.general@fundp.ac.be
Mr.	Edouard	Piret	Head of Administration and Finance	Facultés Universitaires Catholiques de Mons	edouard.piret@fucam.ac.be
Dr. Ir.	Serge	Simon	Head of Administration	Universitaire Instelling Antwerpen	serge.simon@ua.ac.be
Mr.	Jim	Van Leemput	General Director of Administration	Vrije Universiteit Brussel-VUB	jmvleemp@vub.ac.be
Mr	Dany	Vince	Administrator	Université de Mons-Hainaut	Dany.Vince@umh.ac.be
Bulgaria					
Ing.	Valentin	Dimitrov	Secretary General	Technical University of Sofia	valdim@tu-sofia.acad.bg
Czech Republic					
Ms.	Tamara	Curikova	Registrar	The Academy of Performing Arts in Prague	tamara.curikova@amu.cz
Ing.	Ladislav	Janicek	Bursar	Masaryk University	janicek@rect.muni.cz
Mr	Jiří	Jirka	Registrar7	Palacky University Olomouc	jirka@rupnw.upol.cz
Mr.	Tomáš	Kopřiva	Bursar	Institute of Chemical Technology, Prague	tomas.kopriva@vscht.cz
Croatia					
Mrs.	Roberta	Hlača Mlinar	Secretary General	University of Rijeka	ured@uniri.hr
Cyprus					
Mr.	Andreas	Christofides	Director of Administration and Finance	University of Cyprus	christof@ucy.ac.cy
Denmark					
Mr	Soeren	Hartz	University Director	Royal Veterinary and Agricultural University	soh@kvl.dk
Mr.	Jorgen	Honoré	University Director	The Technical University of Denmark	direktor@adm.dtu.dk

Mr.	Helge Muhle	Larsen	Administrator	Danmarks Pædagogiske Universitet	hml@dpu.dk
Mr.	Stig	Moller	Director of Administration	Aarhus Universitet	direktor@au.dk
Dr	Peter	Plenge	University Director	Aalborg Universitet	pp@aau.dk
Estonia					
Mr.	Reet	Mägi	Director of Administration	University of Tartu	reet.magi@ut.ee
Finland					
Mr	Esa	Ahonen	Director of Administration	Helsinki School of Economics	ahonen@hkkk.fi
Mr	Roger	Broo	Administrative Director	Åbo Akademi University	roger.broo@abo.fi
Mr	Timo	Lahti	Director of Administration	University of Tampere	timo.lahti@uta.fi
Mr	Mauno	Lindroos	director of administration	Svenska Handelshögskolan	mauno.lindroos@shh.fi
Mr.	Petri	Lintunen	Head of Administration	University of Joensuu	petri@joensuu.fi
Mr	Esa	Luomala	Director of Administration	Helsinki University of Technology	esa.luomala@hut.fi
Mrs.	Päivi	Nerg	Administrative Director	University of Kuopio	paivi.nerg@uku.fi
Ms	Eila	Rekila	Director of Administration	University of Vaasa	eila.rekila@uwasa.fi
Mr	Seppo	Suihko	Administrative Director	Sibelius Academy	suihko@siba.fi
Mr.	Kari	Suokko	Head of administration	University of Helsinki	kari.suokko@helsinki.fi
France					
M.	Pascal	Aimé	Secrétaire-général	Université Louis Pasteur Strasbourg 1	aime@adm-ulp.u-strasbg.fr
M.	André	Bailleul	Secrétaire-général	Université d'Evry-Val d'Essonne	andre.bailleul@univ-evry.fr
Mr	Jean-Pascal	Bonhot	Secrétaire-général	Université Claude Bernard, Lyon1	jean-pascal.bonhot@univ-lyon1.fr
M.	Yves	Chaimbault	Secrétaire-général	Université des Sciences et Technologies de Lille 1	yves.chaimbault@univ-lille1.fr
Mrs.	Catherine	Claisse	Secrétaire-général	Ecole Centrale de Lyon	catherine.claisse@ec-lyon.fr
Mme	Françoise	Granger	Secrétaire-général	Ecole Normal Supérieure de Lyon	francoise.granger@ens-lyon.fr
Mr.	Christian	Horgues	Secrétaire-général	Université de Pau et des Pays de L'adour	christian.horgues@univ-pau.fr
Ms	Annie	Julien	Secrétaire-général	Université de Rennes-Rennes I	annie.julien@univ-rennes1.fr
Mrs.	Magdalena	Miatello	Secrétaire-général	Ecole Nationale Supérieure d'Arts et Métiers	magdalena.miatello@ensam.fr
Mr.	François	Paquis	Secrétaire-général	Université Blaise Pascal	secretaire.general@univ-bpclermont.fr
Mr.	Jean-François	Picq	Secrétaire-général	Institut National Polytechnique de Grenoble	jean-francois.picq@inpg.fr
Ms	Monique	Ronzeau	Secrétaire-général	Université René Descartes-Paris V	monique.ronzeau@univ-paris5.fr
Mdm	Andrée	Turuban	Agent Comptable	Université Paris 1 Panthéon-Sorbonne	aturuban@univ-paris1.fr
Mr.	Philippe	Wisler	Secrétaire-général	Université Joseph Fourier	philippe.wisler@ujf-grenoble.fr
Germany					
Dr	Klaus	Anderbrügge	Kanzler	Universität Münster	kanzler@uni-muenster.de

Dr.	Jens	Apitz	Kanzler	Universität Konstanz	jens.apitz@uni-konstanz.de
Mr.	Wolfgang	Bröker	Kanzler	Technische Universität Berlin	k@tu-berlin.de
Dr	Dietmar	Ertmann	Kanzler	Universität Karlsruhe	regina.dinies@verwaltung.uni-karlsruhe.de
Dr	Hans	Gädeke	Kanzler	Universität Kassel	gaedeke@uni-kassel.de
Dr	Martin	Hecht	Kanzler	Martin-Luther-Universität Halle-Wittenburg	m.hecht@verwaltung.uni-halle.de
Dr.	Klaus	Hembach	Kanzler	Universität Trier	baatz@uni-trier.de
Dr	Carl-Heinz	Jacob	Kanzler	Ernst-Moritz-Arndt Universität	kanzler@uni-greifswald.de
Dr.	Peter	Lange	Kanzler	Freie Universität Berlin	kanzler@fu-berlin.de
Dr	Elmar	Lengers	Kanzler	Universität Gesamthochschule Essen	elmar.lengers@uni-essen.de
Dr.	Steffen	Richter	Kanzler	Christian-Albrechts-Universität zu Kiel	kanzler@rektorat.uni-kiel.de
Dr	Johann Peter	Schäfer	Kanzler	Universität Siegen	kanzler@zv.uni-siegen.de
Mr	Joachim	Schwarze	Kanzler	Universität Stuttgart	joachim.schwarze@verwaltung.uni-stuttgart.de
Dr	Hanns	Seidler	Kanzler	Technische Hochschule Darmstadt	seidler@pvw.tu-darmstadt.de
Dr.	Susann-Annette	Storm	Kanzlerin	Universität Mannheim	storm@verwaltung.uni-mannheim.de
Gräfin	Romana	vom Hagen	Kanzlerin	Universität Heidelberg	kanzlerin@zuv.uni-heidelberg.de
Mr	Hans-Joachim	von Buchka	Kanzler	Universität Wuppertal	kanzler@uni-wuppertal.de
Dr.	Beate	Wieland	Kanzlerin	Universität Paderborn	kanzlerin@zv.uni-paderborn.de
Greece					
Prof	Sotirios	Aggelides	Vice Rector of Economic Affairs and Development	Agricultural University of Athens	vr1@aua.gr
Ms.	Maria	Hionidou	Head Administrator	Harokopeio University	mxionid@hua.gr
Hungary					
Mrs	Zsuzsa	Borbély	Registrar	University of Debrecen	borbelyne@tigris.klte.hu
Dr.	Zita Zoltay	Paprika	Director for International Affairs	Budapest University of Economic Sciences and Public Administration	zita.paprika@nki.bke.hu
Prof.	Ákos	Rédey	Vice Rector of Strategic Management	University of Veszprém	redeya@almos.vein.hu
Iceland					
Mr.	Gudmundur	Ragnarsson	Director of Finance	Iceland University of Education	gragn@khi.is
Ireland					
Ms	Mary	Dooley	Bursar	National University of Ireland, Galway	d.boyce@mis.nuigalway.ie

Mr	Michael	Gleeson	Secretary to the College	University of Dublin, Trinity College	secretary@tcd.ie
Mr	Michael	Kelleher	Secretary and Bursar	University College Cork	m.kelleher@ucc.ie
Mr	John	O'Connor	Vice President - Administration	University of Limerick	john.oconnor@ul.ie
Italy					
	to be advised		Direttore Amministrativo	Università degli Studi di Pisa	sagr.dir@adm.unipi.it
Dr	Marino	Balzani	Direttore Amministrativo	Università degli Studi Dell' Insubria	marino.balzani@uninsubria.it
Dr	Pasquale	Basilicata	Direttore Amministrativo	Terza Università degli Studi di Roma	dir_amm@uniroma3.it
Dr	Alessandro	Fabbri	Direttore Amministrativo	Università degli Studi di Ferrara	fba@dns.unife.it
Dr	Ines	Fabbro	Direttore Amministrativo	Università degli Studi di Bologna	da@ammc.unibo.it
Mrs	Anna Maria	Gaibisso	Direttore Amministrativo	Politecnico di Torino	Gaibisso@polito.it
Dr	Paolo	Magri	Deputy Administrative Director	Università Commerciale L.Bocconi	paolo.magri@uni-bocconi.it
Dr	Pasquale	Mastrodomenico	Direttore Amministrativo	Università degli Studi di Torino	mastrodomenico@rettorato.unito.it
Dr	Ferdinando	Palange	Direttore Amministrativo	Università Italiana per Stanieri di Perugia	diramm@unistrapg.it
Dr	Enrico	Periti	Direttore Amministrativo	Scuola Superiore di Studi Universitari e di Perfezionamento Sant Anna - Pisa	diramm@sssup.it
Dr	Giovanni	Rossi	Direttore Amministrativo	Università degli Studi di Cassino	diretorea@ing.unicas.it
Dr	Mauro	Salvatore	Direttore Centrale Programmazione	Università Cattolica del Sacro Cuore	mauro.salvatore@unicatt.it
Dr	Francesco	Savonitto	Direttore Amministrativo	Università degli Studi di Udine	francesco.savonitto@amm.uniud.it
Dr	Gaetano	Serafino	Direttore Amministrativo	Università degli Studi di Pavia	gaetano.serafino@unipv.it
Dr.	Daniela	Sevieri	Direttore Amministrativo	Scuola Normale Superiore di Pisa	sevieri@sns.it
Dr.	Antonio	Solombrino	Direttore Amministrativo	Università degli Studi di Lecce	a.solombrino@sesia.unile.it
Mrs	Giuliana	Zotta Vittur	Direttore Amministrativo	Scuola Internazionale Superiore di Studi Avanzati	zotta@sissa.it
Lithuania					
Mr	Aleksas	Pikturna	Vice Rector for Administration	Vilnius University	aleksas.pikturna@cr.vu.lt
Netherlands					
Drs	Ruud	Bleijerveld	Secretary General	Universiteit van Amsterdam	r.h.t.bleijerveld@uva.nl
Ir	Harry .E.	Fekkers	Deputy Registrar	Universiteit Maastricht	harry.fekkers@bu.unimaas.nl
Mr.	Pim	Fij	Director - Office of the Executive Board	University of Twente	w.h.fij@bcvb.utwente.nl
Dr	Anne	Kaldewaij	Secretary General	Vrije Universiteit	a.kaldewaij@dienst.vu.nl
Mr.	Hans	Krul	Secretary General	Delft University of Technology	j.krul@tudelft.nl
Mr.	Ruud G.	Louw	Secretary General	Rijksuniversiteit te Leiden	rg.louw@bb.leidenuniv.nl
Mrs	Jolanda	Reintjes	Manager Central Office	Wageningen Agricultural University	jolanda.reintjes@wur.nl

Ir	Harry	Roumen	Secretary General	Technische Universiteit Eindhoven	h.p.j.m.roumen@tue.nl
Dr	Paul L.M.	Sars	Secretary General	Katholieke Universiteit Nijmegen	p.sars@bureau.kun.nl
Drs.	Harry	Ummels	Secretary General	Open University	harry.ummels@ou.nl
Drs	Jef	van de Riet	Secretary General	Universiteit van Tilburg	j.j.a.vdriet@uvt.nl
Ir	Erwin J.	Vermeulen	Director of the University Strategic Program	Universiteit Utrecht	e.vermeulen@usp.uu.nl
Drs	Bert	Verveld	Secretary General	Rijksuniversiteit Groningen	l.verveld@bureau.rug.nl
Norway					
	to be advised		Director General	Universitetet i Oslo	
Mr	Arne	Benjaminsen	University Director	University of Tromsø	arne.benjaminsen@adm.uit.no
Mrs.	Vigdis Moe	Skarstein	University Director	Norwegian University of Science and Technology	vigdis.skarstein@adm.ntnu.no
Poland					
Mr	Jan	Jelonek	Administrator	Silesian University	jjelonek@usl.adm.us.edu.pl
Mrs.	Ewa	Mazur	Head of Finance and Administration	Technical University of Gdansk	dyrad@pg.gda.pl
Mrs	Ewa	Mianowska	Head of Administration	Silesian University of Technology	emian@zeus.polsl.gliwice.pl
M.Sc. Eng.	Jerzy	Pieszczyrkow	Director of Administration	Warsaw University	jerzyp@mercury.ci.uw.edu.pl
Dr.	Tadeusz	Skarbek	Administrative Director	Jagiellonian University	skarbek@adm.uj.edu.pl
Prof.	Makary	Stasiak	Chancellor	Academy of Humanities and Economics	mstasiak@wshe.lodz.pl
Prof.	Józef	Ziólkowski	Vice Rector	Wroclaw University	prorscie@adm.uni.wroc.pl
Portugal					
Mrs	Fernanda	Antão	Head of Administration	Universidade Nova de Lisboa	fantao@unl.pt
Dr	Luísa	Cerdeira	Administradora	Universidade de Lisboa	luisa.cerdeira@reitoria.ul.pt
Dr	José Manuel	Correia	Administrador	Universidade Técnica de Lisboa (UTL)	jmc@reitoria.utl.pt
Dr	Margarida	Mano	Administradora	Universidade de Coimbra	mmano@ci.uc.pt
Dra.	Helena	Nazaré	Administrador	Universidade de Aveiro	reitoria@ua.pt
Dr	José Fernando	Ventura	Administrative Director	Universidade de Evora	jventura@uevora.pt
Romania					
Mr.	Costel	Burca	Administrative General Director	Iuliu Hatieganu' University of Medicine and Pharmacy	cburca@umfcluj.ro
Slovakia					
	to be advised		Registrar	Comenius University in Bratislava	

Spain					
Mr	Miquel	Amorós March	Gerente	Universitat de Girona	gerent@udg.es
Dr	Antonio	Arias Rodríguez	Gerente	Universidad de Salamanca	gerencia@gugu.usal.es
Dr	Josefina	Auladell	Gerente	Universitat Politècnica de Catalunya	josefina.auladell@upc.es
Dr	Montserrat	Botaya Sindreu	Gerente	Universidad de Valladolid	gerencia@uva.es
Mr	Miquel	Espinosa	Gerente	Universitat Autònoma de Barcelona	gerencia@uab.es
Dr.	Fernando Casani	Fernández de Navarrete	Gerente	Universidad Autónoma de Madrid	fernando.casani@uam.es
Mr.	Pere	Fons	Gerente	Universidad Pompeu Fabra	pere.fons@gere.upf.es
Dr.	Maria Ángeles	Gutiérrez Fraile	Gerente	Universidad de Alcalá	gerente@uah.es
Mr.	Fernando	Lanzaco Bonilla	Gerente	Universidad Politécnica de Madrid	flanzaco@gerencia.upm.es
Dr	Juan Jose	Perez	Gerente	Universidad de Cordoba	gerente@uco.es.
Dr	Francisco	Quintana Navarro	Gerente	Universidad de Las Palmas de Gran Canaria	gerente@ulpgc.es
Dr	Josep Maria	Sentís Suñé	Gerente	Universitat de Lleida	gerencia@gerencia.udl.es
Dr.	Jose	Vazquez Portomene	Gerente	Universidad de Santiago de Compostela	xerente@si.esc.es
Mr.	Augusto	Viso Alonso	Gerente	Universidad de Vigo	xerencia@uvigo.es
Dr.	Rafael	Zorrilla	Gerente	Universidad Carlos III de Madrid	rafael@pa.uc3m.es
Sweden					
Mr	John	Fürstenbach	Head of Administration	Royal University College of Music	john.furstenbach@kmh.se
Mr.	Peter	Honeth	University Director	Lund University	peter.honeth@rektor.lu.se
Mr	Björn	Järbur	Head of Administration	Göteborg University	bjorn.jarbur@adm.gu.se
Mr	Curt	Karlsson	Director	Linköping University	curka@rek.liu.se
Mr	Leif	Lindfors	Head of Administration	Stockholms Universitet	leif.lindfors@adm.su.se
Dr	Jan-Erik	Ögren	Director of Administration	Umea University	jan-erik.ogren@adm.umu.se
Dr	Mats Ola	Ottosson	University Director	Uppsala University	mats.ola.ottosson@uadm.uu.se
Mr.	Bo	Paulsson	Head of Administration	Växjö University	bo.paulsson@adm.vxu.se
Mr	Per-Olof	Rehnquist	University Director	Swedish University of Agricultural Sciences	p-o.rehnquist@adm.slu.se
Mr	Staffan	Sarbäck	Vice-President for Administrative Affairs	Luleå University of Technology	staffan.sarback@adm.luth.se
Switzerland					
Mr	Peter	Bless	Managing Director	Universität Zurich	bless@zuv.unizh.ch
Mr	Albino	Zgraggen	Segreteria Generale	Università della Svizzera Italiana	barbara.balestra@unisi.ch

United Kingdom					
Mr	David	Allen	Registrar and Secretary	University of Exeter	david.allen@exeter.ac.uk
Mr	Jon	Baldwin	Secretary and Registrar	UMIST	jon.baldwin@umist.ac.uk
Ms.	Gill	Ball	Acting Registrar and Secretary	University of Birmingham	g.ball@bham.ac.uk
Mr	Stephen	Bennett	Secretary	Anglia Polytechnic University	s.g.bennett@anglia.ac.uk
Mr	Leigh	Bracegirdle	Secretary	University of Glamorgan	jlbraceg@glam.ac.uk
Mr	Steve	Cannon	Secretary	University of Aberdeen	s.cannon@abdn.ac.uk
Mrs	Louise	Casella	Senior Executive	Cardiff University	casella@cardiff.ac.uk
Mr	Kevin J.	Clarke	University Secretary	University of Stirling	kjc1@stirling.ac.uk
Mr	Melvyn	Cornish	Secretary to the University	University of Edinburgh	m.d.cornish@ed.ac.uk
Mr.	Ian	Creagh	University Secretary	City University, London	i.creagh@city.ac.uk
Dr	David	Duncan	Secretary of the University	University of Dundee	d.j.duncan@dundee.ac.uk
Dr	David	Fletcher	Registrar and Secretary	University of Sheffield	d.e.fletcher@sheffield.ac.uk
Miss	Marilyn	Gallyer	Vice-Provost	University College London	m.gallyer@ucl.ac.uk
Mr	Neil	Gershon	Registrar and Secretary	University of Sussex	n.j.gershon@sussex.ac.uk
Dr	Adrian	Graves	University Secretary	The Robert Gordon University	adrian.graves@rgu.ac.uk
Ms	Jill	Grinstead	Academic Registrar	London Metropolitan University	grinstea@lgu.ac.uk
Mr.	Adrian	Hall	Deputy Secretary	London School of Economics	adrian.hall@lse.ac.uk
Mr	David	Holmes	Registrar	University of Oxford	registrar@admin.ox.ac.uk
Dr	Jane	Hopkinson	University Secretary and Academic Registrar	University of Plymouth	jhopkinson@plymouth.ac.uk
Mr	Gareth	Jones	Academic Registrar and Clerk to the Board of Governors	Middlesex University	g.jones@mdx.ac.uk
Mr	Keith	Jones	Registrar	University of Nottingham	susan.cush@nottingham.ac.uk
Mr	Keith	Julian	Registrar and Secretary	University of Leicester	registrar@le.ac.uk
Mr	Janusz	Karczewski-Slowikowski	Academic Registrar	Manchester Metropolitan University	k.s.janusz@mmu.ac.uk
Mr	John	Lauwerys	Secretary and Registrar	University of Southampton	jfl@soton.ac.uk
Prof.	Noel	Lloyd	Registrar and Secretary	University of Wales, Aberystwyth	ngl@aber.ac.uk
Mr	Dugald	Mackie	Secretary of the University Court	The University of Glasgow	dmackie@mis.gla.ac.uk
Ms.	Carole	Mainstone	University Secretary and Clerk to the Court	University of Westminster	mainstc@wmin.ac.uk
Mr	J.M.	McClintock	Secretary	University of Teesside	j.m.mcclintock@tees.ac.uk
Mr	Nick	McHard	Registrar	University of Kent at Canterbury	N.A.McHard@ukc.ac.uk

Mr	Greg	Melly	Director of Corporate Services	University of Surrey	g.melly@surrey.ac.uk
Mr	Eddie	Newcomb	Registrar and Secretary	University of Manchester	eddie.newcomb@man.ac.uk
Dr	Jonathan	Nicholls	Registrar	University of Warwick	registrar@warwick.ac.uk
Mr.	James	O'Kane	Registrar	The Queen's University of Belfast	j.okane@qub.ac.uk
Ms	Katie	Owen- Jones	Clerk to the Governors	University of the West of England	k-owenjones@uwe.ac.uk
Mr	Garry	Philpott	Director of Administration	Royal College of Art	g.philpott@rca.ac.uk
Mr	Noel	Richardson	Registrar and Clerk to the University Board	Bournemouth University	nrichard@bmth.ac.uk
Dr	Brian	Roberts	Secretary & Clerk to the Governors	Birkbeck College	b.roberts@admin.bbk.ac.uk
Mr	Kenneth	Sproston	Secretary	Staffordshire University	k.b.g.sproston@staffs.ac.uk
Ms	Wendy	Surridge	Secretary and Registrar	London School of Hygiene and Tropical Medicine	wendy.surridge@lshtm.ac.uk
Mr.	John	Town	Registrar	Loughborough University	j.m.town@lboro.ac.uk
Mr.	Philip	Waters	Secretary and Registrar	University of Hertfordshire	p.e.waters@herts.ac.uk
Dr	G. C.	Webber	Secretary and Registrar	Napier University	g.c.webber@napier.ac.uk
Dr	Peter	West	Secretary to the University	University of Strathclyde	p.west@mis.strath.ac.uk
Ms.	Alison M.	Wild	Registrar and Secretary	Liverpool John Moores University	a.m.wild@livjm.ac.uk
Mr	Peter	Wilson	Secretary	Heriot-Watt University	p.l.wilson@hw.ac.uk
Ms.	E. N.	Winders	Director of Academic and Student Affairs	Oxford Brookes University	enwinders@brookes.ac.uk
Dr	Malcolm	Winton	Registrar	The University of Salford	m.d.winton@salford.ac.uk
Associate Members - Institutions					
Mr.	Jakob	Klingert	Director for Administration	UNI-C	jakob.klingert@uni-c.dk
Mr. Ir	Han	Elbers	Managing Director	VSNU	elbers@vsnu.nl
Associate Members - Individuals					
Dr.	Christine	Challis			christine.challis@lse.ac.uk
Dr.	Luciano	Galan	Director de Relaciones Externas y Corporativas	Universidad Autónoma de Madrid	luciano.galan@uam.es
Network Manager					
Mr	Hans	van Dam	Senior Assistant Secretary	Universiteit van Amsterdam	h.vandam@uva.nl
Secretariat					
Mr	Tim	Evans	HUMANE Secretariat	ESMU	tim.evans@esmu.be

Annex III

DEAN – Membership 2003

Title	Forename	Surname	Dean of the Faculty of	HEI	E-Mail
Austria					
Prof. Dr.	Lutz	Beinsen	Sozial- und Wirtschaftswissenschaftlichen Fakultät	Karl-Franzens-Universität Graz	lutz.beinsen@uni-graz.ac.at
Prof. Dr.	Heribert F.	Koeck	Law	Johannes Kepler Universität Linz	heribert.koeck@zv.uni-linz.ac.at
Belgium					
Prof.	Frank	Bostyn	Applied Economics	University of Antwerp	frank.bostyn@ua.ac.be
Prof. Dr.	Michel	Hubert	Sciences Economiques, Sociales & Politiques	Facultés Universitaires Saint-Louis	hubert@fusl.ac.be
Prof.	Paul	Kiekens	Engineering	Universiteit Gent	decaan.ftw@ugent.be
Prof. Dr.	Roland	Paemeleire	Economics and Business Administration	Universiteit Gent	roland.paemeleire@rug.ac.be
Prof.	Paul	Van Cauwenberge	Medicine	Universiteit Gent	paul.vancauwenberge@rug.ac.be
Croatia					
Prof.	Ivan	Mencer	Economics	University of Rijeka	ivan.mencer@ri.hinet.hr
Czech Republic					
Mr.	Josef	Hynek	Informatics and Management	University of Hradec Kralove	josef.hynek@uhk.cz
Prof.	Pavel	Kovár	Sciences	Charles University Prague	stulik@prfdec.natur.cuni.cz
Prof.	Vladimir	Palicka	Medicine	Charles University Prague	palicka@fnhk.cz
Doc. Ing. CSc.	Antonín	Slaný	Economics and Administration	Masaryk University	dekan@econ.muni.cz
Prof. Dr.	Stepán	Svacina	1st Medical Faculty	Charles University Prague	svacinas@lf1.cuni.cz
Prof. Dr.	Jan	Zaloudik	Medicine (Lekarska Fakulta)	Masarykova univerzita v Brně	zaloudik@med.muni.cz
Denmark					
Prof.	Flemming G.	Andersen	Humanities	University of Southern Denmark	fga@language.sdu.dk
Prof.	Tage	Bild	Social Sciences	University of Copenhagen	tbi@samf.ku.dk
Mrs.	Rita	Cancino	Humanities (Vice Dean)	Aalborg Universitet	risoe@sprog.auc.dk
Prof.	Bodil	Due	Arts	Aarhus University	bd@hum.au.dk
Prof.	Ole	Helmersen	Modern Languages	Copenhagen Business School	oh.spfak@cbs.dk
Prof. Dr.	Ralf	Hemmingsen	Health Sciences	University of Copenhagen	rph@adm.ku.dk
Dr.	Preben Fogd	Jørgensen	Veterinary Medicine and Animal Science	Royal Veterinary & Agricultural University	pfj@kvl.dk
Prof.	Tom	Latrup-Pedersen	Social Sciences	Aarhus Universitet	tjp@jura.au.dk

Prof.	Ole	Prehn	Humanities	Aalborg Universitet	op@aau.dk
Prof.	Bjarne G.	Sørensen	Social Sciences	University of Southern Denmark	bgs@sam.sdu.dk
Finland					
Prof.	Kim	Von Weissenberg	Agriculture & Forestry	University of Helsinki	kweissen@ladybird.helsinki.fi
Prof.	Pekka	Wallin	Communication and Electrical Engineering	Helsinki University of Technology	pekka.wallin@hut.fi
France					
Prof.	Jean-Paul	Barbiche	International Affairs	Université du Havre	jean-paul.barbiche@univ-lehavre.fr
Prof.	Gilles	Pétel	Science and Technical Research	Université Blaise Pascal	gilles.petel@sciences.univ-bpclermont.fr
Germany					
Prof.	Martin	Paul	Medicine	Freie Universität Berlin	paul@medizin.fu-berlin.de
Prof. Dr.	Martin	Schader	Business Administration	Universität Mannheim	mscha@wifo.uni-mannheim.de
Greece					
Prof.	Nikolas	Kotsovinos	Engineering	Democritus University of Thrace	kotsovin@civil.duth.gr
Hungary					
Prof. Dr.	József	Ásványi	"Pollack Mikály" College of Engineering	University of Pécs	asvanyi@pmmf.hu
Prof.	Peter	Dobay	Business and Economics	University of Pécs	dobay@ktk.pte.hu
Prof.	George	Falkay	Pharmacy	University of Szeged	gytkdh@medea.szote.u-szeged.hu
Ms.	Marta	Font	Humanities	University of Pécs	font@btk.pte.hu
Prof. Dr.	Erzsébet	Gidai	Economics	University of West Hungary	ecomana@ktk.nyse.hu
Prof.	János	Lonovics	Medicine	University of Szeged	aokdh@medea.szote.u-szeged.hu
Prof.	József	Molnár	Economic and Social Sciences	Szent István University, Gödöllő	jmolnar@gtk-f1.gau.hu
Prof.	Vince	Ördög	Agricultural Sciences	University of West Hungary	ordogvin@mtk.nyse.hu
Dr.	József	Petrètei	Law	University of Pécs	madacs@ajk.pte.hu
Ireland					
Dr.	Peter	Denman	Arts	National University of Ireland, Maynooth	peter.denman@may.ie
Prof.	Paul	Giller	Science	University College Cork	deanofscience@ucc.ie
Dr.	Ellen	Hazelkorn	Applied Arts	Dublin Institute of Technology	ellen.hazelkorn@dit.ie
Prof.	William Gerard	Hurley	Research	National University of Ireland, Galway	ger.hurley@nuigalway.ie
Dr.	Matthew	Hussey	Science	Dublin Institute of Technology	matt.hussey@dit.ie
Prof.	Boyd	Jones	Veterinary Medicine	University College Dublin	boyd.jones@ucd.ie

Prof.	Michael	Kennedy	Science	University College Dublin	michael.kennedy@ucd.ie
Prof.	Mary	Lambkin	Inter-Disciplinary Studies	University College Dublin	mary.lambkin@ucd.ie
Prof.	J. Owen	Lewis	Engineering and Architecture	University College Dublin	owen.lewis@ucd.ie
Prof.	P. Joseph	Mannion	Agriculture	University College Dublin	Joseph.Mannion@ucd.ie
Dr.	Mike	Murphy	Engineering	Dublin Institute of Technology	mike.murphy@dit.ie
Prof.	Derry	Shanley	Health Sciences	University of Dublin, Trinity College	dshanley@tcd.ie
Israel					
Prof.	Ayre	Rattner	Social Sciences	University of Haifa	arattner@soc.haifa.ac.il
Italy					
Prof.	Antonio	Amaduzzi	Economics	Università Degli Studi di Bergamo	economia@unibg.it
Prof.	Vittorio	Parlato	Political Sciences	Università Degli Studi di Urbino	sc.politiche@uniurb.it
Prof.	Claudio	Quintano	Economics	Università Degli Studi di Napoli	claudio.quintano@univnav.it
Prof.	Santi	Rizzo	Engineering	Università degli Studi di Palermo	presinge@unipa.it
Prof.	Sandro	Rogari	Political Sciences	Università Degli Studi di Firenze	preside@scpol.unifi.it
Prof.	Armido	Rubino	Medicine and Surgery	Università degli Studi di Napoli Federico II	rubino@unina.it
Lithuania					
Prof. Dr.	Lela	Dromantiene	Social Work	Law University of Lithuania	dromante@ltu.lt
Prof. Dr.	Mecislovas	Mariunas	Mechanics	Vilnius Gediminas Technical University	mechanik@me.vtu.lt
Prof.	Kestutis	Masiulis	Public Administration	Law University of Lithuania	masiulis@ltu.lt
Prof. Dr.	Birutė	Pociūtė	Philosophy	Vilnius University	birute.pociute@fsf.vu.lt
Macedonia					
Prof.	Bobek	Suklev	Economics	University "Ss. Cyril and Methodius"	bobek@eccf.ukim.edu.mk
Netherlands					
Prof. Dr.	Hans	Bertens	Letters	Universiteit Utrecht	hans.bertens@let.uu.nl
Prof.	Bert	Creemers	Psychology, Education & Sociology	Universiteit Groningen	b.p.m.creemers@ppsw.rug.nl
Prof. Dr.	Harry	Hillen	Medicine	Universiteit Maastricht	h.hillen@facburfdg.unimaas.nl
Prof. Dr.	Walter	Hoogland	Science	Universiteit van Amsterdam	w.hoogland@science.uva.nl
Prof.	Gerard P.M.F	Mols	Law	Universiteit Maastricht	wilma.thus@facburfdr.unimaas.nl
Prof. Dr.	Douwe A.	Wiersma	Mathematics & Natural Sciences	Universiteit Groningen	wiersma@chem.rug.nl
Norway					
Prof.	Stein A.	Evensen	Medicine	University of Oslo	s.a.evensen@klinmed.uio.no

Prof.	Torre O.	Vorren	Science	University of Tromsø	tore.vorren@matnat.uit.no
Poland					
Prof.	Zbigniew	Klos	Machines and Transportation	Poznan University of Technology	zbigniew.klos@put.poznan.pl
Prof. Dr.	Ryszard	Krystek	Civil Engineering	Technical University of Gdansk	rkrystek@pg.gda.pl
Prof.	Kazimierz	Meredyk	Economics	Bialystok University	ksm@w3cache.uwb.edu.pl
Prof.	Tradeusz	Orzechowski	Electrical Engineering, Automatics, Informatics and Electronics	AGH - University of Science and Technology	orzech@agh.edu.pl
Prof. Dr.	Ziemowit-Jacek	Pietras	Political Science	University of Maria Curie-Skłodowska	pietras@sokrates.umcs.lublin.pl
Prof.	Antoni	Rozalski	Biology and Protection of the Environment	University of Łódź	dziekan@biol.uni.lodz.pl
Prof.	Tadeusz	Tomaszewski	Law and Administration	Warsaw University	tadtom@mail.uw.edu.pl
Portugal					
Prof.	Carlos A. V.	Costa	Engineering	Universidade do Porto	director@fe.up.pt
Prof. Dr.	Vitor	da Conceição Gonçalves	ISEG Faculty of Economics and Management	Universidade Técnica de Lisboa	vcg@iseg.utl.pt
Prof.	Pedro	Hespanha	Economics	Universidade do Coimbra	hespanha@sonata.fe.uc.pt
Prof. Dr.	Lélio	Qauresma Lobo	Sciences and Technology	University of Coimbra	conselhodirectivo@fct.uc.pt
Romania					
Prof. Dr.	Ileana Lucia	Oancea	Letters, Philosophy and History	Universitatea de Vest din Timisoara	ioancea@litere.uvt.ro
Russian Federation					
Dr.	Alexandre	Groudzinski	Management and Business	University of Nizhni Novgorod	aog@unn.ac.ru
Prof.	Anatoly	Lomonosov	Law	Mari State University	law@lawmarsu.mari.ru
Prof.	Evgeny	Moiseev	Computational Mathematics & Cybernetics	Moscow State University	moiseev@cs.msu.su
Prof.	Svetlana	Ter-Minasova	Foreign Languages	Moscow State University (Lomonossov)	dean@ffl.msu.su
Slovakia					
Prof.	Ján	Danko	Jessenius Faculty of Medicine	Comenius University Bratislava	sdek@jfm.uniba.sk
Slovenia					
Prof. Dr.	Milan	Pogacnik	Veterinary Medicine	University of Ljubljana	pogacmi@mail.vf.uni-lj.si
Prof. Dr.	Marajan	Veber	Chemistry and Chemical Technology	University of Ljubljana	marjan.veber@uni-lj.si
Prof. Dr.	Marko	Jaklic	Economics	University of Ljubljana	marko.jaklic@uni-lj.si
Spain					
Prof.	Josep	Casnovas	Informatica de Barcelona	Universitat Politècnica de Catalunya	dega@fib.upc.es

Dr.	Benito	Del Castillo Garcia	Pharmacy	Universidad Complutense de Madrid	bdc@farm.ucm.es
Prof.	Faustino	Fernandez Miranda	Political Science and Sociology	Universidad Nacional Educación a Distancia	mfunes@poli.uned.es
Prof.	Angel	Nogales Espert	Medicine	Universidad Complutense de Madrid	decanato@med.ucm.es
Dr.	Ignasi	Vila Mendiburu	Education	Universitat de Girona	dir.ice@udg.es
Sweden					
Prof.	Göran	Bondjers	Medicine	The Sahlgrenska Academy	goran.bondjers@wlab.wall.gu.se
Prof.	Göran	Dalin	Veterinary Medicine	Swedish University of Agricultural Sciences	goran.dalin@vfak.slu.se
Prof.	Bengt	Söderström	Science	Lund University	bengt.soderstrom@mbioekol.lu.se
Switzerland					
Prof.	Peter	Suter	Medicine	Université de Genève	peter.suter@medecine.unige.ch
Turkey					
Prof.	Cem	Alptekin	Education	Bogaziçi University	alptekic@boun.edu.tr
Prof. Dr.	Yusuf	Avci	Hasan Ali Yucel Faculty of Education	Istanbul University	avciy@istanbul.edu.tr
Prof.	Alan	Duben	Science and Letters	Istanbul Bilgi University	aduben@bilgi.edu.tr
Prof.	Murat	Ferman	College of Economics and Administration Sciences	Isik University	mferman@isikun.edu.tr
Prof.	Kemal	Inan	Engineering and Natural Sciences	Sabanci Üniversitesi	inan@sabanciuniv.edu.tr
Prof.	Sermin	Tekinalp	Communication	Kocaeli Üniversitesi	tekinalp@kou.edu.tr
Ukraine					
Prof. Dr.	Yuriy	Bazhal	Economics	National University "Kyiv-Mohyla Academy"	bazhal@eerc.kiev.ua
United Kingdom					
Prof.	Kevin	Bonnett	Social Science and Law	Sheffield Hallam University	k.bonnett@shu.ac.uk
Dr.	Mike	Holmes	Health and Environment	Leeds Metropolitan University	m.holmes@lmu.ac.uk
Prof.	David	Arnold	Management and Information Sciences	University of Brighton	d.arnold@brighton.ac.uk
Dr.	David	Arrell	Technology	University of Portsmouth	david.arrell@port.ac.uk
Prof.	Robert	Ball	Management	University of Stirling	rb3@stirling.ac.uk
Prof.	Rao	Bhamidimarri	Engineering and Computing	Napier University	r.bhamidimarri@napier.ac.uk
Prof.	Rhiannon	Billingsley	Health and Social Care	Sheffield Hallam University	r.billingsley@shu.ac.uk
Prof.	David A.	Brannan	Mathematics and Computing	The Open University	d.a.brannan@open.ac.uk
Prof.	Bruce	Brown	Arts and Architecture	University of Brighton	b.brown@brighton.ac.uk

Prof.	Geoffrey	Channon	Humanities, Languages and Social Sciences	University of the West of England	geoffrey.channon@uwe.ac.uk
Dr.	Gail	Cunningham	Human Sciences	Kingston University	a.cunningham@kingston.ac.uk
Prof.	Pauline	Dodgson-Katiyo	Arts and Letters	Anglia Polytechnic University	p.dodgson-katiyo@apu.ac.uk
Prof.	Sue	Frost	Human & Health Sciences	University of Huddersfield	s.a.frost@hud.ac.uk
Mr.	Paul	Griffiths	Education and Sport	University of Brighton	p.griffiths@brighton.ac.uk
Prof.	Malcolm	Jones	Dentistry	University of Wales	jonesml@cf.ac.uk
Ms.	Eileen	Martin	Health	University of Central Lancashire	EMartin@uclan.ac.uk
Prof.	Philip	Martin	Humanities and Social Sciences	De Montfort University	
Prof.	Donna	Mead	School of Care Sciences	University of Glamorgan	dmead@glam.ac.uk
Mr.	Alan	Mills	Information and Engineering Systems	Leeds Metropolitan University	a.mills@lmu.ac.uk
Prof.	Katherine L.	Oglesby	Community Studies, Law and Education	Manchester Metropolitan University	k.l.oglesby@mmu.ac.uk
Prof.	Stella	Parker	Education	University of Nottingham	stella.parker@nottingham.ac.uk
Prof.	Dennis J.	Parker	Business School	University of Middlesex	d.parker@mdx.ac.uk
Prof.	John	Parkinson	Science and Mathematics	Sheffield Hallam University	j.h.parkinson@shu.ac.uk
Prof.	Simon E. V.	Phillips	Biological Sciences	University of Leeds	researchdean@bmb.leeds.ac.uk
Mrs.	Susan	Pike	Arts and Languages	London Metropolitan University	s.pike@londonmet.ac.uk
Prof.	Norman	Revell	Computing Science	Middlesex University	n.revell@mdx.ac.uk
Prof.	Nicholas	Rowe	Business	South Bank University	rowen@sbu.ac.uk
Prof.	Peter	Smith	Computing, Engineering and Technology	University of Sunderland	peter.smith@sunderland.ac.uk
Dr.	Jennifer	Somerville	Director, The London Office	London Metropolitan University	j.somerville@londonmet.ac.uk
Prof.	Royston	Stephens	Health, Social Work and Education	University of Northumbria Newcastle	roy.stephens@unn.ac.uk
Dr.	Petra	Wend	Humanities and Education	London Metropolitan University	wendp@unl.ac.uk
Prof. Dr.	John	White	Law	Anglia Polytechnic University	j.white@anglia.ac.uk
Prof.	Alison	Yarrington	Arts	University of Leicester	kxb@leicester.ac.uk