

# HUMANE

Heads of University Management & Administration Network in Europe

## HUMANE Bulletin No. 10

December 2002

### Message from the Chairman

It gives me great pleasure at the start of 2003 to respond to the request to briefly give my impression of the way our network is developing. But first a quick glance over the past. Since its birth in 1997 HUMANE has gone from strength to strength. The small group of people that met at Bocconi University in Milan in 1997 could never have dreamed that the initiative to form a collegial network as Heads of University Management & Administration would be so successful that five years later the network would have over 200 participants.

Moreover, none of us foresaw the spontaneous spin-offs from this network, such as the formation of thematic network-groups, or dared to imagine that it would generate initiatives for training and consultancy. The start of a Winter School in Barcelona in March 2003 for the promising young staff members as well as the positioning of the HUMANE - ESMU consultancy group in the internal consultancy market are no mean achievements. These initiatives were not, however, developed at the expense of our true hallmark, the seminars, which have turned out to be so successful that they have been fully booked several times.

Much of the preparatory work was carried out by my predecessor Roddy Begg, the recently resigned network manager Trevor Field and the staff of the ESMU office in Brussels, especially Nadine Burquel and Tim Evans. The resignation of Trevor Field could have seriously threatened the continuity of our network. I am therefore delighted that Hans van Dam from the Universiteit van Amsterdam took over from him on 1 August 2002. His creativity and efforts are a worthy follow-up to those of Trevor Field. Many of you will get to know him personally in the next few years.

Under no circumstances must the stabilisation of our network encroach on the informal character of our activities. We must formalise activities only when absolutely necessary. I see the personal commitment of the members both to the seminars and to the maintenance of HUMANE as a whole as essential for the continuation of our network. I hope that we can count on you to show the same commitment in the years ahead.

I wish you and your university a happy and prosperous 2003!

Ruud Bleijerveld

Chairman  
Executive Committee HUMANE

## 2003 Seminars



*Heidelberg October, 2002.*

Below is the list of seminar planned for 2003. Also shown is the member of the Executive Committee who is responsible for the content of each seminar. Should you wish to make a presentation or have any ideas about the seminar please do not hesitate to contact him or her.

For all the very latest information please do not forget to check the HUMANE Web Site – the link to the seminar page is: [http://www.humane.eu.org/2\\_sem\\_next\\_details.htm](http://www.humane.eu.org/2_sem_next_details.htm)

### **7/8 February                      Maastricht    Entrepreneurship**

*Executive Committee Member in charge – Roger Broo*

Areas to be discussed:

- Liaison Office and Entrepreneurship.
- Entrepreneurial Universities
- Implications for university administration
- Regional policy and university spin offs
- Presentation by a successful innovative region
- Regional innovation schemes
- Impact of knowledge based companies

### **28/29 March                      Birmingham                      Finance and Funding (Note change of date)**

*Executive Committee Member in charge – Jiri Jirka*

Jiri writes – This seminar will cover new trends in Resource Allocation and Diversified Funding, Multisource Funding

This does not mean the wider range of current problems could not be accepted for presentation or discussion. The agenda should again include enough time for discussion - the topic will be surely interesting for many members.

**25/26 April Helsinki Outsourcing \*\***

*Executive Committee Member in charge – John Fürstenbach*

\*\* This is our 'open' seminar for 2003. HUMANE members may be accompanied by the head of the relevant department.

John writes - Outsourcing should (at least in this context) be understood as the transfer of a University operation, possibly including staff and/or equipment, to an outside operator. After the transfer, the University would, at least for some time continue to buy the services transferred from that operator. The German word for this, Fremdvergabe, is illustrative; it means something like (I hope my command of the two languages is satisfactory, otherwise I should have outsourced the translation): "Given away to a stranger".

Outsourcing is perceived as a means to improve productivity in (large) organisations. In business life the advantage is not only to reduce risk, management strain and possibly costs, it is also a way to reduce the balance sheet, which increases the return on capital.

But what is in it for universities? These procedures are – at least in some countries – quite common when it comes to various technical services such as cleaning, security and operation of buildings. This seminar is aimed at (1) sharing experiences of outsourcing; (2) consider the factors involved in decisions on outsourcing; and (3) to consider cases where this option was looked into but where finally the decision was not to outsource.

**23/24 May Salamanca ICT and Information Management**

*Executive Committee Member in charge – Christine Challis*

Christine writes – Information and Communications Technology applied to Management and Administration. The seminar will address the following issues:

- The current state of play on management information in European Universities.
- Use of ICT to improve administrative services to staff and students; to applicants and to alumni; and all the issues to involved to achieve successful implementation of policies.
- Using ICT to improve the performance of the University as a business operation

**3/4 October Lund Student Issues**

*Executive Committee Member in charge – Ruud Bleijerveld*

Areas to be discussed:

- Facilities for foreign students: housing, language-learning
- Bologna-declaration follow up in BA/MA
- International Accreditation
- Business schools
- International cooperation between universities
- EU-funding

**24/25 October Prague Space Management**

*Executive Committee Member in charge – Luciano Galan*

Luciano writes - We will try to follow up the situation of the environmental management in European universities from the point of view of the organisation. Some "conflicts" have appeared in this area specially regarding the relationship of the departments with the internal structures of health, security and safety departments. Some coordination and in some cases integration may be required but in any case clarification and good practices are required.

**14/15 November Lille Human Resource Management**

*Executive Committee Member in charge – Dietmar Ertmann*

Dietmar writes - We shall examine various projects of European universities how to develop best their staff potential. Among others the role of the French *agence de mutualisation des universités et des établissements* will be looked at.

Book early ! In 2002 three out of the five seminars were 'sold out'. Please do not delay in making your registration. Please do not forget that you can cancel your participation up to 21 days before the seminar without cancellation fees. Cancellation fees will apply at 50% for cancellations made between 21 and 8 days before the seminar, from 7 days 100% fees will be applied.

For the 2003 seminars HUMANE have increased the seminar fees only in line with inflation, to Euro 430. The cost for bringing an accompanying person to the social events is now Euro 125.

A registration form is attached as an annex to this Bulletin.



*Participants at the Heidelberg Seminar – October 2002*

**HUMANE Discussion List**

NEW DISCUSSION LIST ADDRESS - humane@esmu.be

We have changed the address of the HUMANE discussion list. Please can you remove the old discussion list address from your address book (admin-heads@jiscmail.ac.uk) and add the new address humane@esmu.be.

Should you wish to be removed from this list please send an e-mail to me at tim.evans@esmu.be (do not send that request to humane@esmu.be) and it will be removed straight away.

Please remember a reply to humane@esmu.be will be sent to the whole list, so do not use your reply function, but address it to the person who sent the message.

## **H. E. E. Consulting Group**

Many changes are occurring in the field of higher education. At an accelerating rate, these changes put pressure on higher education institutions, both collectively and individually. Institutions are increasingly required to develop, determine and implement their own strategy, in a context of decreasing central government control.

Universities tend to use more or less expensive consultancy capacities to support them with these changes.

They spend significant amounts of money on consultancy and external support. When it comes to instrumental, technical assistance, universities are probably served well by external consultants. Most of the time however, the required assistance is in essence not of a technical nature. This is the case when organisational change, including cultural aspects, is in order, when developments in university policies or strategic management are needed. The desired consultant then needs to have knowledge of regulations and policies in higher education in Europe, needs to understand academic culture and national differences, to have experience in the management of the tension between university organisation and academic autonomy, and to know how to overcome resistance. There is a growing awareness of a lack of competent and satisfying consultancy.

ESMU and HUMANE have decided to join forces to launch a new company *H.E.E. Consulting Group* early in 2003 to offer expertise from universities to universities so that they can benefit from sound advice at a reduced cost. *H. E. E. Consulting Group* allows for the introduction of well-equipped experts in this consultancy market. It will lead to very cost-effective solutions for European universities.

*H. E. E. Consulting Group* will compliment the services of ESMU and HUMANE with a dedicated Consulting Capacity.

*H. E. E. Consulting Group* will be launched initially with two shareholders, ESMU holding 2/3 of the shares, HUMANE 1/3. It is expected that within a year, 1/2 of the ESMU shares will be sold to a third partner association still to be confirmed.

Anton Nijssen, currently director of the Kohnstamm Institute at the University of Amsterdam will become director of the company, which will be located at ESMU in Brussels and rely on ESMU staff and infrastructure for its initial developments.

## **The ESMU-HUMANE Winter School for senior administrators**

ESMU-HUMANE is very pleased to have received 40 applications for the School! The Steering Committee made up of Christine Challis (Secretary, London School of Economics), Dietmar Ertmann (Kanzler, Universität Karlsruhe), Rafael Zorrilla (Gerente, Universidad Carlos III de Madrid) and Nadine Burquel (Secretary General, ESMU) is currently proceeding with the selection of applicants.

The School will take place at the Palau de les Heures in Barcelona from 17 to 22 March 2003.

The School will feature some prominent facilitators including:

- ◆ Frans Van Vught, Rector of the University of Twente,
- ◆ Michael Shattock, Visiting Professor at the University of London,
- ◆ Francesc Sola, former head of administration at the Universitat Politecnica de Catalunya and former HUMANE Member
- ◆ Willy Muschoot (who was a speaker on Human Resource Management at the HUMANE Seminar in Gent a few years ago)
- ◆ S. Veling, Chief Communication Officer at the University of Amsterdam

During the School, participants will be required to work on a major project prepared by Trevor Field. The project will be assessed by a jury made up of HUMANE experts under the chairmanship of Mr. Klaus Von Trotha, former Minister of Science and Culture, Land of Baden-Württemberg in the German Federation.

A preliminary programme of the school has been placed on both the ESMU ([www.esmu.be](http://www.esmu.be)) and HUMANE ([www.humane.eu.org](http://www.humane.eu.org)) websites.

### **Thematic Reports presented at the Round Table**

Part of the annual Round Table meeting are presentations by each representative on a specific subject. The Round Table in 2002 had chosen the subject of the implementation of the Bologna Declaration. The results were very interesting and can be seen on our web site at the following address (this will eventually be part of the 'members only' section of the site which is currently being set up) [http://www.humane.eu.org/2\\_mem\\_intranet.htm](http://www.humane.eu.org/2_mem_intranet.htm).

The subject that the Round Table members will present in 2003 will be Science Parks and related matters.

### **Legal Structure**

Currently HUMANE is an informal Network using ESMU as a legal body when needed. With the new activities such as the Winter School and the H.E.E. Consulting Group HUMANE acts as an independent organisation in partnership with ESMU. The Executive Committee thought it better to have a legal structure for HUMANE as an (non-profit) association under Belgian law. In a few months this will be finalised. The structure of HUMANE as it has developed in the last years will be formulated in Statutes and internal regulations.

### **HUMANE Elections**

In annex 1 of this Bulletin you can read about the procedures for the elections to the HUMANE Round Table and Executive Committee. It also lists the seats that will be coming up for election in 2003.

### **2003 Rates**

The Executive Committee approved the following new rates for 2003:

Membership Euro 285 (Euro 190 for countries on reduced rate)  
Seminar Fee Euro 430 (accompanying person to the social events Euro 125)

As always, your membership invoice will be sent during the first weeks of January.

## **Introducing the Executive Committee**

The Executive Committee took a break during their meeting in Heidelberg to introduce themselves by means of a group photo. Full contact details are attached in the annex. Please remember, the Executive Committee is here to serve you, the member – so please never hesitate to contact your representative.



*Standing – left to right: Jiri Jirka, Christine Challis, Dietmar Ertmann, John Fürstenbach, Roger Broo  
Sitting – left to right: Hans van Dam (Network Manager), Ruud Bleijerveld (Chairman), Luciano Galan  
(Not present – Anne-Marie Kumps)*

## **And Finally**

May we wish you all a very happy Christmas and send our best wishes for a successful and peaceful New Year.

Hans van Dam  
Network Manager

Tim Evans  
HUMANE Secretariat

## **HUMANE Elections**

### *Introduction*

In 2000 the Round Table decided that the term of office should be 3 years, starting from then on. The Round Table this year discussed the process for elections for Round Table membership (for information – the process election to the Executive Committee was decided on in 2000). The general idea was that there should be elections every year for one third of the seats. The discussion left some issues open to be decided on by the Executive Committee.

The Executive Committee decided to continue a fixed scheme. Should a seat fall vacant mid-term, the elected successor will hold the seat until the next scheduled election of that seat.

There is no maximum for the time permitted to be served on the Round Table, although the recommendation is to stay no longer than 10 years.

### *Starting dates*

The term of office for the Round Table will start on 1<sup>st</sup> May. This means that elections for seats becoming vacant will take place in March. The new Round Table members will be in place for the annual meeting of the Round Table in May or June.

The term of office for the Executive Committee will start 1<sup>st</sup> October. This means nominations for vacant seats can be made at the annual meeting of the Round Table, with the elections taking place in September so that the new member will be in place for the October meeting of the Executive Committee.

### *Transition*

The members of the Round Table in 2000 should be re-elected in 2003. In order to avoid elections for most of the seats at the same time the members that joined before 2000 are due for re-election in 2003, 2004 or 2005 depending on the other elections in their country or in their constituency for Executive Committee seats. When a member leaves mid term the successor takes the place until the next election date for the seat.

For the Executive Committee there have been elections in 2000 for constituencies 1(AT, CH, DE, NL) & 2 (BE, FR, IT), in 2001 for 3 (IE, UK) & 4 (Central & Eastern Europe) and in 2002 for 6 (DK, FI, IS, NO, SE) and for 5 (ES, GR, PT) is in progress.

The Chairman was elected in 2000, so there will be an election in 2003

### *Procedure*

The election for a Round Table member is in March of the year an election for the constituency is needed. In January the sitting member(s) of the Round Table will consult their colleagues and nominate one or more candidates. If a member can be re-elected he will be asked whether he seeks re-election, and that will be announced. In the beginning of February the Secretariat sends a message to the members in the involved country with the names of the nominated persons, and the possibility for members to add another name. If there are no nominations by the middle of February

the Chairman will try to find one. The election in March is through an e-mail procedure. If there is only one nomination at the end of February, this person is elected.

The election for an Executive Committee member is in September. The vacancy will be announced with the agenda for the meeting of the Round Table in May/June. The chairman consults the members of the constituency. If there is no consensus each of the members can nominate a candidate, and elections will be held.

The election for the Chairman takes place at the Round Table. The chairman of the Round Table consults the members of the Executive Committee at the Executive Committee meeting in April and nominates a person a month before the Round Table. Each member of the Round Table can nominate another candidate. In case of more candidates an election will be held.

*Actual Members of the Round Table (RT) and Executive Committee (EC) grouped by constituency. Full contact details can be found in the annex of this Bulletin.*

#### Chairman and ESMU Representative

| Name             | Country | RT     |  | EC     |           |
|------------------|---------|--------|--|--------|-----------|
|                  |         | Joined |  | Joined | Next Elec |
| Ruud Bleijerveld | Chair   | 1998   |  | 2000   | 2003      |
| John Fürstenbach | ESMU    | 1998   |  |        |           |

#### Constituency 1 (AT, CH, DE, NL)

| Name                 | Country | RT     |           | EC     |           |
|----------------------|---------|--------|-----------|--------|-----------|
|                      |         | Joined | Next Elec | Joined | Next Elec |
| Christophe Ehrenberg | DE      | 2001   | 2004      |        |           |
| Dietmar Ertmann      | DE      | 2000   | 2003      | 2000   | 2003      |
| Friedrich Luhan      | AT      | 1998   | 2003      |        |           |
| Jef van de Riet      | NL      | 2001   | 2004      |        |           |
| Bert Verveld         | NL      | 2002   | 2005      |        |           |

#### Constituency 2 (BE, FR, IT)

| Name                 | Country | RT     |           | EC     |           |
|----------------------|---------|--------|-----------|--------|-----------|
|                      |         | Joined | Next Elec | Joined | Next Elec |
| Jean-Pascal Bonhotel | FR      | 2001   | 2004      |        |           |
| Bert Hoogewijs       | BE      | 1998   | 2003      |        |           |
| Anne-Marie Kumps     | BE      | 1998   | 2004      | 2000   | 2003      |
| Mauro Salvatore      | IT      | 2000   | 2003      |        |           |
| Francesco Savonitto  | IT      | 1998   | 2005      |        |           |
| Andree Turuban       | FR      | 1998   | 2005      |        |           |

#### Constituency 3 (IE, UK)

| Name                          | Country | RT     |           | EC     |           |
|-------------------------------|---------|--------|-----------|--------|-----------|
|                               |         | Joined | Next Elec | Joined | Next Elec |
| Christine Challis             | UK      | 1998   | 2003      | 1998   | 2004      |
| Jane Hopkinson                | UK      | 2001   | 2004      |        |           |
| Janusz Karczewski-Slowikowski | UK      | 1998   | 2003      |        |           |
| John O'Connor                 | IE      | 1998   | 2004      |        |           |
| Ian Powell                    | UK      | 1998   | 2005      |        |           |

Constituency 4 (Central & Eastern Europe)

| Name       | Country | RT     |           | EC     |           |
|------------|---------|--------|-----------|--------|-----------|
|            |         | Joined | Next Elec | Joined | Next Elec |
| Jiri Jirka | CZ      | 2001   | 2004      | 2001   | 2004      |

Constituency 5 (ES, GR, PT)

| Name           | Country | RT     |           | EC     |           |
|----------------|---------|--------|-----------|--------|-----------|
|                |         | Joined | Next Elec | Joined | Next Elec |
| Fernanda Antao | PT      | 2002   | 2005      |        |           |
| Margarida Mano | PT      | 1999   | 2003      |        |           |
| Juan Jose Perz | ES      | 2002   | 2004      |        |           |
| Rafael Zorilla | ES      | 2002   | 2005      |        |           |

Portugal loses one seat due to have less than 8 members; goes into effect with the next election in 2003; election for EC-seat in 2002 in progress

Constituency 6 (DK, FI, IS, NO, SE)

| Name              | Country | RT     |           | EC     |           |
|-------------------|---------|--------|-----------|--------|-----------|
|                   |         | Joined | Next Elec | Joined | Next Elec |
| Esa Ahonen        | FI      | 2001   | 2004      |        |           |
| Roger Broo        | FI      | 1998   | 2005      | 1998   | 2005      |
| Peter Honeth      | SE      | 2000   | 2003      |        |           |
| Leif Lindfors     | SE      | 1998   | 2005      |        |           |
| Edda Magnúsdóttir | IS      | 1998   | 2003      |        |           |
| Peter Plenge      | DK      | 2001   | 2004      |        |           |
| Tor Saglie        | NO      | 1998   | 2005      |        |           |

2003 elections will be held for the following seats:

| Name                          | Country |
|-------------------------------|---------|
| Christine Challis             | UK      |
| Dietmar Ertmann               | DE      |
| Peter Honeth                  | SE      |
| Bert Hoogewijs                | BE      |
| Janusz Karczewski-Słowikowski | UK      |
| Friedrich Luhan               | AT      |
| Edda Magnúsdóttir             | IS      |
| Mauro Salvatore               | IT      |

## **ANNEX 2 - HUMANE – Your Representation**

The following is a summary of colleagues who have been appointed either to the Executive Committee or Round Table. Please never hesitate to contact the representative of your country should you have a problem with or comments about the Network.

### **Executive Committee**

| <b>Title</b> | <b>Forename</b> | <b>Surname</b> | <b>Position</b>         | <b>HEI</b>                       | <b>Telephone</b>   | <b>Fax</b>         | <b>E-Mail</b>                               |
|--------------|-----------------|----------------|-------------------------|----------------------------------|--------------------|--------------------|---|
| Drs          | Ruud            | Bleijerveld    | Secretary General       | Universiteit van Amsterdam       | ++ 32 20 525 2810  | ++ 32 20 525 3118  | r.h.t.bleijerveld@uva.nl                    |
| Mr           | Roger           | Broo           | Administrative Director | Åbo Akademi University           | ++ 358 2 265 4101  | ++ 358 2 251 7553  | roger.broo@abo.fi                           |
| Dr           | Christine       | Challis        | Secretary               | London School of Economics       | ++ 44 207 955 7009 | ++ 44 207 404 5510 | c.challis@lse.ac.uk                         |
| Dr           | Dietmar         | Ertmann        | Kanzler                 | Universität Karlsruhe            | ++ 49 721 608 3900 | ++ 49 721 608 4350 | Dietmar.ertmann@verwaltung.uni-karlsruhe.de |
| Mr           | Jiri            | Jirka          | Registrar               | Palacky University Olomouc       | ++ 42 68 5631008   | ++ 42 68 5222 731  | jirka@risc.upol.cz                          |
| Prof         | Anne-Marie      | Kumps          | General Administrator   | Université Catholique de Louvain | ++ 32 10 478 825   | ++ 32 10 474 043   | Kumps@admg.ucl.ac.be                        |
| Mr           | John            | Fürstenbach    |                         |                                  | ++ 46 709 625 133  |                    | john.furstenbach@sh.se                      |

### **Round Table**

In addition to the six Round Table members who are also elected members of the Executive Committee (above), you may also contact the member of the Round Table representing your country. The following list is ordered by country.

| <b>Title</b>          | <b>Forename</b> | <b>Surname</b> | <b>Position</b>                 | <b>HEI</b>                             | <b>Telephone</b>   | <b>Fax</b>         | <b>E-Mail</b>  |
|-----------------------|-----------------|----------------|---------------------------------|--|--------------------|--------------------|--|
| <b><u>Austria</u></b> |                 |                |                                 |  |                    |                    |  |
| Dr                    | Friedrich       | Luhan          | Universitätsdirektor            | Leopold Franzens Universität Innsbruck | ++ 43 512 507 2010 | ++ 43 512 571 135  | Friedrich.luhan@uibk.ac.at   |
| <b><u>Belgium</u></b> |                 |                |                                 |  |                    |                    |  |
| Dr                    | Robert          | Hoogewijs      | Beheerder                       | Universiteit Gent                      | ++ 32 9 264 3110   | ++ 32 9 264 4297   | Bert.hoogewijs@rug.ac.be   |
| <b><u>Denmark</u></b> |                 |                |                                 |  |                    |                    |  |
| Dr                    | Peter           | Plenge         | University Director             | Aalborg Universitet                    | ++ 45 96 359 502   | ++ 45 98 15 22 01  | <a href="mailto:Pp@aua.auc.dk">Pp@aua.auc.dk</a>   |
| <b><u>Finland</u></b> |                 |                |                                 |  |                    |                    |  |
| Mr                    | Esa             | Ahonen         | Director of Administration      | Helsinki School of Economics           | ++ 358 9 4313 8222 | ++ 358 9 4313 8888 | Ahonen@hkku.fi   |
| <b><u>France</u></b>  |                 |                |                                 |  |                    |                    |  |
| Mr                    | Jean-Pascal     | Bonhotal       | Secrétaire-général              | Université Claude Bernard, Lyon1       | ++ 33 47 244 8028  | + 33 47 243 1236   | <a href="mailto:Jean-pascal.bonhotal@univ-lyon1.fr">Jean-pascal.bonhotal@univ-lyon1.fr</a> |
| Mme                   | Andrée          | Turuban        | Agent Comptable                 | Université Paris 1 Panthéon-Sorbonne   | ++ 33 1 4407 7910  | ++ 33 1 4407 7983  | Aturuban@univ-paris1.fr  |
| <b><u>Germany</u></b> |                 |                |                                 |  |                    |                    |  |
| Mr                    | Christoph       | Ehrenberg      | Kanzler                         | Universität Osnabrück                  | ++ 49 541 969 4115 | ++ 49 541 969 4888 | <a href="mailto:Kanzler@uni-osnabrueck.de">Kanzler@uni-osnabrueck.de</a>                   |
| <b><u>Iceland</u></b> |                 |                |                                 |  |                    |                    |  |
| Ms                    | Edda            | Magnusdottir   | Director of Personnel           | University of Iceland                  | ++ 354 525 4390    | ++ 354 552 1331    | <a href="mailto:edda@rhi.hi.is">edda@rhi.hi.is</a>   |
| <b><u>Ireland</u></b> |                 |                |                                 |  |                    |                    |  |
| Mr                    | John            | O'Connor       | Vice President – Administration | University of Limerick                 | ++ 353 61 202 029  | ++ 353 61 331 671  | John.oconnor@ul.ie   |

| <b>Title</b>                 | <b>Forename</b> | <b>Surname</b>         | <b>Position</b>                             | <b>HEI</b>                           | <b>Telephone</b>   | <b>Fax</b>         | <b>E- Mail</b>   |
|------------------------------|-----------------|------------------------|---|--------------------------------------|--------------------|--------------------|--|
| <b><u>Italy</u></b>          |                 |                        |   |                                      |                    |                    |  |
| Dr                           | Mauro           | Salvatore              | Direttore Centrale Programmazione           | Università Cattolica del Sacro Cuore | ++ 39 02 7234 3686 | ++ 39 02 7234 3696 | mauro.salvatore@unicatt.it   |
| Dr                           | Francesco       | Savonitto              | Direttore Amministrativo                    | Università degli Studi di Udine      | ++ 39 0432 556 280 | ++ 39 0432 556 309 | <a href="mailto:Francesco.savonitto@amm.uniud.it">Francesco.savonitto@amm.uniud.it</a> |
| <b><u>Netherlands</u></b>    |                 |                        |   |                                      |                    |                    |  |
| Drs                          | Jef             | van de Riet            | Secretary General                           | Tilburg University                   | ++ 31 134 662 498  | ++ 31 134 666 056  | <a href="mailto:j.j.a.vdriet@kub.nl">j.j.a.vdriet@kub.nl</a>                           |
| Drs                          | Bert            | Verveld                | Secretary General                           | Rijksuniversiteit Groningen          | ++ 31 503 635 281  | ++ 31 503 634 847  | <a href="mailto:i.verveld@bureau.rug.nl">i.verveld@bureau.rug.nl</a>                   |
| <b><u>Norway</u></b>         |                 |                        |   |                                      |                    |                    |  |
| Mr                           | Tor             | Saglie                 | Director General                            | Universitetet i Oslo                 | ++ 47 22 855 6301  | ++ 47 22 854 442   | <a href="mailto:tor.saglie@admin.uio.no">tor.saglie@admin.uio.no</a>                   |
| <b><u>Portugal</u></b>       |                 |                        |   |                                      |                    |                    |  |
| Dr                           | Margarida       | Mano                   | Administradora                              | Universidade de Coimbra              | ++ 351 2 2398 5910 | ++ 351 2 2398 2794 | <a href="mailto:mmano@ci.uc.pt">mmano@ci.uc.pt</a>                                     |
| Mrs                          | Fernanda        | Antão                  | Head of Administration                      | Universidade Nova de Lisboa          | ++ 351 2 1324 2100 | ++ 351 2 1324 2120 | <a href="mailto:Fantao@unl.pt">Fantao@unl.pt</a>                                       |
| <b><u>Spain</u></b>          |                 |                        |   |                                      |                    |                    |  |
| Dr                           | Juan Jose       | Perez                  | Gerente                                     | Universidad de Cordoba               | ++ 34 95 721 8056  | ++ 34 95 721 8057  | <a href="mailto:Sc1pevaj@uco.es">Sc1pevaj@uco.es</a>                                   |
| Dr                           | Rafael          | Zorrilla               | Gerente                                     | Universidad Carlos III de Madrid     | ++ 34 91 624 9737  | ++ 34 91 624 9758  | <a href="mailto:Rafael@pa.uc3m.es">Rafael@pa.uc3m.es</a>                               |
| <b><u>Sweden</u></b>         |                 |                        |   |                                      |                    |                    |  |
| Mr.                          | Peter           | Honeth                 | University Director                         | Lund University                      | ++ 46 46 222 7002  | ++ 46 46 222 4715  | <a href="mailto:peter.honeth@rektor.lu.se">peter.honeth@rektor.lu.se</a>               |
| Mr                           | Leif            | Lindfors               | Head of Administration                      | Stockholms Universitet               | ++ 46 8 162 273    | ++ 46 8 674 7681   | <a href="mailto:leif.lindfors@adm.su.se">leif.lindfors@adm.su.se</a>                   |
| <b><u>United Kingdom</u></b> |                 |                        |   |                                      |                    |                    |  |
| Dr                           | Jane            | Hopkinson              | University Secretary and Academic Registrar | University of Plymouth               | ++ 44 1752 232 143 | ++ 44 1752 232 141 | <a href="mailto:jhopkinson@plymouth.ac.uk">jhopkinson@plymouth.ac.uk</a>               |
| Mr                           | Janusz          | Karczewski-Slowikowski | Academic Registrar                          | Manchester Metropolitan University   | ++ 44 161 247 1030 | ++ 44 161 247 6311 | <a href="mailto:k.s.janusz@mmu.ac.uk">k.s.janusz@mmu.ac.uk</a>                         |
| Mr                           | Ian             | Powell                 | Registrar and Secretary                     | University of Exeter                 | ++ 44 1392 263 001 | ++ 44 1392 263 008 | <a href="mailto:i.h.c.powell@exeter.ac.uk">i.h.c.powell@exeter.ac.uk</a>               |

# HUMANE

## Heads of University Management & Administration Network in Europe Seminars – Information and Conditions

### Seminar Format

Over the years that HUMANE has been organising Seminars, the two day format of the Seminars has been very successful. By taking only one working day (Friday) plus a Saturday, not only do delegates have to spend limited time away from their institution, but it facilitates the use of the cheaper APEX air tickets.

|          |   |
|----------|---|
| Friday   | lunch and formal welcome / presentations / dinner |
| Saturday | presentations / lunch / final presentation        |

### Social Programme and Accompanying Persons

A full social programme is offered, with the Seminar dinner on the Friday night and usually an event on the Saturday night.

Accompanying persons will be very welcome to attend the social programme. A charge of Euro 125 is levied to cover the costs. Accompanying persons cannot, however, attend the Seminar, which is strictly open to HUMANE members only.

### Seminar Fees

Seminar fees are calculated as follows:

- |  |          |
|--|----------|
| 1. HUMANE Members  | Euro 430 |
| 2. Expert Accompanying HUMANE Member to the open Seminar | Euro 430 |
| 3. Non Member University Secretary Generals**            | Euro 715 |

Please note, for the open Seminar - the expert **MUST** be accompanied by the HUMANE member.

\*\* Only the Secretary General of the non member university may attend, no other person will be permitted.

### Payment and Cancellation Fees

Payment of Seminar fees should only be made upon receipt of the invoice which will be sent to you by the HUMANE Secretariat. Please note that admission to HUMANE Seminars will be possible only if the Seminar fee has been received.

The invoice will be calculated in Euro. Bank charges are the responsibility of the payer. *Any charges which otherwise fall to HUMANE will be re-charged to the member.*

Once you have received written confirmation from the HUMANE Secretariat that you have been registered for a HUMANE Seminar, cancellation fees *will* be applied as follows:

|   |
|---|
| From 21 to 7 days before the Seminar, 50% of the fee. |
| Within 7 days of the Seminar, 100% of the fee.        |

### Availability of Places

The number of places at HUMANE Seminars are limited to allow discussion in an 'intimate' atmosphere. Places are reserved on a 'first come, first served' basis. Should your chosen Seminar be fully booked, you will be offered a place on the *waiting list*. If a cancellation should then occur, those on the waiting list would be offered the place first.

### Liability

Neither HUMANE or any of the host universities where HUMANE events take place are liable for any losses, accidents or damage to persons or objects, regardless of the cause. Participants and accompanying persons attending any HUMANE events do so at their own risk and responsibility.

# HUMANE

Heads of University Management & Administration Network in Europe

## REGISTRATION FORM

(ref: Bulletin 10)

*Please print clearly*

|   |
|---|
| TITLE: Prof. / Mr. / Mrs. / Ms. /<br>other..... |
| SURNAME: .....                                  |
| FORENAME: .....                                 |
| INSTITUTION: .....                              |
| ADDRESS:.....                                   |
| Telephone:..... Fax:..... E-Mail.....           |

Please accept my registration for the following HUMANE Seminars:

| DATE | SEMINAR | LOCATION | ACCOMPANIED |
|------|---------|----------|-------------|
|      |         |          |             |
|      |         |          |             |
|      |         |          |             |
|      |         |          |             |
|      |         |          |             |
|      |         |          |             |

I understand that, once I have received written confirmation of my registration from the HUMANE Secretariat, cancellation fees will apply at the following rates for cancellations within 21 days of the Seminar:

- 21 – 8 days before the seminar 50% cancellation fees
- 7- 0 days before the seminar 100% cancellation fees

Signed.....Date:.....

Please return this form to:

HUMANE Secretariat

C/O ESMU

31 rue Montoyer

B - 1000 Brussels

Fax: ++ 32 2 289 2467

E-Mail: tim. Evans@esmu.be