

EUA Annual Report

2001

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***The activities report refers to activities started by the two associations that have merged to constitute EUA: CRE, the Association of European Universities, and the Confederation of EU Rectors' Conferences.**

Board and Council Members

Board

Prof. Eric Froment, President (Ancien Président Université Lumière Lyon 2)
Prof. Lucy Smith, Vice-President (Former Rector Universitetet i Oslo)
Prof. Georg Winckler*, Vice-President (Rector Universität Wien)
Prof. Jaak Aaviksoo (Rector University of Tartu)
Prof. Roderick Floud* (Provost London Guildhall University)
Prof. Andrei Marga (Rector Babes-Bolyai University, Cluj-Napoca)
Prof. André Oosterlinck (Rector Katholieke Universiteit Leuven)
Prof. Carles Solà (Rector Universitat Autònoma de Barcelona)
Prof. Luc Weber (Ancien Recteur Université de Genève)

Council

1. Board

2. Representatives of the collective full members (as of 18 January 2002)

Austria	Prof. Georg Winckler* (Rector Universität Wien)
Belgium	Prof. Pierre De Maret* (Recteur Université Libre de Bruxelles) Prof. Francis Van Loon* (Rector Universiteit Antwerpen)
Bulgaria	Prof. Kamen Velev* (Rector University of Chemical Technology and Metallurgy, Sofia)
Croatia	Prof. Daniel Rukavina* (Rector University of Rijeka)
Czech Republic	Prof. Ivan Wilhelm* (Rector Charles University, Praha)
Denmark	Prof. Henrik Toft Jensen* (Rector Roskilde Universitetscenter)
Estonia	Prof. Peep Lassmann* (Rector Estonian Academy of Music, Tallinn)
Finland	Prof. Paavo Uronen* (Rector Helsinki University of Technology)
France	Prof. Bernard Belloc* (Président Université Toulouse 1)
Germany	Prof. Klaus Landfried* (President HRK, Bonn)
Greece	Prof. Olympia Tziampiri (Vice-Rector Aristotle University of Thessaloniki)
Hungary	Prof. Zoltan Gaál* (Rector University of Veszprém)
Iceland	Prof. Pall Skulason* (Rector University of Iceland Reykjavik)
Ireland	Dr Roger Downer* (President University of Limerick)
Italy	Prof. Luciano Modica* (Rector Università di Pisa)
Latvia	Prof. Janis Vetra* (Rector Medical Academy of Latvia, Riga)
Lithuania	Prof. Juozas Antanavicius* (Rector Lithuanian Academy of Music, Vilnius)
Luxemburg	Prof. Prosper Schroeder (Président Institut Supérieur de Technologie, Luxembourg)
Netherlands	Mr Ed. D'Hondt* (Chairman VSNU, Utrecht)
Norway	Prof. Kirsti Koch Christensen* (Rector Universitetet i Bergen)
Poland	Prof. Jerzy Woznicki* (Rector Warsaw University of Technology)
Portugal	Prof. Adriano Pimpão* (Rector Universidade do Algarve, Faro)
Romania	Prof. Sergiu Chiriacescu* (Rector Transilvania University of Brasov)
Slovak Republic	Prof. Ferdinand Devinsky (Rector Comenius University in Bratislava)
Slovenia	Prof. Ludvik Toplak* (Rector University of Maribor)
Spain	Prof. Saturnino de la Plaza Perez* (Rector Universidad Politécnica de Madrid)
Sweden	Prof. Christina Ullenius* (Rector Karlstad University)
Switzerland	Prof. Jean-Marc Rapp (Recteur Université de Lausanne)
Turkey	Prof. Kemal Gürüz* (President YÖK, Ankara)
United Kingdom	Prof. Peter Scott (Vice-Chancellor Kingston University)
Yugoslavia	Prof. Marija Bogdanovic* (Rector University of Belgrade)

* President, Rectors' Conference

Foreword from the President

The objective was clear: EUA should bring together the strengths of both the Confederation of EU Rectors' Conferences and the CRE, in order to ensure that European universities have a stronger voice and more visible presence throughout Europe and the rest of the world.

Despite early scepticism surrounding this merger, EUA has succeeded over a short period of time in affirming itself as a new association, distinct from its predecessors, capable of setting clear priorities, and much in demand at both European and international levels.

More than 60 new individual members from across Europe have thus joined EUA since April 2001, showing their wish to participate in the building up of a strong organisation.

This consolidation is also due to the exceptional support received from the 32 national conferences which form the EUA Council, the shared commitment of the Board members, and the hard work of the Secretariat. As a result, the Council adopted in September 2001 the EUA action plan for 2002-2003 and a policy document on the thorny issue of quality assurance.

This active and credible start for EUA should not let us forget that much still remains to be done over the next two years. Work must be guided by three main principles:

1. Created in Salamanca at the first Convention of European higher education institutions, **EUA must encourage its member institutions to respect the message which they formulated at this event, and which contains two key words: Autonomy and Quality.**

We are all aware that autonomy can only be defended by an enhanced understanding, fully shared within each institution, of responsibility and quality. This is an ongoing challenge which we consider to be a priority and have therefore put at the centre of our Conference in Roskilde in April 2002.

2. **EUA must constantly anticipate changes and help shape events, rather than simply react**

to external elements. During the summer of 2001 we therefore developed a joint declaration with our North American partners on the GATS proposals, underlining the dangers of leaving this issue only to governmental economic and trade representatives, and the absolute necessity of ensuring that our members are consulted.

For this reason also, 18 months before the Berlin conference, we have already confirmed that in May 2003 we will organise in Graz the second Convention of European higher education institutions, with four central themes:

- once again, the need for a quality culture within institutions
- the need to link the Bologna Process and the European Research Area
- the role of the European Higher Education Area in a globalised world
- the special attention needed by the institutions, the universities, which must carry through this work.

3. EUA must show that co-operation is important while accepting that improvement may also be reached through competition. Therefore, we have succeeded in convincing the European Commission to finance two pilot projects rewarding innovative networks and facilitating the exchange of good practice in the fields of quality assurance and joint Masters' degrees.

* * *

EUA must be ambitious in the interest of its own members. It can afford to be so, since the successful construction of the European Higher Education and Research Area, to which we are determined to contribute, will be a source of respect and strength around the world. This will be all the more true if we succeed in ensuring that both the need for efficiency and the public interest are combined.

EUA must be ambitious because its member universities are the places where the future professional members of European society are being trained, and as such are central partners in the development of Europe itself.

Eric Froment

EUA mission and strategy

Mission and policy statement

The European University Association, as the representative organisation of both the European universities and the national rectors' conferences, is the main voice of the higher education community in Europe.

EUA's mission is to promote the development of a coherent system of European higher education and research, through active support and guidance to its members as autonomous institutions in their development of the quality of teaching, learning and research and in enhancing their contributions to society.

With reference to its aims, as contained in the Articles of Association, and to its Salamanca Message of March 2001, EUA focuses its policies and service to members on the creation of a European Area for Higher Education and Research.

Strategy and objectives

In order to support this mission, EUA's strategy and objectives are to develop consensus on:

- a European higher education and research identity based on the shared values of institutional autonomy, education as a social good and research as the foundation for learning;
- the compatibility of European higher education structures through commonly accepted norms (as expressed in the organisation of institutions and in their capacity to share a flexible qualifications framework) in order to consolidate the role of higher education in the knowledge society, be it in terms of innovation or dissemination;
- convergence of a European higher education area and the cohesion of research networks to strengthen further the sector's attractiveness to stakeholders in Europe and beyond.

Approach

The range of EUA activities and services to members, both individual and collective, can be grouped into two categories:

Working together

EUA draws its expertise from its members and from key partner organisations. Since the strengthening of the European higher education community calls for shared norms and converging practice, the EUA is uniquely placed to facilitate mutual learning and support among its members through:

- meetings to inform members of European trends in higher education and research;
- studies and publications to analyse trends in European convergence and to highlight shared practices;
- consultancy to support institutions in developing and optimising their European profile.

Advocacy on behalf of members

- at European level to promote common policies;
- at international level to increase the visibility of European higher education and to prepare its members for future global trends.

Service to members

EUA continues the programmes of institutional development started by CRE, in particular in the field of quality because it is a good way to test and validate, with members, the impact of general policies discussed at European level. These are the Institutional Review Programme, the Internationalisation Quality Review and the ICT Formative Review as well as the Management Seminar (cf. pp 9 – 12). They are offered on a fee-basis.

To extend the range of programmes of direct interest to institutional development, EUA is negotiating European financial support for two programmes linked to the implementation of the Bologna Process: the Joint Degrees and the Quality Culture programmes. Both will result in best practices that should be useful to all of EUA's individual members.

Report of the Board

Background

2001 was the first year in the life of the European University Association created by the merger of CRE, the Association of European Universities, and of the Confederation of EU Rectors' Conferences. Constituted on 31 March 2001 in Salamanca, EUA had to combine the inheritance of a past of interuniversity co-operation, going back to the 1950's with the development of a new identity that could meet adequately the varied needs of higher education and research institutions at a time of growing commitment to the creation, by 2010, of a Higher Education Area in wider Europe.

Elected by the constitutive Assembly, the Board appointed Lucy Smith and Georg Winckler as Vice-Presidents of the Association while President Eric Froment agreed to take up his function on an executive part-time basis, thus monitoring the merger operations and controlling the finances as the de facto treasurer of the organisation. This presidential structure was considered appropriate at a time of rapid change, that requires the EUA to develop its own profile as a key partner for determining the intellectual and scientific future of Europe as a region.

The risk was to have operational urgency take over from strategic development. To achieve both administrative efficiency and ambitious growth – although with restricted resources – the Board took a pro-active role in the definition of the goals and deadlines to be met in order to serve EUA members and Council. That internal challenge had to be faced while, outside, governments, students and the media were more and more involved in the changes engineered by the Bologna Declaration signed in June 1999 by Education Ministers from 29 countries in Europe.

Activities

The Board met eight times to prepare three sessions of the Council. In May, the Council – the collective members of the Association representing 32 national organisations of

universities – had its constitutive session in Prague and decided to ground EUA action in the **Salamanca Message**. This message was presented by Eric Froment, on behalf of the universities of Europe, at the Summit of Education Ministers convened by President Vaclav Havel to take stock of the first two years of the Bologna Process: quality, autonomy would be the aims towards which EUA members should converge. In September, the Council met in Dubrovnik and approved action guidelines for the institutional development of European higher education and research, a document which all members, individual and collective, were asked to comment while indicating areas for potential commitment. In January, the Council endorsed in Vienna a two-year work programme outlining priority action-research and advocacy projects, the results of which would base EUA's position to be developed at the Graz Convention and presented at the next Summit of Education Ministers in September 2003 in Berlin.

These plans of European convergence in institutional development were presented to members – through attendance of the President, Board members or the Secretariat at regional and national rectors' conferences or European academic consortia, as well as to partners interested in the social role of higher education and research in the region. That assertion of EUA's presence, the voice of higher education in Europe, prompted 60 institutions to ask for membership.

Indeed, EUA is fully involved in the discussions steering the development of the **European Higher Education Area** – participation in the Bologna follow-up groups and contribution to conferences sustaining the convergence process. The Association has received the support of Viviane Reding, the EU Commissioner for Education and Culture, to research and facilitate the convergence process asked for by the Bologna Declaration. Thus, EUA agreed to monitor the implementation of ECTS in the hundreds of institutions supported by the SOCRATES programme. It also asked for support to foster quality culture development in

institutions of higher learning; to compare practice in the setting up of European joint degrees, particularly at Masters' level; and to prepare the third report to Ministers monitoring the growing coherence of European learning structures.

EUA also established contact with Philippe Busquin, the EU Commissioner for Research, to define the contribution of universities to the **European Research Area**, paying particular attention to the humanities and social sciences through policy development and concrete project activities. The Council has set up a Working Group to support this commitment to innovation.

While autonomy is assessed by the Magna Charta Observatory on University fundamental rights and values, a joint venture of the University of Bologna and EUA – which seconds staff to the Observatory's secretariat – the theme of quality and its management proved central to EUA direct **services** to members: management seminars were held in French at Grenoble and in Hong Kong in English, with the support of OECD, and the seven year old institutional evaluation programme, in the academic year 2001/2002, reviewed 16 universities in Europe – as well as two in Peru and South Africa. This practical experience substantiated the Policy paper on quality in higher education approved by the Council in September and grounded EUA's contribution to the Steering committee of ENQA, the European network of quality agencies. Institutional development was also the key to EUA's action in Southeastern Europe, where the Association is strongly committed to the reintegration into the European academic community of universities that have suffered from political turmoil in the area. As all members are challenged by new developments – their use of information and communication technologies or their outreach to new clienteles of lifelong learners – EUA, in 2001, supported the launch of the Nineveh knowledge base on ICT development, and coordinated the universities' contribution to the EU consultancy procedure on lifelong learning.

The opportunities and threats of **globalisation** have been the focus of EUA links to sister institutions in other parts of the world. The 7th session of the Transatlantic dialogue co-sponsored with the American Council of Education was held in Quebec in June and the 1st session of the Euro-Asian dialogue in Bangkok in July – in partnership with the Association of Universities of Asia Pacific. The changed character of international co-operation induced by the commercialisation of higher education services was also discussed with Canadian and US partner organisations with which, in September, EUA signed a declaration on the risks of an extension to higher education – a public good – of the General Agreement on Trade in Services (GATS).

The extent of these programmes¹, encompassing ongoing and new activities, justified changes in EUA **operations**, the Brussels office hiring new staff to steer EU-related activities, the Geneva secretariat focusing more on service to individual member institutions. The reorganisation, together with extra costs linked to the merging of two associations, and with disruptions in world financial markets, has led to increased expenditures and lower income from the Association investment portfolio. Despite the 10 per cent increase of members and significant support of the French and Swiss authorities, this has meant an important and exceptional deficit that will draw substantially on the reserves.

Impact

The association has reached high visibility in a few months. To strengthen its credibility – as expressed by its manifold activities – EUA needs to reach a critical mass which is more than the sum of its founding organisations. This implies an even larger membership, an even wider support from partner institutions and an even stronger commitment of the members so that the association can reinforce the interactive role of higher education in the intellectual, cultural and scientific integration of Europe.

¹ For detailed information on projects and programmes, see below.

EUA and the European Higher Education Area

Background

Since the Sorbonne conference of May 1998, the national governments of Europe have been working together in an increasingly systematic and explicit way to put in place the framework for a European Higher Education Area (EHEA). EUA welcomes this trend and is actively encouraging such a European convergence process among its members. Building on EUA's own activities, the EUA Board and Council have made the Europeanisation of higher education and research a central element in EUA's strategy for the period 2001-2003.

Activities

- EUA is a member of the Bologna follow-up group, comprising ministerial representatives of all countries in the convergence process, and of the smaller Berlin 2003 preparatory group, working on the next key steps of the convergence process. During 2001, these groups met regularly during both the Swedish and Belgian EU Presidencies. These meetings are continuing during 2002.
- With the Conference of Spanish University Rectors, CRE and the Confederation, EUA's parent organisations, organised the Convention of European higher education institutions on 29-30 March 2001 at the University of Salamanca. EUA's Salamanca Message outlined the main principles and key issues which, from our perspective, are priorities in the creation of the EHEA.
- The Salamanca Message was presented formally to the Ministers of Education in Prague on 18-19 May 2001. The EUA Board and Council were present in Prague and contributed to the Ministers' meeting. All relevant documents from these meetings are available on the EUA website and in the first issue of the new EUA series Thema, published in January 2002.
- EUA also played a central role in the preparation of the Trends in Learning Structures in Higher Education (II) report, presented in Salamanca and Prague and widely distributed.
- EUA is encouraging the participation of the countries of South East Europe, where many universities and partners are interested in joining the Bologna Process.
- Issues important for EUA in the EHEA, such as quality, ECTS, mobility, and the creation of European degrees, are included in EUA's guidelines for action. Projects in these areas are already underway (see this report) or planned for 2002.
- EUA is working closely with the National Unions of Students in Europe (ESIB) to identify areas for joint action in the EHEA.

Impact

- During 2001, EUA responded to invitations from many of its members, both individual and collective, to participate in discussions and present its position on the creation of the European Higher Education Area.
- Presentations were also made at the meetings and assemblies of many other higher education groups and networks, including EURASHE and ACU.
- The ongoing participation of higher education institutions, now represented by EUA, in the creation of the EHEA was welcomed by Ministers in Prague. EUA's role in the process is fully accepted and our challenge now is to ensure that the universities themselves are full participants.

Future prospects

- EUA has negotiated major projects with the European Commission for reinforcing priority EHEA issues in European universities during the coming years. These projects – in particular one on Joint Degrees at master's level – are being launched during 2002.
- EUA, together with the Swiss Confederation, are jointly organising a conference on ECTS in the official Bologna Process calendar, to be held at the Swiss Federal Institute of Technology, Zurich, on 11-12 October 2002.
- EUA is now planning the Convention of European higher education institutions, which will be hosted by the three universities in Graz, Austria, on 30-31 May 2003, to prepare our contribution to the next Ministers' Conference in Berlin on 18-19 September 2003.

EUA and the European Research Area

Background

Based on an invitation from the EUA President, collective EUA members appointed representatives to the EUA Research working group (WG), chaired by Prof. Luc Weber, member of the EUA Board. The work of the group follows the policy outlines of the EUA Strategy and Guidelines for Action 2001-2003. The main aims of the EUA Research WG are to monitor developments in relation to the European Research Area (ERA), the future 6th Framework Programme (FP6), and the links between the ERA and the European Higher Education Area. The WG also informs all EUA members on ERA and related issues, initiates projects in areas of specific interest to members, and provides examples of good practice.

Activities

- The EUA's first annual Conference which was held in Dubrovnik on 28/29 September concentrated on the theme of knowledge transfer. The results of this Conference are being fed into the work programme of the research WG for 2002.
- The EUA Research WG met twice, on 19 October and on 19 December 2001, to discuss its work programme and to take action in relation to the EU level discussions concerning FP6. Two statements have been produced, the first on the Rules for Participation and Dissemination in FP6, and the second on the amendments to the Framework Programme from the European Parliament. Both statements were addressed to the Council of EU Research Ministers and are available on both the EUA website and the CORDIS websites.
- At its second meeting in December, the WG agreed to launch three task forces on: university-industry relations, including the question of intellectual property rights (IPR) where the Commission has also included an EUA expert as a member of their own IPR expert group; innovative financing measures for university research, as a joint initiative with DG Research; and mobility.

- The EUA President and the WG chairman met with Commissioner Busquin in June and December 2001, and EUA representatives have been invited to a wide range of conferences, seminars and workshops arranged by the Directorate-General for Research. Contacts with high-level officials have been extended, and will be reflected in the form of joint activities for 2002. Contacts have also been established with the European Research Advisory Board (EURAB) in order to ensure mutual information and co-operation on issues of common concern.
- On 29-30 November the EUA organised an exploratory workshop supported by DG Research on the development of social sciences in the accession countries. On this basis the EUA has submitted a project application to DG Research to map social sciences throughout the ERA and to strengthen co-operation in social science research between European universities.

Impact

The EUA is increasingly being accepted as a partner in research policy and practice at European level. Growing co-operation with DG Research, as demonstrated by participation in meetings and conferences, expert groups and projects provide clear indications of this.

The EUA Statements in 2001 were forwarded to Research Ministers by rectors' conferences, thus also contributing to raising awareness among EUA members of the implications of FP6 and, in a broader perspective, the ERA.

Future prospects

The Research WG has adopted an intensive work programme for 2002 that includes monitoring of ERA and FP6, and the establishment of task forces on university-industry relations, innovative research financing, and mobility of researchers. This will lead to a conference, linked to the second General Assembly, on 28-29 March 2003, in Bristol. The successful implementation of these activities will contribute to raising awareness of the role of universities in the future ERA and to providing examples of good practice to EUA members.

Quality Assurance

Background

The Association runs a range of activities in the field of quality assurance (QA). Chief among them is the Institutional Review Programme, in operation since 1994. From 1999, a sectorial type of review was introduced: the "Internationalisation Quality Review" (IQR) in partnership with the IMHE programme of the OECD and the Academic Co-operation Association (ACA) and in association with INQAAHE (International Network for Quality Assurance Agencies in Higher Education).

Through these activities, the Association has acquired high visibility and credibility in the QA field. This in turn has led to EUA's participation in a range of European and international meetings, including membership in the international commission of the US Council for Higher Education Accreditation (CHEA) and in the steering group of the European Network for Quality Assurance (ENQA). It also participates in the benchmarking club of the European Centre for the Strategic Management of Universities (ESMU).

The Institutional Review Programme is run by a Steering Committee, appointed by the Board for a mandate of three years, with Henrik Toft Jensen, rector of Roskilde University (DK) as chairman (see Annex I).

Activities

- In September 2001, the Council approved an EUA policy position focused on quality issues. Since this is EUA's first policy paper, it signals the importance of this topic.
- In the academic year 2000-2001, EUA conducted 14 reviews in the Institutional Review Programme, and 5 in the IQR programme.
- The 2001-2002 institutional review round was launched in May 2001 and resulted in 18 registrations, including all five Serbian universities as well as a project commissioned by the Ministry of Education in Portugal to review the management of five medical faculties. The 2001-2002 round for IQR was launched in November 2001 and resulted in one registration.

- EUA represented the point of view of universities in the quality debate in a number of European and international meetings (cf. Annex III). Noteworthy among them is EUA's participation in the IAUP commission that developed a concrete proposal to assure quality at a worldwide level.
- An international panel, chaired by Jan Nilsson, Wallenberg Foundation, is conducting an external evaluation of EUA's Institutional Review Programme, the results of which will be published in 2002.

Impact

At institutional level, these activities have contributed to

- promoting strategic thinking and internal capacity for the monitoring and enhancement of quality;
- increasing transparency of quality issues for a wider public.

At system level, these activities have contributed to:

- developing a European quality culture;
- strengthening the identity and legitimacy of EUA as a significant actor on the European QA scene, and representing the voice of universities;
- raising awareness of the need for QA mechanisms to meet the needs of the Bologna Process and the requirements of universities.

Future prospects

- The recommendations of the external panel will be considered and integrated to update and improve the Institutional Review Programme.
- The EUA is launching, with EU support, a major multi-annual project to introduce and develop a quality culture in universities and thereby contribute to strengthening their autonomy.
- EUA continues to participate in important European and international events where quality issues are debated, in order to ensure that the point of view of universities is heard.

Management Seminar

Background

The management seminar has been offered in English every year since 1979, and in French every two years since 1997. This intensive, highly interactive five-day residential programme is limited to 25 participants who occupy senior positions in universities. Its aims are to help recently appointed university leaders respond better to their new role, develop a European understanding of institutional development in the context of international trends, and stimulate further involvement and commitment to EUA activities. Over 500 university leaders have participated in the programme since its beginning.

The programme is offered in partnership with the Institutional Management of Higher Education (IMHE) programme of the OECD. This model is being extended in co-operation with other organisations.

Activities

The French seminar took place at the Université Joseph Fourier (Grenoble, France) in September 2001, with 14 participants, and focused on bringing research results into the public arena.

In 2001, the English seminar was sponsored by IMHE alone because EUA was focused on preparing and implementing the merger. IMHE took this opportunity to offer the seminar outside Europe, in Hong Kong, which proved to be a successful initiative.

Impact

Participants in the Grenoble seminar were satisfied with their overall experience which allowed them to compare their situation with that of others, to clarify their role and to identify development paths for their institutions.

Future prospects

- For the French seminar, EUA and IMHE are evaluating the reasons for the low level of participation, in order to find ways to attract more participants in senior leadership positions.
- The next English seminar will take place in June 2002 at the University of Edinburgh and will focus on the significant structural faculty reform being implemented by that university.
- IMHE will offer another seminar in Asia, at the same preferential fee for EUA and IMHE members as for the European seminars. EUA could consider whether it wishes to co-sponsor, with IMHE, seminars in non-European regions of the world.
- EAIE, the European Association for International Education, and EUA will co-sponsor in September 2002 in Oporto a strategic management seminar focused on university policies geared at implementing the European Higher Education Area.

European Credit Transfer System

Background

The development of the European Credit Transfer System (ECTS) as a mechanism to promote the emergence of common norms in credit accumulation and transfer is included as a strategic activity in EUA's action plan for the development of the European Higher Education Area 2002-2003. Given its importance for the success of the Bologna Process, EUA has agreed to take over responsibility, since September 2001, for monitoring the implementation of ECTS on behalf of the European Commission. This involves organising 50 institutional site visits over the academic year 2001-2002 and coordinating the activities of some 60 experts.

Activities

- EUA is managing an expert pool of more than 60 ECTS European Counsellors.
- 50 higher education institutions have been selected this year from among those who requested an ECTS monitoring visit in the framework of their SOCRATES Institutional Contract. EUA is putting together teams of Counsellors for these site visits. This involves permanent contact with the Counsellors and the individual institutions.
- EUA receives and analyses the reports resulting from the site visits, thus building up knowledge of the challenges faced by institutions in implementing ECTS.
- In co-operation with the Fachhochschule Osnabrück, EUA has organised two training sessions for the national ECTS coordinators/promoters across Europe. Two other such meetings are scheduled for July and September 2002.

Impact

- This activity promotes the implementation of ECTS at system level across Europe according to common principles, and also

provides concrete support and advice to individual institutions in their day-to-day management of ECTS.

- The project also allows the exchange of good practice among ECTS Counsellors from some 30 European countries, at a time when ECTS is increasingly being implemented not just as a credit transfer but also as an accumulation system across Europe

Future prospects

- On the basis of the individual site visit reports, EUA will prepare a project report to the European Commission on the experience gained in the implementation of ECTS over the year 2001-2002, including recommendations for quality enhancement within ECTS and future action.
- Together with the Fachhochschule Osnabrück, the Association will organise an evaluation meeting bringing together all ECTS Counsellors to discuss findings and recommendations and identify areas for further consideration and enhancement (Graz, July 2002).

EUA will use the results of this project, which is to be seen in a multi-annual perspective, to feed into the preparation of the EUA/Swiss Confederation Conference on ECTS to be held at the Swiss Federal Institute of Technology in Zürich on 11-12 October 2002, as part of the official Bologna Process calendar.

- EUA will ensure the link between ECTS and the closely related project entitled "Tuning Educational Structures in Europe". This aims at creating a common methodology to favour the convergence process in Europe by offering points of reference in relation to learning outcomes, core curricula, ECTS as an accumulation system, and methods of teaching and learning, assessment and performance. This project is working in five disciplines: Business, Education Sciences, Geology, History and Mathematics.

Information and Communication Technologies

Background

The Association began investigating the use of Information and Communication Technologies (ICT) for teaching and learning in 1996 and has since then carried out several projects, each followed by a publication analysing experiences and recommending methodologies and guidelines for action.

The current core activities are based on the results of the 1999-2000 pilot project on the Formative Evaluation of Universities' ICT Strategies. EUA action focuses also on the Nineveh Interactive Knowledge Base on Universities using ICT, developed together with the Mario Boella Institute of the Politecnico di Torino. Through these activities, EUA has gained good visibility in the field of ICT and established excellent contacts with the main partners.

Activities

- In 2001, two site visits took place (Universidad Pública de Navarra, Universidade do Porto) in the framework of the formative evaluations.
- The Nineveh Knowledge Base was launched. A first thematic analysis on costing e-learning was produced and a survey on the use of ICT for teaching and learning was started. The on-line survey means EUA individual members can benefit from a self-evaluation tool giving them direct and confidential access to comparative information on their performance in the field.
- EUA participated in the HECTIC (Higher Education Consultation on Technologies for Information and Communication) project, attending a workshop and drafting a final project report submitted to all EUA members in January 2002.
- As a partner in Benvic (Benchmarking of virtual campuses), EUA contributed to the finalisation of the working documents and the recruitment of new members of the benchmarking club.
- In collaboration with IAU (International Association of Universities) and IAUP (International Association of University Presidents),

EUA organised a roundtable on "Sharing knowledge and experience in implementing ICT in universities".

- EUA agreed to be a partner in two projects approved for co-funding by the European Commission: DELOS (Developing a European e-learning observation system) and CEVU (Collaborative European Virtual University).
- Together with EADTU (European Association of Distance Teaching Universities), EUA submitted a project proposal for a "Strategic study on virtual models for European universities".
- EUA set up an ICT Steering Group (see *Annex I*).

Impact

At institutional level, these activities have contributed to:

- transforming ICT from a bottom-up to a combined bottom-up and top-down approach;
- involving a wide number of actors in the creation of ICT strategies;
- giving guidance for the development of appropriate strategies and their assessment.

At system level, these activities have contributed to:

- raising awareness of the necessity to develop coherent, overall strategies for the use of ICT for teaching and learning;
- identifying developments and disseminating good practice;
- presenting the needs and interests of higher education institutions to the European Commission.

Future prospects

- EUA will improve the formative evaluation methodology and carry out further marketing.
- EUA will continue to contribute to the policy debate on e-learning, and underline the potential of ICT for enhancing the Bologna Process.

Lifelong Learning

Background

In October 2000, the European Commission published a Memorandum on Lifelong Learning with a view to launching a debate on the setting up of a comprehensive strategy for implementing lifelong learning in Europe. The Memorandum went through a six-month process of consultation in order to help identify coherent strategies and practical ways to make lifelong learning a reality for all citizens in Europe. EU Member States, accession States and the countries of the European Economic Area were involved in the process as well as the civil society through the participation of NGOs representing the education and training sector, social partners, solidarity and youth movements.

Activities

- EUA was in charge of organising the consultation in the higher education sector as one of the NGOs appointed by the Commission to form the civil society Consultation Platform. The Association asked its members – collective and individual – for reactions to the Memorandum and for input to the consultation. Members responded well to this request by presenting their opinions, strategies and policies at national or institutional level and by giving examples of good practice. EUA was then able to draft a report on the role and expectations of universities for putting lifelong learning into practice across Europe. EUA's report and the Commission's Memorandum are both available on the EUA website.

- To complete the consultation process, the Commission organised the conference "Making Lifelong Learning a Reality" on 9-10 September 2001 in Brussels. EUA led one of the six workshops discussing the six key messages contained in the Memorandum. A discussion report on the theme of the workshop, "More Investment in Human Resources", was written, and emphasises the recommendations that were made during the workshop.

Impact

This activity has contributed to raising awareness on the importance of lifelong learning as a motor of change for national higher education policy-making (**system level**) and for individual higher education institutions (**institutional level**). It has also shown that lifelong learning should have a European dimension, inspired by common values, although interpreted in different ways throughout the continent.

Future prospects

- Based on its wide consultations and on continued debate within the association, EUA hopes to develop a policy paper in the course of the year.
- The Association will keep abreast of developments in the field of lifelong learning, in co-operation with partners like EUCEN (European University Continuing Education Network).

Higher education in South East Europe

Background

EUA has members in all the countries of South East Europe, a region which it considers should be fully integrated in all European structures for higher education development. A decade of conflict and economic instability has, however, had a dramatic impact. A number of major issues are still unresolved or have at best been only partly addressed. These include: non-existent or precarious legal frameworks; weak university governance, management structures and practices; poor infrastructure and material conditions; very low salaries and few incentives for university staff; high levels of brain drain.

Activities

- EUA acts as a "lead agency" among its members for academic support to South East Europe. In March 2001 EUA led a delegation to a major conference in Belgrade on higher education policy and reform, attended by over 800 representatives from the Federal Republic of Yugoslavia. EUA also led two visits in 2001 to the University of Prishtina to help encourage the reform process now underway. Among many external partners, EUA's close institutional collaboration with the Council of Europe in this area should be mentioned.
- A 2-year project with the University of Prishtina started in early 2001, to help develop strategic management capacity there. This is part of a wider project on higher education reform, financed by the World Bank, and undertaken in co-operation with the Council of Europe and the German Rectors' Conference (HRK).
- In November 2001, a seminar held at the University of Novi Sad launched the start of EUA's institutional review of all 5 universities of the Republic of Serbia. These reviews, funded jointly by the German Rectors' Conference and the Fund for an Open Society Yugoslavia, are taking place in a coordinated framework during the academic year 2001-2002.

- EUA chairs the Higher Education Working Group of the Stability Pact's Task Force Education and Youth, and is a member of this Task Force. During 2001, the main focus for higher education was on contributing to the Thematic Reviews of National Policies for Education, conducted by the OECD in all Stability Pact countries.
- Through additional EUA contracts with the EU Tempus programme, all Stability Pact countries were included in the Trends in Learning Structures in Higher Education (II) report, prepared for the Salamanca and Prague Conferences in 2001.

Impact

At institutional level, support from the EUA has been a key factor in re-establishing European academic co-operation across the region. EUA continues to assist with the establishment of academic partnerships and joint projects, ensuring that the region is part of the nascent European Higher Education Area.

At system level, these activities have helped focus and define emerging national policies for higher education reform, closely aligned with the main elements of the Bologna Declaration.

Future prospects

EUA will continue to facilitate the closer participation of the Stability Pact countries in this European convergence process. In addition to ongoing activities, in 2002 EUA is a partner in a large UNESCO-CEPES Stability Pact project on the governance and management of higher education, covering all countries of the region.

Higher education and the General Agreement on Trade in Services

Background

Considering the increasing signs that education services – including higher education – will soon be subject to negotiation under the World Trade Organisation's General Agreement on Trade in Services (GATS), and that the impact of such a step is unclear given the ambiguity of the GATS regulations, EUA decided to gauge its members' awareness and raise the profile of this issue via a questionnaire mailed in February 2001. The questionnaire revealed that members were not informed about the above developments and that this issue was not on the forefront of concerns in European higher education.

Activities

In September 2001, EUA signed a Joint Declaration with North American partners including the American Council on Education (ACE), the Association of Colleges and Universities of Canada (AUCC) and the Council for Higher Education Accreditation (CHEA). The Declaration received a good deal of attention from the European media, universities in many parts of the world and such bodies as the European Commission, OECD and UNESCO.

It stated that:

- Higher education is a public good and must continue to be regulated by legitimate public authorities.
- The GATS regime should not be applied indiscriminately to higher education without a clear understanding of its nature as a mix of public and commercial activities,
- The GATS could stifle the national development of higher education in developing countries.
- Given the internationalisation efforts of universities, there is a need to monitor and evaluate quality. These rules, however, must not emanate from the WTO but from the higher education sector itself.

Impact

The impact of the Joint Declaration can be summarised as follows:

- Individual institutions and national rector's conferences have alerted their ministers of education that GATS negotiations may take place without their consultation or input.
- Since then, several higher education organisations have taken a position in line with that of the Declaration.
- The discussions concerning the impact of the globalisation of higher education on the quality debate now routinely include references to the Declaration.
- The EUA has drafted a further joint declaration with ESIB which addresses GATS and calls for student involvement in the matter.

The EUA continues to represent the views expressed in the Joint Declaration, to keep abreast of the issue and to locate partners who could provide clear answers about the implications of GATS for higher education. Three meetings were organised to this effect – with the WTO office in Geneva, the OECD and the European Commission. These questions were also discussed at the first CHEA International Commission meeting in San Francisco in which EUA is represented as well as IAUP, ACE, AUCC, UNESCO and others.

Future prospects

The GATS discussions need to be monitored closely. Their complexity and ambiguity require clarification on a range of questions such as: What will be the impact of the GATS on higher education as the mix of public and commercial activities in higher education evolves? Would inclusion of higher education in GATS put the development of the European area for higher education and research at risk?

Ultimately, in order to shape this debate, EUA members must develop a clear consensus regarding the core values of higher education as well as the set of rules – national, European and international – that will regulate the quality of its provision.

Extra-European relations

Background

Universities in Europe have not only a long tradition of bilateral international linkages with institutions of higher education in developing countries but also, since the end of World War II, of collaboration and competition with universities in North America. EUA members also represent an extensive system of multilateral co-operation in Europe, often perceived as a model that could be emulated – or at least compared with international experiences in other parts of the world. As an associate member of the International Association of Universities (IAU), EUA has developed relations with sister regional organisations, in particular with AUAP (Asia/Pacific), UDUAL (Latin America) and AARU (the Arab world).

This has led to important programmes with collaborative networks of universities, the model of which is the Columbus programme where, since 1987, 25 EUA members and 50 universities from Latin America have tested and compared their management policies for university development. Analysing good practice and drawing lessons for future development has also been at the core of the Transatlantic dialogue that, every two years since 1989, has gathered senior university leaders from Europe, the United States and Canada to discuss the impact of international change on institutional development.

The EUA action plan reiterates the needs for European universities to develop their world presence by extending their international activities over the next two years, especially at a time when the growing globalisation of educational activities questions the adequacy of European training and research for other regions of the planet.

Activities

Year 2001 activities have been centered on three geographical areas:

- North America: from 6 to 9 July, some 30 senior university leaders, half of them EUA members, the others from the Association of Universities and Colleges of Canada (AUCC) or the American Council on Education (ACE), discussed the “Brave New World of Higher Education”, at the invitation of the Université Laval in Québec. A report of this Transatlantic dialogue comparing trends in academic

transformation on both sides of the Atlantic is to be mailed to all members of the three organisations.

- Asia and Pacific: from 27 July to 1 August, at the invitation of the University of Siam in Bangkok, the Association of Universities of Asia and Pacific (AUAP) and EUA, following several earlier joint activities, co-sponsored a conference on the need for international university co-operation as a way to explore new approaches to Euro-Asian staff and student exchanges. EUA was represented by 12 members from 10 countries.
- Arab countries: the Board of the Association of European and Arab Universities (AEUA), an EUA and AARU (the Association of Arab Universities) joint network, the 50 members of which come from some 15 countries in Europe and the South Mediterranean, met in Geneva and Amsterdam to define stages in interuniversity co-operation between these regions. Such co-operation is urgently needed to counteract the growing distrust born out of the 11 September event.
- More marginally, EUA quality review experts have been asked to assess universities in South Africa and in Peru on the model of the institutional evaluation programme developed for Europe.

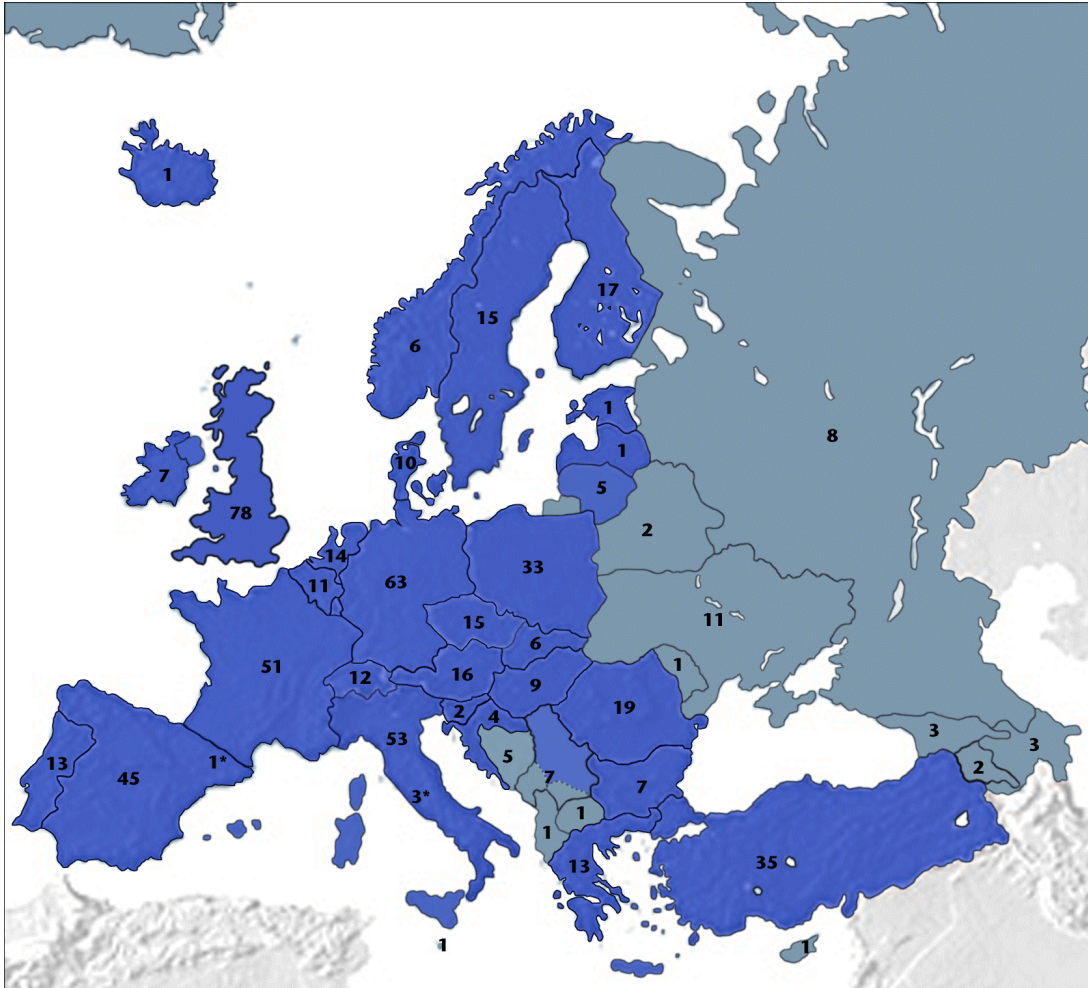
Impact

EUA is considered a key player in world academic co-operation and many partner institutions expect the association to offer an easy access to intellectual and scientific resources in Europe.

Future prospects

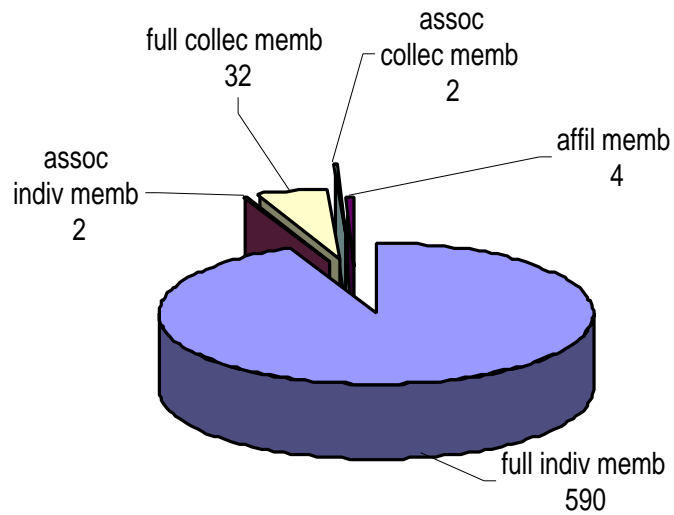
Existing links are being re-inforced – e.g., EUA experts sent to various AUAP or AEUA sessions, new funding possibilities explored, in particular through the EU Commission, like the recently launched Asia-link programme or the extension of the TEMPUS programme to the Mediterranean region. EUA is ready to support its members in their co-operation strategies, for instance in developing Euro-Arab co-operation following a launch meeting to be held in Cairo later in 2002.

Distribution of EUA members (as of 18.01.2002)

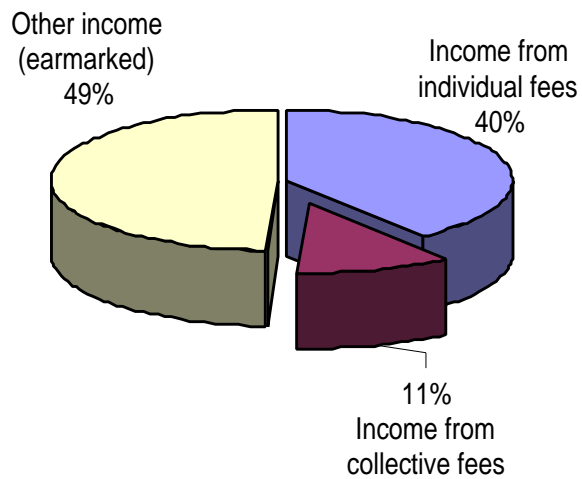


- Countries with EUA collective members 1 Individual members (full and associate) per country
- Countries with no EUA collective member * Andorra (1) and Holy-See (3)

EUA Affiliate members are networks and, therefore, cannot be located on the map.



Categories of members as of 18.01.2002



Source of income as of 31.12.2001

New members¹

Individual full members

- **Andorra**
Universitat d'Andorra
- **Austria**
Universität Mozarteum Salzburg
University of Applied Arts Wien
University of Veterinary Medicine, Wien
- **Azerbaijan**
Azerbaijan State Economic University, Baku
- **Czech Republic**
Silesian University in Opava
- **Denmark**
Danish University of Education, København
- **France**
Université de la Méditerranée - Aix-Marseille II
Université de Technologie de Belfort-Montbéliard
Université Blaise Pascal - Clermont-Ferrand 2
Université Grenoble 2
Université de Marne-La-Vallée, Champs s/Marne
Université Pierre et Marie Curie - Paris 6
Université de La Réunion
Université de Toulouse 2 Le Mirail
- **Germany**
Friedrich-Schiller Universität Jena
- **Greece**
University of the Aegean, Athinai
- **Ireland**
National University of Ireland, Galway
- **Italy**
Libera Università di lingue e comunicazione
IULM, Milano
- **Lithuania**
Law University of Lithuania, Vilnius
- **Poland**
Politechnika Bialostocka, Bialystock
Gdynia Maritime Academy
Karol Adamiecki University of Economics, Katowice
Medical University of Silesia, Katowice
Warsaw Agricultural University
Medical University of Warsaw
Wroclaw Medical University
University of Zielona Gora
- **Portugal**
Universidade Autónoma de Lisboa
- **Romania**
National School of Political Studies & Public
Administration, Bucuresti
University of Pitesti
Université «Stefan cel Mare» de Suceava
West University of Timisoara
- **Slovak Republic**
Constantine the Philosopher University in Nitra
- **Sweden**
Karolinska Institutet, Stockholm
- **Switzerland**
Universität Luzern
Università della Svizzera Italiana, Lugano

- **Turkey**
Mustafa Kemal University, Antakya-Hatay
Suleyman Demirel University, Isparta
Izmir Institute of Technology
Nigde University
Gaziosmanpasa University, Tokat
- **United Kingdom**
Anglia Polytechnic University, Chelmsford
Coventry University
Cardiff University
University of Essex, Colchester
University of Surrey Roehampton, London
Goldsmiths College, University of London
Royal Holloway, University of London
The Open University, Milton Keynes
University of Southampton
University of Wolverhampton
- **Yugoslavia**
University of Kragujevac

Individual associate members

- **Poland**
Pultusk School of Humanities
- **Romania**
University of Art and Design Cluj-Napoca

Collective full members

National Council of Rectors (NCR), Brasov, Romania
Serbian University Association, Beograd

Collective associate members

Osterreichische Fachhochschul.Konferenz
(FHK), Wien
Conférence Suisse des Hautes Ecoles Spécialisées
(CSHES), Bern

Affiliate members

Center for Development of Higher Education (CHE)
European Universities Continuing Education
network (EUCEN)
International Association of University Presidents
(IAUP)
Santander Group Association

Resignations

Université de Savoie, Chambéry, FR
Swedish University of Agricultural Sciences
Uppsala, SWE
Birkbeck College, London, UK
University of Luton, UK
Napier University, Edinburgh, UK

¹ As of 18 January 2002.

OGH Expertises

Ingo GIANNI
Expert-comptable diplômé
Membre de la Chambre Fiduciaire

Report of the auditors
to the Members of

EUA, European University Association Geneva & Brussels

As auditors of EUA European University Association, we have audited the accounting records and the financial statements (balance sheet, profit and loss account) for the year ended December 31, 2001.

These financial statements are the responsibility of the EUA secretariat. Our responsibility is to express an opinion on these financial statements based on our audit. We confirm that we meet the legal requirements concerning professional qualification and independence.

Our audit was conducted in accordance with auditing standards promulgated by the profession, which require that an audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement. We have examined on a test basis evidence supporting the amounts and disclosures in the financial statements. We have also assessed the accounting principles used, significant estimates made and the presentation of the overall financial statements. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the accounting records and financial statements comply with the law and the EUA Articles of Association.

We recommend that the financial statements submitted to you be approved.

Geneva, March 5th, 2002

OGH Expertises
Comptables et Fiscales SA

I. Gianni
Auditor in charge

Enclosures :

- Annual Financial Statements including the balance sheet and the profit and loss account.

CUMULATED ANNUAL FINANCIAL STATEMENT AS OF 31 DECEMBER 2001

PROFIT AND LOSS	1.1 – 31.12.2001
	Euro
I n c o m e	
Members Subscriptions	1'248'595.83
Income committed to projects	782'157.77
Subsidy & salaries invoiced	310'478.77
Other income	29'097.80
Dissolution of provision	92'108.21
Total	2'462'438.38
E x p e n s e s	
Projects expenses:	
Travel expenses	347'317.28
General and office expenses	74'286.23
Salaries & social contributions	9'827.40
Defrayment of contributions	249'271.66
Publications	34.24
Projects net contribution to general expenses	101'420.96
Total projects expenses	782'157.77
General expenses:	
Salaries & social contributions	1'444'318.65
Rent	85'281.91
General & office expenses	139'323.77
Depreciation & provision	38'925.52
Travel expenses	144'635.60
Publications	18'045.28
Taxes	2'671.04
Projects net contribution to general expenses	(101'420.96)
Total general expenses	1'771'780.81
Total general expenses & projects expenses	2'553'938.58
Net result of the activity	(91'500.20)
Income from investment	8'747.01
Change in investment value	(37'317.45)
Net result of the period	(120'070.64)

CUMULATED ANNUAL FINANCIAL STATEMENT AS OF 31 DECEMBER 2001

BALANCE SHEET	31.12.2001
	Euro
A s s e t s	
Current assets:	
Cash	363'780.52
Monetary funds units	541'006.16
Subscriptions receivable	1'461.63
Subscriptions receivable to be offset against expenses	46'232.88
Claims against services and goods	124'749.82
Claims against a linked association	(220.45)
Other claims, current accounts	38'686.83
Accruals	47'727.07
Current assets, total:	1'163'424.46
Fixed assets:	
Installation, furniture, equipment	42'586.54
Deposit as guarantee	19'185.58
Fixed assets, total	61'772.12
Assets, total	1'225'196.58
L i a b i l i t i e s	
Debts & payables:	
Suppliers of goods and services	62'827.16
Other debts	84'378.95
Funds received in advance committed to projects	358'705.24
Accruals	78'310.44
Subscriptions received in advance	232'317.71
Provision	45'474.66
Debts & payables, total	862'014.16
Net assets (own funds):	
Result carried forward	483'253.06
Result of the period	(120'070.64)
Net assets (own funds), total:	363'182.42
Liabilities, total	1'225'196.58

Information from the Board concerning the 2001 annual financial statement

The EUA financial situation is under control

A projected deficit of 140.000 EUR was announced at the Council meeting in Prague in May 2001, six weeks after the election of the new Board.

The final deficit for 2001 has been reduced to 120.000 EUR and is mainly the result of three items:

1. One-off expenses related to the merger (42.422 EUR)
 - Graphic designer, new logo, door signs 11.148 EUR
 - KPMG + Evaluanda 16.216 EUR
 - Termination of an office space sublet in Brussels 1.351 EUR
 - Financial audits 2.027 EUR
 - Staff overtime and transfer to Brussels 11.680 EUR

2. Changes in value of the CRE investment portfolio, which was accentuated by the events of September 2001 (- 37.317 EUR) and less income from investment than previously (8.747 EUR instead of 43.718 EUR as anticipated at the time of the merger).

3. Additional expenses necessary to sustain the development of the new Association, including the hiring of new staff and the development of the Brussels office, as stipulated in the merger agreement. Part of these new expenses have been counterbalanced by the successful membership recruitment campaign launched after the merger and a strict management of resources.

At the end of the 2001 financial exercise that confirms the unbalanced 2001 budget, EUA has still a capital reserve of 363.182 EUR and has no liquidity problem as can be seen on the balance sheet, in particular in the two items: Cash (363.780 EUR) and Monetary funds units (541.006 EUR).

There will be still a deficit for the budget 2002, but the previous amount has been reduced to 57.000 EUR, and we are monitoring it in such a way as to be able to present and to execute a balanced budget for 2003.

Annex I

EUA Research Working Group

Chairman	Prof. Luc Weber
<i>Austria</i>	Prof. Franz G. Rammerstorfer
<i>Belgium-NL</i>	Prof. Yvan Bruynseraede
<i>Belgium-FR</i>	Prof. Françoise Thys-Clément
<i>Bulgaria</i>	Prof. Iordanka Naydenova Kuzmanova
<i>Czech Republic</i>	Prof. Josef Koubek
<i>Denmark</i>	Prof. Folke Ölander
<i>Finland</i>	Prof. Markku Lukka
<i>France</i>	Mr Claude Burlet
<i>Germany</i>	Prof. Margret Wintermantel
<i>Greece</i>	Prof. Elisabeth Panayotatos
<i>Hungary</i>	Dr Istvan Bilik
<i>Iceland</i>	Prof. Jón Torfi Jónasson
<i>Ireland</i>	Dr Conor O'Carroll
<i>Italy</i>	Prof. Sandro Pontremoli
<i>Lithuania</i>	Prof. Vytautas Ostasevicius
<i>Luxemburg</i>	Prof. Jean-Paul Lehnens
<i>The Netherlands</i>	Prof. Cees Blom
<i>Norway</i>	Prof. Sigmund Grønmo
<i>Poland</i>	Prof. Stefan Jurga
<i>Slovak Republic</i>	Prof. Ludovít Molnar
<i>Sweden</i>	Prof. Gunnar Öquist
<i>Switzerland</i>	Prof. Walter Wahli
<i>United Kingdom</i>	Prof. Alan Wilson
Observer	Mr Tony Mayer, European Science Foundation

Information and Communication Technologies Steering Group

Chairman	Dr Kenneth Edwards, University of Leicester, United Kingdom
	Prof. Jaak Aaviksoo, University of Tartu, Estonia
	Mr Jim Devine, Dun Laoghaire Institute, Ireland
	Dr Claudio Dondi, SCIENTER, Bologna, Italy
	Prof. Carles Solà, Universitat Autònoma de Barcelona, Spain
	Prof. Rodolfo Zich, Politecnico di Torino, Italy

Institutional Review Programme Steering Group

Chairman	Prof. Henrik Toft Jensen, Rector, Roskilde Universitetscenter, Roskilde, Denmark
	Prof. Alberto Amaral, Universidade do Porto, Portugal
	Prof. John Kelly, UCD- National University of Ireland, Dublin, Ireland
	Prof. Hélène Lamicq, Université Paris 12- Val de Marne, France
	Prof. András Rona-Tas, Hungarian Accreditation Committee, Budapest, Hungary
	Dr Airi Rovio-Johansson, Göteborg University, Sweden
	Dr Don Westerheijden, CHEPS, Enschede, The Netherlands
	Prof. Klaus Dieter Wolff, Universität Bayreuth, Germany

Annex II

EUA conferences and meetings

2001

31.03	Salamanca	EUA Constitutive Assembly
31.03	Salamanca	EUA Board Constitutive Session
03.04	Düsseldorf	ICT Brainstorming Meeting
09.04.	Paris	IQR Steering Group (IMHE+EUA)
20-21.04	Bologna	Magna Charta Collegium, Observatory
21.04	Brussels	2 nd Board session
26-28.04	Copenhagen	Extended Steering Committee QA (EUA/University of Roskilde)
04-06.05	Skagen	IAU/IAUP/EUA Roundtable on ICT (University of Aalborg)
17.05	Prague	1 st Council session
19.05	Prague	3 rd Board session
25.06.	Geneva	World Bank-Council of Europe, Prishtina project meeting
06-09.07	Québec	Transatlantic Dialogue (ACE/EUA)
11-12.07	Leuven	4 th Board session
26-27.07	Turin	Nineveh project (EUA/IMB)
28.07-01.08	Bangkok	Eurasian dialogue (AUAP/EUA)
06.09	Geneva	5 th Board session
07-12.09	Grenoble	Management Seminar (OECD/IMHE-EUA)
12.09	Copenhagen	Launch of Quality cooperation EUA/ENQA/ESIB Project
16-18.09	Prishtina	World Bank-Council of Europe, Prishtina project visit
21-22.09	Bologna	Magna Charta Observatory inauguration
25.09	Brussels	Meeting of the Board with EU Commissioner Reding
27.09	Dubrovnik	2 nd Council session
28-29.09	Dubrovnik	1 st EUA Conference
29.09	Dubrovnik	6 th Board session
04-07.10	Leuven	QA Induction Course
08.10	Brussels	Workshop for Universities participating in QA round
17.10	Paris	ICT Meeting
19.10	Brussels	EUA Research WG
26-27.10	Osnabrück	ECTS National Co-ordinators' meeting (EUA/Fachhochschule Osnabrück)
19.11	Pisa	Meeting with the President of CRUI
24-26.11	Novi Sad	QA Training seminar for Serbian Universities
27.11	Paris	Steering Committee Meeting (EUA-OECD/IMHE)
28-29.11	Brussels	Social Science Workshop
06-08.12	Prishtina	2 nd training seminar, World Bank-Council of Europe project
17.12	Bonn	Meeting with HRK
19.12	Brussels	EUA Research WG
20.12	Brussels	IQR Steering Committee Meeting
21.12	Brussels	7 th Board session

2002

11.01.	Turin	Nineveh (EUA/IMB)
14.01	Brussels	EUA/ENQA/ESIB Project
17 & 19.01	Vienna	8 th Board session
18.01	Vienna	3 rd Council session
25.01	Brussels	EUA Research WG

Annex III

Meetings attended by EUA

2001

04-06.04	Cluj	QA review (University of Cluj)
09.04	Stockholm	Bologna follow-up groups (Swedish EU Presidency)
10.04	Exeter	UK Association of University administrators (AUA)
11.04	Brussels	HUMANE Board meeting
17.04	Bristol	Coimbra Group General Assembly
17-18.04	Geneva	EUA staff workshop
22-26.04	Cyprus	ACU General Assembly
23.04	Brussels	Lifelong Learning Consultation Platform (EU Commission)
23.04	Geneva	Euro-Arab dialogue (AEUA)
25.04	Brussels	DAN-EURASHE seminar
06-08.05	Halmstad	Directors General of HE & Presidents of Rectors' Conferences
07.05	Vienna	Stability Pact, Task Force Education and Youth (Austrian Ministry of Education)
09-11.05	Johannesburg	QA in the 21th Century in South Africa (Council on HE)
10-11.04	Barcelona	Benvic Project Meeting (UOC)
11-13.05	Bratislava	ESIB Board meeting
16-18.05	Barcelona	EUCEN European Conference
18-19.05	Prague	Education Ministers Conference (Bologna Process)
20-22.05	Brno	Follow-up visit-Visitors' Advisory Programme (Salzburg Seminar)
22-23.05	Brussels	ENQA General Assembly
24-26.05	Cluj	QA Review , main visit (University of Cluj)
28-29.05	Paris	Quality for HE in engineering (Ministère des finances)
29.05	Luxembourg	ETUCE General Assembly
29-30.05	Vienna	HUMANE round table
29-30.05	Stockholm	From individual development to employability (Swedish EU Presidency)
30.05-01.06	Pamplona	ICT visit (University of Navarra)
31.05-01.06	Viseu	11 th EURASHE Annual Conference "After Bologna: Prague"
01.06	Brussels	Lifelong Learning Consultation Platform (EU Commission)
09-12.06	Bergen	Virtual Mobility (ACA)
12.06	Madrid	Conference on New Framework Programme (CRUE)
13-15.06	New York	Conference "Privilege lost, responsibilities gained" (CHERI/CHEPS/Future project)
18.06	Stockholm	Bologna follow-up group (Swedish EU Presidency)
20.06	Brussels	ENQA Steering Committee
21.06	Barcelona	Research in Humanities & Social Sciences in the EU-workshop (University of Barcelona)
26.06	Brussels	Hearing on New Framework Programme (European Parliament)
28-30.06	Berlin	Final conference of the European Year of Languages (FU Berlin)
29-30.06	Amsterdam	KIOSK kick-off meeting, ICT project (University of Nijmegen)
03.07	Paris	Conference of the Presidents of Universities (CPU)
04.07	London	Universities UK meeting
04-06.07	Osnabrück	ECTS Plenary meeting (Fachhochschule Osnabrück, University of Strathclyde)
05.07	Brussels	"Socrates on the move" (ESIB Conference)
05.07	London	Conference "Bologna: implications for the UK" (CHERI)

10-13.07	Stockholm	EDEN 10 th Anniversary Conference
25.07	Brussels	Lifelong Learning Consultation Platform (European Commission)
28.08	Brussels	Lifelong Learning Consultation Platform (European Commission)
03.09	Brussels	Meeting about "Next Wave" portal (KOWI/ESF/"Science")
05-07.09	Bucarest	CEPES/UNESCO Advisory Board
09-12.09	Porto	EAIR Forum 2001 "Diversity and Harmonisation"
09-15.09	Vladivostok	Visitors' Advisory Programme audit (Salzburg Seminar)
09-10.09	Brussels	Lifelong Learning Conference (European Commission)
10-11.09	Paris	Expert meeting on accreditation (UNESCO)
11.09	Brussels	IGLO Meeting
12-14.09	Copenhagen	SEFI Annual Conference on New Engineering Competences
17-18.09	Brussels	HECTIC project meeting (European Commission)
18.09	Brussels	Swedish Rectors meeting (Swedish Rectors)
18.09	Brussels	ENQA Steering Committee
20.09	Brussels	Tuning Project Steering Committee (University of Wageningen)
24.09	Brussels	Lifelong Learning Consultation Platform (European Commission)
24-25.09	Maastricht	"Internationalisation of Quality Assurance and Accreditation" (Dutch Ministry for Higher Education)
24-26.09	Porto	ICT Formative Evaluation
02-04.10	Louvain	QA follow-up review, visit to Université Catholique de Louvain
05.10	Paris	Board, European Journal of Education (EIESP)
06-07.10	Riga	Baltic-Nordic Rectors Conferences (Nordic Conferences)
08.10	Cork	Annual Conference of Irish Technological Institutions
08-12.10	Potchefstroom	QA review South-Africa
11-12.10	Strasbourg	CC-HER (Council of Europe)
15.10	Brussels	NARIC Evaluation Steering Committee (European Commission)
24.10	Paris	Rebuilding Scientific Co-operation in Southeastern Europe (UNESCO/ROSTE)
22-24.10	Puerto Rico	UNESCO-CEPES Seminar (UNESCO, University of Puerto Rico)
23-26.10	Binghampton	ACE review, visit at Binghampton University
02-12.11	Mexico	Regional IAU Conference (IAU/UDUAL)
08.11	Brussels	Meeting Santander Group
08-09.11	Brussels	DG Research Conference "Women in Science" (European Commission)
12-13.11	Brussels	Belgian EU Presidency Conference - Research Evaluation (European Commission)
14.11	Brussels	DAN-EURASHE study visit
14-16.11	Rome	QA preliminary review visit (Tor Vergata University)
15.11	Brussels	Tuning Project Steering Committee (University of Wageningen)
18.11	Brussels	European Student Convention (ESIB)
20.11	Liège	ECTS information meeting (Belgian French-speaking Community)
21.11	Brussels	ENQA Steering Committee meeting
22-23.11	Strasbourg	ESF General Assembly
22-23.11	Vienna	Stability Pact, Task Force Education and Youth (Austrian Ministry of Education)
23-24.11	Erlangen	Benvic Final Project Meeting (FIM)
26.11	Brussels	Candidate countries & FP6 (KOWI-PTO)
27.11	Belgrade	Reform of Serbian HE: Meeting of steering committee (Serbian Ministry of Education)
30.11/01.12	Warwick	"US and THEM":ENQA Conference
02-03.12	Antwerpen	Directors General of HE and Presidents of Rectors' Conferences
04.12	Helsinki	Secretaries General of Rectors' Conferences (Rectors' Conferences)
06.12	Paris	CPU Meeting

06.12.	<i>Brussels</i>	ICT Conference (EC/Career Space)
06-08.12	<i>Tampere</i>	Annual meeting EAIE
09-10.12	<i>Skellefteå</i>	ESIB conference
12.12	<i>Brussels</i>	Berlin Preparatory Group (German Ministry of Education)
13-15.12	<i>Ghent</i>	Global Accreditation Scheme (IAUP/INQAAHE)
14.12	<i>Madrid</i>	Bologna Process, EU/USA Conference
14-15.12	<i>Brussels</i>	Plenary meeting (THENUCE Network)

2002

11.01	<i>Brussels</i>	DELOS kick-off meeting (ICT Project) (Menon network)
14.01	<i>Brussels</i>	Stability Pact: Task Force Education and Youth (Austrian Ministry of Education)
15.01	<i>Brussels</i>	EC/ENQA Project (ENQA)
24-25.01	<i>Leuven</i>	CEVU kick-off meeting (ICT Project) (EuroPACE)

Annex IV

EUA founding members

- **Albania**
University of Tirana
- **Armenia**
State Engineering University of Armenia, Yerevan
Yerevan State University
- **Austria**
Österreichische Rektorenkonferenz (ÖRK), Wien
Hochschule für Musik & darstellende Kunst Graz
Technische Universität Graz
Karl-Franzens-Universität Graz
Leopold-Franzens-Universität Innsbruck
Universität Klagenfurt
Montanuniversität Leoben
Johannes Kepler Universität Linz
Universität Salzburg
Hochschule für Musik & darstellende Kunst Wien
Universität für Bodenkultur Wien
Technische Universität Wien
Universität Wien
Wirtschaftsuniversität Wien
- **Azerbaijan**
Azerbaijan State Oil Academy, Baku
- **Belarus Republic**
Belarus State Polytechnical Academy, Minsk
Belarus State Economic University, Minsk
- **Belgium**
Conseil interuniversitaire de la Communauté française (CIUF), Bruxelles
Vlaamse Interuniversitaire Raad (VLIR), Brussels
Universiteit Antwerpen
Vrije Universiteit Brussel
Université Libre de Bruxelles
Limburgs Universitair Centrum, Diepenbeek
Universiteit Gent
Katholieke Universiteit Leuven
Université de Liège
Université Catholique de Louvain
Faculté Polytechnique de Mons
Université de Mons-Hainaut, Mons
Facultés universitaires Notre-Dame de la Paix, Namur
- **Bosnia & Herzegovina**
University of Banja Luka
University of Mostar
University Dzemal Bijedic, Mostar
University of Sarajevo
University of Tuzla
- **Bulgaria**
Bulgarian Rectors' Conference, Sofia
Bourgas Prof. Assen Zlatarov University
University of National & World Economics, Sofia
Technical University of Sofia
- University of Chemical Technology & Metallurgy, Sofia
Université St. Kliment Ohridski de Sofia
Thrakia University, Stara Zagora
Université St. Cyrille & Méthode de Véliko Tırново
- **Croatia**
Croatian Rectors' Conference, Rijeka
Josip Juraj Strossmayer University, Osijek
University of Rijeka
University of Split
University of Zagreb
- **Cyprus**
University of Cyprus, Nicosia
- **Czech Republic**
Czech Rectors' Conference (CRC), Praha
Mendel University of Agriculture and Forestry, Brno
Masaryk University, Brno
Brno University of Technology
University of Veterinary & Pharmaceutical Sciences, Brno
University of South Bohemia, České Budejovice
Université Technique de Liberec
Palacky University, Olomouc
VSB - Technical University Ostrava
University of Pardubice
University of West Bohemia, Pilsen
University of Economics, Praha
Technical University in Prague
Université Charles, Praha
- **Denmark**
Rektorkollegiet (RK), København
Aalborg Universitetscenter
Handelshøjskolen i Århus
Aarhus Universitet
Copenhagen Business School
Københavns Universitet
The Royal Veterinary & Agricultural University, København
The Technical University of Denmark, Lyngby
University of Southern Denmark, Odense
Roskilde Universitetscenter
- **Estonia**
Estonian Rectors' Conference, Tallinn
University of Tartu
- **Finland**
Finnish Council of University Rectors (FCUR), Helsinki
Åbo Akademi University
Swedish School of Economics & Business Administration, Helsinki
Helsinki School of Economics
Helsinki University of Technology
University of Art and Design Helsinki

University of Helsinki
University of Joensuu
University of Jyväskylä
University of Kuopio
Lappeenranta University of Technology
University of Oulu
University of Lapland, Rovaniemi
Tampere University of Technology
University of Tampere
Turku School of Economics & Business
Administration
University of Turku
University of Vaasa

• **France**

Conférence des Présidents d'Université (CPU), Paris
Université de Provence - Aix-Marseille I
Université de droit, d'économie et des sciences-Aix-Marseille III
Université de Picardie, Amiens
Université d'Artois, Arras
Université de Franche-Comté, Besançon
Université Bordeaux I
Université Michel de Montaigne - Bordeaux 3
Université Montesquieu - Bordeaux IV
Université de Savoie, Chambéry
Université de Technologie de Compiègne
Université de Bourgogne, Dijon
Université du Littoral-Côte d'Opale, Dunkerque
Université Joseph Fourier Grenoble I
Université Lille 1
Université Lille 2
Université Charles de Gaulle - Lille 3
Université Claude Bernard Lyon 1
Université Lumière Lyon 2
Université Jean Moulin Lyon 3
Université de Metz
Université Paul Valéry - Montpellier III
Université Henri Poincaré - Nancy 1
Université Nancy 2
Université de Nantes
Université de Nice-Sophia Antipolis
Université de Paris I
Université Paris II
Université Paris 3
Université de Paris IV - Sorbonne
Université René-Descartes - Paris V
Université Paris 8
Université Paris IX Dauphine
Université Paris X - Nanterre
Université Paris-Sud XI
Université Paris 1 - Val de Marne
Université Paris 13 - Nord
Université de Pau et des Pays de l'Adour
Université de Perpignan
Université de Rennes I
Université Rennes 2
Université de Saint-Etienne
Université Louis Pasteur Strasbourg I
Université Toulouse 1
Université de Valenciennes et du Hainaut-Cambrésis

• **FYROM**

St.Kiril and Metodij University, Skopje

• **Georgia**

Georgian Technical University, Tbilisi
Ivane Javakhishvili Tbilisi State University
Tbilisi State Medical University

• **Germany**

Hochschulrektorenkonferenz (HRK), Bonn
Rheinische-Westfälische Technische Hochschule
Aachen
Universität Augsburg
Otto-Friedrich-Universität, Bamberg
Universität Bayreuth
Freie Universität Berlin
Humboldt-Universität Berlin
Technische Universität Berlin
Universität Bielefeld
Ruhr-Universität Bochum
Rheinische Friedrich-Wilhelms-Universität Bonn
Technische Universität Carolo-Wilhelmina
Braunschweig
Universität Bremen
Technische Universität Clausthal
Technische Hochschule Darmstadt
Universität Dortmund
Technische Universität Dresden
Heinrich-Heine-Universität Düsseldorf
Katholische Universität Eichstätt
Friedrich-Alexander-Universität Erlangen-Nürnberg
Universität Essen
Johann Wolfgang Goethe-Universität Frankfurt am
Main
Albert-Ludwigs-Universität Freiburg im Breisgau
Justus-Liebig-Universität Giessen
Georg-August-Universität Göttingen
FernUniversität-Gesamthochschule Hagen
Universität Hamburg
Technische Universität Hamburg-Harburg
Medizinische Hochschule Hannover
Universität Hannover
Ruprecht-Karls-Universität Heidelberg
Universität Kaiserslautern
Universität Karlsruhe
Universität-Gesamthochschule Kassel
Christian-Albrechts-Universität Kiel
Universität zu Köln
Universität Konstanz
Leipzig Universität
Universität Lüneburg
Universität Koblenz-Landau Mainz
Johannes Gutenberg-Universität Mainz
Universität Mannheim
Philipps-Universität Marburg
Technische Universität München
Ludwig-Maximilians-Universität München
Westfälische Wilhelms-Universität Münster
Carl V. Ossietzky Universität Oldenburg
Universität Osnabrück
Universität-Gesamthochschule-Paderborn
Universität Passau
Universität Regensburg
Universität Rostock
Universität des Saarlandes, Saarbrücken
Universität-Gesamthochschule Siegen
Universität Hohenheim, Stuttgart

Universität Stuttgart
Universität Trier
Eberhard-Karls-Universität Tübingen
Universität Ulm
Bauhaus-Universität Weimar
Bergische Universität-Gesamthochschule Wuppertal
Bayerische Julius-Maximilians-Universität
Würzburg

- **Greece**

Synodos Prytaneon Ellinikon, Athinai
Agricultural University of Athens
Athens University of Economics & Business
National Technical University of Athens
National & Kapodistrian University of Athens
Technical University of Crete, Chania
University of Ioannina
Democritus University of Thrace, Komotini
University of Patras
University of Piraeus
University of Crete, Ieraklion/Rethymnon
University of Macedonia Economic & Social
Sciences, Thessaloniki
Aristotle University of Thessaloniki

- **Holy See**

Pontificia Università Gregoriana, Roma
Pontificia Università Lateranense, Roma
Università Pontificia Salesiana, Roma

- **Hungary**

Confederation of Hungarian Conferences on Higher
Education, Budapest
Budapest University of Economic Sciences & Public
Administration
Semmelweis University, Budapest
Budapest University of Technology & Economics
Central European University, Budapest
Debrecen University
St.Istvan University, Gödöllő
University of Pécs
University of Szeged
University of Veszprém

- **Iceland**

National Rectors Conference in Iceland, Reykjavik
University of Iceland, Reykjavik

- **Ireland**

Conference of Heads of Irish Universities (CHIU),
Dublin
Dublin City University
National University of Ireland, Dublin
Trinity College, Dublin
UCD-National University of Ireland
University of Limerick
National University of Ireland, Maynooth

- **Italy**

Conferenza dei Rettori delle Università Italiane
(CRUI), Roma
Università degli Studi di Ancona
Università degli Studi - L'Aquila
Università degli Studi di Bari

Università degli Studi di Bergamo
Università degli Studi di Bologna
Università degli Studi di Brescia
Università degli Studi di Cagliari
Università degli Studi di Camerino
Università degli Studi del Molise, Campobasso
Università degli Studi di Cassino
Università degli Studi di Catania
Università degli Studi G. d'Annunzio, Chieti
Università degli Studi di Ferrara
Università degli Studi di Firenze
Istituto Universitario Europeo, S.Domenico di Fiesole
Università degli Studi di Genova
Università degli Studi di Lecce
Università degli Studi di Macerata
Università degli Studi di Messina
Università Commerciale Luigi Bocconi, Milano
Politecnico di Milano
Università Cattolica del Sacro Cuore, Milano
Università degli Studi di Milano
Università degli Studi di Modena e Reggio Emilia
Istituto Universitario Navale, Napoli
Istituto Universitario Orientale, Napoli
Università degli Studi di Napoli, Federico II
Seconda Università degli Studi di Napoli
Università degli Studi di Padova
Università degli Studi di Palermo
Università degli Studi di Parma
Università degli Studi di Pavia
Scuola Normale Superiore, Pisa
Università degli Studi di Pisa
Istituto Universitario di Scienze Motorie, Roma
Libera Università Internazionale degli Studi Sociali,
Roma
Università degli Studi di Roma La Sapienza
Università degli Studi di Roma-Tor Vergata
Università degli Studi di Roma Tre
Università degli Studi di Sassari
Università degli Studi di Siena
Università degli Studi di Teramo
Politecnico di Torino
Università degli Studi di Torino
Università degli Studi di Trento
Università degli Studi di Trieste
Università degli Studi di Udine
Istituto Universitario di Architettura di Venezia
Università degli Studi di Venezia
Università degli Studi di Verona
Università della Tuscia, Viterbo

- **Latvia**

Latvian Rectors' Council, Riga
University of Latvia, Riga

- **Lithuania**

Lithuanian Universities Rectors' Conference, Vilnius
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Vytautas Magnus University, Kaunas
Vilnius Gediminas Technical University
Vilnius University

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VSNU, Utrecht

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Vrije Universiteit Amsterdam

Delft University of Technology

Eindhoven University of Technology

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Rijksuniversiteit Groningen

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Bergen

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Norges Handelsh yskole, Bergen-Sandviken

University of Bergen

University of Oslo

University of Troms 

Norwegian University of Science & Technology,
Trondheim

- **Poland**

Conference of Rectors of Academic Schools in
Poland (KRASP), Warszawa

Technical University of Gdansk

University of Gdansk

The Silesian University of Technology, Gliwice

University of Silesia, Katowice

Technical University of Koszalin

University of Mining & Metallurgy, Krak w

The Jagiellonian University, Krak w

Technical University of L dz

University of L dz

Catholic University of Lublin

Maria Curie-Sklodowska University, Lublin

University of Warmia and Masury, Olsztyn

Adam Mickiewicz University, Poznan

University of Szczecin

Nicholas Copernicus University, Torun

Warsaw School of Economics

Warsaw University of Technology

University of Warsaw

Wroclaw University of Economics

Technical University of Wroclaw

University of Wroclaw

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Conselho de Reitores das Universidades
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Universidade do Minho, Braga

Universidade de Coimbra

Universidade de Evora

Universidade do Algarve, Faro

Universidade Aberta, Lisboa

Universidade Cat lica Portuguesa, Lisboa

Universidade Nova de Lisboa

Universidade T cnica de Lisboa

Universidade de Lisboa

Universidade do Porto

- **Romania**

The Transilvania University of Brasov

Universit  Politehnic de Bucarest

Universit  de Bucarest

Gheorge Dima Music Academy, Cluj-Napoca

Babes-Bolyai University, Cluj-Napoca

University of Medicine and Pharmacy Iuliu

Hatieganu, Cluj-Napoca

University of Craiova

Gh.Asachi Technical University, Iasi

Lucian Braga University of Sibiu

University of Medicine and Pharmacy,

T rgu Mures

University of Medicine and Pharmacy Timisoara

Universit  Technique de Timisoara

- **Russia**

Kaliningrad State University

Gubkin Russian State University for Oil & Gas,

Moskva

Moscow Institute of Physics & Technology

Moscow State University

Novosibirsk State Technical University

Perm State University

St. Petersburg State University

- **Slovak Republic**

Slovak Rectors' Conference (SRC), Bratislava

Comenius University in Bratislava

University of Economics in Bratislava

Slovak Technical University in Bratislava

University of Zilina

- **Slovenia**

Association of Rectors of Slovenia, Maribor

University of Ljubljana

University of Maribor

- **Spain**

Conferencia de Rectores de Universidades Espa olas
(CRUE), Madrid

Universidad de Alcal  de Henares

Universidad de Alicante

Universidad de Extremadura, Badajoz/C ceres

Universitat Aut noma de Barcelona

Universidad Polit cnica de Catalu a, Barcelona

Universitat Pompeu Fabra, Barcelona

Universitat de Barcelona

Universitat Ramon Llull, Barcelona

Universidad de la Iglesia de Deusto, Bilbao

Universidad del Pais Vasco, Bilbao

Universidad de C diz

Universidad de Castilla-La Mancha, Ciudad Real

Universidad de C rdoba

Universitat de Girona
Universidad de Granada
Universidad de Huelva
Universidad de Jaén
Universidade da Coruña
Universidad de La Laguna, Tenerife
Universitat de Lleida
Universidad Autónoma de Madrid
Universidad Complutense de Madrid
Universidad Nacional de Educación a Distancia, Madrid
Universidad Politécnica de Madrid
Universidad Pontificia Comillas, Madrid
Universidad San Pablo CEU, Madrid
Universidad de Málaga
Universidad de Murcia
Universidad de Oviedo
Universidad de Las Palmas de Gran Canaria
Universidad Pública de Navarra, Pamplona
Universidad de Navarra, Pamplona
Universidad Pontificia de Salamanca
Universidad de Salamanca
Universidad de Cantabria, Santander
Universidad de Santiago de Compostela
Universidad de Sevilla
Universitat Rovira i Virgili, Tarragona
Universidad Politécnica de Valencia
Universitat de Valencia
Universidad de Valladolid
Universidad de Vigo
Universidad de Zaragoza

- **Sweden**

Association of Swedish Higher Education (SUHF), Stockholm
Chalmers University of Technology, Göteborg
University of Göteborg
Karlstad University
Linköping University
University of Luleå
University of Lund
Örebro Universitet
Stockholm School of Economics
The Royal Institute of Technology, Stockholm
University of Stockholm
Umeå University
Swedish University of Agricultural Sciences, Uppsala
University of Uppsala

- **Switzerland**

Conférence des Universités Suisses (CRUS), Bern
Universität Basel
Universität Bern
Université de Fribourg
Université de Genève
Ecole Polytechnique Fédérale de Lausanne
Université de Lausanne
Université de Neuchâtel
Universität St.Gallen
Eidgenössische Technische Hochschule Zürich
Universität Zürich

- **Turkey**

Turkish University Rectors' Conference (TURC), Ankara
Çukurova University, Adana
Ankara University
Bilkent University, Ankara
Gazi University, Ankara
Hacettepe University, Ankara
Middle East Technical University, Ankara
Akdeniz University, Antalya
Uludağ University, Bursa
Dicle University, Diyarbakir
Trakya University, Edirne
Firat University, Elazig
Atatürk University, Erzurum
T.C. Anadolu University, Eskisehir
University of Gaziantep
Bogaziçi University, Istanbul
Marmara University, Istanbul
Mimar Sinan University, Istanbul
Istanbul Teknik University
Istanbul University
Yildiz University, Istanbul
Dokuz Eylül University, Izmir
Kocaeli University
Erciyes University, Kayseri
Dumlupinar University, Kütahya
Inönü University, Malatya
Ondokuz Mayıs University, Samsun
Karadeniz Teknik University, Trabzon
Yüzüncü Yil University, Van

- **Ukraine**

Donbas Mining-Metallurgical Institute, Alchevsk
Donetsk State Technical University
Donetsk National University
Kiev T.G. Shevchenko State University
Odessa State Economic University
Odessa National Academy of Law
Odessa State Maritime University
Odessa Medical University
Odessa State Polytechnic University
Odessa National I.I. Mechnikov University
Ternopil State Ivan Pul'uj Technical University

- **United Kingdom**

Universities UK, London
University of Aberdeen
University of Bath
The Queen's University of Belfast
University of Birmingham
Bolton Institute of Higher Education
Bournemouth University
University of Brighton
University of Sussex, Brighton
University of the West of England, Bristol
University of Bristol
University of Cambridge
University of Kent, Canterbury
University of Teesside, Cleveland
University of Ulster, Coleraine
University of Warwick, Coventry
University of Abertay Dundee
University of Dundee
University of Durham

Heriot-Watt University, Edinburgh
Napier University, Edinburgh
University of Edinburgh
University of Exeter
University of Strathclyde, Glasgow
University of Surrey, Guildford
University of Hertfordshire, Hatfield
University of Huddersfield
University of Hull
University of Lincolnshire & Humberside, Hull
University of Keele
Kingston University
Leeds Metropolitan University
University of Leeds
De Montfort University, Leicester
University of Leicester
Liverpool John Moores University
University of Liverpool
University of East London
University of Greenwich, London
London Guildhall University
University of London
Birkbeck College, London
Imperial College of Science, Technology & Medicine,
London
University of North London
Middlesex University, London
South Bank University, London
Thames Valley University, London
University of Westminster, London
Loughborough University
University of Luton
Manchester Metropolitan University, Manchester
UMIST, Manchester
University of Northumbria at Newcastle
University of Newcastle upon Tyne
Nottingham Trent University
University of Nottingham
University of Oxford
University of Oxford Brookes
University of Paisley
University of Plymouth
University of Portsmouth
University of Central Lancashire, Preston
Sheffield Hallam University
University of Sheffield
Staffordshire University, Stafford
University of Stirling
University of Sunderland
Brunel University, Uxbridge
University of York

- **Federal Republic of Yugoslavia**
University of Arts, Beograd
Univerzitet u Beogradu
Univerzitet u Nisu
University of Novi Sad
University of Prishtina
University of Montenegro, Podgorica

Annex V

EUA Secretariat

Andris Barblan, Secretary General (Geneva)

Lesley Wilson, Deputy Secretary General (Brussels)

Teresa Bianchi, Intern (Geneva)

Sylvie Brochu, Programme Officer (Brussels)

David Crosier, Programme Officer (Brussels)

Ebba Ekselius, Secretary (Brussels)

Catherine Fayant, Information Officer (Geneva)

Jacqueline Glarner, Programme Officer (Geneva)

Françoise Grousseau, Internal Auditor (Geneva)

Lise Karageorge Grossrieder, Conference Organiser (Geneva)

Inge Knudsen, Senior Advisor (Brussels)

Josephine Lee, Secretary (Brussels)

Lewis Purser, Programme Manager (Geneva)

Sandra Quantier-Keckeis, Administrative Assistant (Geneva)

Rolande Reveyrand, Secretary (Geneva)

Manuela Sartori, Internal Auditor Assistant (Geneva)

Andrée Sursock, Programme Manager (Geneva)

Pascale Tabatoni, Intern (Geneva)

Siata Traoré, Secretary (Geneva)