

**Draft Minutes from the  
ECIU Executive Board meeting  
at the University of Aveiro, Aveiro, Portugal**

**Friday, 7<sup>th</sup> May 2010**

**Participants**

Mercedes Unzeta, Louis Lemkow and Marta Vilalta (Universitat Autònoma de Barcelona); Joaquim da Costa Leite (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); Janerik Lundquist and Lars Holberg (Linköping University); Stanislaw Bielecki and Ireneusz Zbicinski (Technical University of Lodz); Patricia Montano, Antonio Pita and Inés Sáenz (Tecnologico de Monterrey); Igor Uznarodov and Evgeny Aydarkin (Southern Federal University); Anne Flierman, Erik van Keulen and Sander Lotze (University of Twente); Benjamin Ziepert and Albano Baptista (Student Wing); Bettina Burger (ECIU Secretariat)

*Apologies:* Mille Millnert (LiU), David Gani (UoS), Ursula Gather (TU Do), Garabed Antranikian (TUHH), Ian Young (SUT) and Tallinn University of Technology

**0. Welcome by ECIU Speaker**

The ECIU Speaker gave a warm welcome to the participants, and especially welcomed the representatives of the Technical University of Lodz as new members to the ECIU Executive Board to the meeting.

Apologies were passed on on behalf of the representatives of the University of Strathclyde, who were unfortunately unable to attend the meeting due to the effects of the Icelandic ash cloud.

**1. Minutes from ECIU Executive Board meeting at Tec de Monterrey, 20 November 2009**

No comments were received after the circulation of the final minutes.

Decision

- The minutes of the ECIU Executive Board meeting at Tec de Monterrey in November 2009 were approved as an accurate record of the meeting.

**Organisational issues:**

**2. Welcome to new members**

The ECIU Speaker welcomed Prof. Stanislaw Bielecki and Prof. Ireneusz Zbicinski as representatives of the Technical University of Lodz, new member of ECIU. Prof. Bielecki, rector of TUL, gave a presentation of the university.

On behalf of Tallinn University of Technology, the ECIU Speaker expressed sincere apologies for not being present at the meeting. TUT has confirmed their joining of the consortium, but were unable to attend the meeting due to just recently held elections of the rectorate. Both the Technical University of Lodz and Tallinn University of Technology have become members of ECIU effective May 1 2010.

### **3. Finances**

#### i) Final accounts 2009

#### Decision

- The ECIU Board noted and approved the final accounts for 2009.

#### ii) Budget 2010

The ECIU secretary presented the budget for 2010. The 2010 budget reflects the decisions of the last ECIU Executive Board meeting in November 2009, plus a suggested additional expenditure of € 6.000,- for the hosting of a the next Executive Board meeting in Brussels. The budget also shows clearly that ECIU is currently feeding on its savings. It was demanded to develop a long-term plan for financial sustainability that takes into considerations three possible sources for funding: EU funds, private foundations, and membership fees.

#### Decisions

- The ECIU Executive Board approved of the suggested revised budget for 2010.
- The ECIU Executive Board requested the development of a long-term plan for financial sustainability for the next Board meeting in fall 2010.

#### Action:

- The ECIU secretary and the ECIU speaker to develop a long-term plan for financial sustainability.

### **Up-date on ECIU Activities, Working Groups and Projects**

#### **4. Short reports by ECIU member institutions**

##### Aalborg University

- Finn Kjaersdam reported that Aalborg University has just earlier this week been awarded a Medical School by the Danish ministry. This decision marks the successful outcome of a development process that has lasted for several years, and will further raise the profile of AAU.
- A recent survey among Danish graduates has proven that 10 years after the start of their studies, the graduates of Aalborg University have the highest earnings in Denmark. Interestingly, the study also shows that success in the Times Higher Education ranking coincides with lower earnings of graduates.

##### University of Twente

- Erik van Keulen reported that he has been appointed as new director of the University of Twente, succeeding Pieter Binsbergen.

#### Université de Technologie de Compiègne

- Martin Morgeneyer reported that at UTC a new president has been elected. Pierre-Olivier Charreyron has a research background, but has been working for years in the industry. As a result, major reorganisations within the university are currently taking place. Internationalisation will be a major focus of development.
- The ECIU winterschool for students has been successfully organised at UTC.

#### Tec de Monterrey

- Patricia Montano reported that unfortunately there are still security issues in Mexico to be dealt with. She pointed out that the campuses of Tec de Monterrey are running well. However, in case any kind of questions or concerns evolve, both staff and students of ECIU universities are asked to contact directly Tec de Monterrey. The concerns will be taken seriously.

#### Linköping University

- Janerik Lundquist reported that William Salaneck has now officially retired and will therefore not attend the ECIU meetings any more.
- Linköping University has successfully hosted the seminar on “Reusable Energy” in March 2010. A more detailed report will be given at the agenda item “Knowledge Triangle”.
- In addition, it was reported that LiU is the university in Sweden that has been able to increase the number of Erasmus outgoing students by the largest.
- LiU has been appointed the status of a pilot for developing an independent internal organisation. Major internal reorganisations are currently underway.
- Sweden has agreed on a new bill that now allows full-cost tuition fees for non-EU students.

#### University of Aveiro

- Joaquim da Costa Leite reported that a new rectorate has been elected at the University of Aveiro. At the same time, the legal and governance framework has changed to a private foundation.
- The University of Aveiro will continue their commitment to ECIU.

#### Universitat Autonomá de Barcelona

- Mercedes Unzeta reported that the UAB has been awarded the status of a Campus of Excellence, especially in the areas of Biosciences and Nanotechnologies.
- UAB strives for increasing student mobility through exchange and the number of joint degrees. To pursue this aim, a new unit will be established at the office of the vice-rector for internationalisation.
- ECIU partners will be the first in line to collaborate in order to increase internationalisation.

#### Southern Federal University

- Igor Uznaradov reported that the transformation of SFedU is still going on and that the university has now been given the status of full autonomy.
- In the future, there will be nine federal universities in Russia instead of just two at the moment, thus changing the landscape of higher education.
- During the last three years, at SFedU huge investments in research facilities have been made, thus improving the conditions for joint research substantially. ECIU member institutions are invited to make use of these opportunities.
- SFedU is successfully taking part in a TEMPUS project.

TU Dortmund University

- Silke Viol reported that TU Dortmund University has been able to increase the number of outgoing students, and that especially the numbers for ECIU partners have been doubled in the last year.
- TU Dortmund University will be hosting the conference on Creative Industries in June 2010, and the conference on Regional Innovation in October 2010.

The ECIU speaker thanked all delegates for the updates from their institutions. It was noted that in quite a number of ECIU member universities, major structural and organisational changes are currently underway. The ECIU members were encouraged to share their experiences among the consortium.

## **5. ECIU Marketing and Communication**

Lars Holberg, chair of the Marketing and Communications group, gave a short report on the recent activities of the group. A newsletter had been put together and circulated in March. The next newsletter is planned for June, and ECIU member institutions are asked to deliver news items and short reports on activities relevant to ECIU partners. At the same time, the ECIU brochure is currently being updated, and will be produced as a print-on demand version. In addition, ECIU member universities are asked to consider additional needs for means of communication, and to turn to the Marketing and Communication group directly if a demand has been identified. The ECIU Executive Board was asked to continue the support for the ECIU Marketing and Communication group through promoting the collaboration between Local Coordinators and PR Officials.

### Decision:

- The ECIU Executive Board approved of the suggested activities.

### Actions:

- The ECIU Marketing and Communications Group to put together a newsletter for June 2010 with the input from ECIU member institutions.
- The ECIU Marketing and Communications Group to update the brochure.

## **6. Additional activities**

- i) Innovative Teaching

The ECIU secretary gave a short update on the status of activities.

- a) Third ECIU Symposium on Innovative Teaching

### Decision:

- The ECIU Executive Board noted the ambition to organise the third symposium on Innovative Teaching at a later point in time.

## b) Publication on Innovative Teaching

The ECIU Executive Board is very much in favour of the opportunity to publish the outcomes of the past symposia on Innovative Teaching as a regular book. Financial support from the ECIU central budget will, however, not be available for the publication. Therefore, the ECIU Executive Board encourages the project group to enter negotiations with a publishing corporation based on the materials provided by the ECIU secretary. The ECIU secretary will support this process.

### Decision:

- The ECIU Executive Board encourages the project group on Innovative Teaching to pursue the publication of the proceedings of the past symposia on Innovative Teaching as a regular book.

### Action:

- The ECIU secretary to work with the project group on the proposal for the publisher.

## ii) PTU Project

Following the presentation given by representatives of the Pyeongtaek University on the morning of May 6<sup>th</sup>, the ECIU Executive Board discussed next steps. Louis Lemkow as the coordinator of the collaboration between PTU and ECIU members pointed out that although the presentation had concentrated on the very ambitious long-term vision from the Korean perspective, Pyeongtaek University has already developed very concrete proposals for the development of short courses by ECIU member institutions. Bilateral negotiations have already been taken up during the last days, parallel to the official ECIU meetings in Aveiro. The ECIU Executive Board reaffirmed the principle that every ECIU member will decide individually if they will engage in this collaboration and to what extent.

### Decision:

- The ECIU Executive Board approved that the next steps in the development of the collaboration between PTU and ECIU member universities will be negotiated bilaterally.

### Actions:

- The ECIU secretary to receive an electronic version of the concrete project proposal from PTU and to circulate it among ECIU members.
- Each ECIU member interested in collaboration with PTU to negotiate bilaterally the next steps with representatives of PTU.
- Each ECIU member to identify a main contact person to deal with the collaboration with PTU.

## iii) ECIU participation in the MODERN project

The ECIU secretary gave a short update on the ongoing activities.

### Decision:

- The ECIU Executive Board noted the ongoing activities.

iv) Organisation of ECIU workgroups and meetings

The ECIU Secretary commented on the proposal for the organisation of working groups and meeting.

Decision:

- The ECIU Executive Board approved of the suggested proposal.

**ECIU Core Areas**

**7. Student Mobility and the Graduate School**

i) Report by the Graduate School Coordinator

Sander Lotze reported on the recent developments within the ECIU Graduate School. The position of the ECIU Graduate School coordinator will be handed over to a new person at the University of Twente, Dr. Jan Beijering. He will fulfil the position until early 2011, when the Universitat Autònoma de Barcelona will take over the position of the coordinator of the ECIU Graduate School. While Dr. Beijering will act as a coordinator based on the existing job description, it has been acknowledged that the task description of the Graduate School coordinator has to be adjusted to the current requirements. Therefore, UAB as the future host of the ECIU Graduate School is asked together with the chair of the steering committee on Student Mobility and the Graduate School and the UTwente as current host of the Graduate School to use the remainder of the year to further define and prioritise the task description of the Graduate School coordinator. The ECIU member institutions that are engaged in the development and that are running programmes in the framework of the ECIU Graduate School will be well included in this development process, as their experiences and recommendations have to be reflected.

The progress of all 10 programmes and initiatives has been discussed in the steering group meeting. The following recommendations were given for the work of the Graduate School coordinator during the next months:

- Prolongation of 3 initiatives has to be investigated; if no interest arises ECIU should stop or downscale the ambitions at the next meeting (CIT, IDM, I&E)
- Three initiatives struggle with administrative burdens or look for new partners (IPE, GIM, ELS)
- One programme has filed an application for EM II for first time and would like to proceed anyway (MEIA) and one is in the progress of doing so (ESD)
- Two programmes are already joint and funded under EM or re-submitted and are thus able to move to PhD (JEMES, EMMS)
- Look into possibility to open up existing parts of JMP curricula to other ECIU partners
- Discuss with coordinators of existing programmes to invite other (new) ECIU partners (on time)
- Identify new areas for JP (master matrix)

Decision:

- The ECIU Executive Board approved to proceed with the ECIU Graduate School as described above.

#### Actions:

- Jan Beijering of the University of Twente to be in charge of the ECIU Graduate School until early 2011. He will take care of the tasks laid down in the existing task description, and the recommendations made by the steering committee.
- The UAB together with Martin Morgeneyer and the UTwente to develop a further definition and prioritisation of tasks of the ECIU Graduate School coordinator, including the experiences and recommendations of ECIU members engaged in the ECIU Graduate School.

#### ii) Report on the Student Mobility Benchmarking Study

A short overview of the first results of the Student Mobility Benchmarking Study has been given at the steering committee meeting. The outcomes show a large variety of modes and times of mobility, duration of stay and other characteristics of mobility within the consortium. Therefore, it is recommended to give the Student Mobility Group the task to have a closer look both at the individual reports and the comparative report and to analyse the outcomes. The Student Mobility Group is asked to present the results at the next meeting of the ECIU Executive Board.

#### Decision:

- The ECIU Executive Board asks the Student Mobility Group to analyse the results of the Student Mobility Benchmarking Study, and to present the conclusions at the next meeting of the Executive Board.

#### Action:

- The Student Mobility Group to analyse the results of the Student Mobility Benchmarking Study and to present the conclusions.

#### iii) Progress report Steering Committee Student Mobility and the Graduate School

Martin Morgeneyer gave a presentation of the discussions at the meeting of the steering committee Student Mobility and the Graduate School. Based on the decisions taken at the last ECIU Executive Board meeting in Monterrey, next steps for the development of a bilateral exchange framework and a consortium agreement between ECIU member universities have been presented.

To develop a bilateral exchange framework, the following steps have been suggested:

- On a bilateral basis, all ECIU members have signed Erasmus (-type) agreements until July 2010
- On a bilateral basis, ECIU members identify structured exchange opportunities by September 2010 and open them from February 2011 on
- An ECIU-wide inventory of these agreements and exchange opportunities is advertised on the website by October 2010.

The ECIU Executive Board agreed that in order to achieve these development steps, the development process will have to be constantly and actively monitored.

The ECIU Executive Board confirmed the interest in a consortium agreement on student mobility to put the ECIU ambition into writing. The following objectives for a consortium agreement have been agreed upon:

- The ECIU aims at being known for its excellence in student exchange both with regard to quality and to quantity
- ECIU students acquire international competences and skills through an innovative and extensive set of exchange possibilities
- ECIU members make accessible all types of modules they offer: i.e. programmes, courses, summer schools, short courses, internships
- ECIU members exploit their potential of synergies, e.g. by widening their educational offer to consortia partners' offer where applicable
- The ECIU strives for added value in its exchange curricula through offering intercultural, innovative and entrepreneurial skills and competences

In the following discussion, the ECIU Executive Board reaffirmed their will to commit themselves to promote internationalization and to increase mobility among their students and staff. However, it was pointed out that a focus of the consortium agreement purely on quantitative targets is not considered as a viable way to move forward. ECIU member institutions are subject to diverging national regulations and framework conditions for international mobility, and the huge variety in forms of mobility has been documented in the Student Mobility Benchmarking Study. The ECIU Executive Board agreed that it would be very difficult to include concrete targets in a consortium agreement without hurting or exposing individual members. However, it was acknowledged that target numbers would help monitoring the progress. It has therefore been suggested to focus the ambitions to increase mobility quantitatively on the bilateral agreements. The negotiations can then reflect the specific situation of the respective partners involved. The ECIU Executive Board also suggested to take on a broader perspective on mobility between ECIU members, and to also count mobility to summer schools, short courses, internships, but also the mobility within joint programmes in. It is suggested that the development of mobility numbers should be observed, as it has been done by the Student Mobility Group.

#### Decisions:

- The ECIU Executive Board approved of the suggested measures to develop a bilateral exchange framework through the bilateral negotiation and signing of exchange agreements between all ECIU members. The members are encouraged to include concrete numbers as targets in the agreements.
- The ECIU Executive Board decided that the development process to negotiate and sign these bilateral agreements will be monitored by Martin Morgeneyer as the chair of the steering committee on Student Mobility and the Graduate School, supported by the ECIU secretary and the local coordinators.
- The ECIU Executive Board approved that the ECIU commitment to increase mobility should be put into writing in a consortium agreement.
- The ECIU Executive Board requested the steering committee to develop a draft agreement that formulates the ambition without dividing the consortium.

#### Actions:

- The ECIU members to bilaterally negotiate targets and agree upon bilateral exchange agreements; make sure that exchange agreements are in place with all other ECIU members
- Martin Morgeneyer, with the help of the ECIU secretary and the ECIU local coordinators to monitor the process constantly and actively

- Martin Morgeneyer and Erik van Keulen to draft a consortium agreement to formulate the ECIU ambition while respecting individual restraints. Circulate the first draft early in order to allow for at least two correction rounds before the next ECIU Executive Board meeting in October 2010.

iv) Report on the ECIU winter school for students

The ECIU Executive Board noted the successful realisation of the ECIU winter school for students in February in Compiègne.

v) Project Proposal: Student Summer / Winter School

The subject was discussed in the context of agenda item 7.6 – Report by the Student Wing.

vi) Report by the Student Wing

Benjamin Ziepert, student of UTwente and newly elected president of the ECIU Student Wing reported on the last Student Wing meeting which has taken place in Aveiro on April 28 – 30. The Student Wing agreed that their task is to make policy together with the ECIU students for the students. The aims of the Student Wing were to give the ECIU input on student topics, to enhance student exchange, to promote European student activities, to create a network of student organizations, and to share knowledge and experiences. Students participating in the ECIU Student Wing were generally willing to take on more responsibilities. Specifically, the Student Wing proposed to take over the organization of a summer / winter school for students, based on the experiences made with the winter school that took place in Compiègne in February. It was suggested that the summer / winter school will be organized as a workshop for students, with students as organizers. The Student Wing suggested that from now on, ECIU universities will take turns in hosting the workshop. The next summer / winter school was therefore proposed to take place in Aveiro, organized by the Student Wing. The Student Wing also proposes to develop a suggestion for the organization of a student business plan competition. In addition, the Student Wing suggested working on an attractive webpage for the Student Wing and all ECIU students. The ECIU Executive Board generally welcomed the ambitions of the newly elected Student Wing.

Decisions:

- The ECIU Executive Board approved to have the Student Wing organize the summer or winter school for students in 2011. The Student Wing is asked to submit a concrete proposal at the next meeting of the ECIU Executive Board.
- The ECIU Executive Board invited the Student Wing to develop a proposal on a Student Business Plan Competition.
- The ECIU Executive Board encouraged the Student Wing to pursue their suggested activities.

Actions:

- The Student Wing to develop a concrete proposal for the organization of an ECIU summer or winter school in 2011, organized by the student for the students
- The Student Wing to work on a proposal for a Student Business Plan Competition

- The student Wing to continue their suggested activities in the areas of exchange of experience and promotion of ECIU opportunities.

vii) Student Mobility Group

No additional items were discussed under this agenda item.

## 8. Human Resource Development

Peter Plenge, chair of the steering committee on HR Development, reported on the discussions the steering committee had on the different aspects of human resource development.

- i) Report on the Leadership Development Programme
  - a) General Information on the Leadership Development Programme

The ECIU Executive Board noted the ongoing success of the Leadership Development programme. Aalborg University and Tec de Monterrey offered to host the LDP in the 2010 / 2011 run. The University of Twente would be happy to host the third seminar.

### Decision:

- The ECIU Executive Board decided that the 2010 / 2011 run of the LDP will be hosted by Aalborg University, Tec de Monterrey, and the University of Twente.

- b) Update on the 2009 / 10 run of the LDP

At the last meeting it had been decided that the findings in the project reports of the most recent run LDP should be presented at the spring meeting of the ECIU Executive Board. The point would be to raise awareness among members of the Executive Board for the LDP and show the LDP participants that the client university and the Executive Board regard their work as very valuable. Unfortunately, this year the third seminar of the LDP had to be postponed to the fall of 2010 due to the volcanic ash cloud. Therefore, the final reports were not available by the time of the Executive Board meeting.

### Decisions:

- The ECIU Executive Board decided to invite Henk Brouwer as the organiser of the LDP to participate in the HR Steering Committee meeting in the spring to present an executive summary of the project reports to the Executive Board at the board meeting.

- c) LDP Alumni

At the last meeting it has been decided to encourage the setting up of an LDP alumni organisation. The following has been achieved:

- Collecting updated information about former participants and creating mailing list.
- Drafting newsletter with targeted information for LDP alumni which is ready to be sent.

The steering committee suggested a step-by-step approach to develop the LDP alumni network. It is suggested that ECIU creates the opportunities to engage in this network, but participation should in any case remain voluntarily.

Decisions:

- The ECIU Executive Board approved to follow the suggestions of the steering committee.

Actions:

- Creation of LinkedIn or Facebook group for all alumni to create the possibility to discuss and exchange ideas. The group should be accessible from [www.eciu.org](http://www.eciu.org)
- All alumni receive the general ECIU Newsletter.

ii) Report on Networks

At the meeting in Monterrey it was decided to give priority to the establishing of a network of HR managers. Since the meeting, the following has been done:

- 11 universities have appointed a relevant participant and sent contact information
- Invitations and welcoming letter, incl. agenda, have been sent out
- The meeting will take place on 17-18 June in Aalborg
- HR manager at AAU (Kjeld Lanng) is chair of the group.

The steering committee pointed out that it is crucial to arrange networks in a way that participants find solutions to the areas that they focus on. Their participation has to show results. Therefore, the outcome of the network will be evaluated after two to three meetings.

The steering committee suggested that ECIU activities should focus on a smaller number of projects, i.e. not too many different working groups should be initiated. However, it was recommended to set up a network dealing with the challenges of EU applications since this is considered to be a very relevant topic for all ECIU members. The HR SC would therefore like to invite the EU Policy SC to investigate if a network of this kind could be established.

Decisions:

- The ECIU Executive Board noted that the initiative is well underway with the first meeting planned and participants invited.
- The ECIU Executive Board agreed that ECIU creates added value for the member institutions in terms of cooperation on education and research as well increased prestige. It therefore approved of the suggested next steps.

Actions:

- The network of HR officials to hold their first meeting and give a short report at the next meeting of the ECIU Executive Board.
- The HR Steering Committee to evaluate the outcome of the network after two to three meetings.
- The EU Policy steering committee to investigate possibilities to set up a network of staff dealing with EU applications.

- iii) Report on Staff Mobility
- a) Exchange of PhDs

At the last HR SC meeting, Marta Vilalta from UAB presented briefly the idea of exchanging PhDs among ECIU universities. Since then, Marta has sent a project outline (see electronic reader) which could serve as inspiration for ECIU.

The steering committee on HR Development Strong showed strong support for this initiative. Providing mobility opportunities for PhDs is seen as an important way of creating research relations. The steering committee suggested a model in which the sending institution pays the PhD's salary or stipend, while the hosting institution makes facilities available for the PhD. One or two PhDs should be sent and received at all ECIU institutions. However, more work is needed to develop a model that works for all ECIU institutions. The steering committee suggested having such a model developed by UAB. Also, the possibility of awarding high-profile ECIU scholarships for post-docs will be investigated.

#### Decisions:

The ECIU Executive Board approved of the suggestions put forward by the steering committee.

#### Actions:

- UAB to develop a model for an ECIU exchange of PhDs.
- UAB to investigate the possibility of awarding high-profile ECIU scholarships for PhDs.

- b) Administrative staff mobility

The steering committee reported that two new staff mobilities are currently being organized: one from Twente to Strathclyde and one from Aveiro to Linköping. One more staff member from Aveiro has expressed interest and is in the process of deciding which institution to visit. The steering committee expressed their hopes that the creation of the HR managers' network will strengthen the administrative staff mobility through improved internal information about the mobility scheme.

#### Decision:

The ECIU Executive Board noted the ongoing activities.

- iv) Next steps – decisions on tasks and responsibilities

Item 8.4 ha2 been covered by the discussions of item 8.1 to 8.3.

## **9. Knowledge Triangle**

- i) Report by the workgroup "Tech Trans"

Antonio Pita reported on the meetings of the working group on legal aspects of technology transfer, referring to the presentation that had been given to the steering committee by Per Marc Pedersen, the chair of the working group. The experiences made by this group can also

serve as a guideline for the development of additional groups. The following principles have been suggested by the steering committee:

- Working groups should be self-organized groups of professional experts that use ECIU as a platform for discussion and the sharing of experiences
- Basis has to be the identification of engaging and real needs
- Enrollment of at least 6 ECIU members is a prerequisite so that at least a minimum of 4 participate continuously
- Benefits that ECIU offers:
  - Tangible solutions that solve problems
  - Infrastructure
  - Social aspects and networking
  - Possibility to make use of different ECIU instruments: staff mobility etc.
- Spending has to be justified, outcome has to be measured

It was pointed out that the opportunity to share experiences and jointly discuss problems and possible solutions is the most important feature of this working group. ECIU offers in this context a secure and trustworthy environment to openly discuss the challenges that tech trans staff has to deal with in their everyday professional life. It was requested that ECIU should support working groups like this through providing the infrastructure to share documents and set up virtual discussion groups. This would also help making the outcome of the group more visible.

Decision:

- The ECIU Executive Board noted the progress of the working group and encouraged the further development as suggested.

Action:

- The ECIU secretary together with the PR working group and the Tech Trans working group to develop an instrument to share the outcomes of the working group.

ii) Report on the seminar “Renewable Energy”

Antonio Pita reported on the successful seminar on renewable energy that had taken place at Linköping University on March 29 / 30, looking at technology transfer from a research perspective. The presentations and discussions had been very fruitful. Participants especially engaged in the topic of sustainable campuses. The seminar showed a deeply shared concern about the concept by ECIU members, as well as a wide range of advances in its development and implementation. Based on the enthusiastic feedback from the participants, the steering committee recommends setting up a working group on “Sustainable Campus”. It was recommended to develop ECIU into an exemplary model of an organization whose member universities have sustainable campuses that also extend the benefits of their efforts to their local communities and regions

The working group would have the objective to develop a set of minimum requirements and indicators for a sustainable campus, and to jointly share efforts to have ECIU members establish sustainable campuses. Activities of the working group would include a documentation of the present status of involved partners, as well as benchmarking against other university consortia and worldwide initiatives. The working group would document and establish recommendations that show how sustainability concepts were extended by involved

partners that have strong local community and regional connections. The working group would be chaired by Antonio Pita, with a leading role of Linköping University.

The ECIU Executive Board received the suggestion favorably, but pointed out that especially for this group it would be important to set up virtual means of communication and meeting to reduce the carbon footprint.

Decision:

- The ECIU Executive Board approved of the suggestion to set up a working group on sustainable campuses as described above.

Actions:

- Antonio Pita to take the initiative, supported by Linköping University, to set up a working group on sustainable campuses.

iii) Proposal “Market Intelligence”

Antonio Pita reported that the topic has not been further pursued, but that the interests have shifted towards the initiative on sustainable campuses.

Decision:

- The ECIU Executive Board approved the decision of the steering committee.

iv) Conference on Creative Industries

The ECIU secretary gave a short update on the conference on creative industries to take place in Dortmund on June 16 – 18 2010. Information material has already been circulated among ECIU members.

v) Conference on Regional Innovation

The conference on Regional Innovation under the framework of the MODERN project has been discussed in more detail within the context of the EU Policy steering committee. While the format of the conference as well as most of the contents of the morning session are defined by the project partners in the MODERN consortium, the afternoon session with parallel workshops opens up the opportunity for ECIU members to present case studies on selected topics of regional innovation. The ECIU secretary will circulate the draft programme to all ECIU members with a call for expression of interests to contribute to the workshops. The ECIU members are asked to use this opportunity to profile ECIU and its member institution on a European level.

Decision:

- The ECIU Executive Board acknowledges the relevance to contribute to the workshops and to send participants to the conference, and confirms its commitment.
- The ECIU Executive Board approves of the suggested next steps.

Actions:

- The ECIU secretary to circulate the draft programme of the conference on Regional Innovation to all ECIU members with a call for expression of interest to contribute to the workshops.
- All ECIU members to provide suggestions for contributions as chairs of the workshops or through the presentation of case studies.
- All ECIU members to nominate participants to the conference.

vi) WOFIE Workshop at Aalborg University

Aalborg University extended the invitation to the WOFIE workshop to the students of all ECIU universities.

Decision:

- The ECIU Executive Board acknowledged the opportunity for students.

Action:

- The ECIU secretary to get in touch with the organisers of the WOFIE workshop to discuss means of communication within ECIU.

vii) Transferable skills

The steering committee had discussed the issue of transferable skills, and had decided that it is an important topic for all ECIU member universities. However, it was agreed that at the moment the topic should not be further pursued as a joint ECIU activity. It was, however, suggested that transferable skills could play an important role in the development of the summer / winter school for students.

Decision:

- The ECIU Executive Board approved the decision of the steering committee.

viii) Structure of Technology Transfer

The steering committee suggested that an inventory on basic indicators for technology transfer activity should be conducted among ECIU member institutions. A short questionnaire will be circulated to the member institutions. If any of the members has suggestions for additional indicators to be included, they are invited to give notice to the ECIU secretary.

Decision:

- The ECIU Executive Board approved to conduct a short inventory on indicators for tech trans activity.

Action:

- The Antonio Pita and the ECIU secretary to set up and circulate a questionnaire.
- ECIU members to fill out the questionnaire and to comment on the suggested indicators.

ix) Business plan competition for students

The Student Wing representatives suggested that a business plan competition could be an interested project for the Student Wing. They were encouraged to take over the responsibility for this project.

Decision:

- The ECIU Executive Board welcomed the interest of the Student Wing in a project on a business plan competition for students.

Action:

- The Student Wing to develop a proposal.

**10. EU Policy**

i) Report on the “Green paper on mobility of young people”

The ECIU secretary reported that the joint ECIU response to the consultation process on the mobility of young people had been completed and handed in in time. Although no direct response can be expected, the completion of consortium position on a consultation process can be considered as a success and helps raising the profile of ECIU in Brussels.

Decision:

- The ECIU Executive Board acknowledged the successful completion of the joint response.

ii) Report on the first ECIU EU policy event in Brussels

The ECIU secretary reported on the outcomes of the EU policy event in Brussels on March 11. Based on the recommendations of the three discussion groups that met on that occasion, the steering committee suggested that ECIU pursues promoting the following profile:

ECIU is a consortium of universities that

- are truly innovative
- have a history of being innovative, entrepreneurial and closely related to the region
- focus on trans-disciplinarity
- want to be successful in FP and other EU funding

These characteristics will lay the basis for future position papers of ECIU. Next steps and further activities have been discussed based on the discussions of the three discussion groups.

a) Report of discussion group 1: FP8 and the future of R&D in Europe

The steering committee recommended giving the discussion group on FP 8 that met at the EU policy event in Brussels the task to draft a position paper on FP 8.

Decision:

- The ECIU Executive Board asked the discussion group to draft a position paper on FP 8 on behalf of ECIU

#### Action:

- The EU working group to inform the participants of the group, and to monitor the process.
- b) Report of discussion group 2: Innovation across sectors and between programmes

The steering committee follow the suggestions of this discussion group and recommended positioning ECIU both through the writing of position papers and through direct contact with representatives of the European Commission. The following next steps with regard to the topic of innovation were suggested:

- Get the commitment of the ECIU Executive Board to write an ECIU position paper, and to organize an ECIU event on Innovation in October. This includes specifically the commitment of appropriate staff to deliver input on the paper and to organize and be present at the event.
- The paper should consist of two parts: The first part describes ECIU and makes a case for why ECIU should be a serious partner for the EC. Analyze the EU 2020 paper with regard to “Research & Innovation”, use the summer to identify a common position on selected aspects of the EU 2020 paper and to highlight the role of ECIU (first draft to be finished in early summer)
- In parallel, start making arrangements for a meeting on October 27 in Brussels with representatives of the European Commission on the subject of "Innovation". The fact that ECIU has welcomed new members would serve as a nice peg for the event.
- Try to receive a preliminary versions of the upcoming Research Innovation Act as soon as possible
- Draft the second part of the paper which presents our view on the Research and Innovation-Act. This part will need to be completed in very short time after we receive a first draft from the Commission.
- Present the ECIU perspective at the meeting in Brussels.

The steering committee asked for approval and support through the ECIU Executive Board.

#### Decisions:

- The ECIU Executive Board approved the suggested activities.
- The ECIU Executive Board reconfirmed their commitment to and support for the writing of a position paper and the organization of an event in Brussels.

#### Actions:

- The EU working group together with Scotland Europa and the representatives of regional offices to pursue and monitor the drafting of a position paper as suggested above.
- The EU working group together with Scotland Europa to organize an event in Brussels in fall 2010 on innovation.

- c) Report of discussion group 3: Third cycle education

The steering committee suggested that activities in the third area “Third cycle education” could also be pursued. A working group on third cycle education could deal with topics like the status of PhDs in ECIU members’ countries, mobility in the third cycle, and transferable skills. However, the ECIU Executive Board raised concerns that the capacities should not be

divided on too many different activities. It was therefore agreed that the activities on the topic of third cycle education should be put on hold.

Decision:

- The ECIU Executive Board decided not to pursue activities in the area of third cycle education at this point of time.

iii) Proposal: ECIU Board meeting in Brussels

The steering committee recommended following the suggestions on the organization of a combined ECIU Executive Board meeting and a meeting with representatives of the European Commission in late October 2010 in Brussels. The ECIU Executive Board was asked to confirm their commitment to assign appropriate staff to give input for the preparation of position papers and the organization of the event. In addition, it will be necessary to use all communication channels available to ECIU member institutions and Board members to advertise the event and to attract a commissioner to attend. ECIU Board members are therefore asked to identify and make use of all contacts that could be helpful in promoting the event, e.g. members of the European parliament, members of committees, personal contacts and so on.

Decisions:

- The ECIU Executive Board approved of the plans to organize a combined ECIU Executive Board meeting and a meeting with representatives of the European Commission in late October 2010 in Brussels as described in the electronic reader.
- The ECIU Executive Board approved to reserve an additional € 6.000,- in the budget for the organization of this event.
- The ECIU Executive Board confirmed their commitment for preparing, organizing and promoting the event.

Actions:

- The EU working group and the ECIU secretary together with the Scotland Europa office and staff from all ECIU member institutions to take all necessary steps to prepare, organize and promote the event.

## **11. Research inventories**

Sander Lotze reported that most ECIU members have by now submitted material for the inventory on large scale research facilities. However, the quality and level of complexity of the data submitted varies a lot. It was therefore suggested to shorten the submitted lists by concentrating on big and rather unique research facilities that are not available at every university. The information will then be circulated to the members of the ECIU Executive Board.

In the context of this discussion it was also suggested to take up the tradition of ECIU General Meetings again, that combine the ECIU Executive Board meeting with thematic meetings identified by the hosting university. The ECIU members are invited to bring along researchers and other staff relevant to the topic under consideration to those meetings. In addition, it was also pointed out that ECIU can be used as a resource for members of advisory boards etc.

#### Decision:

- The ECIU Executive Board approved to concentrate the list of research facilities on large and unique infrastructure.

#### Action:

- Sander Lotze to review the list and circulated the edited list to the ECIU Executive Board.

### **12. Invitation of additional members**

The ECIU speaker reported that a delegation of the EPFL in Lausanne has visited the University of Twente earlier this year, and that they were also interested in ECIU. EPFL is currently considering if they would be interested in joining. ECIU members were also asked to consider additional candidates for new ECIU member institutions. It was pointed out that member in an English-speaking country would be much appreciated, especially to provide opportunities for staff mobility. Potential candidates could be the City University Dublin or the University College Dublin. It was suggested to ask the University of Strathclyde for additional recommendations as well.

Since Peter West has now officially retired, he will not be able to serve on the evaluation board for membership candidates any more. Therefore a new member has to be found to join this committee for evaluating future candidates.

#### Decisions:

- The ECIU Executive Board approved to continue the search for additional members, and asked ECIU members to make suggestions.

#### Actions:

- ECIU members to make suggestions for membership candidates.
- The ECIU secretary to provide background information on suggested candidates for the evaluation committee.
- Find a new member of the ECIU Executive Board to join the evaluation committee.

### **13. Concluding remarks**

The ECIU Speaker again thanked Joaquim da Costa Leite and his team for being wonderful hosts to the meeting and for having organised everything perfectly well.

The ECIU Speaker thanked all the participants for their attendance and their input to the fruitful discussions. As a follow-up of the meeting, the ECIU secretary will provide a to-do-list and the minutes.

### **14. Miscellaneous**

The next ECIU Executive Board meeting will take place on October 27<sup>th</sup>/28<sup>th</sup> 2010 in Brussels.

- i) Host for Executive Board meeting, spring 2011

The spring 2011 ECIU Executive Board meeting will be held on April 13 – 15 in Dortmund.

ii) Host for Executive Board meeting, autumn 2011

The University of Twente will be celebrating their 50<sup>th</sup> anniversary in November 2011, and would like to invite the ECIU to hold its fall 2011 meeting in the context of the official celebrations. The suggested dates are November 23 / 24 2011.

*Bettina Burger, May 31 2010*