

ECIU Executive Board meeting

Draft Minutes

Thursday 1 November, 11.15 – 12.45 & Friday 2 November, 9.00 – 12.30

Participants:

Finn Kjaersdam, Peter Plenge and Lise Thorup-Pedersen (Aalborg), Montse Roca and Louis Lemkow (UAB), Isabel Martins (Aveiro), Martin Morgeneyer (UTC), Eberhard Becker (ECIU Speaker, Dortmund), Bettina Burger and Barbara Schneider (Dortmund), Ulrich Killat and Randolph Galla (TUHH), Bill Salaneck and Janerik Lundquist (LiU), Sergio Martinez, Patricia Montano and Inés Sáenz (Tec de Monterrey), Evgeny Aydarkin and Sergey Nikolaev (SFU), Andrew Hamnett and Martin Gregory (Strathclyde), Stephen Connelly, David Hayward and Sue Fujino (Swinburne), Anne Flierman and Anke Kohl (Twente), David Law (Warwick), Jeppe M Larsen (Aalborg and Student Wing) and Dianne Dijkstra (Twente and Student Wing), Micaela Craig and Saskia Loer Hansen (ECIU Secretariat).

Aard Groen (Twente) and Monica Schofield in attendance for agenda item 5; Pieter Binsbergen (Twente) in attendance for item 7; Lars Holberg (LiU) and Adam Taylor (Strathclyde) in attendance for item 8; Karin Paardenkooper (Twente) & Sarah Price (Swinburne) in attendance to introduce student mobility as part agenda item 9C; the full student mobility group and ECIU Marketing and Communications Group in attendance for the discussion about student mobility.

0. Welcome by ECIU Speaker

The ECIU Speaker, Prof Becker, welcomed participants to the ECIU Executive Board meeting and extended a particular warm welcome to those who were attending the ECIU Executive Board meeting for the first time.

1. Minutes from ECIU Executive Board meeting at Southern Federal University, May 2007

The ECIU Secretariat had received no changes to the draft minutes that had been circulated shortly after the May 2007 ECIU Board meeting at SFU.

Decision

The ECIU Executive Board approved the minutes as an accurate record of decisions and actions made at the SFU meeting.

Organisational issues:

2. Finances

- i) Revised budget 2007

The ECIU Secretary introduced the revised budget for 2007, which reflected decisions made at the last ECIU Executive Board meeting.

ii) Draft budget 2008

The ECIU Secretary introduced the draft budget for 2008, which the ECIU Executive Board returned to during the meeting in making new budget allocations.

Decisions

The ECIU Executive Board agreed to reserve an allocation of €30k for an ECIU presence in Brussels; to reserve €7500 for the ECIU Student Symposium in 2008 and €20k for the ECIU Leadership Development Programme in 2008.

€17k from the 2007 marketing budget would be transferred to the 2008 budget for marketing activities in 2008. The allocation of €30,500 for marketing activities in 2008 would be freed up for other investments.

The decision about funding the ECIU Graduate School would await the ECIU Executive Board meeting at Swinburne in April 2008.

3. ECIU Secretariat

The University of Strathclyde had hosted the ECIU Secretariat from 1 January 2005 with an initial termination date for the contact by the end of 2007. However, an interim agreement had been made for Strathclyde to continue hosting the Secretariat until June/July 2008 when the Secretariat would then move on to another ECIU member institution.

Prof Becker outlined that various options had been considered and that Dortmund would now be happy to volunteer to take up the hosting of the Secretariat. Ms Bettina Burger, who had worked as Prof Becker's executive assistant, would be willing to take up the role on a part-time basis.

Decision

The ECIU Executive Board agreed that the Secretariat could be moved from the University of Strathclyde to Technische Universität Dortmund at a time in July/August 2008.

Action

The exact timing of the transfer and further details to be agreed between the two institutions.

The ECIU Speaker and current ECIU Secretary to outline a proposal for how the management of the ECIU trust account should be dealt with following the move of the Secretariat (there might be specific regulations in place in the German HE system that could make it more appropriate to have the ECIU account in the Netherlands where the Consortium is registered).

4. ECIU Statutes

Dr Flierman provided a brief update about the ECIU Statutes that had now been finalised following the ECIU change of status from an Association under Dutch law to a Foundation. There had been some delay in this process due to difficulties in getting all the paperwork from individual Board members.

All Board members would receive a copy of the Statutes at their home address and the Statutes would provide the legal framework for the ECIU's activities in the years to come.

5. ECIU Core areas

A. University Industry Interaction

Oral report by representative from Steering Committee

Prof Becker introduced the two speakers, Dr Groen and Ms Schofield, who would provide input to the subsequent discussion about continued activity in the area of University Industry Interaction.

i) Entrepreneurship Research *Presentation by Aard Groen, Twente*

Dr Groen circulated the final project report to colleagues within the ECIU Executive Board and presented the conclusions from the Entrepreneurship Research project including. In particular, Dr Groen outlined 3 main categories for continued activity:

- *Improving entrepreneurial support:* Comparisons and sharing of best practice in terms of how ECIU institutions support students who want to become entrepreneurs; and improved communication about existing support.
- *Removing barriers:* Comparison and sharing of best practice on how barriers for entrepreneurial activity can be removed (i.e. attitudes to job security/stability, risk, and lack of finance).
- *Mutual learning in ECIU:* The research shows that there are major differences in terms of entrepreneurship education, entrepreneurship support and facilities; and this could provide a good basis for continued activities within the ECIU.

ii) DIFUSE project *Presentation by Monica Schofield, TuTech, TUHH*

Ms Schofield gave an outline of progress to date in the DIFUSE project, which was essentially on track and had provided some interesting interim conclusions. However, there were also challenges in ensuring that the DIFUSE activities were sufficiently linked with institutional priorities and policies on regional development activities.

The presentation was followed by discussion about continued activity in the area. DIFUSE project participants had suggested three main areas for continued activity: Patenting & Licensing; University Industry Cooperation; and Enterprise & Entrepreneurship Training and Education.

In the subsequent discussion, the following points were raised:-

- There would be a call for proposals in the Regions of Knowledge programme in November, which could be considered as a potential source of funding for continued activity. This call was likely to also provide funding for non-European partners, which would allow for participation by the ECIU Associate Partners as well.
- Ms Schofield made it clear that an application could only be written if the ECIU Executive Board clarified its priorities in the field of knowledge exchange and

technology transfer, and if ECIU institutions provided significant input regarding the content of the application.

- Mr Law commented that IP activity on global basis was a very important dimension of globalisation and told colleagues that Warwick would be exploring IP exploitation with Nagoya in Japan and that this activity might provide some interesting pointers in terms of what the ECIU could do.

Decision

The ECIU Executive Board agreed that the ECIU should make use of EC funding opportunities to continue activities in the field of university industry interaction including entrepreneurship training activities and regional development activities; and that some of the entrepreneurship training activities could be tied in with developments in the ECIU Graduate School.

Action

- Ms Schofield, Dr Groen and the ECIU Secretariat to liaise about the upcoming Regions of Knowledge call and to outline areas for joint activity within the Consortium (to be circulated to first the University Industry Interaction Steering Committee, then the Executive Board).
- Individual Board members to respond to suggestions made, and to make sure that their institution contributes to the further clarification of the scope of a bid for funding.
- The ECIU Executive Board to ensure that there would be closer interaction between members of staff involved in the DIFUSE project and senior management at their respective institutions to ensure a link between DIFUSE activities and institutional profile and strategy.
- Ms Schofield, through the ECIU Secretariat, to liaise with Board members about dates for the final DIFUSE conference. It would be good with representation from the Board at this conference, which would be a high-profiled event with participation from the European Commission.

6. EU Funding Working Group

Conclusions from session with Frans van Vught on 31 Oct, by Martin Gregory

Mr Gregory provided an outline of what the ECIU Executive Board had discussed at its strategic session with Prof van Vught:

Prof van Vught's presentation had outlined the distinction between globalisation and internationalisation, the former being something that HE had to accept and adapt to, whereas there was scope for manoeuvre and activity by nation states in addressing challenges posed by internationalisation. This was linked with an outline of policy developments in the European Union and this had been followed by a discussion about what the ECIU might sensibly do to place itself more prominently in Europe:

- Proactive approach to policy developments by regular visits to the European Commission and regular briefings with senior officials;

- Reactive approach where the ECIU would provide high-quality responses to consultations and would make sure to use invitations to e.g. attend meetings where new policy developments would be discussed.

Mr Gregory concluded by stating that the Strategic Session furthermore had considered whether the ECIU should invest in a presence in Brussels to give the Consortium more prominence, provide better opportunities for horizon scanning, intelligence gathering and lobbying.

In the subsequent discussion, the following points were raised:

- Prof Kjaersdam from Aalborg invited colleagues to consider employing a member of staff who were currently on a 66% FTE position, working for Aalborg University and the Municipality of Aalborg, and who would be interested in taking up work for the ECIU as well. The office costs would be paid by Aalborg University and the Municipality, so the ECIU would only need to consider the additional staffing costs (in the region of €30k).
- Prof Hamnett supported this proposal, but commented that it would also be important for the ECIU to set up a small group that could take the reactive approach forward and work up ECIU responses to the public consultations. For the proactive approach to work, the ECIU would need to be very clear about what the Consortium should lobby Brussels on and what we would hope to achieve through such lobbying. If the ECIU was to set up a presence in Brussels, it should be accompanied by prioritised actions and agreement about goals and objectives for the Brussels representation.
- Dr Flierman voiced his support for the proposal, but stated that individual Board members would be required to free up the time to go to meetings in Brussels as well; and that the ECIU representation in Brussels would need to be in close contact with EU/EC liaisons officers within individual ECIU institutions.
- Mr Gregory commented that it was important that travel money would be set aside for the potential ECIU representative in Brussels which e.g. would allow for visits to ECIU member institutions and for attending ECIU Board meetings.

The ECIU speaker thanked Prof. Kjaersdam for taking the initiative in bringing the specific proposal to the table.

Decisions

The ECIU Executive Board decided that it would wish to enhance its profile in Europe, and its prominence in Brussels. To do so, it would adopt both a more proactive and reactive approach to the European Commission in the form of responding to public consultations and in lobbying Brussels to both influence policy developments, and to improve funding opportunities.

The Executive Board agreed to reserve €30k in the budget for a presence in Brussels subject to further clarification of the aims and objectives of the post and the drafting of a business case for the investment.

Actions

- Prof Hamnett and Prof Kjaersdam to write up a business case for an ECIU presence in Brussels, including an outline of objectives for the proactive and reactive approach; and an outline of what tasks the ECIU representation in Brussels could be used for.
- The ECIU Speaker and Dr Flierman to comment on the proposed business case.
- The proposed business case to be circulated electronically to the Board for comments and formal approval after which the funding could be released.
- The ECIU Speaker to be involved in the interview for the potential candidate.

Up-date on ECIU Working Groups and Projects

7. PTU-ECIU Project Up-date

By Pieter Binsbergen, University of Twente

Mr Binsbergen outlined progress to date, which would be further discussed at the Steering Committee meeting subsequent to the Board meeting. A PhD student from TUHH had been appointed on a part-time basis to work as a project coordinator for the initiative, and likewise PTU had appointed a project manager with a European background. These appointments were envisaged to significantly speed up progress in the collaboration, though a cautious step-by-step approach was still being pursued.

PTU had broadened the areas where they were interested in ECIU products to also include regional development (e.g. incubation initiatives).

In the subsequent discussion, a number of Board members voiced their concern as to whether PTU was the right partner and indeed whether the ECIU was making the right move in approaching collaborative activities in South Korea. The ECIU Speaker reminded colleagues that the ECIU was doing this as it had been approached collectively by Pyeongtaek and that there would still be scope for continuing more strategic bilateral partnerships with other South Korean institutions.

In conclusion, the ECIU noted that there were other opportunities in South Korea, and if for some reasons the current collaboration with PTU did not bring the rewards the Consortium was hoping for, there would be other opportunities available.

Decision

The ECIU Executive Board agreed that the collaboration should be reviewed in 6 months time (at the upcoming ECIU Board meeting at Swinburne) and that subsequent financial support would depend on a positive evaluation of the initial outcomes.

8. ECIU Marketing and Communication

By Adam Taylor, Strathclyde, and Lars Holberg, LiU ECIU Marketing & Communications Group

The current and prospective chair of the Marketing and Communications Group presented the work by the Group to strengthen and support the ECIU's marketing activities.

Board members had received a copy of the new corporate brochure which had been a remarkable example of teamwork and particular thanks were extended to Lotte Finck at Aalborg and Ole Luennemann at Dortmund for assisting in the producing of the brochure on the basis of a revised ECIU corporate brand.

The Group were continuing work on developing a new ECIU website on the basis of the content management system used by the University of Aveiro. The basic structure was in place and the intention would be to formally launch the new website on 3 December with a second stage review of the website by April 2008. The core audiences for the website would in the first instance be internal staff and students.

Decision

The Board agreed to transfer the surplus of €17k from this year's marketing budget (totalling €50k) for marketing activities in 2008. This would free up the preliminary allocation of €30,500 that had already been reserved for marketing activities in the 2008 budget.

Actions

- The Group to draft a distinctive letter that can accompany the circulation of the Brochure to relevant people in Europe and further a field.
- The Group to develop a corporate distribution plan.
- The Group to continue the web developments incorporating a Student Wing section and a focused section on Student Mobility opportunities within the Consortium.
- The Group to ensure that links to institutional websites always be to the English version of institutional websites.
- The new ECIU corporate presentation and ECIU leaflets/brochures to be made available for downloads on the web.
- ECIU Executive Board members to ensure that their institutions deliver material on time as the marketing work had been significantly impeded by a lack of contribution from some ECIU institutions.
- ECIU Executive Board members from institutions without representation in the ECIU Marketing & PR group to appoint representatives to participate (Warwick, UAB, UTC, PdT, SFU, Tec de Monterrey).

9. ECIU Core areas (continued from 1 November)

B. ECIU Graduate School

Oral report by SC Chairman Professor Ulrich Killat

- i) EGS Progress report
Randolph Galla, Hamburg University of Technology

Prof Killat presented progress to date in the ECIU Graduate School and highlighted the following points:

- Dr Flierman and Prof Kjaersdam were encouraged to assist in sorting out the fee problems in the Innovation & Entrepreneurship Joint Masters Programme.
- For the ECIU Graduate School to continue facilitating JMP developments, it would be important for Local Coordinators to liaise on a regular basis with academics involved in developing Joint Masters Programmes.
- ECIU institutions should take care to both market the ECIU Joint Masters Programmes along with the portfolio of other programmes offered by the institution and to ensure that the programme would have a distinctive and separate profile.
- Additionally, ECIU institutions should generally do more to promote positive developments and success stories: ECIU news stories (as e.g. documented in ECIU's electronic newsletter) should be incorporated within university newsletters and not kept as "silos" without any integration with regular University news.
- Regarding the Atlantis programme mentioned at the Board meeting in May: it would be possible for a group of ECIU members to apply for funding in collaboration with one US partner only; there would be no requirement for collaboration with a consortium of US institutions. The PdT had won a big grant and the EGS Project Manager would liaise with colleagues at the PdT to learn from this successful application.
- Erasmus Mundus 2 includes attractive funding opportunities for joint PhD programmes (with the joint Master track being continued), which provide new opportunities for collaborative ECIU activities.

Actions

- ECIU Executive Board members to investigate whether current JMPs could be developed into joint PhD programmes or in which fields "stand alone" ECIU joint PhD programmes seem promising.
- Prof Killat and Prof Becker to discuss the continuation of funding for the ECIU Graduate School and to prepare recommendations for the next ECIU Executive Board meeting at Swinburne in April 2008.
- Individual ECIU members to take up more responsibility for joint programmes if the current 25% funding of the ECIU Project Manager is to be maintained (if not, a higher time allocation will be required).

- ECIU institutions to consider establishing “rapid reaction admin groups” following the current model used by Strathclyde, where a working group consisting of Academic Office representatives, funding experts, and the International Office act as a support group for the academic champions.

- ii) Implementing active-learning materials in an international context:
An investigation of the effect of language and translation
Report by Christian Kautz, TUHH and Genaro Zavala, Tec de Monterrey

The ECIU Executive Board welcomed the progress report and noted the good progress made.

Action

The ECIU Secretary to release the remaining part of the project funding.

- iii) Innovative Teaching for a 21st Century Europe
Proposal for collaboration by Ray Land, Strathclyde

The ECIU Secretary presented the invitation to the Symposium on behalf of the Deputy Principal and Prof Land.

Decision

The ECIU Executive Board agreed to provide moral support for the Symposium and to support the establishment of an ECIU network for innovative teaching and learning.

Actions

- All ECIU institutions to identify participants for the Symposium and notify Micaela Craig accordingly.
- Strathclyde to circulate a more detailed call for proposals by early December.

C. Improved Staff and Student Mobility

Oral report by SC Chairman Dr Anne Flierman

- i) ECIU Leadership Development Programme

The ECIU Executive Board noted to good progress made with the ECIU Leadership Development Programme.

Decision

The ECIU Executive Board agreed to support a continuation of the programme.

Actions

The programme Steering Committee to consider whether a proposal for funding from the Lifelong Learning programme could be worked up to support leadership development (e.g. a

bid for “Professionalising the Management of Higher Education as suggested by Prof van Vught).

If a proposal seems to be a realistic and sensible option to pursue, CHEPS and Strathclyde should take the lead in drafting a proposal.

The budget 2008 to include a reserve of €20k for a continuation of the programme if EC funding cannot be achieved.

- ii) ECIU Admin Staff Development
Progress report by Lise Thorup-Pedersen

The ECIU Executive Board noted the many exchanges that had taken place within the Staff Development Programme and welcomed the visits by SFU staff delegations, which had been made possible through a development grant awarded by the Russian education authorities. As participants found the staff development initiatives very fruitful, Mrs Thorup-Pedersen encouraged more institutions to make use of this staff development opportunity.

Action

If a bid for EC funding were to be made for the ECIU Leadership Development, consideration could be given to including staff development opportunities as part of a broader application for funding.

ECIU institutions with an interested in hosting delegations from Southern Federal University should inform Mrs Batchenko (the SFU ECIU Local Coordinator).

- iii) Swinburne European Study Centre
Input by Stephen Connelly, Swinburne

Mr Connelly confirmed that Swinburne would now pick up the initial costs associated with setting up the European Study Centre at Swinburne, and Swinburne would be in further touch with individual ECIU institutions to identify collaboration opportunities.

Action

Mr Connelly to contact ECIU Board colleagues to progress the development of programmes and initiatives within the European Study Centre.

- iv) ECIU Student Mobility Benchmark
Input about 2008 Benchmark by Stephen Connelly, Swinburne

Mr Connelly introduced the revised ECIU Student Mobility Benchmark where amendments had been made reflecting lessons learned from the first benchmarking exercise. This included clarification of the distinction between undergraduate and postgraduate students where students in years 1 to 3 would be counted as undergraduates, and students in year 4 & 5 would be counted as postgraduate; and a revision of the percentage of students on mobility within the ECIU which had now been revised to relative measures (counting the percentage take-up of available places for ECIU mobility within the Consortium).

Swinburne's aim was to get 8 institutions to commit to taking part in the benchmark as this would enrich the comparative analysis (as opposed to the 2007 where only 4 institutions took part).

Action

ECIU institutions that would want to take part in the benchmark should inform the ECIU Secretariat before 20 December.

Theme on Student Mobility

Representatives from the Student Mobility Group and the ECIU Marketing Group in attendance from 11.30.

- v) *Summary of discussions from ECIU Student Mobility Group
Input on the basis of the Group's meeting on 1 November*

Karin Paardenkooper (Twente) & Sarah Price (Swinburne) gave a presentation on the basis of the Student Mobility Group meeting and in particular emphasised the following points:-

- More awareness about student mobility opportunities should be built such as developing an inventory of internship opportunities; sharing of places for or collaboration on summer schools; better promotion of student mobility; and enhanced involvement of the ECIU Student Wing in promoting mobility.
- There should be more emphasis on building commitment for student mobility; Dortmund and Twente would be happy to co-host the ECIU Student Symposium in 2008 and TUHH had offered to contribute with intercultural training modules; and the Student Mobility Group would establish an inventory of bilateral agreements.
- The Group underlined the necessity for closer coordination and cooperation with the ECIU Marketing & Communications Group.
- The Group would need support from their institutions including resources for travelling to meetings; the Group would need support from the ECIU Board to organise and deliver the ECIU Student Symposium; individual ECIU institutions should commit themselves to undertake the ECIU Student Mobility Benchmark, for signing bilateral agreements within the Consortium, and for promoting twinning programmes to faculty within their institutions.

Decision

The ECIU Executive Board agreed to reserve €7,500 for the continuation of the ECIU Student Symposium in February/March 2008.

Actions

- Ms Paardenkooper, Twente, would now take up the role as chair of the Group; a role that in the future would rotate on an annual basis.

- Mr Power, Aveiro, would take up the role as main liaison with the ECIU Marketing & Communications Group.
- The Student Mobility Group to meet once a year (and to invite representatives from the Marketing Group and Student Wing to attend the meeting).
- The Group to agree dates for the ECIU Student Symposium in 2008 and 2009.
- Individual ECIU institutions to provide the requested support for Student Mobility Group members.
- ECIU Executive Board to support the ambitions to strengthen student mobility within the Consortium through the ECIU Student Symposium and other activities.
- Student Mobility Group to explore opportunities for EC funding for the running of the Symposium in 2009.

vi) **Twinning Programmes**
Input by Anne Flierman and Anke Kohl

Dr Flierman informed Board members that work was in progress in respect of the Twinning Programme initiative.

Action

ECIU institutions to promote the initiative to faculty within their institutions.

vii) **ECIU Student Wing**
Student Wing constitution and year plan 2007 and input on the basis of Student Wing meeting on 1 November

Jeppe M Larsen gave an up-date to Student Wing activities and emphasised that a new Welcome package had been developed and the Local Coordinators would be requested in assisting in passing the package on to new members of the Student Wing from their respective institutions.

The Student Wing had undertaken a benchmark study to examine similarities and differences in Student Union organisations across the Consortium.

Actions

- ECIU Local Coordinators to provide input and comments on the new Welcome Package, and to assist in circulating the package to new Student Wing members.
- ECIU Local Coordinators to communicate with Student Wing members of regular basis to ensure that the Student Wing be kept in the loop on local ECIU activities.
- Student Wing to provide input for new Student Wing interface on the ECIU web.

- Individual ECIU institutions to consider options for paying Student Wing representatives travels to Swinburne (Swinburne would be paying for accommodation to help increase student participation at the meetings).

viii) One World Week – Invitation to the ECIU to join
Presentation by David Law, University of Warwick

Mr Law introduced the One World Week event at Warwick and invited ECIU institutions to consider sending students to the event in January 2008. In future years the date could be changed to late January or early February, so that it would be easier for more students from countries where exams were taking place in January to attend the event.

The ECIU Executive Board expressed their support for the event.

Actions

ECIU institutions to consider sending students to the 2008 One World Week and to provide contact details to Mr Law so that further coordination could take place.

Warwick to consider a different timing for the 2009 event to allow for broader participation.

ix) Recruitment of students from new EU member states
Input by David Law, University of Warwick

Mr Law introduced the Foundation Year initiative at Warwick and invited ECIU institutions to consider joining the Warwick Circle of Friends with a particular focus on establishing more exit routes for students applying to studies at Warwick from the new ascension states.

Actions

- Mr Law to circulate more specific information about what participation in the Circle of Friends would mean.
- ECIU institution to subsequently consider interest on the basis of the documentation circulated.

10. Miscellaneous

i) ECIU Executive Board meeting, 14-18 April 2008 at Swinburne

Mrs Fujino gave a brief update to the planning of the Swinburne meetings. Some 10-12 people had now confirmed their participation in the Sarawak Off-shore campus seminar and this meeting would now be going ahead in advance of the official ECIU meetings at the Swinburne's Melbourne campus.

ii) Host of future ECIU Executive Board meetings

TUHH volunteered to host the meeting in October 2008. Dates would be circulated as possible after the Twente Board meeting.

Strathclyde volunteered to host the meeting in May 2009.

iii) Indian Institute of Technology

Prof Kjaersdam gave an update on developments since the last meeting with meetings having taken place with companies and government officials in India over July and August. A final confirmation about whether the Institute developments would go forward were still expected.

11. Close of Meeting

In closing the meeting, the ECIU Speaker warmly thanked Dr Flierman, Dr Kohl and the team of student assistants and other colleagues at Twente who had been involved in organising the fruitful meetings at Twente; and in making the 10th Anniversary festivities such a success.

SLH, 6 November 2007

REVISED BUDGET 2007

Capital asset: Surplus from 2006 (€):

133,254.82

Expected income

Membership fees 125,000.00

ECIU PTU contribution from core institutions involved in the project 20,000.00

Expected expenditure

Fixed expenditure

ECIU management fee 55,000.00

Project or activity expenditure

Curriculum Development project (2 instalment) 6,800.00

SAPA project (2 instalment) 7,972.60

Publication of Benchmark report 1,000.00

ENTICE - summer academies 3,000.00

ECIU Student Symposium 7,500.00

ECIU Student Wing meetings 4,000.00

EGS Graduate School 26,500.00

ECIU Leadership Development 20,000.00

76,772.60

Committed expenditure

ECIU PR & Marketing 33,000.00

EGS study trips 4,500.00

EGS scholarships/grants 13,160.00

ECIU PTU project (incl. matching contribution) 40,000.00

Travel costs for meetings in Brussels 2,500.00

93,160.00

ECIU contingencies 5,000.00

Income in total 145,000.00

Expenses in total 229,932.60

Income 125,000.00

Expenses 229,932.60

Balance -104,932.60

Reserve for investments: -104,932.60

Reserve from 2006: 133,254.82

Total amount available 28,322.22

