

HUMANE

Heads of University Management & Administration Network in Europe

HUMANE Bulletin No. 12 December 2003

Message from the Chairman

In the last newsletter I called upon the members of the Round Table to make efforts to recruit new members to HUMANE, in particular because the proportion of universities belonging to HUMANE is below average in a few countries. The call has certainly produced results. During the last few months we have welcomed not only a considerable number of new members but also new countries to our network. I should like to bid an especially warm welcome to our new members in Croatia and Cyprus. With them we now have over 200 member universities. Thank you very much to everyone who has contributed to this achievement.

I should like to take this opportunity to mention our partnership with Copernicus, the network of universities working for sustainable development in society. The recent seminar in Prague on the subject of sustainability included some papers from active representatives of Copernicus, and the animated discussion chaired by ex-member of the Executive Committee Luciano Galán showed just how much interest there is in sustainability issues among universities. The aim is to continue the partnership in the coming years.

The associate membership system is taking shape as well. As reported earlier, national associations of universities can apply to become associate members of HUMANE, and we have already welcomed the first associate members in this category. The Executive Committee has decided to create a second category of associate members for former colleagues whose membership of HUMANE ended on their retirement or as a result of their accepting another post. In those cases where the Executive Committee takes the view that an ex-member could be particularly important to the development of HUMANE, the Committee can invite him or her to become a personal associate member. This category also numbers a few members now. In a word, HUMANE is doing well.

We have opted for a somewhat different format for the general part of the Round Table meeting, hitherto reserved exclusively for Round Table members. The new formula will be applied for the first time at the next Round Table in Maastricht on 18th and 19th June 2004. Following the Round Table meeting, both HUMANE members and ex-members can put their names down to participate in the general part of the meeting, and their applications will be granted as long as there are places available.

I am happy to report some developments regarding the new Winter School and H.E.E. activities. Following the first year of the Winter School, which was a great success, the second year has been closed for applications, as the number of applications again exceeds the number of places. I consider this to be solid proof of the success of the first Winter School, held last year. This year, it will be held in Barcelona, under the management of a steering committee consisting of Christine Challis, Rafael Zorrilla and Dietmar Ertmann, with the invaluable support of Nadine Burquel. I expect to be able to report on another successful Winter School in the next newsletter.

As regards H.E.E., the Director, Anton Nijssen, has almost completed his survey of the current consultancy market and of university staff wishing to act as consultants. The coming six months will make it clear whether we can continue the H.E.E. work: the decision will depend on the extent to which universities make use of the list of internal consultants. The first projects following the H.E.E. formula have meanwhile been completed to the clients' full satisfaction.

Lastly, in the next newsletter I expect to be able to suggest activities for those members who seldom attend seminars. You may be sent a brief questionnaire to identify your areas of interest in other HUMANE activities.

It only remains for me to wish you and your university a happy and prosperous New Year.

Ruud Bleijerveld
Chairman, HUMANE Executive Committee

2004 HUMANE Seminars

Below is the list of seminars planned for 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.

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

Environmental Management

Athens, March 19th to 20th

Joint hosts Agricultural University of Athens, Harokopeio University and Nederlands Instituut te Athene (NIA).

Sustainable use of ancient buildings?

Many universities are using monumental premises with considerable costs for exploitation and conservation. One of the questions to be discussed in this seminar is why universities are doing so. It is quite an art to find a balance between the needs of modern university management and the conservation of the architectural value of the buildings. Are there any reasons for universities to be proud of their contribution to the preservation of cultural heritage? Maintenance of monumental premises is a complicated matter. Air-condition and isolation is often difficult to arrange as well. There is a need to discuss how universities can transform and adapt the buildings to their needs, maintaining at the same time the specific character of the buildings.

Specific topics to be addressed in the presentations are:

- Sustainable maintenance of historical buildings;
- Isolation of old buildings (ways to use the properties of the buildings in a best possible way);
- Modern interior decoration in old buildings;
- Accessibility of buildings (elevators and thresholds etc.);
- Renovation and structural alterations, with consideration for the original design;
- Building in archeological / historical elements in a modern university environment.

Please feel free to send your comments and ideas to Luciano Galan. (luciano.galan@uam.es).

Entrepreneurship
Munich, 23rd to 24th April
Technische Universität München

In the global higher education market, but also in the national, competition for funds and students, universities have to be adaptive and innovative. The status quo is not an option.

In his famous book "Creating Entrepreneurial Universities, Organizational Pathways of Transformation" (1998) Burton C. Clark identified five elements necessary for transformation to an entrepreneurial and really innovative university. These are: a strengthened steering core; an expanded developmental periphery; a diversified funding base; a stimulated academic heartland and an integrated entrepreneurial culture. Clark drew his conclusions from a study of five innovative universities from five different European countries. They were Twente in the Netherlands, Warwick in England, Strathclyde in Scotland, Chalmers in Sweden and Joensuu in Finland. In the seminar we will have the opportunity to learn from the experience of two of these universities.

Soon after Clark's study six more universities, regarding themselves to be innovative, joined in and together with the five mentioned above formed the European Consortium of Innovative Universities (ECIU). Common to them all, apart from having an innovative culture, is that they are relatively young and that they have close ties to industry and the region in which they are situated.

The seminar will focus on various elements that constitute an entrepreneurial university. Special attention will be paid to interaction with industry and with the surrounding region. These factors are crucial for broadening the financial base as well as for recruiting students and giving the university Legitimacy. In the seminar we will learn about Umeå University, which is considered to have had a strong influence on the regional development of northern Sweden. Our host university has for its part engaged heavily in contacts with industry and businesses, having a holding company with spin off-enterprises, an incubator, regional programs etc.

Please feel free to send your comments and ideas to Roger Broo (roger.broo@abo.fi)

Information and Communication Technology (ICT) OPEN SEMINAR
Aberdeen, 14th to 15th May
University of Aberdeen

There will be an overview of some of the burning questions in IT applications.

The overall ERP's (Enterprise Resource Program) integrating the basic university applications as Finance, Human Resources, Students and Estate are evolving fast and we have different models that we will compare:

Commercial solutions, Cooperative solutions, and public-solutions.

We will bring some practice examples of each of these models, and there will be an open discussion of future trends. Oracle will be presented as one of the commercial solutions; Germany and France have developed some national systems, and we will see some solutions developed between universities. But we will also hear about some of the general trends in Europe and the USA.

University portals are becoming more important and some successful experiences will be presented.

Other important questions to be discussed are electronic identity and authentication, e-procurement and e-learning. We will make soon a choice which of these topics is to be discussed in this seminar and which later on.

Related is how universities are changing their organisation to adapt to or use these new instruments. Since there are a lot of reasons to change the organisation in this seminar we will just discuss what is needed from the ICT point of view.

We will also have the pleasure to meet a very special local organiser – our former Network Manager Trevor Field!

Please feel free to send your comments and ideas to Rafael Zorrilla (rafael@pa.uc3m.es)

Governance

Pavia, 15th to 16th October

Università degli Studi di Pavia

This seminar will look into the role of the Head of Administration, Registrar, Kanzler or how we chose to identify a person responsible for the administrative life of the institution. To put it simply, this is about the role of HUMANE members. We will try to look into various national systems and their effects. Questions I hope to be answered are – just as examples:

- What are the effects of the *Kanzler* being responsible to the Government, while the *Gerente* reports to the Rector?
- Why have we seen recent changes in Austria and Lower Saxony
- How do the split administrative responsibilities in France function?
- What are vice-rectors good for?

If you have more questions – or answers – I am sure that there are colleagues interested. Do advise me on your interests.

Please feel free to send your comments and ideas to John Fürstenbach (john.furstenbach@kmh.se)

Student Issues

Las Palmas de Gran Canaria, 19th to 20th November

Universidad de Las Palmas de Gran Canaria

Details will be posted on the HUMANE website and published in Bulletin 13 (June 2004).

HUMANE Seminars – How to Register?

Please read ANNEX 3, which lists the terms and conditions of participating in a HUMANE Seminar. If you wish to register for a HUMANE seminar you can do by returning the registration form that can be found on the last page of this Bulletin, or alternately you can also register on-line at:

http://www.humane.eu.org/members/Registration_form.htm

(this is part of the Members only area so you will need your passwords (see the HUMANE Website section below)).

You will receive a written confirmation from the HUMANE Secretariat. **Important – if you do not receive a written confirmation within 7 days please contact tim.evans@esmu.be** . A registration is not to be considered as confirmed if you do not have written confirmation.

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.

A registration form is attached as ANNEX 4.

Round Table

The 2004 Round Table meeting will be held from 18th to 19th June in Maastricht in the south of the Netherlands. (There are 3 airports in the neighbourhood: Maastricht-Aachen, Liege and Cologne).

Since 2001 the meeting is not only a business meeting, but is also dedicated to a topic looked upon country-wise. In 2004 the theme will be trans-national regional cooperation.

As an experiment for the *Friends of HUMANE* (see the paragraph below) we will extend this meeting with a lecture (European Investment Bank) for all current and former members. Soon we will publish more details through the discussion list and the website.

The 2nd ESMU-HUMANE Winter School for senior administrators

Designed by a group of experienced university leaders, the ESMU-HUMANE Winter School aims 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.

The Winter School has been designed for the next generation of heads of administration or senior managers. The typical candidate will be someone with the potential to become a head of administration in the foreseeable future but who at this moment may not be a deputy or senior colleague. He or she may be an expert or a specialist who has the potential to broaden responsibility and move in due course to a senior management position.

The second edition of the School will take place at the Universitat Politecnica de Catalunya from Sunday 19th February to Saturday 6th March 2004. Thirty participants recommended by HUMANE members have been selected by the Steering Committee to attend the School.

In addition to presentations and case studies on particular themes from high profile facilitators, participants will work in teams from the beginning of the week 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. At the end of the week there will be a presentation to a panel of HUMANE members.

A detailed programme has been posted on the web and can be consulted at either www.esmu.be or www.humane.eu.org.

Nadine Burquel
ESMU-HUMANE Winter School Manager

H. E. E. Consulting Group - Update

In the past months H.E.E. has been presented in conferences, seminars and a number of targeted country visits. In general, the idea of the consulting group is received very positively in the market of higher education institutions. Last month, the director of H.E.E. produced a progress report that was discussed in the Executive Committee of HUMANE and the Board of ESMU. The report showed that H.E.E. has developed a strong database of experts, which has already been used on several occasions, for example in the framework of a project commissioned by the Royal Academy of Music in Stockholm. Various proposals have also developed in the field of higher education management and quality assurance.

H.E.E. has developed a business plan for a 'technical assistance unit' which will offer management services and administrative support to universities cooperating on a European level, for example, in sixth framework projects or joint educational programmes. The plan was discussed with members of the cabinet of Ph. Busquin (DG Research), and was received very positively. We expect some support from the Commission while trying to make the plan work in reality. If you are interested, please contact the Director of H.E.E. (ajnijssen@wxs.nl) for further details.

H.E.E. is also working on a management development programme (MD) that will be offered to universities to professionalize their academic leadership and management. H.E.E. is also providing support to a group of universities for the launch of a MBA in European higher education management. ESMU will also play a key role in this MBA programme.

In the beginning of the 2004 H.E.E. will offer a series of specialised seminars on key issues for universities in Europe. These seminars will be used to present state of the art information on key issues to participating universities that will use the seminar to develop joint innovative projects. More detailed information on this series of seminars will be sent shortly to HUMANE Members.

Anton Nijssen

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.

Election News

The current version of the your Executive Committee and Round Table representation is attached in ANNEX 1.

An updated schedule of elections is shown in ANNEX 2.

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 currently in the lengthy process of being published by the Belgian Authorities.

Friends of HUMANE

Some former HUMANE members have asked to have opportunities to meet current and old members, and to be involved in HUMANE activities. This has been discussed in the Executive Committee. HUMANE should stay an organization with members exercising an active role in their university. So the activities are open only for current members and invited guests by the responsible organiser.

However there is no objection former member to participate in social events of HUMANE. And since there is interest in some kind of activity the Executive Committee has decided to support the idea of some kind of an organization for former members to be called *Friends of HUMANE* (or another name to be decided on).

Under the existing format the meeting of the Round Table ends with Saturday lunch. We are thinking of changing this to include a lecture/meeting on the Saturday afternoon open for all members and former members of HUMANE, followed by a dinner Saturday evening. The participants pay a fee to cover the costs.

The Secretariat has already started getting together names and addresses of former members. Those former members contacted are very excited about the idea. If required, we will ask you to track down the (e-mail) address of former members from your institutions. If you know of any former HUMANE colleagues that would be interested please pass on the contact details to Tim Evans.

The plan is that the first meeting of *Friends of HUMANE* will take place at the next HUMANE Round Table in 2004.

HUMANE and Cheques

Important change in HUMANE accounting policy!

In July 2003 banks within Europe (inside and outside the Euro zone) introduced a low cost means of electronic international Euro money transfers specifically using two codes, **IBAN** (international bank account number) and **BIC** (bank identity code). Using these codes money transfers can be made at a minimal cost.

However, to compensate for this low cost service, banks have dramatically increased charges on international cheques. HUMANE loses money on every cheque transaction.

For this reason, from 1st January 2004, HUMANE will no longer accept cheques for payment.

If your institution still issues international cheques for European payments, please discuss with your Finance Manager to inquire about electronic transfers using IBAN and BIC codes. It could also save your institution a lot of bank charges.

If this decision is a real problem for your institution please contact Tim Evans to discuss a solution.

Paper Copy

The Bulletin will be mailed to you in a week along with a copy of the 2004 Members List.

And Finally

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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

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 20 570 2508	r.h.t.bleijerveld@uva.nl
Mr	Jean-Pascal	Bonhotal	Secrétaire-général	Université Claude Bernard, Lyon1	++ 33 47 244 8028	++ 33 47 243 1236	Jean-pascal.bonhotal@univ-lyon1.fr
Mr	Roger	Broo	Administrative Director	Åbo Akademi University	++ 358 2 265 4101	++ 358 2 251 7553	roger.broo@abo.fi
Dr	Dietmar	Ertmann	Kanzler	Universität Karlsruhe	++ 49 721 608 3900	++ 49 721 608 4350	Dietmar.ertmann@verwaltung.uni-karlsruhe.de
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
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
Prof	Anne-Marie	Kumps	General Administrator	Université Catholique de Louvain	++ 32 10 478 825	++ 32 10 474 043	Kumps@admg.ucl.ac.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>							
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	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	Vice President – Administration	University of Limerick	++ 353 61 202 029	++ 353 61 331 671	John.oconnor@ul.ie
<u>Italy</u>							
Dr	Gaetano	Serafino	Direttore Amministrativo	Università degli Studi di Pavia	++ 39 0382 504 204	++ 39 0382 504 634	Gaetano.serafino@unipv.it
Dr	Francesco	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	Secretary General	Tilburg University	++ 31 134 662 498	++ 31 134 666 056	j.j.a.vdriet@kub.nl
Drs	Bert	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	Administrative Director	Jagiellonian University	++ 48 12 422 9540	++ 48 12 421 9505	skarbek@adm.uj.edu.pl
<u>Portugal</u>							
Mrs	Fernanda	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	Gerente	Universidad de Cordoba	++ 34 95 721 8056	++ 34 95 721 8057	gerente@uco.es.
<u>Sweden</u>							
Mr.	Peter	Honeth	University Director	Lund University	++ 46 46 222 7002	++ 46 46 222 4715	peter.honeth@rektor.lu.se
Mr	Leif	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	Secretary and Registrar	UMIST	++ 44 161 236 3311	++ 44 161 200 4008	Jon.baldwin@umist.ac.uk
Mr	Steve	Cannon	Secretary	University of Aberdeen	++ 44 1224 272 094	++ 44 1224 273 717	s.cannon@abdn.ac.uk
Mrs	Louise	Casella	Senior Executive	Cardiff University	++ 44 29 2087 4834	++ 44 29 2087 4879	Casella@cardiff.ac.uk

HUMANE Secretariat

Mr	Hans	van Dam	HUMANE Network Manager		++ 31 20 525 2158	++ 31 20 570 2508	h.vandam@uva.nl
Mr	Tim	Evans	Secretariat Manager		++ 32 2 289 2463	++ 32 2 289 2467	tim.evans@esmu.be

Annex 2 - Elections Version December 03

Preface

In 2000 the RT decided the term of office is 3 years, starting then. The 2002-RT discussed the scheme for elections for the RT (The scheme for the EC was decided on in 2000). The general idea was there should be elections every year for a third of the seats. The discussion left some issues open to be decided on by the EC.

The EC decided to continue a fixed scheme, and by a midterm-leave the successor will fill in the vacancy till the next election foreseen for the seat token.

There is no maximum for the time in the Round Table, although the recommendation is to stay not longer than about 10 years.

Starting dates.

The HUMANE membership is in general Jan1 till Dec 31.

Because the Round Table mostly gathers in May or June the term of office for RT starts at May 1st.

The term for EC starts at October 1st (including Chairman and ESMU-repr).

That makes it possible to have the elections for RT in March, and for EC in September, with nominations at the RT in May.

Procedure.

The election for a RT-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 in the midst 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 EC-member is in September. The vacancy will be announced with the agenda for the meeting of the RT 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 is at the Round Table. The chairman of the Round Table consults the members of the EC in the EC-meeting in April and nominates a person a month before the RT. Each member of the RT can nominate another candidate. In case of more candidates an election will be held.

The election for the chair of the Round Table is at the Round Table, including the term of office.

Actual Members of RT and EC, grouped by constituency

Chairman and ESMU

Name		RT		EC	
		Joined		Joined	Next elec
Ruud Bleijerveld	Chair	1997		2000	2005
John Fürstenbach	ESMU	1997		2000	-

John Fürstenbach is elected chair of the RT till 2006.

Constituency 1 (AT, CH, DE, NL)

Name	Country	RT		EC	
		Joined	next elec	Joined	next elec
Johann Peter Schäfer	DE	2003	2004		
Dietmar Ertmann	DE	2000	2006	2000	2006
Elisabeth Freismuth	AT	2003	2006		
Jef van de Riet	NL	2001	2004		
Bert Verveld	NL	2002	2005		
	CH				

Constituency 2 (BE, FR, IT)

Name	Country	RT		EC	
		Joined	next elec	Joined	Next elec
Jean-Pascal Bonhotal	FR	2001	2004	2003	2006
Bert Hoogewijs	BE	1998	2006		
Anne-Marie Kumps	BE	1997	2004		
Gaetano Serafino	IT	2003	2006		
Francesco Savonitto	IT	1998	2005		
Andree Turuban	FR	1998	2005		

Constituency 3 (IE, UK)

Name	Country	RT		EC	
		Joined	next elec	Joined	next elec
Jon Baldwin	UK	2003	2005		
Steve Cannon	UK	2003	2006		
Louise Casella	UK	2003	2006		
Jane Hopkinson	UK	2001	2004	2003	2004
John O'Connor	IE	1998	2004		

Constituency 4 (BG, CZ, EE, HR, HU, LT, PL, RO, SK)

Name	Country	RT		EC	
		Joined	next elec	Joined	nextelec
Jiri Jirka	CZ	2001	2004	2001	2004
Zita Zoltay Paprika	HU	2003	2006		
Tadeusz Skarbek	PL	2003	2006		
	BG				
	EE				
	HR				
	LT				
	RO				
	SK				

Constituency 5 (CY, ES, GR, PT)

Name	Country	RT		EC	
		Joined	next elec	Joined	next elec
Fernanda Antao	PT	2002	2005		
Maria Hionidou	GR	2003	2006		
Juan Jose Perez Valverde	ES	2002	2004		
Rafael Zorrilla	ES	2002	2005	2002	2005
	CY				

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
Sören Hartz	DK	2003	2007		
Peter Honeth	SE	2000	2006		
Leif Lindfors	SE	1998	2005		
Guðmundur Ragnarsson	IS	2003	2006		
	NO	2003	2005		

Annex 3

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.

<i>Friday</i>	lunch and formal welcome / presentations / dinner
<i>Saturday</i>	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 460
2. Expert Accompanying HUMANE Member to the open Seminar
Euro 460
3. Non Member University Secretary Generals** Euro 760

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 in Euro. Bank charges are the responsibility of the payer. *Any charges which otherwise fall to HUMANE will be re-charged to the member.* HUMANE regrets that it cannot accept cheques.

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 12)

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