

**Draft Minutes from the
ECIU Executive Board meeting
at the University of Strathclyde, Glasgow, Scotland**

Friday, 19th June 2009

Participants

Mercedes Unzeta López, Louis Lemkow and Marta Vilalta (Universitat Autònoma de Barcelona); Isabel Martin (University of Aveiro); Finn Kjaersdam, Peter Plenge and Lise Thorup-Pedersen (Aalborg University); Martin Morgeneuer (Université de Technologie de Compiègne); Silke Viol (TU Dortmund University); Garabed Antranikian and Ulrich Killat (TUHH); William Salaneck, Janerik Lundquist and Lars Holberg (Linköping University); Patricia Montano, Antonio Pita and Inés Sáenz (Tecnologico de Monterrey); Igor Uznaradov (Southern Federal University); Peter West and Martin Gregory (University of Strathclyde); Ian Young and Sue Fujino (Swinburne University of Technology); Anne Flierman, Pieter Binsbergen and Sander Lotze (University of Twente); Albano Baptista (University of Aveiro and Student Wing); Bettina Burger (ECIU Secretariat)

Apologies: Ronan Stephan (UTC); Mille Millnert (LU), and Ursula Gather (TU Do)

0. Welcome by ECIU Speaker

The ECIU Speaker welcomed participants to the meeting.

The ECIU Secretary reported that on the previous day an e-mail from the Politecnico di Torino was received, stating that they had decided to withdraw membership from ECIU. The ECIU Executive Board noted this decision.

1. Minutes from ECIU Executive Board meeting at TUHH, 10 October 2009

No comments were received after the circulation of the final minutes in November 2008.

Decision

The minutes of the ECIU Executive Board meeting at TUHH in October 2009 were approved as an accurate record of the meeting.

2. Information from ECIU member institutions

- Isabel Martins reported that the rector of the University of Aveiro, Helena Nazaré, has been elected vice-president of the EUA. The ECIU Speaker added that a congratulation letter on behalf of ECIU has already been sent.
- Isabel Martins also reported that the University of Aveiro has been awarded both the ECTS- and the DS-label.
- The ECIU speaker reported that in the morning before the meeting of the Executive Board, he had the chance to meet with the new Principal of the University of Strathclyde, Professor Jim MacDonald. They had a very good discussion, and Professor MacDonald expressed his regret that due to prior obligations he was not able to join the ECIU Board meeting in person.

Organisational issues:

3. Finances

3.1 Annual accounts 2008

Decision

The ECIU Board approves the annual accounts of 2008.

3.2 Budget 2009

The ECIU Secretary presented the budget situation for 2009. It was pointed out that the consortium needs to provide additional income through new members and alternative forms of financing. Additional activities and projects can only be pursued if additional funding is available, e.g. through the member institutions or through external funding. Expenditures have to be evaluated very carefully. The strategic discussion would have to keep the financial restraints in mind.

Decision

The ECIU Executive Board noted the current budget situation.

4 Registration of new Board members

The ECIU Executive Board noted the changes in the composition of the ECIU Executive Board.

Up-date on ECIU Working Groups and Projects

5 ECIU Marketing and Communication

Lars Holberg, chair of the Marketing and Communications group, gave a report to the Board. A general review of communication materials will be necessary after the decisions on the future strategic development of the consortium, and on additional members. The current focus areas of the Marketing and Communications group are:

- Cooperation with the Student Mobility Group, with an upcoming joint meeting in September
- Communication towards students, through the use of more interactive, web 2.0 based instruments
- Communication within the network, facilitated through monthly updates by the ECIU secretary, and an improved cooperation between the local coordinators and the local PR officials.

The ECIU Executive Board discussed the issues raised in the report. It was agreed that a close interaction between local coordinators and local PR officials at the member institutions is a prerequisite for improved communication of ECIU activities both among and within member institutions.

In addition, the first copies of posters to promote ECIU among students have been distributed. Additional copies can be retrieved from the ECIU secretariat.

Decisions

- The ECIU Executive Board welcomes the setting up of joint meetings between the Marketing and Communications group and the Student Mobility Group.
- The ECIU Executive Board agreed to the development of more interactive, web 2.0 based communication tools.
- The ECIU Executive Board supports the suggestions for a closer interaction of local coordinators and local PR officials.
- The ECIU Executive Board agreed that every ECIU member institution should appoint a PR official that will be responsible to contribute to the communication of ECIU activities, and that will cooperate with the respective local coordinator.

Actions

- The PR group and the Student Mobility Group to meet jointly in September in Madrid at the EAIE conference.
- The chair of the PR group and the chair of the Student Mobility group to jointly develop a pilot for an interactive communication tool for students on the internet.
- The ECIU Secretary to send out monthly updates on ECIU activities to improve the flow of communication, and to stimulate more input for the ECIU webpage.
- The PR group to review the webpage and other communication material, and to start updating them according to the outcomes of the strategic discussion.
- The Board members to appoint a PR official at every member institution that will be responsible for the communication of ECIU activities.
- The Board members to encourage their local coordinators and local PR officials to meet on a regular basis, to spread information on ECIU activities within their institutions and to contribute to the ECIU webpage.

6 Additional activities

6.1 Collaboration between Library Services

The ECIU Executive Board noted the ongoing activities of this project group.

6.2 ECIU Innovative Teaching

Isabel Martins gave an oral report, adding to the written report by Nilza Costa. She pointed out that the activities of the project group and the two symposia that have already taken place have been very successful. The ECIU Executive Board needs to decide whether this activity should continue, and in what ways the outcomes can be published.

The ECIU Executive Board showed a general support of the topic, and of the ongoing activities of the project group. It was pointed out that this initiative is a good example of how the consortium works as an easy-to-access resource for the exchange of experiences on a topic that is relevant to all of its members. The activities of the working group also strengthen the network, and help raising its profile. The ECIU Executive Board welcomed this initiative.

Inés Sáenz from ITESM offered to host a third symposium on Innovative teaching in the spring of 2010. The ECIU Executive Board welcomed this offer. Possibilities to publish the results of the symposia were discussed, but the fact that the participants prefer publications that are peer reviewed limit the possibilities for ECIU to get actively involved in the publishing process. However, it was pointed out that the topic could bear opportunities for funding under the Lifelong Learning Programme.

Decision

- The ECIU Executive Board agreed to encourage the project group on Innovative Teaching to continue their work.
- The ECIU Executive Board welcomed the offer of Inés Sáenz / ITESM to host the third symposium of innovative teaching in spring 2010.
- The ECIU Executive Board recommended developing a focused project outline on how to continue the activities and how to disseminate the results, and to discuss this proposal with the Scotland Europa office with regard to funding opportunities.

Action

- The University of Aveiro, with the help of the other ECIU members involved in this project group, to come up with a focused outline of a project for continued activity and dissemination of results.
- The EU working group to facilitate the cooperation between the project group on Innovative Teaching and Scotland Europa to work with this outline and to explore funding options.

6.3 ECIU Cooperation with ESMU

Peter West gave an oral report of the status of the MODERN project, in which the ECIU is one project partner. The first conference of a series of five had taken place in early June in Brussels on the topic of university governance. The conference combined some very attractive speakers, including representatives from the European Commission, the industry, and the former president of the German rectors' conference with workshops on chosen sub-themes of governance. However, fewer participants than expected had been attracted to the event. This phenomenon of low attendance to conferences can currently be observed at large, due to the financial crisis.

The second conference under the project had originally been scheduled to take place in December in Dortmund on the topic of Regional Innovation. Given the experience with the first conference, and the fact that the DEAN network has scheduled a conference on Regional Innovation for November in Lisbon, it seemed unlikely that the conference in Dortmund would be successful. Therefore, alternatives had been discussed at the Steering Committee of the MODERN project. One option was to merge the ECIU conference with the DEAN conference in November in Lisbon. This would make it almost impossible to maintain the ECIU label with this event, and it would prohibit most ECIU delegates from participating because of the ECIU Executive Board meeting that will take place simultaneously in Monterrey, Mexico. The alternative is to switch the sequence of conference under the MODERN project. By this, in fall 2009 a conference on the topic of funding would be organised by one of the other project partners, and in turn, the ECIU conference in Dortmund would take place in fall 2010. The ECIU Executive Board was asked to discuss these options and to decide which one to pursue.

The ECIU Executive Board agreed that it is of highest interest to use the event to raise the profile of the consortium. Therefore, the ECIU Executive Board decided to propose to the MODERN project partners to postpone the conference on Regional Innovation to the fall of 2010.

Decision

- The ECIU Executive Board agreed to propose to the MODERN project partners to postpone the conference on Regional Innovation to the fall of 2010.

Actions

- The ECIU Secretary to take all necessary steps to work with ESMU on the change of plans under the MODERN project.
- The ECIU member institutions to cooperate in the preparations of the conference, and to advertise it among their institutions to ensure adequate attendance.

6.4 Creative Industries

The ECIU Executive Board noted the ongoing activities.

6.5 Tec-Trans working group

The ECIU Executive Board noted the activities of the evolving project team. The subject of the working group was also discussed at the Steering Committee on University – Industry – Interaction, and will be mentioned in that section of the minutes again.

6.6 PTU project

Pieter Binsbergen gave an oral report on the developments of the last months. Some activities have been going on, for example a conference on logistics, in which colleagues from the Kühne School of Logistics at TUHH and from Linköping University were involved. Pieter Binsbergen suggested that in the future, Louis Lemkow from UAB should take over the coordination of the PTU project. The Universitat Autònoma de Barcelona has the strongest links to PTU, and in this situation Prof. Lemkow could act as an interface between PTU and the ECIU member institutions that are interested in engaging in activities. Prof. Lemkow thanked him for his suggestion and confirmed that he was happy to take over this coordinating position. He also added that despite the low profile of the activities at the moment, he had received promising suggestions for future activities from the Korean side.

Decision

- The ECIU Executive Board agreed to hand over the coordination of activities with PTU to Louis Lemkow.

Action

- Louis Lemkow to act as an interface between ECIU institutions and PTU

7 Strategic discussion

The strategic discussion was based on the strategic paper that has been circulated prior to the meeting, on the additional background material made available through the electronic reader, as well as on the discussions held on Thursday June 18 during the EU strategy development session and the Steering Committee meetings.

7.1 Basic assumptions on ECIU

The ECIU Executive Board discussed the basic assumptions on the consortium. There was a common agreement and affirmation of the principles of ECIU. The profile of ECIU as “a network of universities that have academic strengths in engineering and social sciences; that are relatively young, entrepreneurial, and progressive and that have close ties with industry and the region where they are situated” remains valid, with a strong focus on innovation and internationalisation. ECIU is not a network of traditional universities of technology, but of universities that dedicate themselves to the concept of a modern university of technology that combines subjects of engineering and technology with sociology, business studies and humanities, and that draw their special value from the interdisciplinary interaction of these subjects. This profile explicitly includes full-fledged universities that have a strong focus in engineering and technology.

The common objective of the consortium is the creation of mutual benefits in the areas of university management, education, exchange of students and staff, human resource development, technology transfer and interaction with the region, and European policy. While joint research activities are not ruled out, they are however not in the focus of the network and should not be initiated top-down.

All ECIU activities rely on the commitment of the member institutions. Constructive input and contributions in terms of ideas, manpower and finances are a prerequisite for a successful performance of the consortium. The added value of ECIU membership can only take effect if the member institutions engage in joint activities. At the same time, there is no obligation for ECIU members to engage in every activity. Instead, a “pick and mix” strategy in which the members can choose not to participate in certain activities if they have reason to do so will be accepted.

The ECIU Executive Board agreed that ECIU will continue to build on this existing consensus described above. The search for new member institutions will be based on the profile described in the strategic paper. The challenge will be to find an adequate number of like-minded universities that are really committed to the objectives of ECIU. The consortium reaffirmed its goals of staying relatively small in number, with 10 – 12 full members and 3 to 4 associate partners from outside of Europe.

The ECIU Executive Board also agreed that there is a need to set milestones and indicators for the activities in which the consortium engages, but also for the performance of the individual member institutions. Every field of activity has to be described by expected results, and a decision on what the member institutions are willing to contribute to achieve these results. It will be the task of the steering committees to develop such milestones.

With regard to the involvement of student representatives, it was agreed that the ECIU Student Wing is an important asset of the consortium that nevertheless faces substantial challenges. The Student Wing has to clarify its duties, obligations and responsibilities, and it

has to address the current problem of a lack of continuity among Student Wing representatives. In turn, the member institutions have to make use of the Student Wing and get involved with it through the local coordinators. It was also agreed that permanent tasks for the Student Wing within the consortium have to be identified. One example can be a systematic student survey across the consortium on study conditions and outcomes. A new Student Wing Charter will lay the basis for future activities. This charter will be circulated after the meeting, and the Student Wing will be asked to make suggestions on tasks. These will be discussed and decided upon at the next meeting of the ECIU Executive Board in November.

Decisions

- The ECIU Executive Board reaffirmed the basic assumptions of the consortium.
- The ECIU Executive Board supported the development process of the Student Wing.

Actions

- The Steering Committees to develop milestones and indicators to measure the success of ECIU activities.
- The ECIU Student Wing to circulate the new charter to the members, and to make suggestions for Student Wing activities at the next meeting.
- The ECIU Executive Board to discuss the suggestions of the Student Wing at the next meeting.

7.2 Student Mobility

Martin Morgeneyer gave a presentation on the findings of the Steering Committee meeting of the previous day. The discussion of the ECIU Executive Board was based on this presentation, the reports by the Student Mobility Group, on the Student Mobility Symposium, and by the Student Wing. The discussion of this subject was combined with the discussion of the report of the Steering Committee on the Graduate School, and the conclusions and decisions were drawn after this joint discussion.

The following issues were raised:

- Student exchanges within the network

The overview of ongoing exchange activities during the last three years identifies significant gaps. The Steering Committee suggested to address in a first step these gaps, and to foster bilateral discussions about existing problems and potential ways to overcome them. The mid-term objective of having at least two plus two students per year between each couple of partners has been suggested. Martin Morgeneyer suggested to include in these bilateral discussions innovative ways of enhancing exchanges, e.g. through off-shore mobility (example to/from UTC's Shanghai campus UTSEUS). Other suggestions on how to create an added value of ECIU exchanges have been discussed again. However, it has been concluded that the idea of a quality label and the costs linked to its realisation have to be balanced. At the moment, the realisation of a quality label is too expensive. Instead, efforts will be put into addressing the existing gaps in student mobility.

Despite the rejection of the quality label as a whole, the idea of creating a product that attracts more students to engage with ECIU still seems attractive. The suggestion of a business plan

for students was briefly discussed, and the ECIU Executive Board decided to assign the task of developing this idea to the Steering Committee.

- Staff mobility

The Steering Committee suggested pursuing a more structured approach to staff mobility, with a working group that deals with issues of human resource development and staff mobility. This structured approach should also include a form of evaluation for mobility. In addition, Mercedes Unzeta mentioned that in 2010 the UAB will host two staff mobility weeks. The information will be circulated among the ECIU members.

- Organisational structure

The Steering Committee suggested combining the Steering Committee on Improved Student and Staff Mobility with the Steering Committee on the Graduate School. In this Steering Committee, every ECIU member has to be present to ensure that the issue of student mobility and international education can be discussed in a comprehensive and binding way. The Student Mobility Group should continue their work on the level of the international offices. An improved interaction between the Steering Committee and the Student Mobility Group is necessary. Therefore, the chair of the Student Mobility Group should attend the Steering Committee meetings. A new group on Staff Mobility should be established. To illustrate the organisational structure, an organisational chart of the consortium will be drafted that also defines communication and reporting lines.

7.3 ECIU Graduate School

Ulrich Killat gave a presentation on the report of the activities of the Graduate School of the last months, and on the findings of the Steering Committee meeting on the previous day. With regard to the strategic development, the Steering Committee suggested joining the activities of student mobility, the Graduate School, and the Student Wing. The ECIU Executive Board was encouraged to commit themselves to target numbers for both structured student exchanges and their participation in twinning programmes and joint master programmes.

In the following discussion the ECIU Executive Board dealt with the challenge of finding appropriate targets for student exchange that are realistic for all members. It was noted that the question of balance is for some members crucial, and that for them targets with absolute numbers are difficult to fulfil. On the other hand, it was pointed out that in order to develop student exchange activities, a formal commitment of the ECIU Board members is the prerequisite. The ECIU Executive Board members have been encouraged to subscribe to ambitious goals to motivate themselves to promote change. The ECIU Executive Board agreed to start with an updated inventory on exchange agreements between ECIU members. It was agreed that existing gaps will be filled in to make at least one place for students from every member per institutions possible. ECIU will continue to strive for an increase of mobility. Based on the outcome of the development of exchange agreements, every couple of ECIU members will be required to make a suggestion for its individual goals on how to improve student mobility, be it by making the ECIU partner institution more attractive (outgoing mobility) or by becoming more attractive towards the ECIU partner's students (incoming). This suggestion will be the target that the university will be measured against.

Decisions

- The ECIU Executive Board decided to reject the suggestion of a quality label for now, due to legal and financial restraints.

- The ECIU Executive Board decided to have annual updates on the inventories on student mobility and exchange agreements.
- The ECIU Executive Board agreed on addressing the existing gaps in student mobility and exchange agreements among ECIU members through bilateral negotiations.
- The ECIU Executive Board decided to set goals for the improvement of student mobility. Every ECIU member will be asked to identify target numbers for their engagement in student exchange, twin programmes, dual and joint master programmes.
- The ECIU Executive Board decided to join the Steering Committee on Improved Student and Staff Mobility and the Steering Committee on the Graduate School. A new structure for staff mobility and human resource development will be set up.
- The ECIU Executive Board noted the fact that Jan van Alsté from the University of Twente will take over the position of coordinator of the Graduate School for the next 18 months.

Actions

- The Student Mobility Group to update the inventories on existing student mobility and exchange agreements.
- The ECIU member institutions to address existing gaps through bilateral discussions, facilitated by the chair of the Steering Committee on student mobility.
- The ECIU member institutions to develop targets for the improvement of student mobility (which they wish to be measured against).
- The ECIU secretary to develop an organisational chart that mirrors the new responsibilities of working groups and communication lines.
- Sue Fujino to develop a short outline for a business plan competition for students, to be discussed at the next meeting.

7.4 Leadership Development Programme

The ECIU secretary commented on the written report. It was pointed out that even with a moderate raise in membership fees the ECIU Leadership Development Programme continues to provide a very high level programme at a price well below market price.

Decision

- The ECIU Executive Board decided to continue the Leadership Development Programme.
- The ECIU Executive Board decided to raise the participation fee for the Leadership Development Programme to € 3.000,- per person.

Action

- The ECIU secretary to circulate the dates for the workshops of the 2009 / 10 programme as soon as possible.

7.5 University – Industry Interaction

The ECIU secretary reported on the findings of the Steering Committee meeting on the previous day. Although it is evident that the “Knowledge Triangle” is high on the agenda of all ECIU member institutions, at the moment there is a lack of joint activities in this area. To improve this situation, tangible topics and project champions are needed.

The Steering Committee identified several interesting fields for joint activities. The initiative of Aalborg University to establish a working group on legal issues of technology transfer was welcomed. It was mentioned that, given the common profile of ECIU member institutions, additional topics in the area of governance of technology transfer could be identified (e.g. the cooperation of the universities of Twente, Strathclyde and Linköping with Boeing). The discussions of potential fields of activities generated the following suggestions:

- “Renewable energy” / Sustainable campuses
- Market intelligence: evaluate the satisfaction of our clients
- Explore the option to exchange experiences among regions bilaterally

Decision

- The ECIU Executive Board agreed to explore the suggested topics and their potential for joint activities further.

Actions

- William Salaneck to develop a proposal on the topic “renewable energy”.
- Antonio Pita to develop a proposal on the topic “market intelligence”.
- The ECIU secretary to contact the Tech-trans working group to draw their attention to additional topics that could be of interest.
- The ECIU secretary to make an overview on which ECIU members are interested in a project on the interaction with the region.

7.6 EU activities

Martin Gregory, head of the EU working group, commented on the written report, and on the EU strategy development session on the previous day. Luca Polizzi from Scotland Europa had presented the opportunities for ECIU to get involved with European policy through its membership with Scotland Europa. As a member, ECIU was entitled to use the facilities of Scotland House in Brussels, to participate in special offers like e.g. capacity building events, and to make use of the information distributed through Scotland Europa information material. Above all, Scotland Europa provided a platform for an active engagement in Brussels with regard to policy and funding. The aim of the cooperation with Scotland Europa was to develop ECIU into an independent actor in Brussels. However, the level of success will depend heavily on the input from ECIU.

Although the topics “Education” and “Research” were under the responsibility of the EU member states, the European Commission engaged in a complementary process through communications and recommendations that shape the framework conditions, even though they do not have legislative status. In this process, the European Commission engaged with actors that they have found to be relevant, and the EC was more likely to work with networks than with individual players. In general, if gaps can be identified in the work of the European Commission, be it on the individual, institutional, regional or national level, the EC was very likely to listen to a sound input of networks like the ECIU.

Martin Gregory emphasized the findings of EU strategy development session, pointing out that the opportunities were there, but that ECIU had to set priorities and get actively involved. The EU working group had through a questionnaire identified several topics that are of interest for a majority of ECIU members. The ECIU Executive Board discussed the outcome of the questionnaire and identified the following topics as relevant for joint ECIU activities in Brussels:

- Partnership with the industry
- Modernisation of the higher education management (including the professionalization of HR development)
- Interdisciplinarity
- FP 8
- Role of universities in the regions

The next step will be for the EU working group to develop with the help of Scotland Europa a strategy on how to take the prioritized topics further. The level of ECIU activities is likely to vary among the different topics. For example, ECIU could benefit from the intelligence of Scotland Europa with regard to receiving insider information on the development of FP 8, while on a topic like modernization of HE management ECIU could take on a much more active role through its unique experience with the Leadership Development Programme. However, a topic like “Interdisciplinarity” would have to be narrowed down before engaging in concrete action. The cooperation with Scotland Europa should include specific advice for ECIU on how to develop our strategy, and how to approach the European Commission.

The ECIU Executive Board supported the idea of organizing an ECIU meeting with officials from the European Commission on selected topics from the above. The envisaged participants of this meeting would include:

- The ECIU Executive Board
- Subject area experts from ECIU members
- Representatives of the regional offices that work with ECIU member institutions
- European Commission officials from the from the relevant DGs

It was agreed that the meeting has to be a success, and therefore has to be well prepared. It is suggested that ECIU presents itself through presentations on selected relevant topics to lay the basis for a more open discussion with the Commission officials. A possible date for this event can be January or February 2010.

In addition, the ECIU Executive Board decided to ask Scotland Europa for help in finding funding opportunities for the project proposals that have been discussed earlier in the meeting. The ECIU Executive Board also supported the suggestion to nominate more participants for the EU working group.

Decisions

- The ECIU Executive Board officially noted the signing of the membership agreement with Scotland Europa, which had been authorized in writing by the ECIU members since the last meeting of the Executive Board.
- The ECIU Executive Board acknowledged the topics “Partnership with the industry”, “Modernisation of HE management”, “Interdisciplinarity”, “FP 8”, and “Role of universities in the regions” as areas of main interest for ECIU member institutions for EU activities.

- The ECIU Executive Board decided to have the EU working group with the help of Scotland Europa develop a strategy on how to take these topics forward.
- The ECIU Executive Board decided to organize a meeting with the help of Scotland Europa that aims at bringing together the ECIU, the related regional offices in Brussels, and officials of the European Commission.
- The ECIU Executive Board decided to submit the project proposals on “Innovative teaching”, on “Market intelligence”, and on “Renewable energy” to Scotland Europa to assist in the search for funding.
- The ECIU Executive Board decided to strengthen the EU working group.

Actions

- The EU working group to develop with Scotland Europa a strategy on how to take the prioritized topics forward.
- The EU working group to develop with Scotland Europa a concept for the envisaged event in Brussels.
- The ECIU members to provide input to this event.
- The ECIU members to nominate staff that joins the EU working group.

7.7 Evolving topics

The ECIU Executive Board agreed that for the time being, the resources should be concentrated on the activities that have been discussed so far.

7.8 Research activities

The ECIU Executive Board confirmed the assumption that research activities should not be forced top-down. However, the ECIU network can be used to offer opportunities for joint research activities. The inventory on research facilities was seen as a helpful tool.

Decision

- The ECIU Executive Board decided to develop an inventory of research facilities for all ECIU members, following the example of the University of Twente.

Action

- The ECIU secretary to circulate the model for this inventory.

7.9 Invitation of additional members

Janerik Lundquist presented the suggestion of Linköping University for a selection process of new members. A committee of three people, including the ECIU speaker, would collect suggestions from ECIU members and would work confidentially on evaluating the potential candidates. The ECIU Executive Board agreed on this process. Members of the committee will be Anne Flierman, Peter West and Mille Millnert. Potential candidates will be evaluated according to the principles laid out in the profile of ECIU. Additional criteria for membership are educational quality and geographical origin, with a preference for Eastern EU including the Baltic States, an English speaking country, i.e. Ireland, and potentially Norway.

Regarding the expression of interest of the universities of Stavanger and Agder, Finn Kjaersdam explained that Aalborg University knows them quite well. Both universities are characterised by very innovative thinking and seem to share the ECIU spirit. However, they are relatively young and less developed than the more mature universities in the network.

Decisions

- The ECIU Executive Board agreed on the suggested process to identify potential additional members.
- The ECIU Executive Board agreed on Anne Flierman, Peter West and Mille Millnert as members of the selection committee. The committee will be supported by Janerik Lundquist and Bettina Burger as ECIU secretary.
- The ECIU Executive Board asked the selection committee to come up with concrete suggestions in time, so that a decision can be taken at the next Board meeting in November.

Actions

- The ECIU members to submit suggestions for potential candidates to the ECIU secretary by the end of August.
- The selection committee to come up with recommendations for new members and to prepare a decision for the next Board meeting in November.

7.10 Organisational issues of ECIU

The ECIU speaker summed up the decisions of the strategic discussion, and drew conclusions with regard to the organisational structure of ECIU. It was agreed that ECIU would in the future have four steering committees. The following persons volunteered as chairs for these steering committees:

- Graduate School and Student Mobility: Martin Morgeneyer
- Human resources: Peter Plenge
- Knowledge Triangle: Antonio Pita
- EU policy: Anne Flierman

The chairs will be asked to identify secretaries that support their work.

In future Board meetings, only two steering committee sessions will be held simultaneously. By this, it will be possible for every ECIU member that participates with two delegates in the ECIU meetings to be present at every steering committee. As a consequence, more time has to be planned in for steering committee sessions.

The ECIU speaker also commented on the section on commitment in the strategic paper, and affirmed the importance of engaged staff at the member universities that are assigned to promote and carry forward ECIU activities. The ECIU Executive Board supported the suggestions made in the strategic paper.

The ECIU speaker also raised the issue of membership fees and indicated that this will come up as a topic to decide on. The membership fees have not been adjusted since the year 2000 and at least an adjustment towards the inflation rate will eventually be necessary.

Decisions

- The ECIU Executive Board agreed on the change in number and composition of Steering Committees.

- The ECIU Executive Board supports the claims for a more institutionalised commitment within member institutions, as suggested in the strategic paper.

8 Miscellaneous

8.1 Executive Board Meeting at Tec de Monterrey

The next ECIU Executive Board meeting will take place on November 18th/19th/20th 2009 at the Tecnológico de Monterrey in Monterrey, Mexico. The programme will also contain a one-day intensive workshop on ECIU-related topics.

8.2 Host for Executive Board meeting, spring 2010

Isabel martins invited ECIU to visit the University of Aveiro in spring 2010 for the General and Executive Board meeting. The Speaker thanked her for his kind offer to host the meeting.

Decision

The ECIU Executive Board agreed to hold the spring 2009 General and Executive Board meeting at the University of Aveiro in Portugal. The exact dates for the meeting will be circulated later this year.

Closing remarks

The ECIU Speaker thanked all the participants for their attendance and their input to the fruitful discussions. He concluded that the meeting had been very successful in setting the course for the future development of the consortium. As a follow-up of the meeting, the ECIU secretary will provide the minutes, a to-do-list, as well as a short policy paper that will reflect the decisions of this meeting of the Executive Board.

The ECIU Speaker again thanked Peter West, Martin Gregory and their colleagues for being wonderful hosts to the meeting and for having organised everything perfectly well.

Bettina Burger, Juli 13 2009