

HUMANE

Heads of University Management & Administration Network in Europe

HUMANE Bulletin No. 9

June 2002

Welcome to the Bulletin

Welcome to this issue of the twice-yearly Bulletin for HUMANE members. In this number we briefly review the first six months of 2002 and give an indication of forthcoming events. Also featured is important news about changes in the Secretariat, and a report about the Round Table that met in May.

2002 Seminars – Exeter and Heidelberg

The last two HUMANE Seminars of this year are outlined below. It is still possible to register for both. The seminar in Exeter is the open seminar for 2002, the HUMANE member may be accompanied by the head of the ICT department. A registration form is included as an annex to this document.

Hotel and travel information is already available for both seminars and will be sent upon registration.

Exeter September 27 – 28 ICT (Information and Communication Technology)

If you ever wanted to see what a real English “cream tea” is like, this is where you will get it! And this is where you will also get IT (that is, Information Technology), but as always the HUMANE seminar is designed in such a way as to make the topics accessible to non-specialists and to allow senior managers to be aware of new possibilities. The draft programme, which will be confirmed over the summer, includes:

IT Regional Networks,

Dr Laurie Burbridge, Head of IT, University of Exeter

Human Resource Management implications of ICT,

Claire Surridge of EVINCE

Workshop: The implications (for administrative processes and university organisation) of integrated IT and Web solutions, both for administration and for digital teaching and learning.

Producing E-learning Modules,

Experience at the University of Limerick

UNIVERSIA, a Portal for the Ibero-American Universities

Mr Manuel Bravo, Universia (and former Gerente of the University of Alicante)

Panel: A discussion of the latest advances/initiatives in using IT to provide new methods of delivering teaching and learning materials, with examples from various countries.

Heidelberg October 25 – 26 – (Evaluation of teaching and research)

The topic here is the **Evaluation of teaching and research**. This is of particular interest to colleagues in Germany, and we hope to illustrate both some novel and useful approaches as well as warning of some dangers.

Speakers will include HUMANE members Christoph Ehrenberg (Osnabrück) and Jane Hopkinson (Plymouth), together with representatives of evaluation agencies of universities with particular experience of developing models. Topics will be centred on the following themes:

Evaluation – political aims, and experience at the institutional level.

The introduction of a voluntary and autonomous **benchmark project** by a group of leading technical universities, from Darmstadt via Karlsruhe to Zürich.

The **role of the head of administration** in monitoring quality.

An **Enhancement-led Approach** to Quality Assurance (an initiative by the Scottish Higher Education Funding Council).

Workshop. Following the success of these small groups during earlier seminars this year, we shall be continuing the format in order to discuss issues from this seminar and to pursue several items which were raised at the Bologna seminar in March.

HUMANE Secretariat – Important News!

As Round Table members will already know, we shall have a change in the Secretariat this year. Trevor Field is leaving the University of Aberdeen at the end of July, and consequently will also resign as Network Manager. The Executive Committee has discussed the best way of dealing with this; the Chairman has recommended that in future the network manager should come from the same university as the Chairman. (This of course was the reason for Trevor's original appointment, when Aberdeen provided the first Chairman in the person of Roddy Begg).



We can therefore announce that the role of network manager will be taken over by Hans van Dam of the University of Amsterdam

Hans studied mathematics at the University of Leiden (the city he still lives in) in the sixties. At that time he played a full role in the student union, both local and national.

In 1971 Hans started work as a planning officer in the office of the Secretary-General and at the same time he was a member of the city council. In 1974 he became an alderman (member of the executive board) in Leiden before leaving that post in 1982 to join his former boss at the university, who had become Director-General for higher education in the Ministry for Education. In 1991 he switched to the University of Amsterdam with duties on Institutional Research and on Finance.

Nowdays he is senior assistant to the Secretary-General at the University of Amsterdam, and has a particular interest in unstructured gatherings and thematic approaches.

Hans tells us that he acts in ICT-matters as a power user and sometimes defeats the ICT-helpdesk in supporting the members of the Board.

On the international front, he has co-ordinated the Amsterdam part of the Helsinki benchmarking project with 3 other universities, and coordinated the Amsterdam participation in the ESMU-CHEMS benchmarking programme.

And outside the office... Hans spends his summer holidays on a bike, and camping. For the last seven years this has been in groups with a travel company (Cyclotours), and with the regular participation of two other families with children of the same age. This summer the location will be Tuscany. Other members in that region are asked to take particular care this summer with cyclists – one of them may be the new network manager!

Hans will take over formally from the start of August and will be back from holiday on August 7th. Both before and after that date he and Trevor will continue to be in liaison in a transition period. In the meantime, Tim and the ESMU office will remain central to the organisation of seminars and other administrative issues, and any queries can be addressed to Tim at any time. The HUMANE Secretariat in Brussels will remain open during July and August, but during those two months please e-mail to the address info@esmu.be .

At the Round Table dinner during its recent meeting in Brussels, a presentation was made to Trevor on behalf of all members, in recognition of his work over the five years since HUMANE started. The gift comprised several presentation boxes of French wine, together with a book on the subject.

Trevor writes:

As noted above, the dinner at this year's Round Table meeting included a large presentation. For once I was "on the receiving end", and as members can imagine I was both proud and sad. It has been an enormous privilege to be part of the HUMANE network almost from the very start, and to see the development of this European family. The vision and optimism of the founding members have been totally justified, and the network is now being recognised as a permanent fixture on the higher education scene.

The various meetings have provided a wonderful chance to find out about universities all over Europe, and to see so many beautiful campuses and cities. It also allowed me to experience the frustration of modern travel, not just in airports (how could Bologna airport decide to close during our seminar in Ferrara?) but also in coaches that became trapped in cul-de-sacs or stuck under bridges, and in various strikes ranging from buses in Iceland to trams in France to trains in Italy. Above all it allowed me to develop wonderful friendships, which I hope can continue outside the formal limits of this network.

Someone obviously knew that I had a certain (*comment dirais-je?*) penchant for wine, and I was thrilled with the very generous gift. Also the book, which has the added pleasure of being written in French. The network has given me the opportunity to develop my linguistic interests, and I hope that my French is still good enough for this!

After these five years, and 30 seminars or Round Table meetings, I know the majority of the members of the network. It would therefore be difficult and unfair to single out any individuals, or any country. So I shall merely express here my extreme and sincere thanks to all members for their support of the network, and my very best wishes for future activity..

Round Table

The Round Table combined its “administrative” work with two contrasting sessions based respectively on research and teaching. These are summarised here, after a couple of questions on which Round Table members would seek the advice of colleagues.

Questions for Members

1. Members will be aware that seminars take place on Friday and Saturday. This has always been seen as a distinct advantage, not least because of the chance of lower air fares and cheaper hotel rooms. However, the point was made that for some people the weekend is not a good time. We would therefore value views as to whether a mid-week seminar might be more popular for some members. If so, we could always arrange one.
2. Seminars aim to provide illustrations of good practice. Are there any areas where members would particularly welcome examples of good (or “best”) practice – one suggestion which was made at the Round Table concerned Science Parks.

Research

Members heard a very informative talk by Dr Leonidas Karapiperis, from the European Commission Directorate concerned with Research, on the subject of the proposed European Research Area. This also dealt with the Sixth Framework Programme. Dr Karapiperis had given a similar talk at our seminar in Lund last September, but by making this available to Round Table members we hope to allow greater dissemination through national systems.

Teaching

A full session was devoted to national perspectives on the general issue of the Bologna Declaration, and the effects in different countries of the “3+2” Ba/Ma structures. The comparisons between presentations, and the different ways in which countries are adapting to the general framework were most interesting, and we plan to make these findings more generally available to members later in the year.

Winter School

Members may have heard about a “Winter School” that is being planned for future years. The title comes from a deliberate opposition with the more traditional Summer School concept – but in practice it is highly likely that the first school (2003) will be held in mid-March, at a time when we hope it will not be winter, especially as it will take place in Barcelona!

The aim of the Winter School will be to develop the leadership potential of outstanding administrators by making them fully aware of (i) the concepts and practices of strategic management in a European context, and (ii) the importance of integrating academic matters, finance, human resource, ICT and space planning in the elaboration of university strategy.

The target audience for the Winter School will be fast-rising administrators who are seen as having outstanding potential for future leadership, and the capacity to become influential senior managers. They will have been nominated by their own head of administration, and selected by a panel of HUMANE members with wide experience of management training.

The programme will be highly intensive, including plenary sessions and practical work in small groups. Participants will be encouraged to discuss the situation of their own institutions.

We have already had significant expressions of interest from Round Table members. We trust that other members of the network will also nominate staff from their universities. There will be no “reserved” allocations, and every application will be judged on its merits. This is an exciting initiative, and we trust that members will support it by nominating appropriate members of their staff.

The Round Table considered the latest draft of a publicity leaflet for the Winter School, and you may expect to receive this, with more details, at the end of June or very early in July.

Seminars

The first three seminars of the year have been very successful. Summaries of the seminars will appear in due course on the new web pages. For the benefit of those who have not attended a seminar we offer here a brief summary of the evaluations provided for the Round Table. The tables below are based on evaluation forms, in which each aspect of the seminar receives a mark ranging from 4 (Excellent) to 3 (Good) to 1 (Poor); an average score is thus provided for every session on the basis of participants’ views.

First, it should be noted that we already had a high level of performance to maintain, since the six seminars held in 2001 had the following results (here we analyse every reply on every aspect of the seminar, ranging from individual talks to abstracts and even hotels).

For the whole of 2001:

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

To achieve a rating of this consistency is very good. The results are even better for 2002.

The three seminars in 2002

	Replies	“Excellent”	“Excellent/Good”	Poor
Presentations/Discussions	394	47%	91%	0%
Overall (all aspects)	861	56%	94%	0%

Bologna:

The evaluations for this seminar (Student Issues) were perhaps the best ever, not only because of the content but also as a result of the great hospitality of the hosts. Scores for presentations were consistently good. Several participants explicitly commented on the value of the workshop sessions, both for the extra depth of discussion and because it encouraged more colleagues to contribute to that discussion – a remarkable 73% scored Excellent for this session. The overall results show that – using all replies to all questions – 96% were Excellent or Good, with a remarkable 61% at Excellent.

Bratislava:

The workshop format was continued, and obtained the same average score as in Bologna (3.7), which in many seminars would be the top mark. It was eclipsed only by an exceptional 3.9 on the part of one speaker. Discussion again scored well, and several participants attributed this directly to the small numbers (there were 12 at this seminar). Overall, and despite wet, cold weather, this seminar on Human Resources was a success for those who were there. We see this as an important step in our expansion in Central and Eastern Europe, and would particularly welcome offers for another seminar in the region next year.

Coimbra:

From one of our smallest meetings to perhaps the largest ever. Once again the evaluation scores were consistently good and discussion scored particularly well -and that is, after all, one of the main aims of the seminars. The workshop sessions were held "al fresco", and once again obtained good scores. There were a large number of contributions on the theme of Environmental Issues, covering areas as diverse as the maintenance of ancient buildings to the creation of a database to record dangerous chemicals.

HUMANE Consultancy Activities

At the last Round Table meeting in Vienna on 29-30 May 2001, the HUMANE Chairman introduced the proposal to set up a company under the auspices of the European Centre for Strategic Management of Universities (ESMU). The aim was to provide to provide a bank of expertise from among member institutions so that higher education institutions could benefit from sound advice at reduced cost while individuals (and ESMU and HUMANE as the facilitators) derived a proportion of the funds.

A questionnaire was sent to all HUMANE members inviting them to indicate their expertise in a number of areas. So far, the database includes 43 CVs from members and specialist staff from within their universities. This database will be further exploited and become an active search tool for projects.

ESMU and HUMANE responded to a call from DG Education and Culture for projects in the field of European integration activities organised by the academic world. A proposal was submitted for project that will identify good practices of sustainable development in European universities. A few weeks ago, ESMU also submitted two expressions of interest to the European Commission (1) to manage the Jean Monnet programme in Turkey (1 000 000 euro) and (2) for a survey on regional development in MEDA countries (500 000 euro). ESMU also submitted an Asia Link proposal to the Commission on 24 May, in partnership with a number of universities active in HUMANE. This pilot project will develop the basis for a much broader initiative with Asian universities.

Finally, ESMU and HUMANE are also partners in two projects submitted by the COPERNICUS network to the European Commission, one under the SAVE Call for proposals from DG energy ("Dissemination of energy efficient electric and electronic equipment") and one under the above mentioned Call for projects in the field of integration for an environmental law summer school.

HUMANE Web Site

The HUMANE web site has moved to:

WWW.HUMANE.EU.ORG

HUMANE now owns the domain *HUMANE.eu.org*, so we have taken this opportunity to relaunch the web site. Please take time to have a look around our new site. If you have “bookmarked” the HUMANE site, please remember to change this.

Round Table Representation

Attached as an annex to this document is a complete listing of HUMANE Executive Committee and Round Table members. The following changes in Round Table representation have taken place during the last 6 months following previous members retiring or moving to new positions:

- Germany – Christoph Ehrenberg (Universität Osnabrück) has taken over from Ignaz Bender.
- Portugal – Fernanda Antão (Universidade Nova de Lisboa) has taken over from Jorge Baptista Lopes
- Denmark – Peter Plenge (Aalborg Universitet) has taken over from Anna Grete Holmsgaard
- Spain – Rafael Zorrilla (Universidad Carlos III de Madrid) has taken over from Francesc Sola.

And Finally

We hope you have a good restful holiday this summer. But before you do, please let us know your views on the two questions on page 4...

Trevor Field
Network Manager

Tim Evans
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

Title	Forename	Surname	Position	HEI	Address	Cty	Postcode	Postal Town	E-Mail
<u>CHAIRMAN</u>									
Drs	Ruud	Bleijerveld	Secretary General	Universiteit van Amsterdam	Spui 21	NL	1012 WX	Amsterdam	rhtb@bdu.uva.nl
<u>Denmark, Finland, Iceland, Norway, Sweden</u>									
Mr	Roger	Broo	Administrative Director	Åbo Akademi University	Domkyrkotorget 3	FI	20500	Åbo	roger.broo@abo.fi
<u>United Kingdom, Ireland</u>									
Dr	Christine	Challis	Secretary	London School of Economics	Houghton Street	GB	WC2A 2AE	London	c.challis@lse.ac.uk
<u>Austria, Germany, Netherlands, Switzerland</u>									
Dr	Dietmar	Ertmann	Kanzler	Universität Karlsruhe	Kaiserstr. 12	DE	76128	Karlsruhe	regina.dinies@verwaltung.uni-karlsruhe.de
<u>Greece, Portugal, Spain</u>									
Dr	Luciano	Galán	Gerente	Universidad Autónoma de Madrid	Carretera de Colmenar Viejo Km. 15'500	ES	28049	Madrid	luciano.galan@uam.es
<u>Central and Eastern Europe</u>									
Mr	Jiri	Jirka	Registrar	Palacky University Olomouc	Křížkovského 8	CZ	77147	Olomouc	jirka@risc.upol.cz
<u>Belgium, France, Italy</u>									
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
<u>ESMU – European Centre for Strategic Management of Universities</u>									
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 (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	Address	Cty	Postcode	Postal Town	E-Mail
<u>Austria</u>									
Dr	Friedrich	Luhan	Universitätsdirektor	Leopold Franzens Universität Innsbruck	Innrain 52	AT	6020	Innsbruck	Friedrich.Luhan@uibk.ac.at
<u>Belgium</u>									
Dr	Robert	Hoogewijs	Beheerder	Universiteit Gent	25 Sint-Pietersnieuwstraat	BE	9000	Gent	bert.hoogewijs@rug.ac.be
<u>Denmark</u>									
Dr	Peter	Plenge	University Director	Aalborg Universitet	Fredrik Bajers vej 5, PO Box 159	DK	9100	Aalborg	Pp@aua.auc.dk

<u>Finland</u>									
Mr	Esa	Ahonen	Director of Administration	Helsinki School of Economics	PO Box 1210	FI	00101	Helsinki	ahonen@hkkk.fi
<u>France</u>									
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
Mme	Andrée	Turuban	Agent Comptable	Université de Rennes-Rennes II	6 ave Gaston Berger	FR	35043	Rennes Cedex	andree.turuban@uhb.fr
<u>Germany</u>									
Mr	Christoph	Ehrenberg	Kanzler	Universität Osnabrück	Neuer Graben 29 (Scloss)	DE	46069	Osnabrück	Kanzler@uni-osnabrueck.de
<u>Iceland</u>									
Ms	Edda	Magnusdottir	Director of Personnel	University of Iceland	Sudurgotu	IS	101	Reykjavik	edda@rhi.hi.is
<u>Ireland</u>									
Mr	John	O'Connor	Vice President - Administration	University of Limerick	Plassey Technological Park	IE		Limerick	john.oconnor@ul.ie
<u>Italy</u>									
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
<u>Netherlands</u>									
Drs	Jef	van de Riet	Secretary General	Universiteit van Tilburg	Postbus 90153	NL	5000 LE	Tilburg	j.j.a.vdriet@uvt.nl
Drs	Bert	Verveld	Secretary General	Rijksuniversiteit Groningen	PO Box 72	NL	9711 AB	Groningen	i.verveld@bureau.rug.nl
<u>Norway</u>									
Mr	Tor	Saglie	Director General	Universitetet i Oslo	P.B. 1072 Blindern	NO	0315	Oslo 3	tor.saglie@admin.uio.no
<u>Portugal</u>									
Dr	Margarida	Mano	Administradora	Universidade de Coimbra	Palacio dos Grilos	PT	3030	Coimbra	mmano@ci.uc.pt
Mrs	Fernanda	Antão	Head of Administration	Universidade Nova de Lisboa	Praça do Principe Real 26-r/c	PT	1250	Lisboa	Fantao@uni.pt
<u>Spain</u>									
D	Rafael	Zorrilla	Gerente	Universidad Carlos III de Madrid	C/Madrid 126-128	ES	28903	Madrid	Rafael@pa.uc3m.es
<u>Sweden</u>									
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
<u>United Kingdom</u>									
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

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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 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.

HUMANE

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REGISTRATION FORM (ref: mailbase Bulletin 9)

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