

Articles

Try it!

Try it	1
Leadership training	
Student fees in Germany	2
University rebels	3
UAB Quality Award	4
Growing Interest for LiU	
£950,000 for entrepreneurs at Strathclyde	5
Strathclyde professor at Aalborg	6
The Erasmus Mundus Challenge	6
Innovation; Art and Technology	7
Innovation Management	7

So say two librarians Ulla Buje and Eva Hallund with one voice. They refer to the ECIU Exchange Programme for Administrative Staff, which both as the first two persons at Aalborg University have taken advantage of. They have their daily work at Aalborg University Library, AUB.

Ulla Buje visited the Andersonian Library at University of Strathclyde in September, and Eva Hallund the Joensuu University Library in December, both for a period of two weeks. Enough time to find out about the daily routines and ask all the questions, “how do you... and why...” But also for the hosts to ask similar questions.

Both libraries had planned a very fine programme for their guests to ensure that the time was spent most efficiently, and both also tried to work as librarians abroad. Ulla Buje chose an English-speaking library because she wanted first and foremost to improve her English. Aalborg University has many foreign

students so English is much needed. And even though the Glasgow version doesn't sound quite like the English taught in Danish schools, after a few days listening she really felt she moved ahead. But there were also other advantages.

- Being in a similar working situation as your own you become much more aware of what you do and the advantages and disadvantages of your routines and working conditions, says Ulla Buje.

Having been to Finland many times Eva Hallund is a great fan of the country so she knew immediately that was where she wanted to go. She especially likes the Finnish mentality, which also this time, in a working situation, turned out at its best. She was really treated extremely well, also outside office hours.

At AUB the borrowers lend and return materials themselves, a rather new set-up due to shortage of staff. At Joensuu the students have the same opportunity, but mostly come

(Continued on page 2)

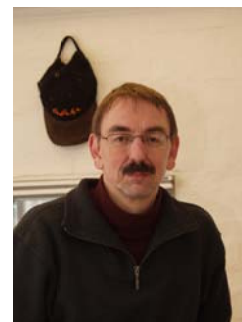
Aalborg University Leaders ECIU-Trained

Several academic and administrative leaders from Aalborg University (AAU) have participated in the ECIU Leadership Development Programme. Meet here Klaus Kilt and Peter Axel Nielsen, who were ‘testpilots’, and Allan Næs Gjerding, who is in the middle of the process.

Allan Næs Gjerding is Director of Studies at the Department of Business Studies, and he has just returned from a seminar at Dortmund.

-I had foreseen problems in carrying out the group work, but the group functions very well, both professionally and socially. I think many can recognise the feeling that when its time to go to a seminar, it is always very inconvenient, but as soon as we are there, we are very engaged.

We are divided into three groups, each with its own assignment. Our group is examining whether our universities are living up to being entrepreneurial universities. We have read Burton Clark's latest book "Sustaining Change in Universities" to examine what he identifies as entrepreneurial universities. We have defined 20 such factors, which we want to find out to what extent they are present at our own universities: Strathclyde, TUHH, Twente and Aalborg.



Næs Gjerding is very inspired by the ECIU Leadership Development Programme.

The first ECIU annual report will be circulated later in spring.

Please check the ECIU website for an electronic copy or ask your local coordinator for a copy.

Please feel free to mail articles or other input for the next ECIU newsletter to:
saskia.hansen@strath.ac.uk

The next edition will be published in June 2005. The deadline for submitting articles ect is 1 June.

to the lending desk.

- *This is just one example where experience could be exchanged*, explains Eva Hallund.

One of the greatest differences both in Strathclyde and Joensuu to Aalborg University Library is that borrowers in Denmark do not pay for interlibrary loans. And there is no difference in rights and obligations whether you are a student or a professor, and there are no limitations as to the number of books you may borrow.

Both Eva and Ulla are very grateful for the way their hosts treated them – always very friendly, obliging and help-



Ulla Buje and Eva Hallund share a twin desk at Aalborg University Library.

Staff exchange is really a fantastic opportunity to learn about other professionals' ways of doing what you yourself do, say Ulla Buje and Eva Hallund.

ECIU Staff Exchange Programme

For details about the Staff Exchange Programme, contact your local ECIU coordinator and www.eciu.org.

Guidelines for the staff exchange programme, which is based on an understanding of a balance in number of staff exchanged:

- Duration of the exchange period: 2 weeks to 3 months
- The home institution pays the exchanged person's salary as usual and for travel expenses
- The host institution arranges and pays for accommodation
- The persons involved should master English, both spoken and written, or the language of the host institution.
- During the exchange period, the exchanged person is to be embedded into a working group assigned with certain functions after an introductory period.

Article by Alice Bonde, Aalborg University

End to free study in Germany

The German Constitutional Court in Karlsruhe ruled that individual German states can now introduce fees at their universities. This ends an era of free higher education in Germany and already three states (Bavaria, Baden Wurttemberg and Hamburg) have indicated that they would introduce fees of up to €500 per semester as soon as possible, which might even be in 2005. The German Academic Exchange Service, DAAD, expects that the general fee level will be somewhere between €500 and €1000 per semester.

Since the 1990s it has been possible to charge fees for continuing education students and those who exceeded the maximum number of years of study. There have been mixed reactions to this ruling: many students have protested and would clearly prefer free access to higher education, whereas many leaders of German higher education institutions would like to use the additional income to improve teaching and research facilities.

At this point it is not clear how the decision will affect international students who so far have not been subject to tuition fees in Germany.

For more information and a link to the Court ruling, please go to the DAAD website: <http://www.daad.org/> and look for DAAD News in the column to the right on the website.

Press release, DAAD website.

- We have each chosen 5 key persons at home to interview about the 20 factors. The idea is to score the universities on these factors on a scale from 1-5. Our intention is not to find out whether we live up to the described ideal, it is much more important to draw a profile of each university and give the rector recommendations based on what profile the university actually wants. Our results will be presented in a report at the concluding seminar at Aalborg University in May 25-26. But we have also planned to write a scientific paper about our project..

University Rebels

IT Manager **Klaus Kilt**, leader of the IT Department, was on the first training programme, and the members of his group, all administrative leaders, called themselves ‘the rebels’ because they rebelled a little against the programme in general, but was very pleased with the group work. Their subject was ‘Leading Strategic Change’, which he found very fascinating.

We analysed the ongoing and upcoming changes in society to which our universities must react. It was very interesting on a European level to find out what leaders can expect in the future in relation to globalization, and where the other universities are in relation to that development.. Going global makes communication very central. It means our IT systems must be able to communicate globally and it will be a very interesting challenge to build up systems to handle this.



Klaus Kilt recommends the leadership programme because of its international dimension.

Another challenge is due to our universities having changed from elite to mass universities. It does not only have a tremendous impact on the IT systems and structure, but on all the strategies of the universities.

Klaus Kilt adds that three out of the five group members were working in the IT area and from a professional point of view it was very interesting to find out the different ways the universities have solved basically the same IT problems.

Research Based lectures?

Peter Axel Nielsen, Head of Department of Computer Science, joined the programme because not only did the headline attract him, the programme seemed innovative and international.



Head of Department Peter Axel Nielsen has implemented a new way of organizing the department after having participated in the leadership training programme.

Especially the group work lived more than fully up to my expectations. We dealt with the role of heads of departments in the future, and because of our differences, coming from Strathclyde, Twente, Dortmund and Aalborg, we could share many useful experiences, which can be transferred locally.

- We also face many of the same challenges, perhaps with a local twist. Our surroundings demand that we change to match the changing society. So our report presented some answers to the question what must be done to secure changes on the department level and it has inspired me to introduce a totally new leadership structure in the line of a matrix organisation. The aim has been to involve many more than the old guard and it works successfully.

Regarding the leadership programme Peter Axel Nielsen was not impressed by the lectures. *For one thing all participants coming from research based institutions one would also expect the lectures to be research based.* He also had other points of criticism, which he put forward at the end of the programme to be considered before launching the second run.

Article by Alice Bonde, Aalborg University

The UAB provides 36 doctoral programmes that have been granted the Award for Quality

A total of 36 UAB doctoral programmes have achieved the Award for Quality from the Ministry of Education and Science (MEC). This award is a guarantee on the quality of a programme and entitles students and lecturers to apply for mobility grants.

The MEC has renewed all 28 of the Awards for Quality granted to UAB doctoral programmes during the last academic year, and has also awarded 8 more doctoral programmes for the 2004/05 academic year. The UAB remains, therefore, among the Spanish universities with the most doctoral programmes to have been granted the Award for Quality.

Of the 36 programmes, 30 are directly coordinated from the UAB. The other 6 are interuniversity programmes run by other Spanish universities. The award entitles students and lecturers to apply for mobility grants, as well as to claim subsidies for expenses directly related to the programme.

The certificate is awarded following an external evaluation by Spain's *National Agency for Quality Assurance and Accreditation* (ANECA). Each doctoral programme may voluntarily make a request for an evaluation. The agency evaluates each programme for its scientific and technical quality, as well as its content, structure and objectives.

There are 84 doctoral programmes available this academic year at the UAB. Therefore, 42.8% of the courses have received the Award for Quality.

The UAB has 2 893 doctoral students enrolled for the 2004/05 academic year, with 1 013 of these studying Health Sciences, making this the most popular field of study.

The UAB is the leading Catalan university in terms of the total number of doctoral students, and in the whole of Spain is second only to the Universidad Complutense de Madrid. In the 2003/04 academic year, 322 candidates defended their theses at the UAB.

Postgraduate studies and continuing education are, along with research, vital strategic and distinguishing features of the UAB.

These attributes, along with the creation of the Graduate School, have sparked rapid development in both the infrastructures and the number of courses available.

Press release, UAB website.

Growing interest for Linköpings universitet

The interest from overseas and European students to study at LiU has is growing and growing. Last year more than 1000 students applied to study at LiU and the number of applicants for summer 2005 has exceeded 1600. It is especially the fields of Computer Science and Communication and Interactivity, which attracts foreign students, but also International & European Relations.

The applicants come from 85 different countries worldwide. Cecilia Johansson from "StudentCentrum" comments "*It seems like Linköpings universitet is getting to be a well-known university in all parts of the world*".



Press release, and photo, from the LiU website

Winter has come in Linköping

University of Strathclyde senior staff took to the catwalk and raised £10,000 for the Malawi

HRH The Princess Royal was the guest of honour at the fifth Graduate Association's Fashion Show in the Barony Hall, which was hosted by Glasgow Lord Provost Liz Cameron.

Dr Peter West, Secretary of the University, said : "The Graduate Association works extremely hard to ensure our fashion shows not only raise money, but also provide great entertainment. The money will be of great benefit to the Malawi Millennium Project. Since its launch five years ago, it has gone from strength to strength and earlier this year, the Scotland/Malawi Partnership was launched involving Glasgow and Edinburgh city councils with the aim of building further links between the two countries."

The Malawi Millennium Project was set up by the University of Strathclyde and launched in September 1999 by the Princess Royal. Working with the University of Malawi and Bell College in Hamilton, Strathclyde assists in educating the trainers necessary to train future generations of Malawian teachers, nurses, scientists, technicians and engineers to deal with some of the health and education problems in the country. The University is also providing practical help in a bid to build another hospital. Malawi is one of the ten poorest countries in the world. Out of a population of 11million there are 1.2m children orphaned by Aids and the country continually

Read more about the Malawi Millennium project on:
<http://www.strath.ac.uk/projects/malawi/>



An amount of £10,000 was raised for the Malawi Millennium Project through the Fashion Show.

Press release, University of Strathclyde

Strathclyde to benefit from science windfall

Chemistry and physics scientists in Scotland are to receive £37m in additional funding over the next four years as they pool their resources.

Six universities, including the University of Strathclyde, are joining forces to create "super teams" to focus on subjects such as space physics and biological chemistry.

The financial investment has come from the Scottish Higher Education Funding Council (SHEFC). The move came after the chancellor pledged a greater focus on science.

Press release, Strathclyde

Strathclyde receives £950,000 to help unlock the entrepreneurial potential of its candidates

The cash - £570,000 from the Scottish Executive SEEKIT programme and £380,000 from the European Regional Development Fund, administered by Strathclyde European Partnership - will expand the University's already successful entrepreneurial network to include alumni, staff and friends.

Alasdair Mackay, Head of Business Development Services at Strathclyde, said: "The expansion of the Strathclyde Entrepreneurial Network will link research excellence and commercialisation potential with the business expertise of the alumni community. "We want to provide an informal environment to encourage the transfer of knowledge and stimulate new ideas. An Innovation Fund will provide a mechanism to support initiatives emerging from the Network, developing bespoke business solution."

The project aims to assist 108 businesses to grow and 32 new businesses to be formed by the project's completion at the end of 2007, creating 128 new jobs. Alasdair continued "The University is already highly successful in encouraging entrepreneurship through a variety of methods such as the work of Research & Consultancy Services, Strathclyde University Incubator and the Hunter Centre for Entrepreneurship.

Press release, University of Strathclyde website

Alison Morrison as special speaker at Aalborg Conference

Professor and tourism expert Alison Morrison from the the Scottish Hotel School at University of Strathclyde was a special guest speaker at the recent Nordic Symposium on Tourism Research at Aalborg University in Northern Jutland, Denmark. Professor Morrison first met associate professor Henrik Halkier from Aalborg when she attended the ECIU leadership training programme and was happy to travel to Aalborg to speak about how best to help small and medium-sized companies in the tourism industry at this conference.

In her lecture Morrison pointed out that the public sector and big tourism organisations should be very careful in simply telling small companies what to do. It is much more important to ensure that there is room for discussion, to listen to the ideas from the small companies and to establish mutual respect. Another point was that Northern Jutland in Denmark should consider how it wants to present itself as a region, and Morrison recommended that marketing experiences rather than the region as such might do the trick to attract more visitors.



Professor Morrison

The ERASMUS Mundus Challenge

Erasmus Mundus Masters courses are integrated study programmes at masters level offered by at least three universities in three different European countries, resulting in the award of a double, a multiple or a joint diploma recognised in the countries of the participating institutions. The preparation of the European Joint Masters in Materials Science offered by the ECIU, in a three-way partnership involving the Universidade de Aveiro, Technische Universität Hamburg-Harburg and Aalborg University, brought about new challenges in trans-national university cooperation within the consortium. Setting joint criteria for admissions and examinations, designing a jointly developed curriculum and organising student and staff mobility combinations were possible thanks to the individual efforts of the people involved, facilitated by the effective communication and co-ordination that the consortium has fostered over the years.

Nine third-country scholars are currently following the programme – 5 at Universidade de Aveiro and 4 at Technische Universität Hamburg-Harburg. It's not easy to move country, faced with a new language and society, with a demanding academic programme involving further mobility, an internship in enterprise and the changes this brings with it. Maturity, optimism, openness to change and adaptability as well as academic excellence are some of the essential qualities of the EM students. And though the programme is still in its early stages, there is lots of enthusiasm within the student groups, not only among the third-country scholars, but also among the European students on the programme who are reaping huge benefits from the multi-cultural environment in which they are working.

In March a student-staff meeting will take place in Aveiro, with the purpose of affording the students an opportunity to meet one another and the staff of the host institutions where they will move to at the end of this academic year. The EM students will have an opportunity to discuss with the international officers their concerns and suggestions regarding student hosting issues and will be given the opportunity to think about dissertation themes, internship opportunities and the sometimes tricky administration aspects surrounding their move to the next country.

The European Commission is also promoting a meeting of ERASMUS Mundus students to be held in Brussels with the objective of establish an alumni network within the project.

Erasmus Mundus is a challenge for the institutions and students – a learning experience for all and a golden opportunity for the ECIU to further deepen the consortium and provide concrete results.

Article by Niall Power, International Office, Aveiro



Students on Campus, Aveiro

Innovation—exploring the relation between Art and Technology



Professor Dr. phil Jarchow, TUHH is engaged in getting this new initiative running which already now has guest lectures and visitors from Cambridge, UK, and MIT, US.

Hamburg University of Technology and the University of Hamburg has joined forces in a new research initiative “Graduiererkollegs Kunst und Technik”, where researchers from the fields of Engineering and Spiritual Sciences & Art will come together to make best usage of the expertise from the very different research fields.

Research Training Groups (*Graduiererkollegs*) are university training programmes established for a specific time period to support young researchers in their pursuit of a doctorate. The Research Training Groups provide these doctoral students with the opportunity to work within a coordinated research programme run by a number of university teachers. Doctoral students are incorporated into the research work being done at the participating institutions. The study programme aims to complement and extend the doctoral students' individual specialisations and to provide a structure for cooperation. An interdisciplinary focus of the research and study programme is desired.

The aim of the Research Training Group on “Art and Technology” is to explore the borders between the research fields e.g. design aspects related to engineering from an arts or spiritual science perspective and likewise researchers within the field of engineering can challenge perceived wisdom in ethics and arts. The aim is to reach new and innovative solutions to processes and products and in this way hopefully gain market shares or new opportunities for products.

The German Research Foundation has supported the project with €2 Million and the project will run for the next 4,5 years.

Innovative universities and administration?

How are innovative universities administered? Are there special characteristics that underpin the administrations of such institutions? These are some of the questions which a group of ECIU institutions will be looking into over the coming year. In mid February heads of university administrations from Linköping, Twente, Strathclyde and Aalborg took part in the kick-off meeting on the mini pilot-benchmark that will systematically compare different aspects of university administration – also looking into how the innovative profile of the institutions is reflected in the university administration.

At the meeting four core areas were identified: Strategic Planning, Management & Governance structures, External Relations and Human Resource Management. Each of the four participating institutions is responsible for one of the core areas, though all institutions will be providing descriptions of how they deal with each area. Based on the initial descriptions, the aim is to look at best practice and identify areas where the ECIU members could strengthen their performance by getting inspiration from some of the other institutions. The exercise is intended to be kept fairly simple to make sure that there will be an actual outcome. There will be a midway report in connection with the General Meeting and Executive Board meeting in May and a final report is expected for late autumn.

The project will fit in well with the overall topic of the General Meeting, which is Innovation Management with a particular focus on how innovative institutions are actually managed. One of the invited speakers is Visiting Professor Mike Shattock at the Institute of Education, University of London, and Joint Director of the new MBA in higher education management will be one of the speakers. Other speakers will be the participants from the leadership training programme and it is envisaged that there will also be short presentations from the ECIU associate partners regarding how their business models with regards to being involved in worldwide educational activities.

Mike Shattock was intensely involved in the ECIU in its first years of existence when he was still a Registrar at the University of Warwick.

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Universität Dortmund, Germany

<http://www.uni-dortmund.de/web/en/index.html>

Technische Universität Hamburg-Harburg

<http://www.tu-harburg.de/>

Linköping University, Sweden

<http://www.liu.se/en/>

University of Strathclyde, United Kingdom

<http://www.strath.ac.uk/>

Universiteit Twente, The Netherlands

<http://www.utwente.nl/en/>

University of Warwick, United Kingdom

<http://www.csv.warwick.ac.uk/default.html>

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Info about ECIU Leadership training

The ECIU programme emphasises the European dimension of leadership challenges today. The programme offers current and potential leaders an opportunity to work on assignments or leadership challenges with colleagues from ECIU member institutions from other countries.

17 staff members from ECIU institutions participated in the 2003-2004 programme, and 16 staff members are participating in the 2004-2005 programme, which ends with presentations of the assignments at the annual ECIU General Meeting at Aalborg University on 26 May.

For more information please contact your local coordinator (please see: eciu.org (click on addresses) for contact information about your local coordinator.

ECIU Activities

The ECIU is currently running a number of activities for students and staff at the ECIU institutions such as:

- the ECIU Graduate School
- a student mobility programme combining internships with studies abroad.
- an administrative staff mobility programme.
- a leadership training programme for prospective and current leaders.

Please read more about the ECIU and these activities on the website:

www.eciu.org

ECIU Secretariat at Strathclyde

On 1 January 2005 the University of Strathclyde took up the role as host to the ECIU Secretariat. The Secretariat has been hosted by the University of Twente from 1997 to 2001 and by Aalborg University from 2001 to 2004, and will be at Strathclyde for the next 3 years.

ECIU Secretary Saskia Loer Hansen has moved with the Secretariat to Strathclyde and will combine her ECIU duties with other work tasks for Strathclyde.