



ECIU

EUROPEAN CONSORTIUM OF INNOVATIVE UNIVERSITIES

ECIU Annual Report 2006

By the ECIU Secretariat

eciu.org

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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 Southern Federal 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.

New Vision and Mission Statement

The ECIU Executive Board approved a new vision and mission statement for the ECIU at its meeting in October 2006 at the Politecnico di Torino in Torino, Italy.

The new vision and mission will guide the ECIU in its work in the years to come and provide a new playing field as an agreed priority is now to “take the ECIU to the world”, engaging in activities outwith the European hemisphere.

New mission and vision

The ECIU is a consortium of research universities focussed on collaboration in innovative teaching and learning, enhancement of university-society interaction, internationalisation of the student and staff experience, and active engagement in policy development and practice within the evolving European Higher Education Area.

Innovation is central to the shared ethos of the member institutions, whether in pedagogic and curriculum development; knowledge and technology exchange; and economic regeneration and links with industry, business and the public sector in their respective regions.

• VISION

ECIU will be one of the global leaders in higher education through its collective expertise and commitment to innovation in teaching and learning and members' shared history of fostering economic and social development in regions in transition.

• MISSION

The ECIU's mission is:

- To contribute to the further development of a knowledge-based European economy, with due consideration to the increasingly global nature of the higher education market by inclusion of ECIU overseas members (Associate Partners).
- To build on existing innovation and enhance quality, in the member institutions, in the areas of: international collaboration; teaching and learning; regional development; technology transfer; and staff and student development.
- To develop high-quality collaborative educational programmes, by building on research and teaching strengths within individual ECIU member institutions.
- To act as an 'agent of change' by serving as an example of best practice and by influencing debate and policy on the future direction for European higher education within the context of the changing global realities.
- To take Europe to the World.



Prof Becker, Speaker of the European Consortium of Innovative Universities, welcomes the new vision and mission:

"The new mission provides a sharper focus to the ECIU's activities and emphasizes the central role of the ECIU as an agent of change in the European Higher Education area. The ECIU will also engage in activities outside of Europe i.e. the cooperation with Pyeongtaek University in South Korea, which is captured in "Taking Europe to the World".

Pyeongtaek

A small ECIU delegation travelled to visit Pyeongtaek University (PTU) from 5-10 September 2006. The delegation consisted of Prof Miller (Vice-Principal, Strathclyde), Dr Unzeta (Vice-rector, UAB), Mr Binsbergen (Secretary, Twente), Prof Kersten (President, Hamburg School of Logistics, TUHH), Dr Garton (Director of Transnational Education, Swinburne), Ms Hansen (ECIU Secretary) and Prof Lemkow from UAB as liaison between ECIU and PTU.

The city of Pyeongtaek is a place of development. The deep-sea harbour at Pyeongtaek Port is planned to be developed into the new major hub for trade with China and there are very serious and ambitious expansion plans for the entire port. The US Forces and their headquarters are furthermore being relocated from several locations within Korea to a place just outside of Pyeongtaek City. Both developments have a major impact on the local economy with e.g. major estate development projects and a huge increase in the need for educational and other services.

Higher Education in Korea is controlled by the Government and there are very limited opportunities for expansion of the current universities. However, due to the developments in Pyeongtaek, PTU has been granted permission to expand its provision of educational programmes and to open a second campus. This second campus is to be an international campus that will fit in with the overall strategy for the development of Pyeongtaek city as an international city. PTU has been looking for partners to take the development of this international university forward, and due to the strong presence of the US Forces and the perceived American dominance, PTU has decided to go for a European partner. Collaboration with the ECIU is preferred because of the opportunities this would provide to their students to continue their studies in a range of European Universities and in Mexico and Australia.

Following a series of meetings, including discussions with the Acting Head of the EU-Delegation to Korea, Maria Castillo Fernandez and a visit to the US Forces in Pyeongtaek, on balance, the delegation supported the idea of ECIU collaborating with PTU. In the first instance this would be based on an informal Memorandum of Understanding and a step-by-step approach, where a series of short-term objectives would be defined to explore how the collaboration would work in practice. The ECIU is now in the process of negotiating this Memorandum of Understanding and if both parties agree, the initial steps of the collaboration in the form of consultancy and curriculum development activities within Logistics and Leadership can take place.



The ECIU delegation upon arrival in Seoul, September 2006.

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. Whilst activities may go on within other areas in bilateral cooperation between members, the Consortium as such focuses its work on the core areas and funding is prioritised on this basis.

I. ECIU Graduate School

The ECIU Graduate School is a core project of the European Consortium of Innovative Universities, offering 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 three joint programmes, truly European in character (two of which are funded by Erasmus Mundus) and a wide range of outstanding Masters programmes, which are all international in orientation.

Whereas the unilateral programmes have been selected by the individual universities as examples of state-of-the-art and innovative international programmes, 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 are exchanged between each cooperating university. Students pursue their Masters studies at two (or more, if they wish) different ECIU universities without any recognition problems and are awarded a Double or Joint Degree.

The main progress of the ECIU Graduate School in 2006 has been:

EMMS: Materials Science (UA, TUHH, AAU)

- The majority of students from the first EMMS cohort have graduated.
- The Erasmus Mundus Programme (EC) welcomed the progress report made by the EMMS programme coordinators and will continue the funding for the programme.

IDM: Industrial Design and Manufacturing (UT, UniDo)

- It is likely that Strathclyde and Aalborg will join IDM in 2007/08, but discussions on a new curriculum for what would be a four-partner (UT, UniDo, UoS, AAU) programme have not yet been concluded.



The campus of the University of Aveiro.

The Materials Science masters students have spent at least one full semester at Aveiro.

JEMES: Environmental Studies (UAB, UA, TUHH, AAU)

- The JEMES programme has been awarded an Erasmus Mundus grant and the programme will start in the academic year 2007-08, though there will be initial student mobility even before the official start of the programme.

CIT: Communication and Information Technology (PdT, TUHH, AAU)

- Discussions are ongoing about the curriculum for this programme, especially for the 3rd semester (the semester preferred for mobility) and a meeting was held in conjunction with the ECIU Board meeting at the PdT in Torino to take things forward.

EMIT: Management of Innovation and Technology (UoS, UTC, AAU, TUHH)

- Many discussions have taken place over the year about the opportunities for the curriculum for this programme, and it is likely that the programme will continue with three institutions, as this provides easier solutions to issues of tuition fees and the percentage of ECTS credits awarded by each institution.
- The aim is still to submit an application for Erasmus Mundus funding in 2007.

ELS: Engineering Life Sciences (LiU, TUHH and UA)

- A first meeting was attended by LiU, TUHH, UA and led to a draft curriculum which subsequently has been further discussed. UT voiced a strong interest to be involved. Towards the end of 2006, partners prepared for a meeting (January 2007), which will see participants from UT as well.

I&E: Innovation and Entrepreneurship (UT, AAU)

- A joint curriculum is in place, with a 1st semester at home institutions and others (2-4) as potential exchange semesters.

ESD: Energy and Sustainable Development (UA, UoS, LiU, UT)

- A first meeting to discuss the curriculum has taken place, and work will continue in 2007 to see whether a joint programme can be set up.

ECIU Master Scholarship scheme for European students

- A first grant has been awarded within the IDM programme.
- The evaluation of the application went smoothly; mechanisms worked successfully.
- The student will move from UniDo to UT in the winter semester 2006/7. It is hoped that more such applications will follow in 2007.

Workload questionnaire

The GS Project Manager, Mr Galla, conducted a small survey to assess the approach to measuring workloads within the different ECIU institutions. It was clear that the answers submitted often reflected the situation at faculty and not institutional level and that systems and procedures differ within the responding universities. All the ECIU members assumed that they have an accurate view of workloads, but rely to a large extent on experience and some degree of estimation. The activities that are in place to help identifying what the workload for a particular module might be, as highlighted by the responding institutions, remain more focussed on first cycle degrees (BA/BSc) than on 2nd cycle (MA/MSc). In some cases, modules are measured once, but used in different courses with a different student “clientele”. Approximately one third of members do not include internships in their workload calculations nor award credit points for them. ECIU members started using ECTS at varying points in time (within a period of approximately 6 years); some do not yet use it.

Curriculum research

The project “Implementing active-learning materials in an international context: An investigation of the effect of language and translation” is looking into the effectiveness of using an English-language version of the Tutorials in Introductory Physics with non-native English speaking students (outside the US) and will be exploring the effectiveness of using local translations of the Tutorials in Introductory Physics with students in different countries. Conclusions should result in a set of recommendations that will be issued in a report to the ECIU and, possibly, will be incorporated into a research publication.

SAPA

In 2006, the ECIU Executive Board approved the partial funding of the costs of developing a tool to automate the supervision of many steps in the software development process, as this provided an opportunity for involving Southern Federal University in an ECIU activity. This tool will be independent of any particular course or institution and will support different programming languages. An extensive documentation including best practices will be developed. It will be integrated with the system “Programming Task book” and translated into English and Russian. The tool will be available to all ECIU partners without cost once it has been finished in 2007.

II. Improved Student and Staff Mobility

This core area includes a set of activities aimed at improving and enhancing the mobility of staff and students between ECIU member institutions. The leadership training activities of the ECIU are also part of this core area, as is the organisational body of the ECIU Student Wing.

ECIU Student Mobility

The ECIU Student Mobility group met in connection with the EAIE conference in September, and presented a paper on enhanced collaboration within the student mobility area to the ECIU Executive Board in October. The paper highlighted particular activities that could help address the challenges facing the Consortium in getting more students to spend a semester or two at other ECIU institutions.

One such activity is the ECIU Symposium in February 2007, which will bring together students from ECIU institutions who are on exchanges at other ECIU institutions in February 2007. The focus of the Symposium will be on European politics and culture and there will be an emphasis on intercultural skills and discussions on what it means to be a global citizen in 2007. The attendees will be asked to provide input to the ECIU on ways to help and support student mobility activities.



The University of Dortmund encouraged students from the different ECIU members to participate in the Campus Run at Dortmund in May 2006.

ECIU Leadership training

The third cohort of ECIU leadership development participants has started the programme, with a mix of attendees from Aalborg, Twente, TUHH, Strathclyde and Swinburne. The approach to the programme has been revised, following the two first runs, and the focus is increasingly on 'action learning' (learning by doing).

It has been a pleasure to welcome two participants from Swinburne (Australia) as this adds new perspective to the discussions on leadership challenges in higher education worldwide.

ECIU Staff Development

There has been an increase in activities in 2006 with most now organised directly between local coordinators without having to use the central coordination otherwise offered by Aalborg University through ECIU Local Coordinator Mrs Thorup-Pedersen.

Swinburne has hosted the highest number of staff visits, plus visits by the ECIU Graduate School project manager and ECIU Secretary in 2006. Both visits were used to promote ECIU's various activities and have resulted in intense follow-up work among the European institutions to ensure that links are established with counterparts at Swinburne. Swinburne has also had a number of staff visiting ECIU institutions in Europe over the course of the year.

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 has two seats on the ECIU Executive Board. The voice of the students is seen as very important in the work of the ECIU, and the consortium is now trying to coordinate the ECIU Executive Board meetings with Student Wing meetings, so that student wing representatives can meet and discuss matters with the Board.

The Student Wing met twice in 2006. TUHH hosted a meeting in spring 2006 and the students met in connection with the ECIU Executive Board meeting in Torino in October.

The Student Wing has produced a new charter and will produce an annual plan of activities to help focus students' contribution to the work of the ECIU.

ENTICE – Summer academies

Over the summer 2006 months, representatives from Averio, Dortmund, UAB, Twente and Strathclyde discussed the development of scheduled exchanges of mentors and students and learning material within their different summer academy activities. The project proposal was supported by the ECIU Executive Board and work is ongoing to prepare a formal proposal and apply for funding from appropriate sources.

The aim of ENTICE (European Network Transforming Intra-university Collaborative Exchanges) is to initiate and encourage student mobility across the group of ECIU institutions taking part in the project. ENTICE will provide the opportunity to collaborate by creating and developing innovative learning experiences as young people progress from pre-university to postgraduate level. The project also has the potential to address issues of access and widening participation.

This educational initiative is designed to stimulate:

- the exchange of staff (both academic and administrative); current students (undergraduate and postgraduate) and prospective students;
- the creation of transferable educational resources for use within intervention programmes such as “Summer Academies” hosted by participating universities.



Participants at the Summer Academy at Strathclyde, summer 2006

III. University Industry Interaction

Close collaboration and links with industry and business in their immediate area is a key characteristic of ECIU member institutions. This common feature was highlighted in Burton Clark’s book on “Creating Entrepreneurial Universities” and has helped to strengthen an ECIU corporate identity.

The core area of University and Industry Interaction aims to ensure that best practice on collaborations is shared between ECIU members and that close interaction with their local economies remains a priority for all members. This latter point has increasingly been prioritised by governments all over the world and this “third mission” of the universities, next to research and education, is becoming increasingly important as stimuli to the development of a knowledge economy.

Technology Transfer

The DIFUSE project “Driving innovation from universities into scientific enterprises” funded by the European Commission DG Enterprise INNV7 programme (FP6) commenced 1 July 2006. The contract runs until 30 June 2008. The kick-off meeting was held at TuTech in Hamburg 11-12 July. A second project meeting was held in Aalborg 9-10 October. The third is to be held in Turin 22-23 January 2007.

The consortium has worked on Work Package 2 “Assessment of Current TT Practice” (coordinated by Warwick) and completed the first deliverable “Report on consortium members’ current TT practice”. The aim is to finalise the report for publication as a public domain ECIU report in 2007 after review by the ECIU Board. Work on Work Package 3 “Development of ECIU TT methods and interaction” has commenced under the leadership of Aalborg. The key deliverable of this work will be a report on common TT activity areas, to include a set of proposals on how TT cooperation within ECIU network could be realised.

During the first six months of the project, priority has been given to consolidating the formal consortium, but the project management is seeking to integrate those ECIU members who are not members of the DIFUSE consortium into the work of the project as far as is practicable.



Meeting delegates from the DIFUSE project group meeting at the University of Aalborg, October 2006.

Innovation & Entrepreneurship

Since ECIU member institutions have a long track record within this field, for the past two years the ECIU has worked on “The role of the ECIU university in regional Entrepreneurship & Innovation”. This project is led by Dr Aard Groen, Twente, and focuses on the role of student entrepreneurs and the type of support structures in place at the different ECIU institutions to nurture student entrepreneurship.

Student surveys have been conducted at Aalborg, LiU, Twente and Warwick, and the invitation to take part in the surveys has been extended to TUHH, Swinburne and Dortmund.

The academics involved in the project presented their initial findings at the AC21 Conference at the University of Warwick in early July, and Dr Groen later summarised the findings to the ECIU Executive Board on 6 October in Torino.

The final report will be available in spring 2007.

European Institute of Technology

The ECIU took part in the initial consultation meetings, organised by the European Commission, to assess the interest in a European Institute of Technology. The ECIU has not supported the idea of setting up an EIT as a separate institution, and is concerned that funding required for the proposed EIT would be taken from the 7th Framework Programme and the European Research Council. The ECIU has, however, tried to engage in a constructive dialogue about how such an Institute could be shaped to support the work of the best research and technology-based universities in Europe.

While criticism of the EIT has come from several quarters, it appears that the EIT will go ahead in which case the ECIU will make best use of opportunities presented.

ECIU Meetings

The combined ECIU Executive Board and General Meetings took place at the University of Linköping from 17-19 May 2006.

The Politecnico di Torino hosted the autumn ECIU Executive Board meeting in Torino on 5-6 October.

Several ECIU institutions sent participants to the AC21 Conference in July, hosted by the University of Warwick.

A series of project meetings have taken place under the umbrellas of: the ECIU Graduate School, DIFUSE, ENTICE, the Pyeongtaek University-ECIU collaboration, student mobility, ECIU PR Group.

Marketing and Communications

The ECIU Marketing and Communications Group are responsible for coordinating the ECIU's PR, marketing and communication activities. The group met at Linköping University and a follow-up meeting took place in late August at Strathclyde to finalise the proposal for revamped ECIU Vision and Mission Statements and an action plan for improving promotion and awareness of the ECIU within member and partner institutions.

Following the ECIU's approval of the new mission and strategy, funding was approved for a part-time marketing coordinator and the costs of key initiatives. This person will be based at Strathclyde for the duration of 2007 and will assist in implementing the action plan. Immediate priorities are the creation of a more dynamic website, using a content management system to allow individual institutions to upload news and events to the website, and the publication of a consortium leaflet.

The ECIU Electronic Newsletter was launched in early 2004 and is published four times a year, providing information about ECIU activities and news as well as news from individual member institutions to staff at all ECIU institutions. The new website is intended to replace this PDF-version of the newsletter at some point in 2007.



The ECIU Marketing and Communications Group at its meeting in January, 2007, in Aveiro.

ECIU Benchmark activities

In October, an ECIU workshop on the outcome of the Pilot Benchmark on the administration of innovative universities was held with representatives from most of the ECIU members. Mr

Plenge, University Director from the University of Aalborg, presented the findings and initiated discussion about other activities that might follow on from this.

It was agreed that the ECIU would look into a benchmark on student mobility, driven by Swinburne, and that more work should be done on mapping the extent to which ECIU members are entrepreneurial (as a follow-up to one of assignments from the ECIU leadership development programme in 2005).

Welcomes and goodbyes

The year 2006 has been a year of relative stability within the Consortium with consolidation of the existing membership.

Professor Stuart Palmer, Warwick, stepped back from the ECIU Executive Board and Professor Robert Lindley has now taken up this position supported by Mr Law as ECIU Local Coordinator. The ECIU would like to extend a warm thank you to Prof Palmer for his contribution to the Consortium over the years and have welcomed Prof Lindley and Mr Law to the ECIU.

In early 2006, Prof Mercedes Unzeta became the UAB's new representative on the ECIU Executive Board and the ECIU has likewise warmly welcomed Prof Unzeta's contribution to the work of the consortium.

Results and challenges

As this annual report shows, the ECIU has achieved strong and good results in 2006, 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 2006 are:

- The agreement of a new ECIU Vision and Mission Statement and associated strategy for strengthening internal communication about the Consortium's activities.
- The successful start of the third run of the ECIU Leadership Training programme and the inclusion of participants from Swinburne.
- The award of Erasmus Mundus funding to the JEMES masters programme.
- The organisation of the visit to South Korea by a group of ECIU institutions and the continued discussions with Pyeongtaek University about joint activities.
- Meetings of a reinvigorated ECIU Marketing and Communications Group and substantial input to the definition of a new ECIU Vision and Mission.
- 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 writing a new charter for the students, and in setting up activity plans for the coming year to support the ECIU's activities.
- The continued publication of the ECIU electronic newsletter and the reactions received from readers.

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.

Priorities for 2007

A core priority for 2007 is to consolidate and strengthen activities within the student mobility area. A series of new activities have furthermore been planned with the ECIU Student Mobility Symposium as an important event that will test whether this might be one way of offering “added value” through ECIU student mobility.

The ECIU now has two awards of Erasmus Mundus funding and a priority for 2007 will be to continue to develop new joint programmes and to succeed with another application for Erasmus Mundus funding.

The ECIU Leadership Development Programme involves very senior members of staff from the different ECIU institutions, and two participants will be travelling from Australia for each of the three workshops. It will therefore be a key priority to ensure that the programme is of the highest quality and that all participants feel that it has been worthwhile to participate.

The ECIU has invested in a part-time marketing coordinator and core priorities for 2007 are the design and set-up of a new website, production of an ECIU leaflet for both internal and external audiences, and promotional material aimed at students.

In 2006, the ECIU decided that it would be a priority for the years to come to make the ECIU a global player in Higher Education. In 2007, a first priority will be the start of the collaboration with Pyeongtaek University regarding the development of educational activities and the preparatory work for the long term goal of establishing an EU-Asia University.

The ECIU will be celebrating its 10 year Anniversary in November 2007. This meeting will provide an occasion for all member and partner institutions to assess their satisfaction with membership and to agree on the best way forward.

ECIU Meetings in 2006

- 9-10 January, ECIU Entrepreneurship Research, Copenhagen
- 19 January, Meeting with David Coyne, Bruxelles
- 26 January, ECIU-Pyeongtaek University meeting, Strathclyde
- 2 March, DIFUSE preparatory meeting, Hamburg
- 29 March, ECIU-Pyeongtaek University meeting, Strathclyde
- 7-8 April, Student Wing meeting, Hamburg
- 18 May, ECIU General Meeting, Linköping
- 18-19 May, ECIU Marketing & Communications Group meeting, Linköping
- 19 May, ECIU Executive Board Meeting, Linköping
- 7-9 July, AC21 Conference with ECIU participation, Warwick
- 9-10 July, DIFUSE Kick-off meeting, Hamburg,
- 26-28 July, Summer Academies - ENTICE, Strathclyde
- 28-29 August, ECIU Marketing & Communications Group meeting, Strathclyde
- 5-10 September, ECIU Delegation to South Korea
- 14 September, ECIU Student Mobility meeting at EAIE conference, Basel
- 5 October, ECIU benchmarking seminar, Torino
- 6 October, ECIU Executive Board meeting, Torino
- 5-6 October, ECIU Student Wing meeting
- 9-10 October, DIFUSE workshop, Aalborg
- 9-12 October, ECIU Leadership Development Programme, Twente

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 has three associate partners:

- Southern Federal University (previously Southern Federal 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

Robert Lindley, Pro-Vice-Chancellor and ECIU Executive Board member

David Law, ECIU Local Coordinator

Technológico de Monterrey, Mexico

Enrique Zepeda, Vice-President and ECIU Executive Board representative

Patricia Montaña, ECIU Local Coordinator

Southern Federal 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

Janine Rebel, University of Twente

Jeppe M Larsen, Aalborg University

(There is a rotational principle for the representatives from the ECIU Student Wing on the ECIU Executive Board)

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.

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 2006-07 programme consist of: Professor Huib de Jong and Henk Brouwer, Twente Bill Sutherland and Graeme Whyte, Strathclyde, Mr Klaus-Joachim Scheunert, TUHH and Saskia L. Hansen, ECIU Secretariat.

ECIU Leadership training participants 2006-2007

Aalborg: Eskild Holm Nielsen; Department of Development and Planning, Associate Professor, Kaare Eriksen; Department of Architecture and Design, Associate Professor, Peter Frigaard; Department of Civil Engineering and Head of Department/ Associate Professor.

Hamburg Univ. of Technology: Mrs. Dr. Kirsten Schroeder; Manager of Hamburg School of Logistics, a enterprise-daughter of TUHH, Mr. Dr. Johannes Harpenau; Research officer at the executive board of TUHH and Mr. Randolph Galla; Teaching officer and responsible for ECIU affairs at the executive board of TUHH

Strathclyde: Professor Neil Hutton; Dean of Law, Arts and Social Sciences, Ms. Anne Hughes; Deputy Principal, Professor Richard Findlay; Head of Department History, Mrs. Sandra Sexton; Director National Centre for Training and Education in Prosthetics and Orthotics and Mr. Alain Drain; Deputy Director Information Services.

Twente: Mr. Clemens de Waal; Director Business Operations Faculty of Business, Public Administration and Technology, Mrs. Joyce Berger; Internal Accountant, Mrs. Heleen Miedema; Director Education Programme Faculty of Science and Technology, Mrs. Coby van Houten; Controller Faculty of Engineering Technology and Mr. Gerard van Emous; Director Communication Department.

Swinburne: Gerard Shanahan; Faculty manager Faculty of Business and Enterprise, Chris Pilgrim, Deputy Dean, Information and Communication Technologies.

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, Berit Illman and Malgorzata Safari, TUHH, Janerik Lundquist, Linköping, Mirko Varano, PdT, Jill Smith, Strathclyde, Frits Spoek, Inge van Haare and Anke Kohl, Twente, Carlos Benítez, Tec de Monterrey, Sue Fujino 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.

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 Communications and Marketing Group

Jens Pedersen and Lotte Finck, Aalborg, Ana Bela Martin Dias, Aveiro, Ingrid Holst and Rüdiger Bendlin, TUHH, Rose-Marie Barbeau and Adam Taylor (chair), Strathclyde, Lars Holberg (Linköping), Wiebe van der Veen, Twente, Ole Lünemann, Dortmund, Fiona Campbell 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, Peter Wagstaff, UTC, Michele Patrissi, DOREP (associated with Politecnico di Torino) and Stephen Hagen, previously Warwick, now UWE.

Other activities

Pyeongtaek-ECIU working group

Dr Pieter Binsbergen, Twente, Professor Kersten, Hamburg School of Logistics, TUHH, Prof Lemkow, UAB, Dr Garton, Swinburne, Prof Salaneck and Mr Lundquist, Mrs Thorup-Pedersen, Aalborg, Prof Kenneth Miller, Strathclyde and Saskia L Hansen, ECIU Secretariat.

ENTICE

Ms Percival, Strathclyde, Prof Isabel Martins, Aveiro, Pilar Garcia and Montse Roca, UAB, Tom Boulder, Twente, Abraham van Veen, Dortmund, Fiona Young, Strathclyde and Saskia L. Hansen, ECIU Secretariat.

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