

# HUMANE

Heads of University Management & Administration Network in Europe

## HUMANE Bulletin No. 8

December 2001

### Welcome to the Bulletin

Welcome to this issue of the twice-yearly Bulletin for HUMANE members. In this number we briefly review the year and give an indication of the events taking place in 2002. Some of this information will be familiar to certain members, but as we have a large number of new members we make no apology for repeating it here.

### Overview

The network has met its target of achieving 200 members by the end of 2001. This year saw the end of “pump-priming” funding from the European Commission, and from 2002 we shall be responsible for funding all our activities ourselves. We plan to continue our programme of seminars, and to introduce a “Winter School” in addition to organising a database of consultancy which will enable members to call upon the expertise of colleagues in other countries. The Web pages are currently being reviewed and updated. In other words, the network is entering a new phase of its existence, with all the opportunities and challenges which that means.

### Financial Issues

We have always planned for the eventual end of Commission funding. We shall adjust our expenditure in such a way that there should be no major increase in costs to members, although our projected budgets for future years have always envisaged a slight annual increase in order to reach financial stability. This year's membership fee thus rises by just 10 Euros, to 275 Euro, while the 20 Euro rise in seminar fees (see annex) is also very small. In particular, we have also relied upon an annual increase in membership numbers. While this has been successful, as shown by our reaching the target of 200, it is also true that we sometimes lose members for reasons which have nothing to do with the network – colleagues who retire, or who move elsewhere, or even lose their job. In such cases it is not always evident that the replacement will join the network. A net increase of 20 members therefore probably means over 25 new ones, to allow for losses - so we are again looking for 25 or even 30 this year. It is vital that members should try to encourage any other colleagues to join the network, and we are grateful for any help in this.

### Seminars in 2001

The seminars remain a major feature of HUMANE activity. Once again this year we held six meetings, in Ferrara, Cordoba, Glasgow, Lund, Utrecht and Lyons. Apart from the different themes and the obvious cultural differences, there were some astonishing differences in temperature, from almost 30 degrees in Cordoba to about 10 degrees in Glasgow three weeks later, and then from 25 in Utrecht to 5 in Lyons, also within one month! At least this year the amount of “industrial action” had decreased – in 2000 three of our seminars had been affected by transport strikes, but this year there was only minimal effect from a tram strike in Lyons. However, participants at the Ferrara seminar will recall how Bologna airport chose the time of our seminar to close for runway repairs – there is always something “new under the sun” for the HUMANE Secretariat!

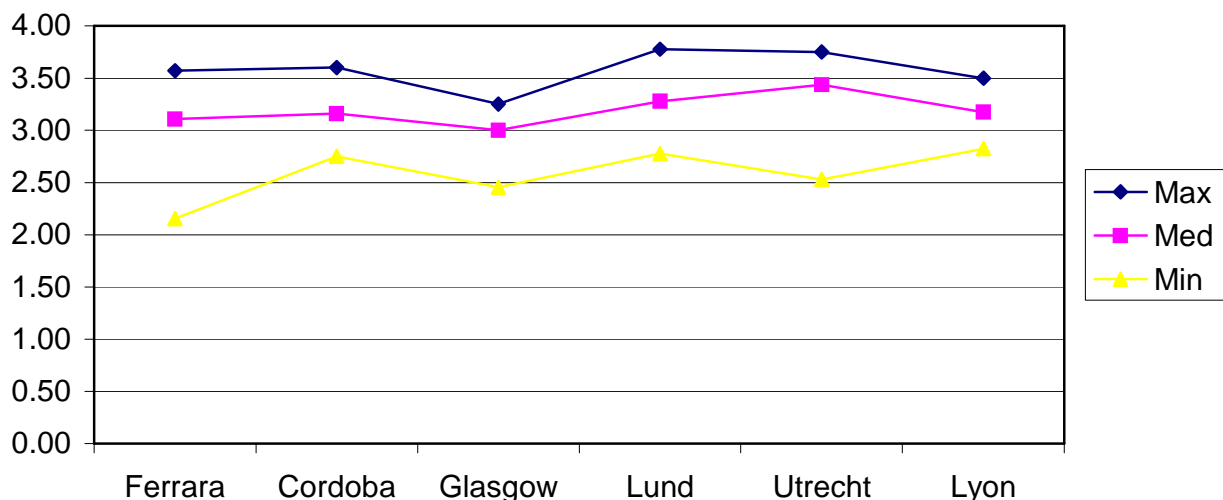
In total there were 144 participants at the seminars, and the evaluations were generally very encouraging. Since we always assure participants that we take their views into account, it is perhaps worth giving a brief summary here of the main findings.

Overall, for the six seminars in the year, the success rate is extremely high. When we take into account all replies to all questions on the evaluations, we find that the individual scores are as follows. The first line of the table shows the number of individual replies relating to presentations and to general discussion; the second includes these together with all aspects of contact with the Secretariat, hotels and social programmes. The ratings of Excellent and Good were the top two of four scores, the worst of which is Poor.

	Replies	"Excellent"	"Excellent/Good"	"Poor"
Presentations/Discussions	644	36%	84%	2%
Overall (all aspects)	1209	42%	87%	1%

The chart below also shows how the maximum average mark for presentations has generally exceeded 3.5, moving as high as 3.78. The average minimum shows a steady improvement, reflecting the advice given to speakers, while the median (the point half way between top and bottom average figures) is consistently above the "3" (Good) mark. Discussions, meanwhile, regularly obtained a score between the median and maximum for presentations, which we regard as a very good indicator of the value of discussion. As we have often said before, the aim of the seminars, with their maximum number, is to enable useful discussion, not just passive listening.

### Presentations 2001



A number of valid and interesting points were made about the conduct of meetings, and we shall be adapting the notes for speakers, for example to suggest that details of the speaker's own institution should be restricted. Thanks to the kindness of the Université Claude-Bernard in Lyons we had simultaneous translation of a very high standard at the meeting in France, and where possible we shall try to use this in future as circumstances suggest.

## **Thematic Network Project – Reports**

Thanks to the efforts of several working groups, and to the contributions made by participants and speakers at seminars, we were able to produce three reports, which were submitted to the Commission by the end of October. These reports are now being printed in a single volume, and (as last year) will be sent to all members either at the end of December or early in the New Year. We trust that you will find these of interest. Certainly we received a number of requests last year for extra copies of the 2000 reports.

## **The HUMANE Contact List**

In previous years we also produced the HUMANE Contact List, a directory of colleagues' names and contact details (either members or non-members) throughout Europe. The concentration on reports and project administration for the Commission this year has delayed any reprint of this document, but we plan to update all information for the year 2002. In the past members have found this to be useful. Our main source of information regarding changes or corrections is Round Table members. Please contact one of your national Round Table members (see list on pages 6 and 7) if you hear of any changes of post-holder in your country.

## **Winter School**

The Executive Committee and Round Table have discussed at some length the idea of a "Winter School", which would be an annual residential course organised by HUMANE for the benefit of member institutions. The participants would be talented administrators recommended by HUMANE members from among their own staff, and representing what we might call a "next generation" of potential heads of administration. The aim would be to encourage an overview of issues from the perspective of the practicing head, as opposed to extreme specialism. The course would take place in the early months of each year, perhaps late February, but if current plans work well it would be possible to hold a meeting in the autumn of 2002. More details will be announced early in the New Year.

## **Seminars for 2002**

The outline programme for 2002 has already been circulated by e-mail. A number of enquiries have been received with regard to booking – a booking form is included on page 9 of this Bulletin. In particular, several members have expressed enthusiasm about the seminar planned for the cruise between Sweden and Finland, and since numbers will be limited (in view of the rigidity of bookings on the ferry) it is very advisable to book early. Please may we ask you to check the booking conditions on page 8.

The programme for the year is as follows.

Date	Venue	Topic
22-23 February	Ferry (Stockholm-Turku)	Finance
15-16 March	Bologna	Student Issues
12-13 April	Bratislava <i>to be confirmed</i>	Human Resources
3-4 May	Coimbra	Environment
27-28 September	Exeter	ICT
25-26 October	Heidelberg	Quality Assurance/Accreditation

This timetable takes into account the comments and preferences expressed in a survey of members earlier in the autumn. These views were very valuable, and although there were inevitable differences of opinion, sometimes reflecting particular national situations, the clear preference was avoiding the second half of June and also the greater part of September.

The ***Stockholm-Turku cruise*** has been used for a seminar by our Nordic colleagues in their own network. Several members who have taken this ferry either in summer or in winter have said what a beautiful trip it is, with the winter landscape (or 'island-scape') being very dramatic. The logistics would involve starting and ending the seminar in Stockholm. After a session on the Friday, with dinner and a hotel in Stockholm, the party would take the ferry on the Saturday morning. There would be a brief visit to Turku (in Swedish, Åbo), before return on the night ferry to arrive in Stockholm on the Sunday morning. Depending on time available before homeward flights there could be a sightseeing tour of Stockholm at this point.

We are delighted to fulfil our promise to visit Bologna, as our colleague Ines Fabbro has invited us on several occasions, but each time some other event has intervened. Last year we were in the same area to visit Ferrara, and some of us had the chance to spend some time in Bologna on the way. This time Bologna will receive our full attention – and it seemed particularly appropriate to have the topic "Student Issues" at this seminar.

The last year has seen a great increase in the number of members from Central and Eastern Europe, and as a result we have added a member to the Executive Committee to represent this "constituency". Our new member is Jiri Jirka, from the Palacky University Olomouc in the Czech Republic. The seminar in April is due to take place in Bratislava, and will be an important step in our planned expansion into Central and Eastern Europe.

Another long-standing invitation is to Coimbra in Portugal. Again, it should be noted that in 2002 we shall have four seminars in the first half of the year, and only two in the second half. Therefore, this fourth meeting of the year will take place in May. The topic is the Environment, which has been discussed several times already at meetings in the Iberian Peninsula, where colleagues from more northerly parts of Europe have derived much inspiration about innovative techniques and approaches.

The Exeter meeting will be on the subject of ICT. It is the "open seminar" for 2002, for which members may bring along the head of the relevant specialist department in their own university. To avoid misunderstandings, please note that the head of section should accompany the HUMANE member, and is not to be seen as an alternative.

Partly in recognition of the growth in numbers of German members the network is pleased to accept the offer of a seminar in Heidelberg. It appears that German colleagues are particularly interested at present in the topic of quality assurance, and – in its broadest sense – this should provide valuable opportunity for colleagues to share experience both of institutional and national initiatives in this area.

Above all, at this point, we need to arrange agendas, and to find speakers. Those members who have already made presentations to seminars will know that it is not too terrible an experience. It would be good to extend the range of speakers, and to have some new voices and perspectives, so please do treat this message as a direct invitation to offer a topic. Even if it is not used this year it will help us enormously to have your name ready to use in another year. The organisers of each seminar will be using the discussion list to appeal for help in

this, but – largely because of the need to establish the Finance programme - *we would greatly value offers for Finance or Student Issues as early as possible*. At this point such offers need not be detailed, but need only indicate a working title and general theme.

You will note that in 2002 we shall start the seminars at least a month earlier than normal. If we remember the Christmas and New Year breaks, and the normal aim of sending out practical information about six weeks in advance of the seminars, we really need to have a clear indication of bookings for the first seminar by the end of 2001. All seminars will be on the basis of “first come, first served”, as usual, and we shall apply the limit of 35 participants per seminar.

### **Executive Committee and Round Table**

Attached as an annex to this document is a summary of the members of the Executive Committee and Round Table of HUMANE.

### **And Finally**

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

Trevor Field  
Network Manager

Tim Evans  
HUMANE Secretariat

## **ANNEX - 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>Address</b>	<b>Cty</b>	<b>Postcode</b>	<b>Postal Town</b>	<b>E-Mail</b>
<b><u>CHAIRMAN</u></b>									
Drs	Ruud	Bleijerveld	Secretary General	Universiteit van Amsterdam	Spui 21	NL	1012 WX	Amsterdam	rhtb@bdu.uva.nl
<b><u>Denmark, Finland, Iceland, Norway, Sweden</u></b>									
Mr	Roger	Broo	Administrative Director	Åbo Akademi University	Domkyrkotorget 3	FI	20500	Åbo	roger.broo@abo.fi
<b><u>United Kingdom, Ireland</u></b>									
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<b><u>Austria, Germany, Netherlands, Switzerland</u></b>									
Dr	Dietmar	Ertmann	Kanzler	Universität Karlsruhe	Kaiserstr. 12	DE	76128	Karlsruhe	regina.dinies@verwaltung.uni-karlsruhe.de
<b><u>Greece, Portugal, Spain</u></b>									
Dr	Luciano	Galán	Gerente	Universidad Autónoma de Madrid	Carretera de Colmenar Viejo Km. 15'500	ES	28049	Madrid	luciano.galan@uam.es
<b><u>Central and Eastern Europe</u></b>									
Mr	Jiri	Jirka	Registrar	Palacky University Olomouc	Křížkovského 8	CZ	77147	Olomouc	jirka@risc.upol.cz
<b><u>Belgium, France, Italy</u></b>									
Prof	Anne-Marie	Kumps	General Administrator	Université Catholique de Louvain	1 Place de l'Université	BE	1348	Louvain la Neuve	kumps@admg.ucl.ac.be
<b><u>EUA - European University Association</u></b>									
Dr	Andris	Barblan	Secretary General	European University Association	Conseil-Général 10	CH	1211	Genève	andris.barblan@eua.unige.ch
<b><u>ESMU – European Centre for Strategic Management of Universities</u></b>									
Mr	John	Fürstenbach			Sveavägen 96	SE-	11350	Stockholm	john.furstenbach@sh.se

### **Round Table**

In addition to the six round Table members who are also elected members of the Executive Committee, 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>Address</b>	<b>Cty</b>	<b>Postcode</b>	<b>Postal Town</b>	<b>E-Mail</b>
<b><u>Austria</u></b>									
Dr	Friedrich	Luhan	Universitätsdirektor	Leopold Franzens Universität Innsbruck	Innrain 52	AT	6020	Innsbruck	friedrich.luhan@uibk.ac.at
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<b><u>Denmark</u></b>									
Ms.	Anne Grete	Holmsgaard	University Director	The Technical University of Denmark	Building 101A	DK	2800	Lyngby	agh@adm.dtu.dk

<b><u>Finland</u></b>									
Mr	Esa	Ahonen	Director of Administration	Helsinki School of Economics	PO Box 1210	FI	00101	Helsinki	ahonen@hkkk.fi
<b><u>France</u></b>									
Mr	Jean-Pascal	Bonhotal	Secrétaire-général	Université Claude Bernard, Lyon1	43 bd du 11 Novembre 1918	FR	69622	Villeurbanne Cedex	jean-pascal.bonhotal@univ-lyon1.fr
Mdm	Andrée	Turuban	Agent Comptable	Université de Rennes-Rennes II	6 ave Gaston Berger	FR	35043	Rennes Cedex	andree.turuban@uhb.fr
<b><u>Germany</u></b>									
Replacement to be named									
<b><u>Iceland</u></b>									
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<b><u>Ireland</u></b>									
Mr	John	O'Connor	Vice President - Administration	University of Limerick	Plassey Technological Park	IE		Limerick	john.oconnor@ul.ie
<b><u>Italy</u></b>									
Dr	Mauro	Salvatore	Direttore Centrale Programmazione	Università Cattolica del Sacro Cuore	Largo Gemelli 1	IT	20123	Milano	mauro.salvatore@unicatt.it
Dr	Francesco	Savonitto	Direttore Amministrativo	Università degli Studi di Udine	Via Palladio 8	IT	33100	Udine	francesco.savonitto@amm.uniud.it
<b><u>Netherlands</u></b>									
Drs	Jef	van de Riet	Secretary General	Tilburg University	Postbus 90153	NL	5000 LE	Tilburg	j.j.a.vdriet@kub.nl
Drs	Bert	Verveld	Secretary General	Rijhuniversiteit Groningen	PO Box 72	NL	9711 AB	Groningen	<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	P.B. 1072 Blindern	NO	0315	Oslo 3	tor.saglie@admin.uio.no
<b><u>Portugal</u></b>									
Dr	Margarida	Mano	Administradora	Universidade de Coimbra	Palacio dos Grilos	PT	3030	Coimbra	mmano@ci.uc.pt
<b><u>Spain</u></b>									
D	Francesc	Solà	Gerente	Universitat Politècnica de Catalunya	Jordi Girona, 31 (Edifici R), Recinte (Campus Nord)	ES	08028	Barcelona	gesola@rectorat.upc.es
<b><u>Sweden</u></b>									
Mr.	Peter	Honeth	University Director	Lund University	Box 117	SE	221 00	Lund	peter.honeth@rektor.lu.se
Mr	Leif	Lindfors	Head of Administration	Stockholms Universitet	Universitetsvagen 10	SE	10691	Stockholm	leif.lindfors@adm.su.se
<b><u>United Kingdom</u></b>									
Dr	Jane	Hopkinson	University Secretary and Academic Registrar	University of Plymouth	Drake Circus	UK	PL4 8AA	Plymouth	jhopkinson@plymouth.ac.uk
Mr	Janusz	Karczewski-Slowikowski	Academic Registrar	Manchester Metropolitan University	All Saints Building	UK	M15 6BH	Manchester	k.s.janusz@mmu.ac.uk
Mr	Ian	Powell	Registrar and Secretary	University of Exeter	Northcote House, The Queen's Drive	UK	EX2 2QJ	Exeter	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.

<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 100 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 410 |
| 2. Expert Accompanying HUMANE Member to the open Seminar | Euro 410 |
| 3. Non Member University Secretary Generals**            | Euro 685 |

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.

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## REGISTRATION FORM (ref: mailbase Bulletin 8)

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 varying rates for cancellations within 21 days of the Seminar.

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