

**Draft Minutes of the
ECIU Executive Board meeting
at Scottish House, Brussels, Belgium**

Thursday, 28th October 2010

Participants

Mercedes Unzeta and Marta Vilalta (Universitat Autònoma de Barcelona); Joaquim da Costa Leite and Niall Stephen Power (University of Aveiro); Inger Askehave, Peter Plenge and Lise Thorup-Pedersen (Aalborg University); Martin Morgeneuer (Université de Technologie de Compiègne); Ursula Gather and Silke Viol (TU Dortmund University); Christina Mildebrath (TU Hamburg Harburg); Janerik Lundquist (Linköping University); Stanislaw Bielecki, Ireneusz Zbicinski and Agata Kaczorowska (Technical University of Lodz); Patricia Montano, Antonio Pita and Inés Sáenz (Tecnologico de Monterrey); Igor Uznarodov (Southern Federal University); David Gani and Martin Gregory (University of Strathclyde); Bruce Whan (Swinburne University of Technology); Heiki Lemba and Aivar Auvaart (Tallinn University of technology) Anne Flierman, and Sander Lotze (University of Twente); Benjamin Ziepert and Edwin Leusenkamp (Student Wing); Bettina Burger (ECIU Secretariat)

Apologies: Mille Millnert (LiU), Garabed Antranikian (TUHH)

0. Welcome by ECIU Speaker

The ECIU Speaker gave a warm welcome to the participants, and pointed out the high number of participants both in the ECIU EU policy meeting the day before, and at the ECIU Board meeting.

1. Minutes from ECIU Executive Board meeting at the University of Aveiro, May 7 2010

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

Decision

- The minutes of the ECIU Executive Board meeting at the University of Aveiro in May 2010 were approved as an accurate record of the meeting.

2. Short reports by ECIU member institutions

Tec de Monterrey

- Patricia Montano reported that Tec de Monterrey is currently in the process of electing a new rector, for the first time in 25 years. The process is expected to last well into the next year.
- The media reports about the security situation in Mexico causes many concerns among international students and their families. It is pointed out that the civil population is not the target of violent incidents. However, security measures have been increased considerably both inside the campus and in the surrounding areas. The International

Office is in constant communication with the international students, and is addressing all the concerns that are expressed. ECIU member institutions are encouraged to turn to the local coordinator and / or International Office with any questions that might occur.

University of Aveiro

- Joaquim da Costa de Leite reported that following the last meeting of the ECIU Executive Board, he has been appointed ECIU Executive Board member. Niall Stephen Power has been appointed ECIU Local Coordinator.

TUHH

- Christina Mildebrath reported that TUHH is currently also in the process of electing a new president. The process is expected to last until April 2011.

Aalborg University

- Inger Askehave reported that she had been appointed as prorector, effective July 1st. She will step in to cover for Finn Kjaersdam whenever necessary.
- Aalborg University has published a folder on their experiences in problem-based learning, which can be downloaded at http://files.portal.aau.dk/filesharing/download?filename=aau/aau/2010/~pub/PBL_aalborg_modellen.pdf
- Aalborg University has been awarded a medical school, and therefore now consists of four faculties (Faculty of Humanities, Faculty of Social Sciences, Faculty of Engineering and Science, and Faculty of Medicine)

Southern Federal University

- Igor Uznaradov reported that the strategic plan for 2020 has been completed for the university, and that it is focused on regional innovation.
- On May 31 / June 1, a meeting between the EU leaders and the Russian president took place in Rostov-on-Don. In this context, an “EU day” was organized at Southern Federal University.

University of Strathclyde

- David Gani reported that the University of Strathclyde will soon finalize its 2011 – 2016 strategic plan.
- The impacts of the budget cuts in the UK for universities in general and for the University of Strathclyde are expected to be assessable in about six months.

Linköping University

- Janerik Lundquist reported that Linköping University has been awarded the Diploma Supplement label.

Universitat Autònoma de Barcelona

- Mercedes Unzeta reported that UAB has an intensive collaboration with Korean universities in education, research and knowledge exchange, which could be also interesting for other ECIU members.

Swinburne University of Technology

- Bruce Whan reported that Ian Young, Vice-Chancellor of Swinburne University of Technology, has been appointed Vice-Chancellor of the Australian National

University (ANU) in Canberra. Swinburne University of Technology will therefore have to look for a new Vice-Chancellor.

- Swinburne University of Technology had set the target to reach the Shanghai Jiaotong Ranking by 2015, but did already achieve this goal in 2009. In 2010, the university succeeded in retaining a position in the ranking.
- Swinburne University of Technology's excellence in learning and teaching was recognised in the Australian 'Good Universities Guide 2011'. This guide compares Australian universities in a number of important categories.
- Ben McKenzie has been appointed ECIU local coordinator and will take up his activities soon.

Technical University of Lodz

- Stanislaw Bielecki reported that the Technical University of Lodz is currently in the process of signing contracts with ECIU partners under the Erasmus framework.

Université de Technologie de Compiègne

- Martin Morgeneyer reported that the Université de Technologie de Compiègne is increasingly involved in university federations, for example the network of three technical universities in France. Clearly, there seems to be a change in France towards more networking, and ECIU is offering one opportunity to do so for UTC.
- UTC is today much more involved in ECIU activities, e.g. the Leadership Development Programme.
- While the university is facing huge financial problems due to the economic crisis, there are financial grants made available to motivate students to go abroad. ECIU exchange students receive a regional grant worth € 500,- per months

University of Twente

- Sander Lotze reported that the University of Twente has received the Diploma Supplement label.
- On November 15, the "Let's go" exchange fair will take place at the University of Twente. ECIU members are highly encouraged to participate.
- The University of Twente is also facing major financial problems since the government decided to cut back spending on innovation effectively to zero. The lobbying has started to make politics reconsider this decision.
- The University of Twente is increasingly engaged in the collaboration with the "3TU" network as well as with regional universities including the university in Münster.

TU Dortmund University

- Ursula Gather reported that TU Dortmund University has appointed a new chancellor effective May 1 2010, who is a former CEO of the Hochtief corporation and brings a lot of experience from the business community to the university.
- TU Dortmund University is also facing severe financial problems. The newly elected state government has announced that tuition fees will be abandoned. Although the government has indicated that the shortfall in funding will be compensated, it is unclear how this will happen.
- TU Dortmund University regrets that the MODERN conference on regional innovation with ECIU participation had to be cancelled, but is looking forward to welcome the ECIU delegates at the next ECIU Board meeting in April 2011.

The ECIU speaker thanked all delegates for the updates from their institutions.

Organisational issues:

3. Finances

- i) Interim accounts 2010

Decision

- The ECIU Board noted the interim financial situation for October 2010.

- ii) Suggested budget 2011

The ECIU secretary presented the suggested budget for 2011. The ECIU Executive Board agreed that a final discussion of the budget will have to take place at the end of the meeting after decisions on future activities have been taken. David Gani suggested including in the final budget a more detailed list of expenditures, to make the financial flows more transparent. It was, however, acknowledged that the annual financial plan for the central ECIU budget only covers a fraction of the money that is actually invested in ECIU activities by its member universities. Many ECIU activities are carried out without a contribution from the central ECIU budget and are therefore only reflected in the internal budgets of the member institutions involved in the respective activity. The ECIU Executive Board agreed that this practice should generally be kept, but that project groups should in the future give an estimate on the expenditures that are related to a certain project activity.

More importantly, the ECIU Executive Board discussed the question of how to measure the outcomes of investments. In this context the ECIU Executive Board decided that all activities of steering committees and project group should suggest criteria for an evaluation of their activities.

Decision

- The ECIU Executive Board will approve the suggested budget for 2011 in the end of the meeting.

Action:

- The ECIU secretary to include a detailed list of expenditures in the final budget.
- Chairs and responsible persons of steering committees and project groups to refer in project reports to criteria for evaluation and to estimates of financial flows beyond the central ECIU budget.

- iii) Membership fees

The ECIU Executive Board agreed to first discuss the envisaged activities and expenses, and then return to the issue of membership fees. A raise in membership fees would in any case have to be related to the aspired activities and outcome.

Decision

- The ECIU Executive Board will decide on membership fees in the end of the meeting.

4. Upcoming elections and appointments

Anne Flierman announced that he is willing to run for a second term as ECIU speaker. However, there is a possibility that he might not be able to complete the whole three years of a term. Therefore, it is very important to also appoint a vice-speaker to ECIU. Peter Plenge has been asked to contact the members of the ECIU Executive Board to collect feedback on the question of the next ECIU speaker and vice-speaker. The election will take place in April 2011.

Decision

- The ECIU Executive Board will elect a new speaker and vice-speaker in April 2011.

Action:

- Peter Plenge to contact all members of the ECIU Executive Boards to collect feedback on the next speaker and vice-speaker.

5. ECIU Organizational Structure

The ECIU Executive Board discussed the suggested scenarios. The importance of the secretariat as a central unit for ECIU was generally acknowledged. It was therefore concluded that the resources for this position should not be restricted. A more detailed discussion developed on the question of the future arrangements of the position of the secretary. While some members of the ECIU Executive Board supported the idea to locate the secretariat at the same university where the ECIU speaker is located, others argued that the safeguarding of continuity is more important. It was concluded that this issue will be dealt with when a potential move of the secretariat becomes relevant. In any case, measures will then have to be taken to ensure the continuity and to transfer the knowledge, e.g. through a period of overlapping positions.

The ECIU Executive Board agreed that the Steering Committees and Working Groups should generally be responsible for their own activities, as the ECIU Secretary works for the Executive Board and therefore focuses on central activities. The question of hiring a coordinator for the ECIU Graduate School was postponed to the discussion of agenda item 9.2. and 9.3.

Decisions

- The ECIU Executive Board decided to keep an organizational structure according to scenario 1 or 2, depending on the outcomes of the discussions on the ECIU Graduate School later in the meeting.
- The ECIU Executive Board emphasized that Steering Committees and Working Groups are generally responsible for their own activities.
- The issue of a possible relocation of the secretariat will be dealt with in due time.

6. Organization of ECIU Executive Board meetings

The ECIU Executive Board discussed the arguments brought forward in the proposal in the meeting materials (page 44). It was agreed that the on-going meetings were a good example for an effective meeting structure with short Steering Committee meetings, a session on content with experts (in this case EU policy), and a focused Executive Board meeting. The

Executive Board members agreed that the meetings of the Executive Board should focus on strategic discussions and decision making. At the meetings of the Executive Board, only very short reports should be given on on-going activities that are relevant for decision making. The Steering Committees and Working Groups will be required to do most of the work in between the meetings (with the help of virtual meetings), and to prepare proposals and draft resolutions well in advance of the meetings. Executive Board members will then take the decisions in the Executive Board meeting.

However, it was also pointed out that Steering Committee meetings and opportunities for informal meetings are valuable to sustain and further increase the mutual understanding among the partners and the knowledge about each other. This element should therefore not be abandoned.

The Executive Board welcomed the initiative to link the ECIU meetings with a seminar or workshop on a suggested topic. The ECIU speaker concluded that a shift in focus of ECIU meetings was an on-going process. For the next meeting of the Executive Board in April 2011 in Dortmund, a model will be developed with Steering Committee meetings on the operational level that develop strong recommendations, a focused meeting of the Executive Board dealing with strategic issues, opportunities for informal encounters, and possibly a session on a certain topic.

Decision

- The ECIU Executive Board decided to move the focus of ECIU meetings more clearly towards short, operational Steering Committee meetings that are well prepared, to Executive Board meetings with a focus on strategic decisions, a session on content, and informal opportunities

Actions:

- The Steering Committees to work between the meetings, e.g. with the help of virtual meetings, and to prepare reports and proposals to be ready four weeks before the meeting of the Executive Board at the latest.
- The ECIU Speaker and ECIU Secretary together with TU Dortmund University as host for the next meeting to develop the concept of ECIU Executive Board meetings further, according to the principles described above.

Up-date on ECIU Activities, Working Groups and Projects

7. ECIU Marketing and Communication

The ECIU Secretary gave a short report on the recent activities of the PR Group, and referred to the upcoming PR Group meeting in late November. Current communication issues like the Leadership Development Programme will be addressed in this meeting.

Decision:

- The ECIU Executive Board acknowledged the newly produced promotional material for ECIU.

Actions:

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

- The ECIU Marketing and Communications Group to work on communication measures for the LDP.

8. Additional activities

i) Innovative Teaching

The ECIU secretary informed the ECIU Executive Board that an initiative is currently underway with Margaret Mazzolini from Swinburne University of Technology to develop a proposal on how to reorganize the group.

Action:

- The ECIU secretary to work with Margaret Mazzolini on a proposal to reorganize the group.

ii) MODERN Project

The ECIU Secretary gave a short update on on-going activities. The next steering committee meeting had been postponed to January. It was therefore decided to look for a representative during the next weeks.

Action:

- The ECIU secretary to find a senior ECIU representative to join the MODERN project steering committee.

iii) PTU

Janerik Lundquist gave an update on current bi- and trilateral activities with Pyeongtaek University. He reported on the following seminars:

- A two-day seminar from LiU and TUHH on logistics
- A three-day seminar from LiU on leadership
- An upcoming three-day seminar from LiU and TUHH on logistics, especially port logistics
- An upcoming three-day seminar from LiU on entrepreneurship and incubators

The seminars given at PTU have went very well, the academics from ECIU member universities have been very appreciating for everything PTU offered them and all organizational issues have also been sorted out to their satisfaction.

The representatives of Tallinn University of Technology, who were present at the ECIU Executive Board meeting for the first time, gave a presentation on their university. More information can be found at <http://www.ttu.ee/en/home/>. The ECIU Speaker thanked them for the overview.

ECIU Core Areas

9. Student Mobility and the Graduate School – Feedback from the Steering Committee meeting

i) ECIU Graduate School: Update on activities

Sander Lotze reported on the recent developments within the ECIU Graduate School. Due to unforeseen developments, the University of Twente was unfortunately not in the position to coordinate the ECIU Graduate School in the way it was planned. The envisaged coordinator fell seriously ill, therefore the ECIU Graduate School did not make a lot of progress during the last months. At the moment, there are three Joint Master Programmes that are pending, three that are struggling with administrative obstacles, two that failed the Erasmus Mundus application, and three which are running fine but waiting for next development steps. No new activities have been initiated during the last months, and it has not been possible to involve new members in initiatives for the ECIU Graduate School. This experience clearly shows that in lack of a coordinator for the Graduate School, only little activity can be observed.

The Steering Committee discussed in its meeting the day earlier the question of a potential involvement of non-ECIU members to strengthen Erasmus Mundus applications. The Steering Committee suggested that this should be possible if the coordinator is still an ECIU member university, and the majority of institutions involved is made up of ECIU members. A joint degree would then still be considered part of the ECIU Graduate School. The ECIU Executive Board agreed.

Decision:

- The ECIU Executive Board decided that an Erasmus Mundus application for a joint degree that includes non-ECIU partners would still qualify as part of the ECIU Graduate School if the coordinator is still an ECIU member university, and the majority of institutions involved is made up of ECIU members.

ii) ECIU Graduate School Coordination – UAB proposal

Agenda item 9.2 was discussed in connection with agenda item 9.3.

iii) ECIU Graduate School Coordination – UTC proposal

Martin Morgeneyer and Mercedes Unzeta reported that an opportunity has arisen to combine the two proposals of UAB and UTC. They suggested to the ECIU Executive Board to implement a combined approach for the ECIU Graduate School: UTC is offering to pay for a part-time position of a senior person, Mr. Claude Moreau, for two years to support the development of the ECIU Graduate School. In addition, a person paid by ECIU would be appointed for a part-time position to act as the coordinator of the ECIU Graduate School. This person would be employed at UTC, and the responsibility for the ECIU Graduate School would therefore lay with UTC as well. UAB would offer their support and advice. This arrangement would be in place for two years. After that time, the progress of the Graduate School should be evaluated. It is planned to move the Graduate School coordination to UAB after these two years.

The ECIU Speaker welcomed the compromise and suggested raising the membership fee to enable ECIU to make an investment of € 25.000,00. This amount would be transferred to UTC to finance the Graduate School coordinator. UTC is planning to appoint a person by January 1 2011.

The ECIU Executive Board discussed the expected outcomes of this investment. It was emphasized that the ECIU has to define very clear milestones to evaluate the return of investment. The ECIU Executive Board generally agreed that the ECIU Graduate School is one of the most concrete successes of ECIU. It was pointed out that the experience of the last year, compared to the times when there was a Graduate School coordinator at TUHH, proved that currently a person is missing who helps the academic staff in developing joint programmes by assisting with the administrative burdens of putting together a programme or an application. Important tasks for the Graduate School coordinator also include the coordination of the suggested curriculum development team, assistance in the search for funding opportunities, and the support and integration of ECIU members who are new or not yet involved in joint degree programmes. The suggestion to combine the two proposals for the organization of the Graduate School was widely welcomed. The ECIU Executive Board decided that the suggested approach should be pursued, but that clear milestones have to be defined to evaluate the progress.

The ECIU Speaker thanked UTC for the major investment they are making, which will without doubt give a new push to the ECIU Graduate School.

Decisions:

- The ECIU Executive Board approved of the suggested combined approach for the organization of the ECIU Graduate School.
- The ECIU Executive Board decided to spend € 25.000,00 annually on the coordination of the ECIU Graduate School. For the next two years, this amount will be transferred to UTC.
- The ECIU Executive Board asked UTC and UAB to develop criteria and milestones to evaluate the progress of the ECIU Graduate School.

Actions:

- UTC to pursue the approach described above for the organization of the ECIU Graduate School.
- UTC to hire a part-time position coordinator for the Graduate School, paid by ECIU.
- UTC, together with UAB, to define criteria and milestones to evaluate the progress of the Graduate School; to be presented at the next Executive Board meeting.

iv) Report by the Student Mobility Group

Niall Stephen Power, local coordinator and new chair of the Student Mobility Group, reported on the meeting of the Student Mobility Group which took place in Nantes on September 14. The group was highly motivated. Although considerable progress has been made with regard to bilateral agreements, still a lot has to be done to promote student mobility. The Student Mobility Group lobbied the ECIU Executive Board to define at the Board meetings clear tasks for the Student Mobility Group.

Niall Power reported that the Student Mobility Group had a look at the Student Mobility Benchmarking Study and concluded that the instrument had too many flaws to use it

successfully in different national contexts. The Student Mobility Group therefore recommended to rather monitor student mobility by collecting basic numbers. However, it was suggested to collect data on as many forms of mobility as possible, including joint degrees, short stays, internships and summer schools. The ECIU Executive Board agreed.

In addition to this, the ECIU Executive Board asked the Student Mobility Group engage more actively in the development of structured forms of exchange. It was agreed that the University of Twente will send a proposal to the student Mobility Group to look into possibilities to develop structured forms of mobility. The Student Mobility Group was asked to report back to the Executive Board at the next meeting.

It was also pointed out that the Student Mobility Group is an important resource for input for consultations or position papers on EU policy regarding mobility. The ECIU Executive Board confirmed that it expects the Student Mobility Group to get involved with relevant consultation processes, for example on the “Youth on the Move” initiative.

Martin Morgeneyer used the opportunity and thanked Karin Paardenkooper for her highly motivated engagement as chair for the Student Mobility Group during the last three years.

Decisions:

- The ECIU Executive Board asked the Student Mobility Group to provide data on all types of student mobility between ECIU member universities.
- The ECIU Executive Board asked the Student Mobility Group together with the University of Twente to develop a suggestion on how to set up structured exchange forms between ECIU members.
- The ECIU Executive Board asked the Student Mobility Group to contribute to relevant consultation processes in EU policy.

Actions:

- The Student Mobility Group to collect data on all kinds of student mobility between ECIU members, and to report back at the next meeting of the Executive Board.
- The University of Twente to develop a proposal for structured mobility forms, and to further develop it with the Student Mobility group.
- The Student Mobility Group to work with the EU working group on relevant consultation processes.

v) Bilateral agreements

Niall Power reported that quite some progress has been made with bilateral agreements between ECIU member institutions. The Student Mobility Group will continue its efforts to put in place exchange agreements between all members.

Decision:

- The ECIU Executive Board approved of the Student Mobility Group to continue their efforts to put in place bilateral exchange agreements between all ECIU members.

Action:

- The Student Mobility Group to ensure that bilateral exchange agreements will be in place with all other ECIU members.

vi) Consortium agreement on student mobility

Martin Morgeneyer presented the consortium agreement, which had been circulated prior to the meeting. The ECIU Executive Board discussed the content and objectives of the consortium agreement. It was pointed out that the consortium agreement leaves a lot of room to reflect local situations, for example with regard to the problem of imbalances with some partners. The consortium agreement is not meant to be an obligation to engage in mobility at all levels (BA, MA, PhD), but rather an invitation to look at all possible models of mobility to engage in exchange. While the consortium agreement is clearly symbolic, it shows an effort to intensify the relations between ECIU member institutions through student mobility.

The consortium agreement was signed by Aalborg University, the Universitat Autònoma de Barcelona, the Université de Technologie de Compiègne, the Technical University of Lodz, and the University of Twente. ECIU member institutions that have not yet signed the agreement are encouraged to consider the circumstances and are encouraged to sign the consortium agreement at the next Executive Board meeting as well.

Decision:

- The ECIU Executive Board supports the consortium agreement on student mobility presented by Martin Morgeneyer, and encouraged the ECIU members to sign it.

Action:

- The Student Mobility Group to lobby for the signing of the consortium agreement.

vii) Project Proposal: Student Summer / Winter School

Benjamin Ziepert presented the general proposal for the summer school for students, to be organized by the Student Wing. It was pointed out that the Steering Committee already had made a couple of comments on the proposal, and that the Student Wing will adjust the proposal accordingly. The proposal will have to be discussed once again at the next meeting of the Executive Board.

The ECIU Executive Board pointed out that it is very important to communicate the timeline for the summer school as soon as possible. The ECIU members still have an interest in sending staff to contribute to the summer school. To make this possible, the dates need to be known about a year before. The Student Wing was therefore asked to continue the work on the organizational issues for the summer school, but to keep in mind that a final decision on the realization of the summer school by the Executive Board can only be given at the next meeting in April.

Decisions:

- The ECIU Executive Board asked the Student Wing to adjust the proposal and to hand it in for a final decision at the Executive Board meeting in April 2011.
- The ECIU Executive Board asked the Student Wing to start working on the organizational issues as soon as possible.

Actions:

- The Student Wing to continue its work on organizational issues of the summer school, and to circulate a timeline as soon as possible.

- The Student Wing to adjust the general proposal according to the comments from the Steering Committee meeting, and to hand it in prior to the next Executive Board meeting for a final decision.

viii) Student Wing activities: Welcome package

Benjamin Ziepert presented the suggested welcome packages for students on ECIU exchange. The ECIU Executive Board welcomed the initiative.

Decision:

- The ECIU Executive Board approved of the Student Wing welcome package.

Actions:

- The Student Wing to produce the welcome package as suggested.

ix) Student Wing Year Plan and Budget

Benjamin Ziepert presented the suggested year plan and budget of the Student Wing. The ECIU Executive Board discussed the number of activities and level of ambition critically. It was pointed out that there was a perceived lack both of prioritization and of defined outcomes. There was a feeling that the Student Wing has to be safeguarded from expectations too high. The ECIU Executive Board emphasized that instead of starting too many different activities, it would be considered more important to build up a sustainable profile and structure for the Student Wing, which will ensure the existence of the organisation over the years to come. The ECIU Executive Board agreed that the Speaker and the Secretary should work together with the Student Wing Board on focusing the activities.

Decision:

- The ECIU Executive Board asked the Student Wing to prioritize its activities and build up a sustainable structure for the future.

Actions:

- The Student Wing Board to meet with the ECIU Speaker and the ECIU Secretary to discuss and decide on next steps.

10. Human Resource Development – Feedback from the Steering Committee meeting

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 in the four areas Training, Communication, Sharing Experience and Best Practise, and Mobility.

i) Leadership Development Programme

Peter Plenge reported that the Leadership Development Programmes was generally running fine, but that the number of participants for the upcoming run of the programme is rather low at the moment. ECIU members were encouraged to make the opportunities of the programme more visible within their institutions, to promote it, and to make sure that there is a commitment among the participants to complete the programme.

The first seminar of the 2010 / 2011 run of the LDP has been postponed to give more staff members the opportunity to sign up for the programme. The registration deadline is now January 1 2011. Because of the security issues in the Northern part of Mexico, the first seminar will not take place in Monterrey, but at the Querétaro campus of the Tecnológico de Monterrey to address concerns about safety among participants. The city is located in the center of Mexico, a two and half hour bus trip from Mexico City.

The schedule for the 2011 run of the LDP is now:

- Seminar 1: Tecnológico de Monterrey, Querétaro, Mexico 2 – 4 March 2011 (A culture program will be organized on Monday 28 February and Tuesday 1 March 2011 in Mexico. This 2-day cultural program is an optional addition to the ECIU program but participants may want to reserve these extra dates in their agenda)
- Seminar 2: Aalborg University, Aalborg, Denmark 11 – 14 May 2011
- Seminar 3: University of Twente, Enschede, Netherlands 28 – 30 June & 1 July 2011

A LinkedIn Group for LDP alumni has been established, and can now be used for circulating newsletters (ECIU, CHEPS, Strathclyde Business School, etc.). The organisers of the LDP are asked to update the LinkedIn Group annually with information on the next cohort of LDP participants and projects.

Decision:

- The members of the ECIU Executive Board confirmed their commitment to the Leadership Development Programme.

Actions:

- The ECIU members to promote the participation in the Leadership Development programme as an opportunity for human resource development, supported by ECIU.
- The PR Group to assist in communicating the LDP by reviewing the online and print material available, and by supporting the existing LinkedIn Group .
- Reports of the LDP to be put online at a virtual repository.
- The LDP organizers and the ECIU Secretary to stimulate the use of the LDP alumni LinkedIn Group.

ii) Innovative didactics programme

Peter Plenge reported that Aalborg University is offering to develop a PBL Learning Programme on the AAU PBL model for ECIU to offer an opportunity for ECIU members to learn from each other on issues of innovative didactics. AAU will send a description of the suggested content of the programme and an invitation to join the planning group. The ECIU Executive Board welcomed the proposal.

Decision:

- The ECIU Executive Board welcomed the initiative to develop a PBL Learning Programme.

Action:

- Aalborg University to develop a proposal for an “Innovative didactics / PBL Learning Programme”

iii) Project proposal UAB: Exchange of Postdocs

Marta Vilalta reported that a number of clarifications are necessary to be made on the current proposal. UAB will provide a presentation paper on the draft agreement. The Steering Committee will work during the next months on it, and provide a proposal to be decided on at the next Executive Board meeting. Each institution will decide individually if they are interested in participating.

Decision:

- The ECIU Executive Board approved of the suggestions as described above.

Actions:

- UAB to develop a presentation paper for an ECIU exchange of Postdocs, and to circulate it to the Steering Committee members.
- The Steering Committee to prepare a proposal for the next Executive Board meeting.

iv) Additional activities / next steps

Peter Plenge reported that the Steering Committee suggests a number of additional activities in the area of Human Resource development:

- PhD courses for PhDs and young researchers from all ECIU universities. The focus of the programme would be on the subjects that all PhDs have to learn (IPR, presentation skills, project management,...). AAU will prepare a proposal for a 3-day course for the next Executive Board meeting.
- The HR managers' network has started a LinkedIn group and will be used as a test bed for the scope of communication via social media.
- A network for EU funding officers. The Steering Committee encourages the establishment of such a working group join forces in order to become more successful in application writing, both as individual institutions and as a consortium.
- A network for career offices. AAU is willing to take the lead and will send an invitation to the first meeting.

Peter Plenge also referred to the paper on EU pension schemes that has been circulated by Peter van der Hijden from DG Research. Peter van der Hijden had explicitly asked for feedback on this paper. The paper will be forwarded to the HR managers group and they will be asked to formulate a position on this paper.

The ECIU Executive Board welcomed the initiatives that are considered to be helpful in pooling the experience available at ECIU member institutions, and to further develop the ECIU identity.

Decision:

- The ECIU Executive Board welcomed the suggestions as described above.

Actions:

- AAU to draft a proposal for a 3-day course for young researchers in time for the next Executive Board meeting.
- The Steering Committee to encourage the establishment of a working group of EU funding officers and career offices.

- The HR managers working group to look at the paper on EU pension schemes and possibly formulate a position.
- The ECIU Speaker and the ECIU Secretary together with TU Dortmund University as the host of the next Executive Board meeting to explore possibilities to arrange a meeting on EU funding at the Dortmund meeting.

11. Knowledge Triangle – Feedback from the Steering Committee meeting

Antonio Pita, chair of the Steering Committee Knowledge Triangle, reported on the discussions the Steering Committee had the day before.

i) Working group “Sustainable Campus”

Antonio Pita reported that the working group “Sustainable Campus” was developing well, and that a first meeting was planned for December 6 – 8 in Zurich. The meeting has the objective to review the objectives and strategy of the working group as well as to review the present status and initiatives at each one of the ECIU's campuses that are part of the working group. The meeting will also include a presentation with a representative of the International Sustainable Campus Initiative ISCN that was started at the ETH Zurich in 2004.

The ECIU Executive Board welcomed the development of the working group and encouraged further activities.

Action:

- The Sustainable Campus working group to proceed with their activities and to hand in a report in time for the next Executive Board meeting.

ii) Report by the workgroup “Tech Trans” / Structure of Technology Transfer

Antonio Pita reported on the meeting of the working group “Tech Trans” and the discussions the group is engaged in. The ECIU Executive Board welcomed the development of the working group and encouraged further activities.

iii) Business plan competition for students

Benjamin Ziepert reported that the Student Wing had considered the organisation of a business plan competition for students, and had collected input from staff that has experience with this kind of events. Issues that arose were the question if students would actually be interested in participating and the question if universities would be willing to support students financially to do so. It became clear that existing initiatives like the “Create Tomorrow”-event at the University of Twente could be opened up for ECIU students to collect experiences.

The ECIU Executive Board pointed out that most ECIU universities offer similar kinds of events, and asked the Student Wing to start working with these existing initiatives to address the issues mentioned above.

Decision:

- The ECIU Executive Board asked the Student Wing to make an inventory of existing business plan competitions and similar events for students, to collect information on the level of interest among students, and to find out about the willingness among EIU universities to fund students to participate.

Action:

- The Student Wing to make an inventory of existing business plan competitions and similar events for students, to collect information on the level of interest among students, and to find out about the willingness among EIU universities to fund students to participate.

12. EU Activities: Focus areas – Feedback from the Steering Committee meeting

Anne Flierman, chair of the Steering Committee EU Policy referred to the EU policy meeting on the day before, and reported on the discussions the Steering Committee had had.

i) ECIU EU policy event in Brussels

The ECIU Speaker concluded that the EU policy meeting has been very successful in attracting relevant representatives from the European Commission and the European Parliament. The discussions have been extremely interesting, and proved that there is a high interest among both the European Commission and the European Parliament to engage in an exchange of experiences and to receive input from those stakeholders that are ultimately affected by EU policy. With this event, ECIU has succeeded in drawing attention to the consortium. Now, the ECIU has to keep up the pace and follow up on the developments. It is therefore very important that ECIU member universities commit themselves to dedicate resources and personnel for the upcoming activities. The EU working group needs support and input to carry forward the process of developing the EU policy expertise of ECIU.

Decisions:

- The ECIU Executive Board acknowledged the success of the EU policy meeting.
- The members of the ECIU Executive Board confirmed their commitment to the activities of the EU working group.

ii) Proceedings of the ECIU EU policy meeting in Brussels

Anne Flierman suggested that the next step to follow up on the EU policy meeting will be the finalization of the position paper on the Flagship Initiative Innovation Union. For this, the ECIU Secretary will ask the ECIU members to submit short descriptions of innovative practices at their institutions that can be included in the position paper. A personal meeting between Judith Merkies from the European Parliament, Anne Flierman and David Gani will be organized in due time to continue the discussion on the Innovation Union.

Decision:

- The ECIU Executive Board welcomed the suggested next steps to follow up on the EU policy meeting.

Actions:

- The EU working group to finalize the position paper on the Flagship Initiative Innovation Union, and to circulate it to ECIU members.
- The ECIU secretary to collect case studies on innovative practices.
- The EU working group to organize a meeting between Judith Merkies, Anne Flierman, and David Gani to present the position paper.

iii) Upcoming policy and consultation processes

In the medium term, the EU working group will develop a working plan for the next year that includes an overview over the upcoming policy initiatives and consultation processes that are relevant for ECIU (including “Youth on the Move”, “Modernisation of Higher Education”).

Decision:

- The ECIU Executive Board agreed on the suggested activities.

Actions:

- Rolf Vermeij to produce an overview over upcoming initiatives and consultation processes relevant for ECIU.
- The EU working group and the ECIU secretary together with the Scotland Europa office to develop a working plan for 2011.
- The Student Mobility Group together with the EU Working Group is encouraged to prepare a contribution on the “Youth on the Move” initiative.
- The EU Working Group is encouraged to prepare a contribution on the “Modernisation of Higher Education” initiative.
- The HR Managers working group together with the EU Working Group is encouraged to prepare a contribution on the paper on EU pension schemes.

iv) University – Business Forum

Anne Flierman reported that the University of Twente is interested in hosting the University – Business Forum in fall 2011, in the context of the 50th anniversary of the university. This would offer ECIU the opportunity to play a major role both in organizing and in contributing to the content of the event. The suggestion has already been indicated to the person responsible for the organization of the University – Business Forum at the European Commission, DG EAC, and was received favourably. Anne Flierman suggested to continue the discussions with DG EAC on the possibilities of hosting the University – Business Forum, and to produce a shortlist of potential topics for the focus area of the event.

Decision:

- The ECIU Executive Board welcomed the initiative and agreed on the suggested next steps.

Actions:

- The EU working group and the University of Twente to lobby for hosting the University – Business Forum in November 2011.
- The EU working group to draft a shortlist of potential topics for the University – Business Forum.

Organisational issues - II

13. Finances: Final Budget 2011

The ECIU Speaker referred to the suggested budget for 2011 and concluded that the ECIU Executive Board had decided on additional spending for the coordination of the ECIU Graduate School of € 25.000,00. It is therefore suggested to raise the ECIU membership fee according to the proposal on page 39 in the meeting materials. All representatives of ECIU member institutions approved of the proposal.

The ECIU Speaker suggested changing the suggested budget for 2011 as follows (see annex):

- Increase the annual ECIU membership fee to € 11.000,00 for full members and to € 5.500,00 for associate partners.
- Include the asset of € 25.000,00 as spending for the coordination of the ECIU Graduate School.
- Reduce the spending for PR and Communication to € 3.500,00.
- Increase the asset for Contingencies to € 7.000,00 to give room to arrange follow-up meetings in Brussels.

Decision:

- The ECIU Executive Board approved of the increase in membership fees, and of the suggested changes in the 2011 budget as described above.

Action:

- The ECIU treasury to raise ECIU membership fee for 2011

14. Miscellaneous

i) Research Inventories

Sander Lotze reported that the process of prioritizing the list of unique research facilities at ECIU member institutions is well under way, and should be finalized in time for the next Executive Board meeting.

ii) Invitation of additional members

Anne Flierman reported that the discussion process with potential new members to ECIU continues. The Executive Board will be informed about any concrete results as soon as they are achieved.

iii) Upcoming Board meetings

The next Executive Board meeting will take place from April 13 – 15 at TU Dortmund University. Ursula Gather cordially invited the ECIU member universities to this event.

Stanislaw Bielecki offered that the Technical University of Lodz would host the spring 2012 meeting, and invited the ECIU member universities.

15. Concluding remarks

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

Bettina Burger, November 19 2010

Annex: Revised budget 2011

BUDGET 2011

Capital asset: Surplus from 2010 (€):

106.776,82 (1)

Expected income

Membership fees	137.500,00
AAU	11.000,00
UA	11.000,00
UAB	11.000,00
UTC	11.000,00
TU Do	11.000,00
TUHH	11.000,00
LiU	11.000,00
TUL	11.000,00
UoS	11.000,00
TUT	11.000,00
UT	11.000,00
SUT	5.500,00
ITESM	5.500,00
SFedU	5.500,00

Expected expenditure

Fixed expenditure

ECIU management fee	55.000,00
EGS Graduate School Coordination	25.000,00

Envisaged expenditure

ECIU Student Wing activities	8.000,00
Student Workshop 2011	10.000,00
ECIU Leadership Development	10.000,00
Brussels representation	15.000,00
European Commission meetings	2.000,00
ECIU PR & Marketing	3.500,00
ECIU contingencies	7.000,00

Budgeted costs

Income in total

137.500,00

Expenses in total

135.500,00

Income **137.500,00**

Expenses **135.500,00**

Balance **2.000,00**

Notes:

(1) Not clear yet, depends on the final accounts 2010