

HUMANE

Heads of University Management & Administration Network in Europe

HUMANE Bulletin No. 11

June 2003

Message from the Chairman

At the Round Table meeting in Louvain-la-Neuve on 13 and 14 June we reported on the new HUMANE activities that I announced in my foreword to the previous HUMANE newsletter. According to both the participants and the organisers, the Winter School, which was held in Barcelona from 17-22 March 2003, was a huge success. As there were far more applications than places, a selection procedure was necessary. This procedure aimed to distribute the places evenly across the countries that are represented in HUMANE. As a member of the jury I assessed the work of the participants. The standard was generally high. There is no doubt that the Winter School has added to their credentials as candidates for the highest management positions in the university. The intention to form a student year group and an Alumni association fits in with the network principle of HUMANE. If everything goes according to plan, another Winter School will be organised for the start of 2004. I would particularly like to commend Christine Challis for her commitment. Christine retired as the Secretary and Director of Administration of the London School of Economics on 1 May. It is thanks to her and Rafael Zorrilla, Dietmar Ertmann and Nadine Burquel that the first course was such a success. I am delighted that she has agreed to take charge of the Winter School again in 2004.

The HEE consultancy group (Higher Education in Europe) has also got off to a good start with the appointment of Anton Nijssen as director. It is the intention of ESMU and HUMANE to assess within a period of two years whether HEE can gain a good market position.

The first half-year of seminars is now behind us at HUMANE. The formula whereby presentations are accompanied by further in-depth study in small groups has proven a great success. In the second half-year, seminars will be held in Lund, Prague and Lille. Network manager Hans van Dam will put forward proposals for applying the conclusions of the seminars to, amongst others, consultancy activities.

The increasing success of all these activities needs to be paralleled by growth in HUMANE membership. The number of members seems to have stabilised around 200. I would like to set a target of 225 for 2004 and I urge those of you who come from countries with relatively few HUMANE members to convince at least one colleague of how important it is to join. We cannot develop further without your help and support.

Finally, I would like to mention that HUMANE is a legal entity, now that the Round Table in Louvain-la-Neuve has approved the articles of association and the internal regulations. The organisation will be based in Brussels. A lot of hard work went into this process but it was definitely necessary in order to make us more professional as a network. I repeat the standpoint I expressed in the last HUMANE newsletter: under no circumstances must the stabilisation of our network be at the expense of the informal nature of our activities.

I wish you all a pleasant holiday and a good start to the academic year 2003 / 2004.

Ruud Bleijerveld
Chairman, HUMANE Executive Committee

The ESMU-HUMANE Winter School for senior administrators

With 30 participants from 8 different countries in Europe, the first edition of the ESMU-HUMANE Winter School for senior administrators was a great success.

The School took place in the beautiful Palau de les Heures, the continuing education centre of the Universitat Barcelona from 17 to 22 March.

With prominent figures in higher education from across Europe to facilitate the various sessions, participants had the opportunity to get acquainted with different management approaches and leadership styles from different cultural contexts. Selected themes reflected current priorities in higher education management at national and European level. The European dimension features highly in the School, which was greatly appreciated by participants. Practical case study work on an imaginary university in great financial difficulty enabled participants to put into practice what had been learnt in plenary sessions. At the end of the School, the projects outlining possible scenarios to solve the problems of this university were presented to a jury.

Participants developed close contacts with one another in Barcelona which have been followed up both formally and informally. Two School alumni (Chris Cobb, London School of Economics and Thomas Estermann, Universität für Musik und Darstellende Kunst Wien) will be going on study visits to each other's university. An electronic discussion list has been set up to encourage electronic discussion between alumni, who have also been invited to a first two-day "get-together" seminar which will be hosted by the Universität Karlsruhe during October. The topic will be "competition in higher education". At the end of the seminar, the possibility to launch an alumni network will be discussed with participants.

The School steering committee has started on the preparations for the second edition of the School to take place in Barcelona in March 2004. A pre-announcement will be placed on the HUMANE discussion list before the end of June, with further information available at the end of August.

Nadine Burquel
ESMU-HUMANE Winter School Manager

H. E. E. Consulting Group - Update

As reported in the previous Bulletin (December 2002, issue 10), *H.E.E. Consulting Group* was launched at the beginning of this year. The director, A.J. Nijssen, developed a business plan for this consultancy group in Higher Education. Both the boards of HUMANE and ESMU agreed with this start-up plan and took positions as main shareholders of this company.

There are three major reasons to start this company. The first reason is the *growing autonomy* of our universities. Increasing demands are combined with decreasing budgets. The responsibility for a prosperous university life is more and more solely in the hands of their boards and management.

The second reason is 'Europe'. The building of the European Research Area is combined with the ongoing Bologna Process, which will result in the restructuring of the curricula of many European universities. These developments imply great strategic opportunities as well as problems and threats. For instance, in the field of the organisation and management of large European research networks and joint MA-programmes.

The third reason is that a lot of universities already make use of the services of consulting companies, and are regularly disappointed by the lack of awareness of the specific culture in universities and, consequently, the lack of success of projects where external consultants are involved.

H.E.E. Consulting Group has been established to offer services provided for and in universities, and conducted by experienced members of university staff. The company uses the phrase “**to bring and to take**”: H.E.E.-experts offer knowledge and relevant experience in their field, and are able to lead complex innovative projects. On request of universities they will set up projects to develop and implement innovation, if possible and preferably in close cooperation with the clients’ members of staff. Therefore, the projects of H.E.E. may be seen as part of a **management development programme** of the universities. In the projects, that are led by H.E.E. experts, members of staff of the client can participate, and by doing so develop their knowledge and expertise.

H.E.E. holds a database with the CV’s of all its experts. At the moment the database contains **over sixty experts**, from many of the EU-countries and working in all of the relevant management disciplines. Many of them hold a position at one of the European universities and are allowed to spend part of their time to H.E.E.-projects, thus ensuring the availability of relevant knowledge and expertise.

At the moment H.E.E. is working on projects in the field of:

- Strategic management and governance
- Human resources management
- Accountability
- Internationalisation

During the HUMANE Round Table in June (Louvain-la-Neuve) the advantages of the use of H.E.E. became very clear: external consultancy by H.E.E.-experts is relatively cheap as compared to other offers; one may expect projects to be successful by the availability of experts who all know university life, organisation and politics; the database of the consulting group may provide you with expertise needed, but not available in one’s own institution or the approachable network. Last but not least: using H.E.E. means strengthening your European network.

2003- 2004 HUMANE Seminars

Below is the list of seminar planned for the remainder of 2003 and the first part of 2004.. 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

3/4 October Lund Student Issues (!! Hotel Information is already available !!)
Executive Committee Member in charge – Ruud Bleijerveld

Ruud writes: I should like to elaborate on this theme along the following questions:

- What are the implications of the Bologna process and the European recruitment campaigns with respect to the programmes and facilities for international students?
- What kind of action can universities undertake to attract more international students?

Specific questions to be addressed are:

- What are the benefits for universities of investing in student exchanges?
- How does internationalisation influence teaching and learning processes and innovation in education? A case in point, for instance, is the development of distance education as a way to provide easily accessible international education.
- To what extent and in which form is teaching in another language implemented at your university? We are particularly interested in its influence on the attraction of exchange students.
- What kind of marketing strategy does your university apply in EU and in non-EU countries?
- To what extent do the foreign student enrolment figures at your university coincide with the number of your own students going to other countries?
- How do you arrange services for foreign students, such as social counseling, financial support/grants, housing, and support for contact with the local population?

The aim of the seminar is to exchange ideas about successful experiments with international programmes, student exchanges and facilities for international students.

In order to increase interaction and to improve the flourishing of creativity as a result of the discussions, on the Saturday participants will be able to attend one of two interactive workshops.

If you would like to make a presentation contact Ruud at R.H.T.Bleijerveld@uva.nl

24/25 October Prague Space and Environmental Management

“The Organisation and Structure of Services of Health, Safety and Sustainable development as a part of the Corporate social responsibility”

Executive Committee Member in charge – Luciano Galan

Luciano writes - During the last five years within HUMANE a series of activities have been developed to introduce the concept of environmental management in universities, seen from the point of view of heads of administration. In the previous seminars in Madrid (Ecocampus), Dublin (Energy saving), Copenhagen (Transport policy), Cordoba (Space management) and Coimbra (Good practices) the new issue of environmental management in universities has been discussed in various ways and seen from different points of view; the program varied from telling stories (about member's own experiences) to lively discussions about the way heads of administration could or should deal with the concept of environmental management.

The Prague Seminar will be focussed to the universities organisations that are responsible for carrying out the environmental management activities. In the last years the concept of environmental management has changed and it's included under the more general **corporate social responsibility management**. During the seminar we should analyse the difference between the two concepts and the conflicts that have appeared in this respect regarding the relationship with the departments of health, safety and security. Some coordination and in some cases integration may be required.

The main topics for the discussion should be:

- What is the situation of the organisation in the European universities in respect to health, security, labour regulations, environmental management, etc.?
- What are the best practices on integration of services?
- How do you implement corporate social responsibility?

Some specific questions to be addressed are the following:

- Is there an ideal organisation?
- Which activities should be integrated within university management to cover the global issues such as health, safety and environmental management, and which not?
- Are there national legislation regulations for the organisation structure?
- What are the responsibilities of the Head of Administration referring to Health, Safety and Sustainable development?

As a recent an interesting experience the seminar will include a specific presentation of a practical case on :"**How to obtain the accreditation of ISO 14001 in environmental management of a university building**".

The following speakers are confirmed:

Betty de Keizer. Corporate social responsibility management.

Cristina Marti. Accreditation of ISO 14001 in environmental management of a university building.

Steve Cannon from the University of Aberdeen

If you would like to make a presentation contact Lucian at Luciano.gala@uam.es.

14/15 November Lille Human Resource Management

Executive Committee Member in charge – Dietmar Ertmann

Dietmar writes - on the 14th and 15th of November the HUMANE seminar in Lille will feature on human resource development. So far we have identified as interesting topics the role of the "Investor in People" programme in the UK, the role of the "agence de mutualisation des universités" in France and a staff development programme in Germany. However, it would be interesting to hear further reports on human resource management from other countries. I would therefore be very grateful, if you could come up with suggestions as to topics and speakers.

If you would like to make a presentation contact Diatmar at ertmann@verwaltung.uni-karlsruhe.de

Advance Notice for 2004

At this stage, exact dates have to be confirmed, further information will follow via the discussion list

March 2004 Athens Environmental Issues

Executive Committee Member in charge: Luciano Galan / Jiri Jirka

This seminar will continue the activities in the last five years on the concept of Sustainability and will be focussed on implementation of good practices. It will try to consolidate the results of earlier seminars (Madrid, Dublin, Copenhagen, Cordoba, Coimbra and Prague).

April 2004 Munich Entrepreneurship

Executive Committee Member in charge: Roger Broo

Topics of this seminar:

- 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

May Aberdeen ICT

Executive Committee Member in charge: Rafael Zorrilla

June Kiruna (Universities in Lulea) HRM

Executive Committee Member in charge: Dietmar Ertmann

October Pavia Governance

Executive Committee Member in charge: John Fürstenbach

November Gran Canaria Students

Executive Committee Member in charge: Ruud Bleijerveld

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.

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

HUMANE Website

Our website (www.humane.eu.org) now has a members only area where we will publish a lot of results of our activities. You can enter it with the username: **humane_member** and the password **humane2003**. We know some of you didn't get in the first time, and we have tried to solve these technical problems. Please let us and especially our webmaster Esther Langen (e.langen@uva.nl) know when you face difficulties using the website.

The updating of the website is somewhat behind schedule, and due to holidays we are only able to continue the update in the month of August. Then we will place more full text presentations of seminars, and also the presentations on the topic Science Parks during the Round Table of June. After completing the update we will inform you know via the discussion list.

Election News

Full details of the present Executive Committee and Round Table Members are to be found in Annex 1.

Round Table

This year the HUMANE members in Austria, Belgium, Germany, Greece (new), Hungary (new), Iceland, Italy, Poland (new), Sweden and the UK elected representatives for one or more seats in the Round Table in the regular elections. Because of mid-term leave also elections were held in Denmark

and combined with the regular elections in Germany and the UK. The mid-term election in Norway is in progress.

Executive Committee

Because of the mid-term leave of Christina Challis (retirement), the UK and Ireland representatives in the Round Table elected Jane Hopkinson as her successor.

In 2003 elections must be held in the constituencies 1 (AT, CH, DE, NL) & 2 (BE, FR, IT). Consultation in the Round Table made it clear there is consensus on Dietmar Ertmann (current member) for constituency 1 and Jean-Pascal Bonhotal (new) for constituency 2, so they are elected. Their term of office starts on October 1st.

Chair of Round Table.

This year the election of the Chair of the Round Table was formalized, and John Fürstenbach was elected for three years.

Chairman of HUMANE

The regular election on the position of Chairman was due this year. Ruud Bleijerveld was reelected in the meeting of the Round Table. Because of foreseen retirement, for his next term of office Ruud will hold the Chair only for 2 years instead of 3.

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. The structure of HUMANE as it has developed in the last years is formulated in Statutes and internal regulations. These are discussed in The Round Table of June this year and accepted. The formal regulations are in French due to Belgian law, and they will be published soon. The English translation needs some improvement, and will be published in the HUMANE website.

Paper Copy

An illustrated version of *The Bulletin* will be mailed to you in a week. Also included will be a copy of the revised 2003 Members List.

And Finally

We wish you all a very restful summer. Both Hans and Tim will be on leave during July, but the Brussels Secretariat office will remain open at all times should you wish to leave a message..

Hans van Dam
Network Manager

Tim Evans
HUMANE Secretariat

ANNEX 1 - 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

Title	Forename	Surname	Position	HEI	Telephone	Fax	E-Mail
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
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Mr	John	Fürstenbach			++ 46 8 16 18 31	++ 46 8 16 13 66	john.furstenbach@sh.se
Dr	Jane	Hopkinson	University Secretary	University of Plymouth	++ 44 1752 232 143	++ 44 1752 232 141	jhopkinson@plymouth.ac.uk
Mr	Jiri	Jirka	Registrar	Palacky University Olomouc	++ 420 585 631 008	++ 420 585 222 731	jirka@rupnw.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
Dr	Rafael	Zorrilla	Gerente	Universidad Carlos III de Madrid	++ 34 91 624 9737	++ 34 91 624 9758	Rafael@pa.uc3m.es

Round Table

In addition to the 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.

Title	Forename	Surname	Position	HEI	Telephone	Fax	E-Mail
<u>Austria</u>							
Dr	Elisabeth	Freismuth	Universitätsdirektorin	Universität für Musik und darstellende Kunst Wien	++ 43 1 711 556 100	++ 43 1 711 556 199	freismuth@mdw.ac.at
<u>Belgium</u>							
Dr	Robert	Hoogewijs	Beheerder	Universiteit Gent	++ 32 9 264 3110	++ 32 9 264 4297	Bert.hoogewijs@ugent.be
<u>Denmark</u>							
Mr	Soeren	Hartz	University Director	Royal Veterinary and Agricultural University	++ 45 35 282 002	++ 45 35 282 079	soh@kvl.dk
<u>Finland</u>							
Mr	Esa	Ahonen	Director of Administration	Helsinki School of Economics	++ 358 9 4313 8222	++ 358 9 4313 8888	Ahonen@hkkk.fi
<u>France</u>							
Mr	Jean-Pascal	Bonhotal	Secrétaire-général	Université Claude Bernard, Lyon1	++ 33 47 244 8028	+ 33 47 243 1236	Jean-pascal.bonhotal@univ-lyon1.fr
Mme	Andrée	Turuban	Agent Comptable	Université Paris 1 Panthéon-Sorbonne	++ 33 1 4407 7910	++ 33 1 4407 7983	Aturuban@univ-paris1.fr
<u>Germany</u>							
Dr	Johann Peter	Schäfer	Kanzler	Universität Siegen	++ 49 271 740 4856	++ 49 271 740 2072	Kanzler@vrz.uni-siegen.de
<u>Greece</u>							
Ms	Maria	Hionidou	Head Administrator	Harokopeio University	++ 30 210 9549 100	++ 30 210 9577 050	yotapag@hua.gr

Title	Forename	Surname	Position	HEI	Telephone	Fax	E- Mail	
<u>Hungary</u>								
Dr	Zita	Zoltay	Paprika	Director for International Affairs	Budapest University of Economic Sciences	++ 36 1 217 6740	++ 36 1 217 6714	Zita.paprika@nki.bke.hu
<u>Iceland</u>								
Mr	Gudmundur	Ragnarsson	Ragnarsson	Director of Finance	Iceland University of Education	++ 354 5 633 800	++ 354 5 633 833	gragn@khi.is
<u>Ireland</u>								
Mr	John	O'Connor	O'Connor	Vice President – Administration	University of Limerick	++ 353 61 202 029	++ 353 61 331 671	John.oconnor@ul.ie
<u>Italy</u>								
Dr	Gaetano	Serafino	Serafino	Direttore Amministrativo	Università degli Studi di Pavia	++ 39 0382 504 204	++ 39 0382 504 634	Gaetano.serafino@unipv.it
Dr	Francesco	Savonitto	Savonitto	Direttore Amministrativo	Università degli Studi di Udine	++ 39 0432 556 280	++ 39 0432 556 309	Francesco.savonitto@amm.uniud.it
<u>Netherlands</u>								
Drs	Jef	van de Riet	van de Riet	Secretary General	Tilburg University	++ 31 134 662 498	++ 31 134 666 056	j.j.a.vdriet@kub.nl
Drs	Bert	Verveld	Verveld	Secretary General	Rijksuniversiteit Groningen	++ 31 503 635 281	++ 31 503 634 847	i.verveld@bureau.rug.nl
<u>Norway</u>								
Vacant								
<u>Poland</u>								
Dr	Tadeusz	Skarbek	Skarbek	Administrative Director	Jagiellonian University	++ 48 12 422 9540	++ 48 12 421 9505	skarbek@adm.uj.edu.pl
<u>Portugal</u>								
Mrs	Fernanda	Antão	Antão	Head of Administration	Universidade Nova de Lisboa	++ 351 2 1324 2100	++ 351 2 1324 2120	Fantao@uni.pt
<u>Spain</u>								
Dr	Juan Jose	Perez	Perez	Gerente	Universidad de Cordoba	++ 34 95 721 8056	++ 34 95 721 8057	gerente@uco.es.
<u>Sweden</u>								
Mr.	Peter	Honeth	Honeth	University Director	Lund University	++ 46 46 222 7002	++ 46 46 222 4715	peter.honeth@rektor.lu.se
Mr	Leif	Lindfors	Lindfors	Head of Administration	Stockholms Universitet	++ 46 8 162 273	++ 46 8 674 7681	leif.lindfors@adm.su.se
<u>United Kingdom</u>								
Mr	Jon	Baldwin	Baldwin	Secretary and Registrar	UMIST	++ 44 161 236 3311	++ 44 161 200 4008	Jon.baldwin@umist.ac.uk
Mr	Steve	Cannon	Cannon	Secretary	University of Aberdeen	++ 44 1224 272 094	++ 44 1224 273 717	s.cannon@abdn.ac.uk
Mrs	Louise	Casella	Casella	Senior Executive	Cardiff University	++ 44 29 2087 4834	++ 44 29 2087 4879	Casella@cardiff.ac.uk
Mr	Ian	Powell	Powell	Registrar and Secretary	University of Exeter	++ 44 1392 263 001	++ 44 1392 263 008	i.h.c.powell@exeter.ac.uk

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 11)

Please print clearly

TITLE: Prof. / Mr. / Mrs. / Ms. / 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