



ECIU

EUROPEAN CONSORTIUM OF INNOVATIVE UNIVERSITIES

ECIU Annual Report 2005

By the ECIU Secretariat

ECIU Annual Report, 2005

Introduction

The ECIU is a Consortium of eleven European member universities and three associate partners from Mexico, Russia and Australia.

The European Consortium of Innovative Universities (ECIU) was established in 1997 in an effort to meet the increasing demands on European Higher Education institutions to be more competitive, more international and provide better services for students and staff, while at the same time contributing to the economic development of their regions. The universities that make up the ECIU are diverse in their approaches to teaching, the use of IT in education, and in their interactions with society at large, but a common denominator is innovation and the fact that ECIU members have tried to walk new paths compared with more traditional universities. ECIU members are relatively young, either established as new universities in the second half of the 20th century or having obtained university status in the same period.

The ECIU member institutions are all multidisciplinary, although a defining characteristic is a strong focus on the technological and social sciences, which is reflected in the numerous entrepreneurship programmes and activities of the respective members.

All ECIU members have close ties to industry, commerce and public agencies; and are strongly committed to assisting the economic development of their regions. Through membership of the ECIU, it is hoped that best practice about university-industry interaction will be shared across the consortium, hopefully contributing to the prosperity of the regions and communities of the member institutions.

All ECIU members are committed to further developing their education activities within the umbrella of the Bologna process, increasingly sharing courses as well as ideas.

While the eleven core members of the ECIU are from Europe, the ECIU also pursues a global agenda and has invited two overseas institutions to join as associate partners and one Russian institution. Tecnológico de Monterrey, Mexico, Swinburne University of Technology, Australia, and Rostov State University, Russia, are consequently important in terms of providing a broader view on discussions and adding new views on, for example, different business models and strategies for engaging in the global education market.

ECIU Core areas

Since 2002 the ECIU has focussed its work on three core areas: the ECIU Graduate School, Improved Student and Staff Mobility, and University Industry Interaction. This focus has been considered as essential in order to ensure follow-up on decisions and actions, and to segment coherence in the work of the consortium. Whilst activities may go on within other areas in bilateral cooperation between members, the Consortium as such focuses its work on the core areas.

I. ECIU Graduate School

The ECIU Graduate School is a core project of the "European Consortium of Innovative Universities" (ECIU), which offers top-level Masters programmes in innovative fields. Providing a unique learning experience in an international context and with high employability, the ECIU Graduate School aims to attract students from all over the world. At present, students can choose between two joint programmes, truly European in character and a wide range of outstanding Masters programmes, which all furthermore are international in orientation.

Whereas the unilateral programmes have been selected by the individual universities as examples of state-of-the-art international programmes of an innovative nature, the joint programmes have been developed in close cooperation between several partners within ECIU. The joint programmes consist of 'best-practice' modules from existing courses and newly developed modules with distinctive topics and approaches. Lecturers of each cooperating university are exchanged between the partners. Students will pursue their Masters studies at two (or more, if they wish) different ECIU universities without any problem of recognition and will be awarded a Double or Joint Degree.

The main progress of the ECIU Graduate School in 2005 has been:

- The second cohort of students for the joint European Master's Programme in Materials Science (EMMS) started their studies at Aveiro and Hamburg University of Technology (TUHH) respectively and the increased number of scholarships raised the funding available for the programme to 756,000 Euros.



Pedro Regas won the competition for designing a logo for the EMMS programme.

- The Université de Technologie Compiègne (UTC), Aalborg and TUHH submitted an application for Erasmus Mundus funding for a European Masters in Management of Innovation and Technology (EMIT), but despite good evaluations the proposal was not funded. Work is continuing in respect of curriculum development and the institutions involved (now also Strathclyde and probably Swinburne) intend to submit an improved application for the Erasmus Mundus deadline of 30 April 2006.
- The Universitat Autònoma de Barcelona (UAB), Aveiro, Aalborg, TUHH, and the universities of Twente and Linköping launched work in 2005 on developing a joint Masters programme in Environmental Studies and also aim at submitting an application for Erasmus Mundus funding.
- Warwick and Linköping have used their existing bilateral links to explore the potential for a joint Masters programme in Life Sciences Technologies and the TUHH and Aveiro are likely to join the initiative.
- The developments in respect of a joint Masters programme in East Asian Studies were revived in 2005, after some problems, and a meeting will be held in January 2006 between the involved partners to discuss the next steps.
- The cooperation within the fields of Innovation and Entrepreneurship between Twente and Aalborg continued in 2005 with a student and staff delegation from Aalborg making a formal visit to Twente in spring 2005 with a planned return delegation going from Twente to Aalborg in spring 2006. A collective agreement has been drafted aimed at setting up a joint programme based on the single local Masters programmes (MIKE-E at Aalborg and Business Administration at Twente).

- Mr Randolph Galla, project manager of the Graduate School, has over the course of 2005 worked hard on integrating the new members and partners of the ECIU into the activities of the Graduate School and such integration has now taken place where relevant.
- The Graduate School launched work on an ECIU Master Scholarship scheme and presented a draft at the ECIU Executive Board meeting in November 2005. A revised version of the scheme will be published in early 2006 and this initiative is aimed at attracting more students to the ECIU Joint Masters Programmes.
- The TUHH hosted a successful workshop on the Bologna process in October with participants from most ECIU institutions, and a follow-up workshop takes place in February at Strathclyde.

Work is still ongoing in respect of bilateral programmes between a number of ECIU members, so 2005 has shown an overall increase in activities within the field of collaborative or joint programmes.

II. Improved Student and Staff Mobility

This core area includes a set of different activities that are aimed at trying to improve and enhance the mobility of staff and students between the ECIU member institutions. The leadership training activities of the ECIU are also part of this core area, and so is the organisational body of the ECIU Student Wing.

ECIU Leadership training

In May 2005 the second cohort of the ECIU Leadership Development Programme met for their final workshop at Aalborg and presented their assignments to the participants of the ECIU General Meeting: *The Role of Universities in a Regional Context*, *Review of Internal Decision-Making Processes* and *the Entrepreneurial University: Myth or Reality*. The presentations were excellent and gave food for thought for all participants (16 in total from Aalborg, Dortmund, Twente, Strathclyde and the TUHH).

ECIU Leadership Development Participants at the final workshop at Aalborg, May 2005.



ECIU Pilot Benchmark

The Administration of an Innovative University

The kick-off meeting for the Steering Committee of the ECIU Pilot benchmark project was held in February in Copenhagen with participants from Strathclyde, Linköping, Twente and Aalborg. At this meeting it was decided to focus the benchmark on four themes: Governance and Management Structures, Strategic Planning, External Relations and Human Resource.

Each participating institution was then tasked with formulating a set of questions, which all institutions subsequently had to provide answers to. Review meetings have been held in relation with the ECIU Executive Board meetings, and the final outcome of the pilot project is expected in late spring 2006.

The aim of the project is to assess whether universities, that supposedly are “innovative”, have particular characteristics in terms of how their administrations are organised and go about dealing with issues such as Governance, Strategic Planning, External Relations and Human Resources.

ECIU Staff Development

The ECIU launched an exchange programme for non-academic staff members in late 2003, but decided to revise the programme in 2005 and to use the term staff development programme, rather than staff exchange programme, to underline that staff development is the core objective and that there would not necessarily be a reciprocity in terms of exchanges.

There have been some staff development activities over the last year: a staff member from the International Office at the UAB went to Strathclyde’s International Office for two weeks in spring, a staff member from the internationalisation area in Dortmund went to Aalborg for a week and then onwards to Strathclyde for a week in autumn. Furthermore two PR/marketing staff members from Strathclyde visited Twente and Aalborg to make a comparative analysis of marketing and PR work at the two institutions in autumn 2005. A staff member from Linköping will be going to the UAB in spring, and likewise a staff member from Aalborg is exploring going to Tec de Monterrey in the new year.

Strathclyde remains the most attractive institution, though Swinburne and Tec de Monterrey have voiced a clear interest in hosting and sending staff on staff development/exchanges to other institutions – and believe that this activity with longer staff development stays makes particular sense considering the long distance which people will be travelling.

ECIU Student Mobility

The ECIU Student Mobility group met twice in 2005: firstly for a brief meeting with representatives from Tec de Monterrey and Swinburne at the EAIE Annual Conference at Krakow on 16 September, and for a longer meeting on 9-10 October in Dortmund. Ms Barbara Schneider is the new coordinator for the mobility group, and she consequently chaired the meeting.

As people familiar with the ECIU will know, the ECIU has struggled in actually getting a smooth student flow going between members. The aim of the Dortmund meeting was to address the problems that have caused these difficulties such as issues related with tuition-fees and the balance or imbalance in student numbers. Warwick has never participated in the student mobility work within the Consortium, but the other participants at the meeting agreed to ensure that there indeed are agreements in place with all members/partners, and Strathclyde explained its position where the balance of in- and outgoing students is crucial and where quality assessments of students, and the originating departments, are an essential part of the mobility arrangements.

The student mobility group discussed in more detail which added value the Consortium could add to students’ experiences with going abroad, and a number of proposals were discussed:

- The organisation of an ECIU Intercultural Symposium on Global Competencies;
- Better use of Erasmus Intensive Programmes as initial collaborative steps, which could lead to joint Masters programmes at a later stage;
- The set-up of a system of ECIU Buddies in close collaboration with the ECIU Student Wing;
- The creation of an alumni association for students that have been on exchanges to other ECIU members/partners, which would provide the students with a larger international network when e.g. seeking employment;

- Better marketing of the full package of what the ECIU can offer ranging from regular, student mobility based on Erasmus agreements, the combination of internships and studies abroad at select ECIU member institutions, to Master and Bachelor thesis work, and support for staff exchange; and
- A description of Unique Selling Points. One thing is talking about ECIU member institutions as innovative, but how would this translate into a message to students with reasons for why students should go to an ECIU member instead of other European or overseas institutions? The Student Mobility group would like to come up with answers to this question and will continue work on this in 2006.

The ECIU Executive Board decided to support the further development of the idea of a Symposium with a small amount of money at its meeting in November, and the new Chairman for the Improved Student and Staff Mobility steering committee, Dr A Flierman, and Ms Schneider have been charged with ensuring further progress of the development of the proposed symposium.

The Student Mobility Group has continued work regarding the Unique Selling points and are setting up a technical inventory of what the different ECIU institutions can offer students from other ECIU institutions, and the aim is to both update the ECIU website with this new information and to circulate information within the different International Offices by spring 2006.

ECIU Student Wing

The Student Wing is the ECIU's organisation for students across the Consortium. Each Student Union can send representatives to the meetings of the Student Wing, and the Student Wing furthermore has two seats on the ECIU Executive Board. The voice of the students is consequently considered as very important in the work of the ECIU, as it is within the different member institutions.

The Student Wing met twice in 2005. Aveiro hosted a meeting in late April and Compiègne hosted a meeting in October.

Apart from reviewing ECIU's activities and pressing on for clarity in respect of student mobility opportunities, the Compiègne meeting also included a session about the Bologna Process with input from ASTA, the students' association at the TUHH, and with discussions about what the Bologna means for students across Europe.

III. University Industry Interaction

Some of the central characteristics of the ECIU are the close collaboration and links with industry and business in the immediate surroundings of the different ECIU member institutions. This was captured very well in Burton Clark's book on "Creating Entrepreneurial Universities" and has contributed to the strengthening of an ECIU corporate identity.

The core area of University and Industry Interaction aims at ensuring that best practice on collaborations are shared between ECIU members and that the close interactions with the surroundings remain a priority for all ECIU members. This latter point has increasingly been recognised by governments all over the world and this "third mission" of the universities, next to research and education, is becoming increasingly more and more important as a stimuli to the development of a knowledge economy.

Technology Transfer

2005 has seen a flurry of technology transfer activity, most markedly with the successful application for EU funding for a technology transfer project called DIFUSE (Driving innovation from universities into scientific enterprises). Mrs Monica Schofield and colleagues at the TuTech in Hamburg worked very hard on writing the project application, especially considering the short time notice, and the entire ECIU was very happy to hear that the application was received positively by evaluators in the Commission and was awarded funding in November 2005.

The proposal abstract reads:

“DIFUSE aims to develop a model for close (integrated) trans-national cooperation between university knowledge transfer support functions set up to facilitate industrial and commercial exploitation of university research results. The specific goal of the project is to explore new ways for the joint exploitation of university knowledge in targeted domains using, best practice and individual experiences from members already engaged in an established pan-European university network, the European Consortium of Innovative Universities (ECIU), and to use this to develop models for pilot actions to show how a group of universities might share resources to make exploitation of research results and transfer to the private sector more effective at a European level. If organisational integration of technology transfer (TT) services by this consortium of universities can be achieved, it will be the first of its kind in Europe and possibly worldwide. In this way DIFUSE could help lay the foundations for actions to be supported at a European level to provide more effective technology transfer from universities as part of the Competitiveness and Innovation programme for Framework 7.”

The following institutions managed to send a reply by the (short) deadline in the summer period and are now participants in the project: TuTech as coordinator, Warwick, Aalborg, Dortmund, Strathclyde, Twente, UTC and Politecnico di Torino. An initial kick-off meeting has been organised for March 2006, before the official commencement of the project, to ensure that all partners are aware of the obligations and commitments involved in the project work.

Innovation & Entrepreneurship

Since ECIU member institutions have a long track record within this field, the ECIU decided to launch a project about “The role of the ECIU university in regional Entrepreneurship & Innovation in 2004. The project is led by professors Aard Groen, Twente, and Olav J. Soerensen, Aalborg, and addresses the question “*How can we assess and improve the role of the ECIU universities in stimulating regional economics?*”

A kick-off meeting was held for the project in June 2005, but the busy life of academics caught up with the project and it has been somewhat delayed, and a second kick-off meeting was consequently scheduled for 9-10 January 2006 for a larger group of participants.

The project is intended to highlight lessons learned, best practices, and will give indications with regards to where innovative universities may go in future to maintain momentum in stimulating regional economics in particular in respect of entrepreneurship activities and the collaboration with other regional entrepreneurship actors. The activities on developing innovation and entrepreneurship programmes within the heading of the ECIU Graduate School are also linked with the work on this research project.

European Institute of Technology

The ECIU submitted a response to the Commission’s consultation regarding the establishment of a European Institute of Technology (EIT). The ECIU member institutions were critical of the idea as such, and in particular of the implied setting-up of an EIT as a single institution based on a US

model. Rather than copying what might have worked well in a different historical and geographical context, Europe should find answers to the challenge of increased global competition by exploring distinctive and unique European solutions. If, however, the European Commission were to proceed with the idea of an EIT, the ECIU would strongly encourage the Commission:

- To ensure alignment and coordination with other initiatives such as the European Research Council, the proposed FP7 and existing technology transfer and innovation activities.
- To organise the EIT as a programme with a primary focus on the commercialisation of research within the knowledge triangle of research, teaching and knowledge & technology transfer. Any attempts at looking at the commercialisation of research results in isolation from the research and teaching base should be avoided.
- To fund the commercialisation efforts of existing technology-based network or consortia of universities and to strengthen the collaborations that are already in place.

The letter was sent by ECIU Speaker Prof Becker to Commission President Barroso, Ján Figel, European Commissioner in charge of Education, Training, Culture & Multilingualism, Günther Verheugen, European Commissioner in charge of Enterprise and Industry and Janez Potočnik, European Commissioner in charge of Science and Research.

ECIU Meetings

Aalborg University hosted ECIU's 12th General Meeting on 26 May and had organised a very interesting programme about "Innovation Management", which included both the presentations by the leadership development participants, a presentation by Mrs Patricia Montano from Tech de Monterrey about "An innovative University with a Global Perspective" and finally Visiting Professor Mike Shattock – a familiar name to many in the ECIU due to his past as registrar at Warwick – gave an interesting presentation about "Challenges for HEI in the 21st Century".

The ECIU Executive board subsequently met for its 13th meeting on 27 May. The meeting was kicked off with presentations by Linköpings universitet as a relatively newcomer into the ECIU, and the Politecnico di Torino and Swinburne University of Technology, which provided a very helpful and useful introduction to both education and research activities at the new member and partner institutions.

The autumn board meeting was hosted by the University of Warwick and all interested delegates were invited to arrive early on 17 November for an introduction to Warwick and a tour on campus including visits to the Warwick Manufacturing Group. The main discussion items from this 14th Board meetings were the European Commission's proposal to set up a European Institute of Technology and technical aspects associated with ECIU members involvement in the DIFUSE project.

Prof Stephen Hagen introduced the AC21 Conference, which is organised by Warwick in collaboration with AC21 members, and all ECIU institutions have been invited to participate in the conference in July 2006 (read more on: <http://go.warwick.ac.uk/ac21>).

Public Relations

The ECIU Electronic Newsletter was launched in early 2004 and has since then been published four times a year. This newsletter provides information about ECIU activities, and news from other ECIU member and partner institutions, to staff at the respective ECIU institutions.

A group of PR and marketing officers and directors met at a meeting at Aalborg University in December 2005 to evaluate the PR and marketing work related with the Consortium. The group agreed that it would be useful with a wider discussion about the aims and objectives of the Consortium in order to do more marketing work at the individual member institutions. The group furthermore agreed that more thoughts should be given to the crucial role played by ECIU Local Coordinators in terms of the dissemination of news and input from the ECIU Secretariat and other ECIU institutions, and that there seemed to be a need to consider whether the Local Coordinators actually had sufficient time and resource to fulfil these obligations.

The PR group is currently working on a discussion paper for the Board meeting at Linköping in May where these issues will be discussed in more detail.

Welcomes and goodbyes

2005 has seen new faces turn up at ECIU Board meetings and other familiar faces have left. The most noticeable change, however, was the change of Speaker with Professor Andrew Hamnett, Principal at the University of Strathclyde, handing over the responsibility as Speaker, to Professor Eberhard Becker, Rector of the University of Dortmund. Professor Hamnett will now act as Vice-Speaker to the Consortium in his capacity as host of the ECIU Secretariat. The entire Board expressed its gratitude for Professor Hamnett's excellent job as Speaker over the last few years, and warmly welcomed Professor Becker in his new capacity as Speaker to the Consortium.

2005 was also the year where Professor Muriel Casals, Vice-Rector from the Universitat Autònoma de Barcelona, stepped down as Vice-Rector, and consequently also as ECIU board member. At the time of writing, no news has been received about the identity of her successor. Professor Casals will be greatly missed in the Consortium, especially in the Improved Student and Staff Mobility steering committee, which she chaired over the last few years. Professor Jørgen Østergaard stepped down as Rector at Aalborg University when the new system of employed rectors was implemented at Aalborg in spring 2005. The ECIU will also miss Professor Østergaard, who has been attending Board meetings with regular intervals ever since the first meeting of the Consortium. Professor Francois Peccoud stepped down as President at the Université Technologie de Compiègne in 2005 as he had reached the end of his second 5 year mandate. He is now a professor attached to the UTC, but is currently mainly working on educational/industrial projects. The ECIU sends Peccouds its best wishes. Mr Ronan Stephan is the new President at the UTC and will be attending his first meeting with the ECIU Executive Board in Linköping in May 2006.

The ECIU Board furthermore welcomed Dr Anne Flierman, President from the University of Twente, and Professor Finn Kjærdsdam, Rector at Aalborg University, as new Board members, and Prof Isabel Martins, Vice-rector of the University of Aveiro, as a new ECIU Local Coordinator.

Results and challenges

As this annual report shows, the ECIU has achieved strong and good results in 2005, but like any dynamic consortium the ECIU has also faced a number of challenges, which will be further addressed in the years to come.

In summary main results of the work of the Consortium in 2005 are:

- The successful conclusion of the second run of the ECIU Leadership Training programme.

- Follow-up activities and contacts between ECIU Leadership Development participants following conclusion of the programme.
- The successful Bologna workshop in relation with the ECIU Graduate School activities
- The ongoing work on new Masters programmes.
- The continuation of staff wishing to visit other ECIU members for staff development purposes.
- The hard work of the ECIU Student Wing in their mapping the extent to which students at ECIU member institutions know about the ECIU and the following PR and Marketing initiatives.
- The continued publication of the ECIU electronic newsletter and the reactions received from readers.
- The welcoming of a new member university (the Politecnico di Torino, Italy) and a new associate partner (Rostov State University, Russia) and the integration of the new members and partners into the activities of the Consortium.
- The use which ECIU members have made of other ECIU members e.g. as reflected in the two-day “Eurofest” at Strathclyde, where several ECIU partners made presentations and contributed to the Eurofest being a huge success.
- A successful transfer of the ECIU Secretariat from Aalborg in Denmark to Strathclyde in Scotland.

Main challenges have been:

- Marketing the ECIU to staff and students across the ECIU member institutions and engaging more staff in the current ECIU activities.
- Allowing for bottom-up initiatives, rather than top-down activities.
- Developing a strategy on ECIU student mobility, which takes account of the different legal and financial systems.

Priorities for 2006

A core priority for 2006 is to follow up on the momentum established through the Bologna Workshop in Hamburg in October 2005 and to ensure that the problems addressed regarding tuition fees, quality assurance and degrees are addressed and solved.

Furthermore to continue developing the package of activities for students within the ECIU and to ensure that all International Offices help in making mobility opportunities at ECIU members and partners more transparent and that the Unique Selling Points are used to increase the numbers of students going on exchanges within the Consortium.

The work of the ECIU in 2006 will otherwise continue to focus on the three core areas: the ECIU Graduate School, Improving Student and Staff Mobility and University Industry Interaction.

A key concern is to ensure that those institutions who sent participants to the leadership training programmes continue to involve these participants in more ECIU activities to ensure a long-term effect of the programme.

Finally, improved PR and marketing is a central issue and will be addressed in more detail by a group of PR representatives from ECIU member institutions at a meeting in advance of the ECIU Executive Board meeting in May, and at the Board meeting on 19 May 2006 in Linköping.

ECIU Meetings in 2005

6-8 February, ECIU Leadership Development Workshop, Dortmund

18 February, ECIU Benchmark Steering Committee meeting, Copenhagen

24-25 February, Meeting about JMP Entrepreneurship, Aalborg

4-5 March, JMP Materials Science, Aveiro

8 April, Kick-off meeting, Environmental Engineering, Hamburg

24-26 May, ECIU Leadership Development Workshop, Aalborg

26 May, ECIU Benchmark Steering Committee meeting, Aalborg

26 May, ECIU General Meeting, Aalborg

27 May, ECIU Executive Board meeting, Aalborg

20 June, ECIU Entrepreneurship Research Meeting, Twente

20-21 June, Meeting about JMP Environmental Studies, Barcelona

30-31 August, Meeting about EMMS, Aalborg

16 September, Student Mobility meeting at EAIE Annual Conference, Krakow

9-10 October, Student Mobility, Dortmund

14 October, Bologna workshop, Hamburg

20-22 October: ECIU Student Wing meeting, Compiègne

2-4 November, Meeting about JMP Environmental Studies, Aveiro

17 November: ECIU Benchmark Steering Committee meeting, Warwick

17-18 November: ECIU Executive Board meeting, Warwick

1-2 December: ECIU PR & Marketing Group, Aalborg

4-6 December, Erasmus Mundus Masters Course Meeting (EMMS delegates), Brussels

14 December, DIFUSE Contract negotiation meeting, Brussels

• Overview of ECIU members

The ECIU currently consists of eleven European members and three associate partners from Mexico, Australia and Russia.

- Aalborg Universitet, Denmark
 - www.aau.dk
- Linköpings universitet, Sweden
 - <http://www.liu.se>
- Universidade de Aveiro, Portugal
 - www.ua.pt/
- Universitat Autònoma de Barcelona, Spain
 - www.uab.es
- Université de Technologie de Compiègne, France
 - <http://www.utc.fr>
- Universität Dortmund, Germany
 - www.uni-dortmund.de
- Technische Universität Hamburg-Harburg, Germany
 - www.tu-harburg.de
- Politecnico di Torino, Italy
 - www.polito.it/
- University of Strathclyde, Scotland
 - www.strath.ac.uk
- Universiteit Twente, The Netherlands
 - www.utwente.nl
- University of Warwick, England
 - www.csv.warwick.ac.uk

Furthermore the ECIU currently has three associate partners:

- Rostov State University, Russia
 - www.mis.rsu.ru/foreign/
- Tecnológico de Monterrey, Mexico
 - www.itesm.mx
- Swinburne University of Technology, Australia
 - www.swin.edu.au

ECIU Executive Board Members

Aalborg Universitet, Denmark

Finn Kjærdsdam, Rector and ECIU Executive Board member

Lise Thorup-Pedersen, ECIU Local Coordinator

Universidade de Aveiro, Portugal

Helena Nazare, Rector and ECIU Executive Board member

Isabel Martins, Vice-Rector and ECIU Local Coordinator

Universitat Autònoma de Barcelona, Spain

Muriel Casals, Vice-rector and ECIU Executive Board member

Montse Roca, ECIU Local Coordinator

Université de Technologie de Compiègne, France

Ronan Stephan, President and ECIU Executive Board member

Peter Wagstaff, ECIU Local Coordinator

Universität Dortmund, Germany

Eberhard Becker, Rector and ECIU Executive Board member and ECIU Speaker

Barbara Schneider, ECIU Local Coordinator

Technische Universität Hamburg-Harburg, Germany

Ulrich Killat, Vice-President and ECIU Executive Board member

Randolph Galla, ECIU Local Coordinator

Linköpings universitet, Sweden

Mille Millnert, Rector and ECIU Executive Board member

William Salaneck supported by Janerik Lundquist, ECIU Local Coordinators

University of Strathclyde, Scotland

Andrew Hamnett, Principal, ECIU Executive Board member

Martin Gregory, ECIU Local Coordinator

Politecnico di Torino, Italy

Carlo Naldi, Vice-rector and ECIU Executive Board member

Mirko Varano, ECIU Local Coordinator

Universiteit Twente, The Netherlands

Anne Flierman, President and ECIU Executive Board member

Anke Kohl, ECIU Local Coordinator

University of Warwick, England

Stuart Palmer, Deputy Vice-Chancellor and ECIU Executive Board member

Technológico de Monterrey, Mexico

Enrique Zepeda, Vice-President and ECIU Executive Board representative

Rostov State University, Russia

Alexander Belokon, Rector and ECIU Executive Board representative

Alla Batchenko, ECIU Local Coordinator

Swinburne University of Technology, Australia

Ian Young, President and ECIU Executive Board representative

Sue Fujino, ECIU Local Coordinator

ECIU Student Wing

Harun Kulac, Chair of ECIU Student Wing

Celine Delabre, Secretary of ECIU Student Wing

ECIU Working groups and projects

Core area I: ECIU Graduate School

ECIU Graduate School project team

Dr. Rae Condie, Strathclyde, Manuel Coimbra, Aveiro, Rita Estrada and Mireia Galí, Barcelona, Anke Kohl, Twente, Randolph Galla, TUHH, Birte Hornemann, Aalborg, Saskia L. Hansen, ECIU Secretariat and ECIU Student Wing representative.

ECIU Joint Masters Programme in Innovation and Entrepreneurship

Dr. Aard Groen, Twente, Rob van Dijk, Policy Advisor Education, Twente, Anke Kohl and Frits Spoek, Twente, Professor Olav Sørensen, Aalborg, Associate Professor Birgitte Gregersen, Aalborg, and Randolph Galla, ECIU Graduate School Project Manager, TUHH.

JMP Innovation Technology

Dr. Jillian MacBryde, Strathclyde, Professor Karl Brian Nielsen, Aalborg, Professor Harry Boer, Aalborg, Professor Cornelius Herstatt, TUHH, Professor Nathalie Darene, UTC and Randolph Galla, ECIU Graduate School Project Manager, TUHH.

JMP Materials Science

Ana Barros, Aveiro, Prof.Dr.-Ing. Karl Schulte, TUHH, Professor Ryszard Pyrz, Aalborg and Randolph Galla, ECIU Graduate School Project Manager, TUHH.

Design and Manufacturing (IDM)

Mag.-phil. Meni Syrou, coordinator, Dortmund, Ir. Hans Ponsen, coordinator, Twente.

JMP Environmental Studies

Prof. Dr. Uwe Neis, Prof. Dr.-Ing. Wolfgang Calmano, Prof. Dr.-Ing. Ralf Otterpohl, all TUHH, Prof. Isabel Fernandes Capela, Dr. Ana Isabel Miranda, both Aveiro, Prof. Xavier Gabarrell, Elena Masferrer, both UAB, Prof. Per Christensen, Prof. Eskild Holm Nielsen, both Aalborg, Prof. Per Sandén, Prof. Janerik Lundquist, both Linköping, and Dr. Hans Th.A. Bressers, Ms. Ir. Rianne de Leeuw, both Twente.

JMP in Life Sciences Technologies

Professor Stefan Klintström, Linköping and Professor Andrew Euston (Warwick)
This JMP is based on bilateral links between Linköping and Warwick.

Core area II: Improved Student and Staff Mobility

ECIU Leadership training

ECIU Leadership training Planning Committee

The composition of the Planning Committee for the delivery of the 2004-05 programme consisted of: Professor T. Durrani, Strathclyde (chair), Bill Sutherland, Strathclyde, Professor J. Gulddahl-Rasmussen and Inge Andresen, Aalborg, Professor J. Wildt and Barbara Schneider, Dortmund and Kas de Vries, Twente, assisted by Ms. Sheila Forbes and Saskia L. Hansen, ECIU Secretariat.

Changes will take place in terms of the Planning Committee for the 2006-07 programme as the hosts of the workshop will change, and as a change in terms of which institution takes on the main lead for organising and coordinating the work of the programme is envisaged in early 2006.

ECIU Leadership training participants 2004-2005

Aalborg: Professor Karl B Nielsen, Production, Associate Prof Kirsten M Nielsen, Control Engineering, Associate Prof Allan N Gjerding, Business Studies, Mr Birte C Hornemann, Deans Office (Engineering and Science).

Dortmund: Professor Dr Christiane Bimberg, Institute of Anglistics and Americanistics, Dr Andre Jungen, Economics and Social Sciences, Dr Andreas Stich, Strategic Planning, Development and Controlling.

Hamburg Univ. of Technology: Mr Klaus-Joachim Scheunert, Secretary to the University.

Strathclyde: Mrs Shona Cameron, Learning Services, Professor Iain Hunter, Bioscience, Mr William Ion, Design, Manufacture and Engineering Management, Mr John Martin, Student Affairs, Mr Adam Taylor, Office of Marketing and Communications.

Twente: Mr H. van Egmond, Electrical Engineering and Computer Science, Mr Jan Evers, Information Technology, Library and Education, Prof Dr Celeste P M Wilderom, Business, Public Administration and Technology.

ECIU Student Mobility

Christina Dellgren Larsen and Kirsten Jakobsen, Aalborg, Niall Power, Aveiro, Xavier Biarnes and Montse Roca, UAB, Peter Wagstaff and Marie-Cristine Behin, UTC, Barbara Schneider and Silke Olmscheid, Dortmund, Elvira Wilberg and Malgorzata Safari, TUHH, Janerik Lundquist, Linköping, Mirko Varano, PdT, Gayle Wilson, Strathclyde who has been replaced by Jill Smith, Strathclyde, in December 2005, Frits Spoek and Anke Kohl, Twente, Carlos Benítez, Tec de Monterrey, Geraldine King and Karen Docking, Swinburne and Saskia L. Hansen, ECIU Secretariat.

All institutions furthermore send other staff members to attend the student mobility meetings, in particular the meetings that are linked with the EAIE Annual Conference.

With regret, the ECIU Student Mobility Group learned that Suzanne van der Kolk, Twente, who has worked in the Student Mobily group for the past 4 years, lost her struggle against cancer and passed away in the late autumn of 2005. Our thoughts have been with her husband and family, and Suzanne will be very much missed in the work of the ECIU Mobility Group.

ECIU Staff Development

Lise Thorup-Pedersen, Aalborg, Montse Roca, UAB, Jose Costa, Aveiro, Randolph Galla, TUHH, Irma Meijer, Twente, Peter Wagstaff, UTC, Sue Fujino, Swinburne, Bill Salaneck, Linköping, Barbara Schneider, Dortmund, Dr. Peter West, Strathclyde and Jonathan Baldwin, Warwick.

ECIU Electronic Newsletter editors

Alice Bonde and Lotte Finck, Aalborg, Ana Bela Martin Dias, Aveiro, Ingrid Holst and Rüdiger Bendlin, TUHH, Rose-Marie Barbeau, Strathclyde, Wiebe van der Veen, Twente and Saskia L. Hansen, ECIU Secretariat.

Benchmark Pilot: The Administration of an Innovative University

Peter Plenge, University Director, Susanne Tjørnelund Meisner and Lise Thorup-Pedersen, Aalborg, Gunnel Norrby, Head of Operations/Administration, Linköping, Pieter Binsbergen, University Secretary, Twente, Janet Whitley, Deputy Secretary, Strathclyde and Saskia L. Hansen, ECIU Secretariat,

Core area III: University Industry Interaction

The development of new joint programmes within the ECIU Graduate School is also viewed to be part of this theme, since the effect of the envisaged programmes will impact on university industry relations.

ECIU Innovation Research project management

Professor Aard Groen, Twente and professor Olav J. Soerensen, Aalborg.

Professors Stephan Hagen, Warwick, and Magnus Klofstein, Linköping, participate in the project as well.

DIFUSE

Monica Schofield, project coordinator, TuTech.

Project participants: Henriette Frahm, Aalborg, Fritz Krieger, Dortmund, Alasdair Mackay, Strathclyde, Aard Groen and Peter van der Sijde, Twente, Joseph Orlinski, UTC, Michele Patrisi, DOREP (associated with Politecnico di Torino) and Stephen Hagen, Warwick.

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