



# humane

## **Heads of University Management and Administration Network in Europe**

**A short history  
1997 to 2017**

**Adrian Graves**



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## **Foreword**

My first interactions with HUMANE occurred in the early years of the new millennium when I was a participant in the Winter School and later as a member of the steering committee. I was most grateful to my head of administration at Helsinki University in giving me this opportunity. His practice of giving up-and-coming staff the opportunity to develop their potential is something I've done my best to emulate now that I am in the role of head of administration at the same university.

I recall my Winter School experience vividly and regard it as one of the little moments with lots of meaning in my professional development. More than anything else, it was this experience which opened my eyes to the importance of embracing actively an international perspective in higher education management and leadership. I also came to understand that one of the keys to this was forming warm personal relationships through the shared experience of learning and enquiry. The colleagueship of HUMANE is one of the lasting reasons why I remain so committed to the Association.

As the author, Adrian Graves, describes so skilfully in this short history, HUMANE has managed to have an extraordinary impact in its short 20-year history, whether it is measured in terms of the contribution of its individual members, the professional staff whose development it has contributed to or the positive impact it has had on European higher education management. The 20<sup>th</sup> anniversary conference being held at the Collège de France, HUMANE's 100<sup>th</sup> seminar, continues the tradition

of the Association grappling with the big issues of the day in global higher education.

Admirable as HUMANE's first 20 years has been, I feel certain that our best years are still ahead of us. The need for senior professional leaders in higher education to build effective global networks, to share knowledge and experience of innovation, and to drive professional excellence in the management of our institutions is arguably even more important now than it was 20 years ago. HUMANE's ambition has to be one that embraces these challenges by providing services that its members value and this is what we are committed to continue doing.

As the current chairman of HUMANE, I am only too conscious that I am standing on the shoulders of all those colleagues who preceded me. As this short history shows so clearly, our Association has been fortunate to attract men and women of great character, vision and energy to conceive of and then make a success of an international network. On behalf of all of the current members of HUMANE, I thank our founders and previous office holders most sincerely for all that they have done.

May I also thank all of our members, past and present, for their commitment to and support of our Association.

Finally, I most warmly thank the author of this small volume, Adrian Graves, for writing such as readable and engaging history! As many readers will know, before returning to his native Australia, Adrian had a distinguished career as a head of administration in two UK universities and was one of HUMANE's most actively engaged members during that time.

I commend the Short History of HUMANE to you.

Esa Hääläinen  
Chairman, HUMANE  
June 2017

## Acknowledgments

I wish to acknowledge the help of Roddy Begg, Ruud Bleijerveld, John Fürstenbach, Rafael Zorrilla, Bert Verveld, Esa Hääläinen and Nadine Burquel who took time out to speak with me about HUMANE or provided me with helpful documents. Tim Evans spoke to me, went out of his way to provide access to HUMANE records, checked data and words and tactfully corrected inaccuracies – all with astonishing speed and good humour. Ian Creagh was continually helpful. I owe special thanks to Maggie Kennedy-Creagh. This short history could not have been written without their support. Any errors are entirely mine.

Adrian Graves  
June 2017

## Introduction

On Sunday, 23 March 1997, a steering group of determined university leaders met in Milan to agree principles for the establishment of a European network of senior university administrators. By the end of that weekend, the proposed Network was called the Heads of University Management and Administration Network in Europe, HUMANE.

This short history of HUMANE records the origins of the Network; the key players in its founding and development; its purposes, structure, governance, membership, and its activities. It also analyses the tumultuous events and processes that have changed HE over the last twenty years and their impact on HUMANE. Information on the officers of the organisation, membership data and the full program of HUMANE seminars to date is included for reference and as a matter of record.

A number of consistent themes exemplify the history of HUMANE over its first twenty years. Though fundamentally European, HUMANE was always global in its outlook. Established at a time when the globalization of HE was gathering pace, it was both a product of that process and a response to it. It has operated successfully both as a network and a networked organisation. Its activities and professional development programs continuously reflected a capacity to adapt to change and the imperatives of excellence, professionalization and modernization.

The study concludes with some reflections on the future of HUMANE, building on the context of the continuing and irreversible transformation in higher education in Europe.

## Foundation

Roddy Begg and John Fürstenbach (then respectively Secretary of the University of Aberdeen and Secretary General of the University College of South-Stockholm) got to know each other as members of the Board of the European Association for Institutional Research. Together they contemplated the benefits of a similarly pan European organisation focused on the support and development of leaders in the top tier of HE administration. No such organisation existed at that time and there was in their view, a compelling need for one. Over the course of 1995, their personal conversation incorporated others.

Seeking a successful model to emulate, the two talked with selected national organisations serving HE, including the Swedish Association of Universities and Colleges, the Association of Universities in the Netherlands (VSNU) and especially perhaps, the Nordic Association of University Administrators, which was sometimes referred to as the ‘Round Table of Nordic Universities’. A member of that body, Roger Broo (Åbo Akademi) became part of the founding group of HUMANE.

The European Centre for the Strategic Management of Universities, ESMU, was key to the foundation of HUMANE. John was a Board member of ESMU and its dynamic Secretary General, Nadine Burquel, strongly supported the idea of HUMANE. She was instrumental in raising funds through the Socrates Programme to support a feasibility study and further dialogue amongst potential members, she introduced her own network of HE leaders to the idea and ESMU hosted HUMANE and provided ‘technical support’ to the fledgling organisation.

An initial Steering Committee was established in early 1996, comprising Roddy, John, Roger Broo, Paolo Magri, (Università Commerciale Bocconi di Milano), Anne Marie Kumps (Université catholique de Louvain-la Neuve), Ignaz Bender (Universität Trier) and Nadine Burquel.

A first ‘exploratory meeting’ held on 29 April 1996 agreed to the preparation of a concrete proposal and an activity plan aimed at launching the new organisation in 1997. Its working title at this stage was the ‘European Round Table of Administrators’. Further meetings of the Group followed and it was proposed that a series of linked regional seminars be held both as a form of consultation with potential members and to attract interest in the formation of the organisation. In the meantime, members of the Steering Group lobbied influential Heads of Administration in HE across Europe and Rectors and Vice Chancellors to attract support for the idea. By September 1996, 20 institutions across 10 European countries had formally confirmed their interest in becoming members with further interest being expressed in five other European nations.

The first seminar of the now named European Association/Network for Senior Administrators (EASA) was held at the Università Commerciale Bocconi di Milano in late March 1997. The Steering Group that met following the meeting, on the 23 March, agreed the fundamental organisational principles of the new body; ‘EASA’ had morphed into ‘UMAN’ (University Managers and Administrators Network) and then finally, through the inspiration of Roddy Begg, it became ‘HUMANE’.

Presentations at the well-attended Milan Seminar explored the aims and structure of the new organisation; the Socrates funded project and a range of papers on other international HE organisations by Mike Shattock (University of Warwick) and prominent members of the Steering Group. Follow-up seminars were held during 1997 in Lisbon, Paris, Trier and Heraklion. In addition to a presentation common to all these seminars on Socrates and on the HUMANE proposal, they included papers on such apposite subjects as ‘Cuts as a catalyst for change’, ‘Fund raising: Myth or reality’, ‘New technology in university administration’, ‘How to identify areas for cuts’ and ‘Organising industry-university relations’.

Interest in HUMANE by the end of 1997, was such that the first HUMANE Round Table held at Louvain-La-Neuve in December that

year, confidently planned seminars for 1998 on a variety of topics in HE management in Vienna, Amsterdam, Stockholm, Madrid, Venice and London. By the end of 1998, 148 full members drawn widely from 19 countries across Europe, formed HUMANE.

# **Formation**

## **Aims**

Its founders envisaged HUMANE as providing a network of ‘senior administrators at the strategic level’, (registrars or equivalent positions and their direct reports), ‘to improve the general understanding of European higher education systems and issues and professional skills of management’. It was proposed that the Network would do this through regular ‘seminars, training on best practice and technological innovation and the enabling opportunities for benchmarking and cooperation between institutions’. Some founders anticipated that HUMANE would also offer members the solidarity, confidentiality and friendship of their peers.

These principles were further refined at a HUMANE Round Table in Brussels in 2008 as a clarification of the HUMANE mission:

- To provide rich opportunities for Heads of Administration and their staff to meet and exchange experiences, share good practice and facilitate innovation in HEIs.
- Supports Heads of Administration as leaders within their organisation.
- Disseminates knowledge and skills of high relevance for the administration of Europe HEIs.
- Enhances operational leadership, day-to-day management, and administration as a profession crucial to the success of HEIs.
- Reinforces the relationships between academic and administrative leadership in HEIs.

- Provides advice to and works with European agencies to influence the development of efficient management procedures for HE and research.

More recently, and in response to recent changes in HE globally, HUMANE has refined its mission even further, a topic we will return to below, in the discussion of ‘Reform’.

## Governance

Formally, HUMANE was a network activity within ESMU until 2004, when it was registered as an Association under Belgian corporate law. Its constitution is the governance instrument of the Network along with internal regulations. Membership of HUMANE was originally confined to the heads of administration of academies that offered awards up to doctorates within the EU and Central and Eastern Europe. There are also categories of ‘affiliated’ and ‘associated’ members. It was agreed from the beginning that the Network was not a representative organisation of individual institutions. Its working language was deemed to be English, except where the law required otherwise.

Under the constitution, members of the Network comprise its General Assembly, which meets annually. Originally, full members were eligible to be elected for three-year terms to the HUMANE Round Table. Its lineage goes back to the very origins of HUMANE and possibly owes much to Roger Broo and the Round Table of Nordic Universities that so influenced HUMANE at that time.

The Round Table has been described in some documents as the ‘advisory committee to the Executive’ but its authority is much stronger than that. It played a major role in developing the founding principles of HUMANE and its modus operandi. Since then no major change has been introduced into HUMANE without the approval of the Round Table, which meets annually now as the General Assembly. Being a full member of the Executive, the Chairman of the Round Table is in a position to comment on strategy and policy as it developed and to ‘ensure checks and balances on the actions of the Executive Committee’.

In its original form, special rules governed the election of members to the Round Table to assure a balance of country representation. The Round Table oversaw the affairs of the HUMANE, elected its officials

and scrutinized its audited accounts. Honorary Auditors were appointed by it annually for that purpose and included Esa Ahonen, Jim Van Leemput (for many years), Andrée Turaban, Yves Glorion, Dietmar Ertmann, Philip Harvey and Koen Gorthals. Reports on current trends in HE in member countries were an important standing item at Round Table meetings for a number of years.

The membership of the Round Table was widened at the 10<sup>th</sup> Anniversary meeting in Madrid in 2007 to reflect its constitutional status as a General Assembly of members and members were encouraged by the Chairman to engage in more strategic discussions on the future development of HUMANE. It was proposed that the Round Table might ‘find reason for changes in the role of the Round Table and the way its meetings are organized’. These views presaged discussions, which took place in the Round Table in 2014 and 2015 on the future direction of HUMANE, of which more later...

The Chairs of the Round Table are listed in Table 1, below. All were distinguished by the confidence of members in them and by their strong commitment to the organisational and programmatic development of HUMANE. John Fürstenbach and Cécile Chicoye warrant special mention respectively as the longest serving and the first woman Chairman of the Round Table.

Not the least of its responsibilities, the Round Table also appoints the Executive Committee, which is responsible for the day-to-day management of HUMANE. The Round Table also appoints the Chairman and President of HUMANE on three year cycles or as vacancies occur.

## **Chairmen**

The Chairman of HUMANE is effectively its President and working closely with the Executive Committee, takes the lead with the other directors in coordinating strategy, implementing decisions and liaising with partner organisations. HUMANE has been exceptionally fortunate in each of its Chairmen, in their standing within the profession, leadership skills and commitment to the development of HUMANE. (See Table 1, below).

The important founding role of the first Chairman, Roddy Begg, has already been sketched. Roddy stepped down as Secretary of Aberdeen University for personal reasons in 2000 and that led to the appointment

**Table 1: HUMANE Officials, 1997-2017**

Year	Chairman Executive Committee	Chairman Round Table	Network Administrator	Network Manager	Strategy Consultant
1997	Roddy Begg §	Roddy Begg	Nadine Burquel	Trevor Field	
1998	Roddy Begg	John Fürstenbach	Tim Evans	Trevor Field	
1999	Roddy Begg	John Fürstenbach	Tim Evans	Trevor Field	
2000	Roddy Begg Ruud Bleijerveld	John Fürstenbach	Tim Evans	Trevor Field	
2001	Ruud Bleijerveld	Ignaz Bender ^	Tim Evans	Trevor Field	
2002	Ruud Bleijerveld	John Fürstenbach	Tim Evans	Trevor Field	
2003	Ruud Bleijerveld	John Fürstenbach	Tim Evans	Hans Van Dam	
2004	Ruud Bleijerveld	John Fürstenbach	Tim Evans	Hans Van Dam	
2005	Ruud Bleijerveld Rafael Zorrilla	John Fürstenbach	Tim Evans	Hans Van Dam Carlos Lopes	
2006	Rafael Zorrilla	John Fürstenbach	Tim Evans	Carlos Lopes	
2007	Rafael Zorrilla	John Fürstenbach	Tim Evans	Carlos Lopes	
2008	Rafael Zorrilla John Fürstenbach	Michael Gleeson	Tim Evans	Carlos Lopes Astrid Öman	
2009	John Fürstenbach	Michael Gleeson	Tim Evans	Astrid Öman	
2010	John Fürstenbach	Michael Gleeson	Tim Evans	Astrid Öman	
2011	John Fürstenbach Bert Verveld	Jon Baldwin	Tim Evans	Astrid Oman Han Borg	
2012	Bert Verveld	Adrian Graves	Tim Evans	Han Borg	
2013	Bert Verveld	Esa Ahonen *	Tim Evans	Han Borg	
2014	Bert Verveld	Philip Harvey	Tim Evans	Han Borg	
2015	Bert Verveld Esa Hämäläinen	Cécile Chicoye	Tim Evans	Han Borg	
2016	Esa Hämäläinen	Cécile Chicoye	Tim Evans	Han Borg (till 6/16)	Ian Creagh
2017	Esa Hämäläinen	Cécile Chicoye	Tim Evans		Ian Creagh

**Key**

§ Chair of Steering Committee

^ Substituting for John Fürstenbach

\* Longest serving member present

Source: HUMANE Governance documents, 1997 to 2017

of Ruud Bleijerveld. Celebrated for his wisdom and leadership in HE, Ruud was for many years, the Secretary General of Amsterdam University, probably the most senior position at that time amongst Netherlands' Universities.

It was on Ruud's watch that many of the most successful of HUMANE's programs were established. A quality seminar program was sustained, the Winter School established and also the Study Visit program which was personally directed by him for many years. HUMANE's membership flourished during his Chairmanship and Ruud instigated a number of

initiatives to extend the influence of HUMANE into the difficult regions of Eastern Europe and Greece. He retired in 2004 to be succeeded by Rafael Zorrilla, Gerente of Universidad Carlos III in Madrid.

Rafael is a lawyer by training and joined university service after a successful career as a civil servant. He contributed through his leadership to the development of Carlos III University, which is now amongst the top 20 in the world of universities established in the last 50 years. He modestly attributes his achievements in part to the support of the HUMANE network, which he joined soon after becoming Gerente. Rafael identified that his main goals as Chairman were to further improve HUMANE activities; increase the participation of young heads of administration and Winter School alumni in the Network; to promote HUMANE in the accession countries, especially Romania and Bulgaria; and to develop relationships with the newly formed European Universities Association (EUA), IMHE, (then the OECD's HE Program) and ESMU. It was in his term that the expansion of the Round Table into a General Assembly of members took place. He hosted a most memorable 10<sup>th</sup> Anniversary celebration of the founding of HUMANE.

At the end of his term in 2008, John Fürstenbach succeeded Rafael. John was with Roddy Begg, the co-founder of HUMANE. An adept civil servant in the portfolio of higher education and science, a highly experienced Secretary General of several Swedish universities (as well as a skilled pilot often flying himself to HUMANE events) John played a sustained role, not only in the establishment of the Network but as Chairman of the Round Table for most years between 1998 and 2007. John acceded to the Chair just as the General Financial Crisis (GFC) hit European Universities. Membership was under challenge during these years and the Network was constrained to improve the quality and range of its programs and to retain and attract members. John's contribution to HUMANE over many years is enduring.

Bert Verveld, then Secretary General of Groningen University (and also Chairman of the Secretary Generals of Dutch Universities), was appointed Chairman of HUMANE in 2011. Boundlessly energetic, creative and strategic, Bert had the unenviable task of leading HUMANE into its recovery after the damaging impact of the GFC. In that respect, amongst others, his leadership of HUMANE was transformational. Bert commissioned action research on HUMANE's performance in key areas, drafted proposals for the Executive and the Round Table and stimulated a wide ranging consultation and debate on the future of HUMANE which laid the basis for the current re-visioning of the

Network. In the wake of the disestablishment of ESMU he negotiated with Ian Creagh, a new and exciting relationship with the EFMD – the Management Development Network, also based in Brussels. He encouraged the appointment of HUMANE stalwart, Jim Van Leemput, as HUMANE ambassador with a brief to attract members to the Network from low participation countries. Bert admirably and appropriately celebrated individual contributions to HUMANE through thoughtful gifts of books that were much appreciated by their recipients. He stood down from the Chair in 2014, following his appointment as President of the Executive Board at Amsterdam University of the Arts. Esa Hääläinen, Director of Administration of Helsinki University, was his successor.



Photo 1: 10-Anniversary Dinner, Madrid, May, 2007. From the left, Hans Van Dam, André Turaban, Rafael Zorrilla, Christine Challis, Trevor Field, Pia Fürstenbach, Roddy Begg, John Fürstenbach, Nadine Burquel, Ruud Bleijerveld.

In many respects, Esa, a Winter School graduate, represents a new generation of HE leaders who benefitted from contact with HUMANE early in their career. Though he joined the Network soon after becoming the Director of Administration of the Helsinki Theatre Academy in 2008, Esa's CV proudly lists his participation in 2004 on the Steering Committee of the HUMANE-ESMU Winter School amongst a wide range of other contributions to European HE through HUMANE, IMHE (the OECD HE program) and the European Universities Association (EUA). He is competent in six languages and his list of publications attests to Esa's strong interest in the challenges of modernizing European HE.

He is himself a gifted manager of change, currently leading a comprehensive transformation program at Helsinki to further consolidate the University's justified claims to contemporary excellence in the academy and in its administration.

The national background of the Chairmen makes an interesting statement about HUMANE as a manifestly European and internationalist organisation. The first Chairman, Roddy Begg came from Scotland, easily the most Europhile country in the United Kingdom, whose trade and education links with the Continent date at least from the Fourteenth Century Franco-Scottish Alliance. The strikingly outward looking Nordic or Scandinavian countries have been very prominent in the leadership of HUMANE. The Netherlands (two Chairmen) has one of the most internationalist HE systems in Europe, again, in a country whose national identity was affected by a long-standing process of globalization. Spain shares aspects of that internationalist history, and its ascendancy in HUMANE coincided with a booming economy between 2005 and 2011 during which the membership of Spanish universities in HUMANE was at its height and Rafael Zorrilla was Chairman.

## **Network administration and management**

Each of HUMANE's Chairmen held most demanding leadership roles in their own institutions and often held external responsibilities as well. However committed they were to HUMANE, they and HUMANE's directors greatly relied on the support of the Network's Administrators and Managers, all of whom are listed in Table 1, above. Though at times, the ambitions of HUMANE may have outreached its team resources, there is no doubt that much of the stability and success of HUMANE is due to its management teams.

The Network Administrator is a role akin to HUMANE's company secretary. Under contract from ESMU, Nadine Burquel originally provided the Network's corporate support but Tim Evans quickly succeeded her. An Englishman by birth, Tim originally worked in a variety of roles and countries in the airline industry, but through circumstances that have served HUMANE well, became the Network Administrator in 1998. From the outset, Tim has been an anchor for the Network, good humoredly and with quiet skill, supporting the Chairman, the Executive Committee, the Round Table and the Network Managers to do their work. He continues to serve under the auspices of HUMANE's new partner, EFMD.

The Network Manager position was designed to shadow the HUMANE Chairman and to coordinate Network activities. It made sense then for each Chairman to fill the role amongst administrators from their own University, though this arrangement was varied for time to time in accordance with the needs of the Network.

Without exception, all the Chairs of HUMANE speak warmly of the debt they owed to their Network Managers. Trevor Field, a linguist and former academic, played a significant role, for example, in the establishment of HUMANE over its first five years and was instrumental in assisting with strategies to deal with the substantial language issues that attended HUMANE meetings. He stayed on for a period following Ruud Bleijerveld's appointment

Han Borg, appointed by Bert Verveld in 2001, was the last Network Manager. Han stayed on in the role after Bert stepped down to assist the Executive Committee to adopt a new management structure, which saw Ian Creagh, most recently Head of Administration of Kings College London, appointed to the role of Strategy Consultant. This most interesting post is key to the re-envisioning of HUMANE which is discussed below. The background for the proposed changes, however, and other aspects of HUMANE's history can better be understood by reference to the impact of contemporary globalization on higher education.

## The context

From their earliest times, universities were internationalist in their outlook and membership. Borders have never bound the best ideas, innovation and culture created by academics. Universities have attracted scholars' and students from abroad since the Middle Ages - to the extent that states were compelled to enact laws to assure their safety from citizens. Scholars have always flattered, disputed, competed for status and collaborated with their peers from other countries. Needless to say, the internationalization of universities has gathered pace over the last thirty years. Since the formation of HUMANE was both a product of and response to higher education globalization, its context should briefly be examined.

In doing so, it should be acknowledged that European HE is highly differentiated. The relationship between universities and the state across member countries varies markedly, as does the degree of their autonomy, governance and management structures, funding arrangements, the industrial status of university staff, along with substantial differences in the values, history, culture and organisation of national systems. The global forces of change and the consequences outlined here, therefore had different implications for the management of universities across the range of HUMANE member countries.

The forces of contemporary globalization and the onset of the digital 'industrial revolution' have had a complex and disruptive impact on universities worldwide. Noticeable by the 1970s, and escalating rapidly in the 1990s, technological changes have generated rapidly changing skill requirements of labor markets and a global knowledge economy

in which universities are central. Consequently, an unprecedented and increasingly competitive international market for university teaching, research and consulting services has emerged.

The parallel adoption of neoliberal economic policies in many countries since the 1970s triggered a fundamental realignment of the state and universities in this period, especially affecting funding relationships and the HE regulatory environment. Following the impact of the global financial crisis of 2007-08 (GFC), some governments implemented austerity policies that further reduced support for HE. These events and processes profoundly changed the social compact between the state, the public and many universities throughout the world.

One of the biggest changes has been the heightened national and international economic role of universities. This in turn has led to the corporatization of many universities resulting more or less in new forms of governance and management; user pays and commercial financing models supplanting state funding; modernization of their operations to make them leaner, more efficient, and more customer focused organisations; the development of synergistic relations with business and broader collaboration with other ‘partners’; a recasting of the role of universities in stimulating innovation, entrepreneurship and economic development; the massification of HE and the intense, competitive pursuit of transnational student numbers.

An economic superstructure, which did not exist twenty years ago, is also emerging to service and further stimulate the transformation of HE. A myriad of international and national league tables grade universities in hierarchies, which in turn establish branding, status and distinctive university personalities. Universities themselves form self-selected national and international subgroups that often conform to league table identities. A complementary economy of international student recruiting agencies, language services, a wide range of specialist consultancies in marketing and branding, academic and executive staff recruitment, educational and business IT services, curriculum development, estate planning, governance services and research and business brokerage are emerging.

Out of these processes have emerged a greater number and diversity of higher education institutions attended in some countries by the reorganization of public sector HE and the emergence of an increasingly prominent private sector. The formerly more rigid delineation of research based and predominantly teaching institutions has blurred along with

the differentiation of traditional degree awarding and vocational education and training bodies. Many universities are increasingly establishing an international footprint and collaborating with overseas partners in teaching, research and enterprise.

In all these respects, universities were adopting (and sometimes improving) management and governance models, technologies, business processes and styles of collaboration that were common more broadly in industry and commerce.

While HE in European countries was affected by all these factors in varying degrees, it also faced a set of challenges unique to it deriving from the parallel processes of European enlargement, and most recently, by the possible shrinking of the EU. Brexit, the terms of which are yet to be agreed, has already had a major impact on UK universities with some being frozen out of research and innovation collaborations and access to European funds. There is no doubt also, that the participation of UK universities will be missed in Europe – but it also offers an opportunity, through the continued membership of UK universities in HUMANE for them to benefit from a distinctly global conversation on HE. But the impact of integration is far more dramatic on European HE at this stage than any likely departures.

When it was founded in 1958, the EEC (the EU following the Treaty of Maastricht in 1992) was comprised of the inner six countries. Now there are 28 with three further accessions currently under negotiation.

Amongst other aspects, the EU is now not only the world's largest trading block, it has one of the most substantial clusters of HE institutions. According to the European Union website, there are 3,300 universities in the EU and around 4,000 in Europe as a whole, compared with 4,320 in the US. Some figures indicate that there are around 17,000 universities in the world; so between them, Europe and the US account for about half of all universities internationally, in almost equal measure, without taking into account issues of quality and HE diversity.

Needless to say, the rapid expansion of European HE has created substantial challenges arising from the growing autonomy of institutions in Europe, competition within and beyond Europe and the imperatives of modernization. The Bologna Process, initiated through the Bologna Declaration in June 1999, created a European Higher Education Area (EHEA) to address these challenges. It is important to note that the EHEA incorporates more nations than just the EU, its membership now totaling 50 countries.

Briefly, the aim of Bologna is to standardize the European system of HE through three core strategies; ‘modernization of higher education; connection and creation of national, regional and global educational spaces; and the enhancement of the attractiveness and competitiveness of the EHEA’. Bologna aspires to implement these strategies through ‘innovative processes, which build an awareness of traditions and raise the worldwide importance and attractiveness of the Bologna process’. The introduction of academic quality assurance practices is central to the Bologna Process.

Though it is premature to judge the effectiveness of Bologna, its existence is a metaphor for the impact of globalization on European HE. While much remains the same as it ever was in some universities, the transformation in European HE over the last twenty years has been remarkable and its momentum is irreversible.

The question then arises, how has the global transformation of HE shaped HUMANE and its responses to it? We will now explore that question through the history of its membership, activities and partnerships.

## **Members**

The size and composition of HUMANE's membership between 1997 and 2017 is illustrated in Tables 2, 3 and 4 and the accompanying Charts 1, 2 and 3.

Remarkably, membership increased rapidly from 132 in 1997 to around 200 by 2001. Total membership remained relatively stable until 2008 when it began to revert in two stages, to about 177 in 2013 and thence to 152 by 2017. By contrast, membership by country rose to around 25 in 2001 and has remained relatively stable around that number or more since. In both cases, however, the raw figures disguise a degree of churn.

Broadly speaking, the most constant member countries have been Belgium, Finland, France, Germany, Italy, Netherlands, Spain, Sweden and the UK. In all of these countries a very high proportion of members have been drawn from highly ranked universities. The UK was very prominent in the early days of HUMANE, comprising 54 members in 2001, (about half of eligible universities in the UK at that time) but its membership now is 24.

The other stars have remained relatively stable in their representation save for Spain, which rose to its maximum membership of 26 in 2008 (then about 30% of eligible universities in Spain), but it now has 5 members. HUMANE membership in Finland, Netherlands and Sweden has included all but a very small number of eligible universities. It's worth noting that while there are not many universities in Austria, Ireland and Switzerland, institutional membership of those countries has

included most of the eligible universities and has remained relatively stable since 1999.

The regions of greatest difficulty to recruit into HUMANE have been Eastern Europe, Greece, Malta, Turkey and Iceland. The exceptions perhaps have been Romania, which had as many as 11 members in 2013 and Poland, which had 7 members in each of 2004 and 2005. Portugal is interesting, in that membership hovered around 8 members for much of the last twenty years but now stands at 4. There is some recent membership from non-European countries, namely Turkey, Russia and Australia, but their numbers are currently tiny.

The reasons for this pattern of membership vary. The stalwart members come generally from the more established EU countries with mature, integrated HE systems supported by relatively stable funding.

Coincidentally these countries were prominent amongst the founders of HUMANE. HUMANE members in these countries have also been active in their national organisations with all the associated benefits of good communication, engagement and relations between the national bodies and HUMANE. The lowest memberships have tended to be from the new accession states and from some Mediterranean countries. Other countries joined periodically as a consequence of HUMANE targeting of them, including Romania and other East European states.

In its early years, HUMANE set itself a target membership of 250. Despite the very best efforts of the HUMANE team and its members to achieve that goal, a number of factors affected both numbers and churn in the Network.

Generally speaking there is a strong correlation between membership of HUMANE and the strength of national economies. Though special arrangements were made in the past, poorly endowed universities found it difficult to justify membership of HUMANE. This may also have contributed to the decline in membership after 2008, following the GFC.

Cultural issues undoubtedly conditioned HUMANE membership. The low participation of Greek universities, for example, has been attributed to a highly integrated system of HE, a strong national identity and the domination of metropolitan Athens. HUMANE's working language of English has similarly affected membership, especially amongst the lowest participating countries. HUMANE has worked hard to address this aspect by providing support to members for whom English was a

hurdle. Seminar participants may recall that Italian members attended earlier meetings of HUMANE with interpreters.

Needless to say, the example of Gaetano Serafino, Direttore Amministrativo, Università degli Studi di Firenze and later the Università degli Studi di Pavia is, inspirational. Dr Serafino attended many HUMANE seminars during his career, but relied on an interpreter for the presentations. Triumphant, however, at the Pavia Seminar in 2005, which he hosted, he delighted all by presenting his paper on the financial management of universities in fluent English. This achievement he attributed to his membership of HUMANE.

The retirement of members also contributed to churn. Sometimes successors did not regard membership with the same priority and in rare cases; Rectors did not support the membership of their institution. Some potential members did not join due to the pressures of their work load or because the HUMANE program was not considered relevant to their needs. The changing role of heads of administration in European universities over the last twenty years has also affected membership.

Since the foundation of HUMANE, the head of administration role has changed significantly. The expansion of European universities after WWII was notable, especially in the 60s. However, these were initially more changes of scale than of complexity and the fundamental relations between the state and universities remained relatively stable and predictable throughout the 50s, 60s and 70s. And so did the traditional role of the Head of University Administration. The opposite has been true over the last twenty years.

In many countries, university governing bodies are becoming like the Boards of commercial enterprises with Vice Chancellors, Rectors and Principals of universities cast increasingly as ‘Chief Executive Officers’. Twenty years ago, the majority of Heads of Administration, whether Registrars, Secretary Generals, Kanzlers, Gerentes, Direttori Administrativo and so on, led fully centralized administrations, additionally served as Secretaries to their governing bodies, and sometimes reported not to Rectors but directly to state authorities. The former German Kanzlers are a case in point. Progressively these traditional roles are disappearing to be replaced by a more distributed model of university management and a nascent generation of new university leaders.

The governance role is commonly separated from the Head of Administration function and 'Chief Operating Officers' have replaced Heads of Administration. Operational management may be shared across professional clusters, such as finance, human resources, estates, corporate communications, academic administration and student services. Academic managers now lead operational functions hitherto the preserve of Heads of Administration, especially but not only where there is a student, research or academic enterprise dimension. This is a dynamic process since many universities are making changes that further modify conventional models of academic activity and professional service delivery.

Given that HUMANE was established primarily as a society for Heads of Administration, these changes in university management somewhat challenged the criteria for membership of HUMANE, which has worked hard to adapt through more flexible membership criteria, including some recent changes. But the Network's response to change is also reflected in the range and quality of its programs over that period and through its partnerships and collaborations.

## **Programs**

The activities run by HUMANE since 1997 included a comprehensive annual seminar program; regular study visits of administrators to consider best practice; an annual Winter School for emerging leaders, supplemented later by a Summer School and more recently by the proposed conference in Asia. At various stages, HUMANE considered establishing consulting services and participated in a variety of collaborative activities with other European and international higher education organisations.

### **Seminars**

The seminar program was established from the outset as the core-convening event for HUMANE Members, and has for the last twenty years, been the most sustained and revered of its member services.

The program spoke directly to the key founding principle of HUMANE, ‘to improve the general understanding of European HE systems and issues and the professional skills of management’. The seminars also gave life to HUMANE as a network, so that the conversations and socializing between members were as important as the papers delivered in the formal part of the meetings. The Annual General Meeting of HUMANE was usually held at the ‘summer’ seminar and meetings of the Round Table and the Executive Committee were timed to coincide with the seminar program. For the complete record of scheduled seminars from 1997 to 2017 see Table 5.

Seminars were hosted at member institutions, though the HUMANE Executive Committee suggested topics, nominated seminar conveners, monitored the quality of papers and presenters and sought participant feedback on the events. With occasional variations, the formal program was scheduled on a Friday and Saturday, complemented by dinner on the Friday evening during which guests were frequently entertained by a short cultural interlude typical of the host region and brief speeches. Since the seminar locations were invariably very interesting and historic, a tour was always offered on Saturday afternoon followed by dinner on the Saturday evening. Accompanying partners were welcome to participate in the social activities of the program. Hosts usually marked the event with a small gift to attending members. Participants at the first seminar in Milan, for example, still treasure their Bocconi tie or scarf.

At first, seminar participation was largely confined to nominated full members, but over time they were opened up to associate and affiliated members of HUMANE, to senior reports of heads of administration and to the alumni of the Winter School. Again, most presenters at first were heads of university administration, though Mr. P. Van der Hijden of European Commission, DG XXII, was a presenter at the 1997 Lisbon Seminar.



Photo 2: A working group, Brussels Seminar, 2011

Later, seminars increasingly involved presenters from the wider scope of university professional services, partner organisations such as the EUA, the European Network of Deans (DEAN), the HUMANE Winter School Alumni Network (WSAN), ESMU, EFMD and other external organisations, including consultants who advised higher education organisations. After 2007, there was also a shift to joint seminars with partner organisations, notably the EUA, DEAN, ESMU and EFMD who boosted numbers attending and contributed to the costs of the seminars. Joint seminars with WSAN were held in 2008, 2009 and 2011. The joint seminar with DEAN in February 2007 at Porto, titled, the 'Management of Medical Schools in Europe: Models and Funding under Bologna - Problems, Opportunities and Trends', is particularly noteworthy as it was the first HUMANE seminar held jointly with academic leaders, though, to date, none have been held jointly with Rectors.

Broadly speaking, the general topics of seminars and individual presentations, track the changing strategic and operational imperatives and interests of heads of administration. Implications of financial and resources management, income diversification, entrepreneurship, the changing role of the state, governance, marketing, branding, international student recruitment, quality assurance, league table management, student services delivery, organisational development, business process improvement, infrastructure development, including the application of new technologies to both the academy and in university operations and the management and techniques of modernization are particularly evident in a remarkably varied and interesting schedule of seminars.

The twentieth anniversary conference at the Collège de France will mark the one hundredth HUMANE seminar. Of the previous 99, only two scheduled seminars were cancelled – Zurich in May 2006 and Dublin in April 2010 (due in that case, to an irascible Icelandic volcano that grounded air travel at that time).

It is remarkable that for the most part, HUMANE hosted six seminars annually until around 2010 when events reduced to 5 then 4 or less annually. This reflected declining member demand for the seminars following a fall in membership, a challenge, which was then addressed through increasing the number of joint seminars with HUMANE partners. This proved to be an extremely successful strategy, as is shown in a key study by Tim Evans (at the suggestion of then Chairman, Bert Verveld) in

2014 of participation in 25 HUMANE seminars and other events covering the period 2009 to 2014.

The pattern of seminar participation of HUMANE members by country generally reflected the membership profile. On average, of the 30 participants per seminar, slightly more than half were HUMANE members. Interestingly, the numbers participating in joint seminars (usually one a year) well exceeded the others and numbers from partner organisations at the joint events were significantly higher than HUMANE members. The Joint Seminars were financially important for HUMANE but perhaps more essentially, they broadened the scope of HUMANE seminars and the valuable opportunity to network with a wider community of HE participants. The success of the joint seminars also demonstrated that HUMANE had significant convening power with its partners.

The conclusions of the 2014 study, amongst others, informed a significant strategic rethink of HUMANE over the course of 2014 and 2015, which we will return to shortly. But that rethink was also informed by the relative performance of other HUMANE activities to which we will now turn.

## **Professional development**

One of the principal objectives of HUMANE from the outset was the training and development of HE professionals. To the highly successful Winter School series have recently been added a Summer School and an Asia-Pacific School. These leadership programs were originally delivered through partnership with ESMU and more recently with EFMD.

The idea of a ‘Winter School’ first came up at the Round Table in 2000 where it was proposed that ‘promising young administrators would attend a series of courses on European themes in HE’. The Round Table was enthusiastic about HUMANE playing an important role in the training and development of the ‘next generation of heads of administration’ and it asked the Executive Committee to progress the idea.

The draft of an advertisement for a Winter School was discussed at the next Round Table in 2001. A leading business academic at the Università Commerciale Bocconi di Milano had been approached but members, particularly from the UK, were concerned about the potential cost of the course. Members agreed, though, that the quality of the

course was paramount and that it should have a distinctively ‘European value add’ compared to similar programs and that the venue should be a university campus.



Photo 3: First Winter School, Barcelona, 2003

The 2002 Round Table supported a revised proposal for a Winter School for ‘future heads of administration’. Noting differential fees of participation for non-HUMANE members, it was suggested that a selection process for participants might be a selling point. More than half of members present indicated they would nominate a staff member for the Winter School.

By that stage, the Executive had agreed that ESMU would be the managing partner in the program. The course would stress strategic development and management in the context of European themes, led by rotating facilitators and be run over one intensive week. The emerging business plan prepared by Nadine Burquel included a distribution of profits to HUMANE and a suggested link with the Barcelona Business School.

A further development of these ideas resolved that a HUMANE member would lead the program and be responsible for content but that a steering group would oversee the organisation of the Winter School. The Network Manager would assist in its organisation. The names of

possible academic collaborators were discussed along with prospects for sponsorship. Significantly, the concept also emerged at this early stage of the establishment of the HUMANE, Winter School Alumni Group (WSAN).

Christine (Tina) Challis, then the formidable Head of Administration of the LSE, was appointed the first Winter School Chairman, supported by Nadine as School Director. Executive Committee and Round Table Reports of the first well-attended School in 2003 at the Barcelona Business School were extremely positive. It was decided, therefore, to deliver the Winter School annually and to present a certificate of attendance to participants. A website was developed to market the program.

The organisational basis of the Winter Schools has remained relatively unchanged since. The curriculum, though, has evolved into a case based approach to problem solving typical of many advanced business school programs. The Winter Schools were convened in Barcelona until 2008, when Tina Challis stepped down as the Leader due to her retirement from LSE.

Though still highly regarded for their consistently high quality and strong participation, HUMANE then reviewed the arrangements for the Winter Schools with a view to ‘maintaining the balance’ with ESMU as HUMANE’s partner. In 2009, the Winter School successfully moved to Valencia. The University there was very keen and qualified to host the program and the move to Valencia had the added benefit of providing good, convenient accommodation for participants. During these years, Dietmar Ertmann was Winter School Leader along with Peter West.

Led currently by Philip Harvey, (himself an alumnus) the Winter School is now run jointly with EFMD, and has returned to the Barcelona Business School. It remains one of the most sustained of HUMANE activities invariably exceeding class sizes of 30. A cap of 42 has recently been imposed to assure a high quality learning experience for participants. HUMANE has addressed a concern regarding the relatively poor uptake from southern European countries through the provision of scholarships valued at €1,500 and opening up access to non-member universities at a fee of €2,250.

Needless to say, in excess of 500 emerging leaders in European HE have graduated from the Winter School program since 2003. Many graduates of the School now hold senior positions in University

management, including Heads of University Administration. A further achievement of the Winter School is its spawning of two more recent developments in the HUMANE/EFMD partnership.

The new Summer School will focus expressly on the leadership and management of transformational changes in professional services critical to institutional competitiveness. Ian Creagh, the Strategic Consultant to HUMANE and one of Europe's most successful practitioners of change, will lead the new program the first of which will be delivered at the Freie Universität Berlin between the 27 August and 1 September 2017.

The potential for HUMANE of the growing market for professional development programs in the Far East was first raised by Philip Harvey at the 2012 Konstanz Round Table. A steering group was set up to further consider the proposal leading to the establishment of the Asia-Pacific School. The first of these Schools is on the theme of managing international strategic partnerships in HE, will be hosted by past HUMANE member, Steve Cannon, at Hong Kong University in October 2017.

The program will offer an intensive case study of critical issues in transnational strategic partnerships. Its aim, shared with HUMANE's two other Schools, is to foster the leadership potential of senior managers in HE. This is another major initiative arising out of HUMANE's recent revisioning, to extend the long standing mission of HUMANE to develop leadership and management in HE beyond European borders. The HUMANE Study Visits program, which we will now review, has very different goals.

First proposed in 2003, HUMANE's Study Visits program exposes younger and middle ranking professionals to best practice in HE. Following a market survey of members, the first program was delivered in 2004. Between 2004 and 2010, Ruud Bleijerveld followed until recently by Jane Hopkinson, facilitated the Study Visit Program, both of them being supported throughout by Anton Nijssen, Head of the Hague Institute for Global Justice and a consultant to HUMANE.

The aim of the Study Visits, usually one a year, was to provide university administrators experience of best practice in a specially chosen area of professional practice. Participants were immersed in an intensive three-day workshop in a host university that was a member of the HUMANE Network. Groups were limited to around 20, though participation

could be lower. Senior managers in the host university delivered the program.



Photo 4: Study Group, Utrecht, 2008

Universities hosting the Study Visits have included Helsinki, Utrecht, Heidelberg, Uppsala, Warwick, Amsterdam, Vienna and Zurich and have incorporated such themes as facilities management, academic performance, achieving agility and entrepreneurship in HE, quality and renewal, autonomy and financial constraints, autonomy and governance and academic enterprise and business collaboration.

In the spirit of improvement, the Study Visits program has regularly been reviewed and reinvigorated. Now led by HUMANE's Strategy Consultant, participants meet at the host institution on a Sunday afternoon where there is a detailed induction to the program, the host takes over on the Monday and Tuesday, but the program now closes with a review and feedback session by participants on the approach of the host University to the subject of the study and feedback on the value of the participant experience.

The Study Visit Program is highly regarded by participants, who invariably find them professionally useful and enjoyable. Generally, they have also been financially successful too and regular evaluations to the Executive and the Round Table are positive. Despite the attractiveness and bearing of its themes, however, Study Visits are currently most popular in a relatively narrow range of HUMANE member countries. The

Netherlands and the UK currently dominate the program, comprising over half the participants of the 186 who took part in the Study Visits between 2009 and 2014. The balance of participation was split between other EU countries (78 participants) and non-EU countries (10). This aspect, too, is currently under review.

A number of general observations can be made about the history of HUMANE professional development activities. First, the topics generally tracked the big developments of the day. This was no accident, but a conscious policy of HUMANE to engage with contemporary issues affecting university management. The residential school themes, for example, all focused on the critical issues facing HE. The Winter School addressed international strategy; the Summer School, reinventing HE operating models; and the Asia-Pacific School, the geopolitical shift towards the East.

Furthermore, the residential programs and the Study Visits address the professionalization of all management disciplines in HE and are based on contemporary action learning methodologies. This itself reflects a recurring theme in HUMANE's history of its professional development work, continually adapting to the most urgent challenges in university management and adopting best practice pedagogies in so doing. To be effective in the future, HUMANE must continue to keep doing that.

## **Winter School Alumni Network**

The activities of HUMANE's Winter School Alumni Network are an enduring and extremely valued consequence of the Winter School series. WSAN maintains the network of emerging leaders and supplements their intensive experience in Barcelona or Valencia, through an annual seminar and other activities.

As can be seen from its website, WSAN has delivered a major seminar per year since 2003 in 13 different Universities on 14 apposite topics. Additionally, WSAN manages its membership and runs a program of study visits in which one alumnus visits another for about a week. After a review of its members in 2010 WSAN refocused its activities, introducing a monthly newsletter, benchmarking opportunities at its annual seminar, adjusted the time and marketing of seminars and refined the feedback mechanism for seminar participants. WSAN now has an active Facebook and Twitter presence and apps to market seminars.

Since its foundation, WSAN has operated as a part of HUMANE. It receives financial and organisational support from the Network and the Executive Committee (on which WSAN is represented) approves its annual plan. Joint WSAN/HUMANE seminars have subsequently been delivered and WSAN members attend HUMANE seminars.

Thomas Estermann (now Director of Governance, Funding and Public Policy at EAU) was in the first graduating class of 2003 and became President of WSAN that year, drawing together a steering committee to run its activities and to recruit and support its members. Thomas also made proposals for the working relationship of HUMANE with WSAN. Liduine Bremer (currently Faculty Director/Dean of the Faculty of Public Management, Safety and Law at the Hague University of Applied Sciences) and then Jane Sherwood (Director of the Oxford Learning Institute and Director of the Language Centre) have succeeded Thomas as President and have together built substantially on his early work to make the WSAN a jewel in the HUMANE crown.

## **Partners**

There is no doubt that HUMANE's success since 1997 owes much to the quality of its partners. The most important of these have ESMU and now, the EFMD.

The European Centre for the Strategic Management of Universities was established in 1986 as an international think tank interested in new forms of planning and strategic management and future scenarios of universities. Comprised of a not for profit network of universities, it relied, in part, on income generated through management development programmes, benchmarking exercises and promoting learning on good management practices.

It therefore had a natural fit with the values and aspirations of HUMANE and it was in a position to support its establishment and development. John Fürstenbach who was a board member of ESMU introduced its Secretary General, Nadine Burquel, to the Steering Committee in 1996.

Before the Network became financially self-sufficient in 1998, Nadine twice assisted HUMANE to raise European funds and introduced her extensive networks to support its foundation. ESMU hosted HUMANE, providing day-to-day administrative services and eventually, logistical support for the running of the Winter School as a joint enterprise.

The relationship with ESMU also offered HUMANE the opportunity to be involved in other projects. In the early years of HUMANE, ESMU led a bid to the World Bank to provide management expertise in Hungary involving HUMANE, the Commonwealth Higher Education Management

Service (CHEMS) and Center for Higher Education Policy Studies (CHEPS). It was proposed in 2001 that HUMANE set up a company under the auspices of ESMU to provide a bank of expertise from member institutions to provide consultancy services, but members did not receive this supportively. Later ESMU and HUMANE were jointly involved in the ‘EU-Drivers’ project and HUMANE was an associate partner of the EC funded project, ‘MODERN’. A report of the project titled, “University Engagement and Regional Innovation” was published in 2010.

In April 2013, ESMU was incorporated into EFMD, a distinguished management development network in Brussels with extensive international relationships and activities. It was not a foregone conclusion that HUMANE would transfer from ESMU to EFMD. Bert Verveld and Ian Creagh carried out a thorough due diligence on EFMD, saw immense potential in HUMANE working with it, on which basis the Round Table approved the partnership.

Though it is still in its early stages, the relationship with EFMD is developing well. It has taken over the academic and organisational administration of the Winter School on the same arrangement as with ESMU and has actively contributed to the development of the two new programs. There is clearly evident synergy with HUMANE in the consolidation of its European presence and its aims to extend its influence and activities to the Asia-Pacific region. Nadine Burquel, now Director of Business School Services at EFMD, continues to work closely with HUMANE.

HUMANE has been fortunate in a wide range of other partnerships that have enhanced its capacity to deliver its mission. Reference has already been made to those who generously collaborated with HUMANE in the delivery of seminars, including DEAN, ESMU, WSAN and EFMD. But one of the most fruitful relationships has been with the European Universities Association, EUA.

The prospect of collaborative work with HUMANE was first raised by Thomas Estermann at the Lyon meeting of the Round Table in 2007. Subsequently, Rafael Zorrilla, John Fürstenbach and Jon Baldwin met with EUA and the UK Leadership Foundation for Higher Education to discuss the development of three seminars for Rectors, Vice Rectors and Heads of Administration delivered on a tripartite basis in 2009.

The second joint program was called EUDIS, European Universities Diversifying Income Streams. EUDIS was the second part of a major project on transparent costing in European HE institutions completed in 2008. The steering committee of the project comprised three members each from HUMANE and the EUA, chaired by Ian Creagh. The other partners to the EUDIS project were the University of Bologna, the Bavarian State Institute for Higher Education Research and Planning and it was funded under the Lifelong Learning program of the EC (€369K).

This important project was the subject of a HUMANE/EUDIS meeting held at Carlos III University, Madrid in October 2009, the results of which contributed to the project outcomes. A major survey was central to the project involving 153 responders. A follow up meeting to the EUDIS conference in Madrid was held in Bologna in April 2010. A special edition of the academic journal, *Beiträge zur Hochschulforschung* featured the project, the Final Report of which was published by the EUA in 2011. The Round Table was rightly approving of the EUA projects and encouraged the development of others on a ‘cost neutral’ basis.

## Reform

Strategic review and reform have been constant themes in the history of HUMANE. Following its foundation years, successive Chairmen encouraged a culture of positive criticism and development, especially leading up to and following its tenth anniversary. From time to time, small working groups were established and almost every Round Table since has considered papers addressed to the growth and further development of HUMANE. As a consequence, rules, programs, ways of working and even governance were modified. Fluctuations and churn in HUMANE's membership base since 2008 intensified those debates and ultimately led to proposals by Esa Hääläinen for change under the rubric of 'HUMANE 2.0'.

As has already been referred, the Executive Committee under Bert Verveld commissioned a study of participation in HUMANE's programs in 2014 which prompted a series of papers and presentations to the Executive Committee on the future of HUMANE. These discussions culminated in an 'intensive' and ultimately optimistic debate at the Berlin Round Table in June 2015.

Major issues canvassed included the origins of the decline in membership and participation in HUMANE seminars (covered comprehensively here); the organisation and management of HUMANE, its business model, fees and income streams; the value proposition of targeted member services; the relative merits of HUMANE's commercial activities and their potential for further development; the range of opportunities offered by the distinctively European perspective of HUMANE, its values, expertise in professional development and its

distinctiveness as a ‘best practice’ organisation; challenges in the visibility of HUMANE, the need to review marketing strategies and the ambassadorial role of members in attracting others to join; the prospects of an active interface of HUMANE with regional associations; the benefits and synergies which may arise from deeper collaborative partnerships such as with EFMD, whilst retaining HUMANE’s independence; opportunities arising from the EU programs such as Horizon 2020; exploiting the rich knowledge base across HUMANE and ‘learning across borders’; and the possibilities arising out of emerging markets in Asia and the Pacific Rim.

The Chairman, Esa Hämäläinen concluded from the discussion that there was a ‘common mutual feeling that HUMANE should change; in the character of its membership and developing more commercial activities either on its own or in partnership with others’. A structural change was required and he called upon the active participation of all members in transforming HUMANE for the future.

By the 2016 Round Table meeting in Groningen, Hämäläinen was able to report a significant change to HUMANE’s management structure. Following consideration of ten qualified applicants and an interview in Venice in April 2016, Ian Creagh was appointed to the new role of Strategy Consultant. The new role replaced the former Network Manager position, bringing into HUMANE the expertise of one of the most experienced heads of university operations of Europe, a distinguished international career in management and a strong reputation as a strategist of change in HE. He has also been an active member of HUMANE.

In focusing on the future of HUMANE, Ian Creagh proposed to the Round Table that:

- HUMANE should not compete with the National Associations. It should seek to actively cooperate with them. HUMANE can offer added value in the form of a European dimension to their activities. HUMANE will use its global and pan European perspective to encourage this cooperation.
- HUMANE needs to cater for members encouraging a ‘learning club’ environment with member-only exclusive events. These should allow free flowing confidential discussions between colleagues.
- The successful Winter School idea will be expanded to an Asia/Pacific edition and also a second Summer School in Europe.

- New clusters of professional development activity for HE professional groups will be developed. Two possible areas identified in a study of the WSAN database were: Marketing, Communications and Information Officers; and Heads of Administration for Faculties.
- A three-year plan for new events be prepared as a roadmap for HUMANE's future.

These proposals were adopted, as some said, building on HUMANE's strengths, not starting from new. The proposed three-year road map will be reviewed at HUMANE's Paris Round Table in June 2017, at its twentieth anniversary meeting.

## The future

Since 1997, HUMANE has been a society for Heads of Administration in Europe to meet peers and others and to learn more about the formidable strategic and operational challenges of managing universities. In the process HUMANE has been a source of solidarity and friendship to its members, but perhaps even more essentially, it has facilitated a distinctively European conversation about HE during a period of rapid change in universities globally.

From the outset, HUMANE was also committed to the professional development of emerging leaders, preparing them for the complexity and demands of senior roles in HE, whilst stressing excellence and innovation in management. Its highly successful Winter School delivered in partnership with ESMU and then with EFMD, has seen in excess of 500 graduates and the formation of an enduring network of its alumni. The longstanding Study Visits program has since 2004, provided opportunities for middle ranking professionals to immerse critically in environments of best practice. All of HUMANE's programs are driven by the imperative to professionalize across the range of management disciplines in HE.

HUMANE has demonstrated extraordinary resilience during its first twenty years. Its founders could hardly have predicted the tumult in HE that would follow the formation of HUMANE, which continues to transform the culture, role, organisation and direction of universities throughout the world. In the process of changing universities, these irreversible forces have also progressively changed HUMANE.

As it enters its third decade, the HUMANE Round Table envisions abundant prospects for the future. To capitalize on them HUMANE has developed a bold vision to take its mission to professionalize HE into Asia and the Pacific. It has also put in place the requisite leadership skills.

Working together, the Chairman, the Executive Committee, the Round Table and HUMANE's management team will implement the new strategy by building on HUMANE's values and its achievements since foundation; its exceptional character as a networking and networked organisation; its staunch commitment to excellence, best practice and continual development; its growing range of innovative professional development programs; creative and durable partnerships; and not least, the global perspective which has guided HUMANE from the beginning.

On that basis, HUMANE's future offers a potential of even greater moment than its most extraordinary first twenty years.

## **Appendices**

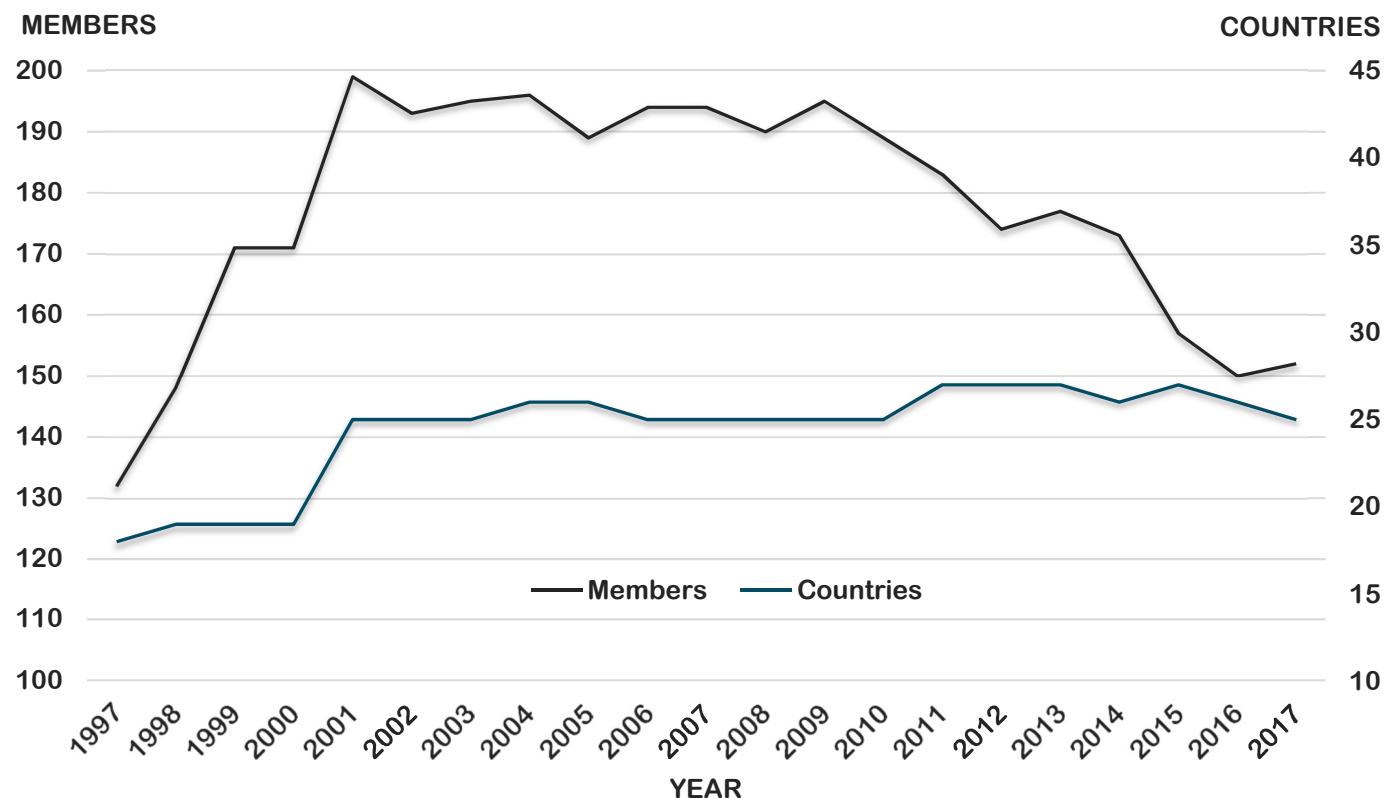
### **Tables and Charts**

**Table 2: HUMANE Members and Members' Countries, 1997-2017**

Year	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
Members	132	148	171	171	199	193	195	196	189	194	194	190	195	189	183	174	177	173	157	150	152
Countries	18	19	19	19	25	25	25	26	26	25	25	25	25	25	27	27	27	26	27	26	25

Source: Table 3

**Chart 1: Total of HUMANE Members and Members' Countries, 1997-2017**



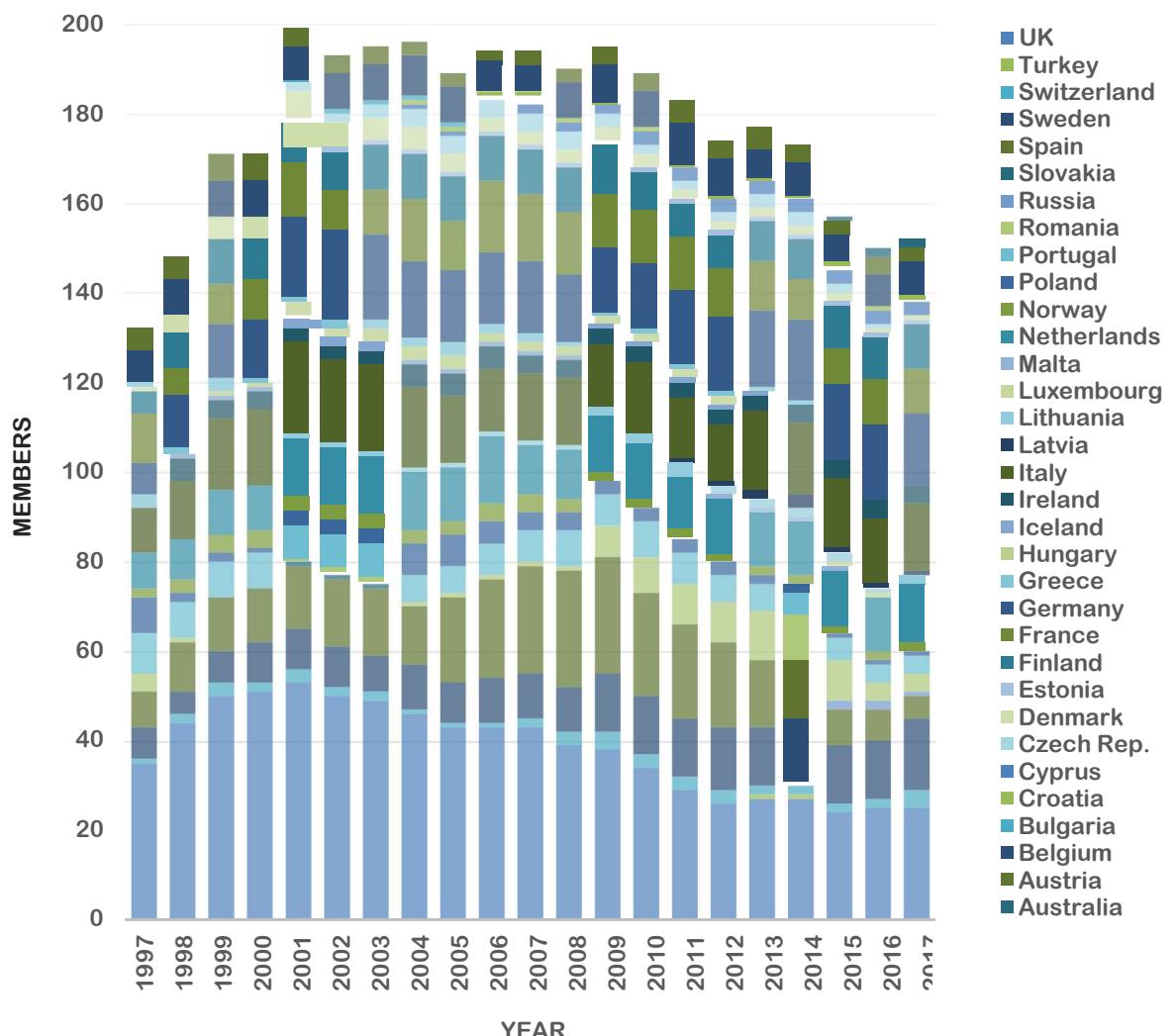
Source: Table 2

**Table 3: Membership of HUMANE by Country, 1997-2017**

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Australia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2
Austria	5	5	6	6	4	4	4	3	3	2	3	3	4	4	5	4	5	4	3	4	4
Belgium	6	8	8	8	7	8	8	9	8	7	8	8	8	8	9	8	6	7	7	7	7
Bulgaria	0	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Croatia	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Cyprus	0	0	0	0	0	0	0	1	1	1	2	2	2	3	3	3	3	3	3	3	3
Czech Republic	2	0	0	0	2	2	3	4	4	4	4	4	3	2	2	2	3	3	2	1	0
Denmark	1	4	5	5	6	5	5	5	4	3	3	3	3	3	2	2	2	2	1	1	1
Estonia	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Finland	5	8	10	9	9	9	10	10	10	10	10	10	11	9	8	8	9	9	10	10	10
France	11	6	9	9	12	9	10	14	11	16	15	14	12	12	12	11	11	9	8	10	10
Germany	7	10	12	12	17	19	19	17	16	16	16	15	14	14	16	16	17	18	17	17	16
Greece	3	3	3	2	2	2	2	2	3	2	2	1	1	1	1	1	1	0	0	0	0
Hungary	0	0	1	1	3	3	3	3	3	2	2	2	2	2	2	0	0	0	0	0	0
Iceland	0	1	1	1	2	2	2	1	1	1	1	1	1	1	1	1	1	0	0	0	0
Ireland	0	5	4	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4
Italy	10	13	16	17	20	18	19	18	15	14	15	15	13	15	13	12	16	16	15	14	15
Latvia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	3	3	1	1	1
Lithuania	0	0	0	0	1	1	1	1	1	1	1	1	2	2	2	2	2	2	1	1	1
Luxembourg	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Malta	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0
Netherlands	8	9	10	10	12	12	12	13	12	15	11	11	12	12	12	12	12	12	12	12	13
Norway	2	3	4	4	3	3	3	3	3	4	4	3	3	3	2	2	2	2	2	2	2
Poland	8	2	2	1	5	5	5	7	7	5	4	4	3	3	3	3	2	1	1	1	1
Portugal	9	8	8	8	7	7	7	6	6	7	7	8	7	8	7	6	6	6	5	4	4
Romania	4	1	0	0	1	1	1	1	1	1	1	1	7	8	9	9	11	10	9	4	4
Russia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1
Slovakia	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Spain	8	11	12	12	14	15	15	13	19	22	24	26	26	23	21	19	15	13	8	7	5
Sweden	7	5	7	9	9	9	8	10	9	10	10	10	13	13	13	14	13	14	13	13	16
Switzerland	1	2	3	2	3	2	2	1	1	1	2	3	4	3	3	3	2	2	2	2	4
Turkey	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
United Kingdom	35	44	50	51	53	50	49	46	43	43	43	39	38	34	29	26	27	27	24	25	25
<b>TOTAL MEMBERS</b>	132	148	171	171	199	193	195	196	189	194	194	190	195	189	183	174	177	173	157	150	152
<b>MEMBER COUNTRIES</b>	18	19	19	19	25	25	25	26	26	25	25	25	25	25	27	27	27	26	27	26	25

Source: 1997, Countries represented at the 1997 Seminars; 1998-2017, HUMANE Membership Records

**Chart 2: HUMANE Members by Country, 1997-2017**



Source: Table 3

**Table 4: Membership of HUMANE by Constituency, 1997-2017**

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Constituency 1</b>	21	26	31	30	36	37	37	34	32	34	32	32	34	33	36	35	36	36	34	35	37
<b>Constituency 2</b>	27	27	33	34	39	35	37	41	34	37	38	37	33	35	34	31	33	32	31	32	33
<b>Constituency 3</b>	35	49	54	55	57	54	53	51	48	48	47	43	42	38	33	30	31	31	28	29	29
<b>Constituency 4</b>	10	2	3	2	12	12	13	16	16	13	12	12	11	10	11	11	11	7	5	4	
<b>Constituency 5</b>	20	22	23	22	23	24	24	22	29	32	35	37	36	35	33	30	26	24	17	14	12
<b>Constituency 6</b>	15	21	27	28	29	28	28	29	27	28	28	27	31	29	26	27	27	27	26	29	
<b>Constituency 7</b>	4	1	0	0	3	3	3	3	3	2	2	2	8	9	10	10	12	11	10	5	5
<b>Constituency 8</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	3	4	3
<b>Total members</b>	132	148	171	171	199	193	195	196	189	194	194	190	195	189	183	174	177	173	157	150	152

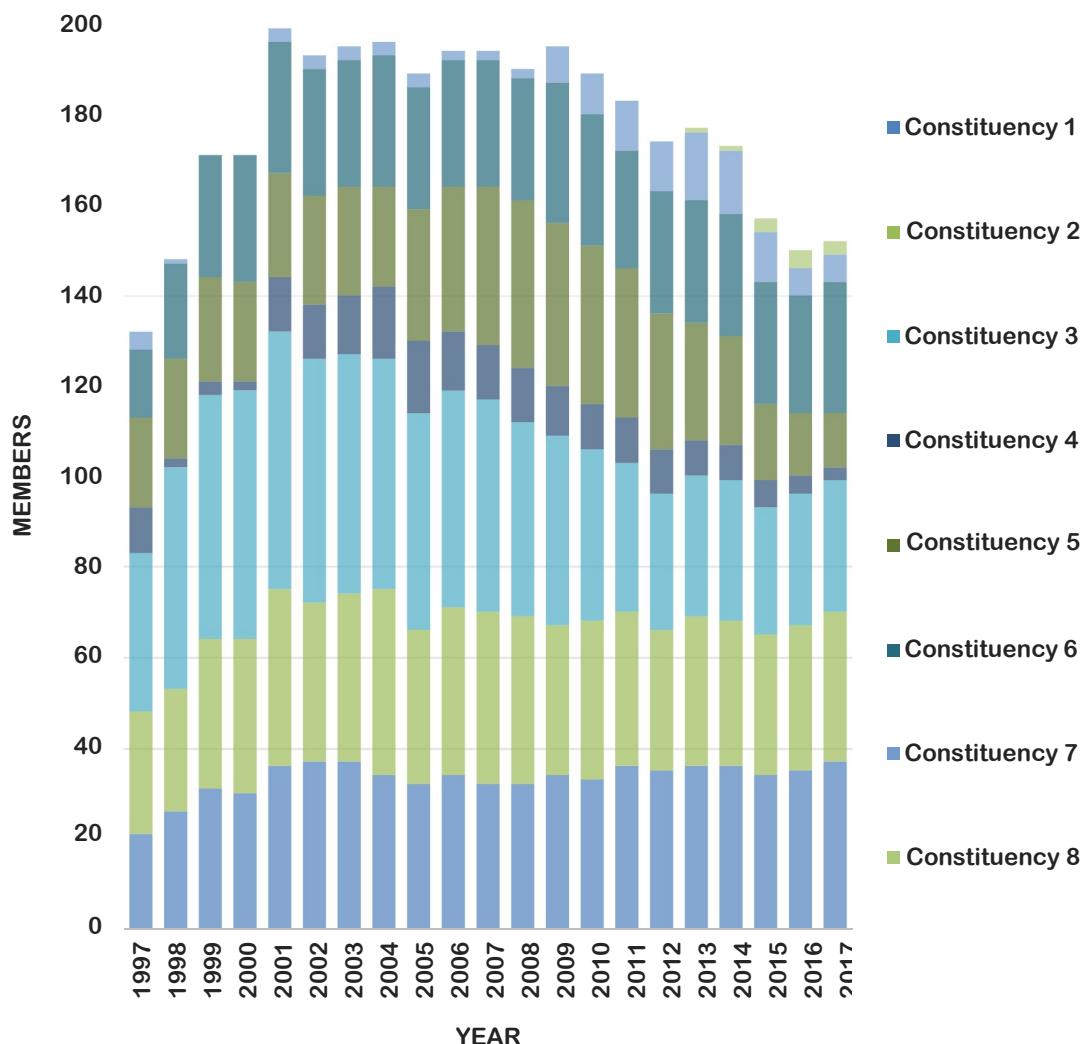
Source: Extracted from Table 2, as per the Constituencies in the Internal Regulations at 17 June 2016

#### HUMANE Constituencies as at 17 June 2016

- Constituency 1: Austria, Germany, Netherlands, Switzerland
- Constituency 2: Belgium, France, Italy, Luxembourg
- Constituency 3: Ireland, United Kingdom
- Constituency 4: Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland
- Constituency 5: Cyprus, Greece, Malta, Portugal, Spain
- Constituency 6: Denmark, Finland, Iceland, Norway, Sweden
- Constituency 7: Bulgaria, Croatia, Romania, Slovakia, Slovenia
- Constituency 8: Non EU/EER

Source: HUMANE Internal Regulations at 17 June 2016

**Chart 3: HUMANE Members by Constituency, 1997-2017**



Source: Table 4

#### HUMANE Constituencies as at 17 June 2016

- Constituency 1: Austria, Germany, Netherlands, Switzerland
- Constituency 2: Belgium, France, Italy, Luxembourg
- Constituency 3: Ireland, United Kingdom
- Constituency 4: Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland
- Constituency 5: Cyprus, Greece, Malta, Portugal, Spain
- Constituency 6: Denmark, Finland, Iceland, Norway, Sweden
- Constituency 7: Bulgaria, Croatia, Romania, Slovakia, Slovenia
- Constituency 8: Non EU/EER

Source: HUMANE Internal Regulations, 17 June 2016

**Table 5: HUMANE Seminar Program, 1997-2017**

Year	No.	Organisation	Event	Dates	Country	Host Institution	Main theme
1997	1	HUMANE	Regional Meeting	19-20 September 1997	Portugal	Universidade Tecnica de Lisboa,	General topics
	2	HUMANE	Regional Meeting	3-4 October 1997	France	Université Paris-Dauphine	General topics
	3	HUMANE	Regional Meeting	24-25 October 1997	Germany	Institut für Arbeitsrecht und Arbeitsbeziehungen in der Europäischen Union, Trier	General topics
	4	HUMANE	Regional Meeting	7-8 November 1997	Greece	University of Crete, Heraklion	General topics
1998	5	HUMANE	Seminar	24-25 April 1998	Austria	Universität Wien	Internal Infrastructure and Services
	6	HUMANE	Seminar	15-16 May 1998	Netherlands	Universiteit van Amsterdam	Management of Change
	7	HUMANE	Seminar	5-6 June 1998	Sweden	Stockholm University	New Technology and Information Management
	8	HUMANE	Seminar	18-19 September 1998	Spain	Universidad Autónoma de Madrid	The Eco-Campus (Environmental Issues)
	9	HUMANE	Seminar	9-10 October 1998	Italy	Università Ca' Foscari di Venezia	Human Resource Management
1999	10	HUMANE	Seminar	6-7 November 1998	United Kingdom	London School of Economics	Finance and Funding
	11	HUMANE	Seminar	14-15 May 1999	Spain	Universitat Ramon Llull, Barcelona, Helsinki School of Economics and Business Administration	Management of Change
	12	HUMANE	Seminar	4-5 June 1999	Finland		Financial Management
	13	HUMANE	Seminar	15-16 October 1999	Portugal	Universidade de Aveiro	Internal Structures and Systems
2000	14	HUMANE	Seminar	24-25 September 1999	Norway	University of Oslo	IT and Management Information
	15	HUMANE	Seminar	5-6 November 1999	Ireland	The University of Dublin, Trinity College	Environmental Issues
	16	HUMANE	Seminar	24-25 March 2000	Italy	Università degli Studi di Firenze	Finance and Accountability
2001	17	HUMANE	Seminar	19-20 May 2000	Hungary	Budapest University of Economic Sciences and Public Administration	Alternative Sources of Funding
	18	HUMANE	Seminar	June 9-10, 2000	Iceland	University of Iceland, Reykjavik	Human Resource Management
	19	HUMANE	Seminar	22-23, September 2000	France	Université de Haute Bretagne – Rennes II	Student Issues
	20	HUMANE	Seminar	13-14 October 2000	Germany	Technische Universität Berlin	Governance and Accountability
2002	21	HUMANE	Seminar	30-31 March 2001	Italy	Università degli Studi di Ferrara	Human Resources
	22	HUMANE	Seminar	18-19 May 2001	Spain	Universidad de Córdoba	Space Management
	23	HUMANE	Seminar	15-16 June 2001	United Kingdom	University of Glasgow	E-Commerce
	24	HUMANE	Seminar	21-22 September 2001	Sweden	Lunds Universitet	Research Management
	25	HUMANE	Seminar	12-13 October 2001	Netherlands	Universiteit Utrecht	Student Access
	26	HUMANE	Seminar	9-10 November 2001	France	Université Claude Bernard Lyon 1	Accountability
2003	27	HUMANE	Seminar	15-16 March 2002	Italy	University of Bologna	Student Issues
	28	HUMANE	Seminar	12-13 April 2002	Slovakia	Comenius University Bratislava	Human Resources
	29	HUMANE	Seminar	3-4 May 2002	Portugal	Universidade de Coimbra	Environmental Issues

	30	HUMANE	Seminar	27-28 September 2002	United Kingdom	University of Exeter	Information and Communication Technology
	31	HUMANE	Seminar	25-26 October 2002	Germany	Ruprecht-Karls-Universität Heidelberg	Evaluation of Teaching and Research
2003	32	HUMANE	Seminar	28-29 March 2003	United Kingdom	University of Birmingham	Finance and Funding
	33	HUMANE	Seminar	25-26 April 2003	Finland	Helsinki School of Economics (HSE)	Outsourcing
	34	HUMANE	Seminar	16-17 May 2003	Spain	University of Salamanca	ICT and Information Management
	35	HUMANE	Seminar	3-4 October, 2003	Sweden	Lunds Universitet	International Students: Exchange or Trade?
	36	HUMANE	Seminar	24-25 October 2003	Poland	The Academy of Performing Arts (AMU), Prague	The Organisation and Structure of Services of Health, Safety and Sustainable Development as a part of the Corporate Social Responsibility
	37	HUMANE	Seminar	14-15 November 2003	France	Université des Sciences et Technologies de Lille 1 (USTL)	Human Resource Management
	38	HUMANE	Seminar	19-20 March, 2004	Greece	Agricultural University of Athens, Harokopio University of Athens & University of Amsterdam, Venue: Netherlands Institute at Athens	Sustainable use of ancient buildings?
	39	HUMANE	Seminar	23rd-24 April 2004	Germany	Technical University Munich	Entrepreneurship
2004	40	HUMANE	Seminar	14--15 May 2004	United Kingdom	University of Aberdeen	Information and Communication Technology
	41	HUMANE	Seminar	15-16 October 2004	Italy	Universita Degli Studi Di Pavia	Governance
	42	HUMANE	Seminar	19-20 November 2004	Spain	Universidad de Las Palmas de Gran Canaria	Student Fees and Access
	43	HUMANE	Seminar	1-2 April 2005	Netherlands	Rijksuniversiteit Groningen,	Financial Management: Intellectual Property, Research Overhead, and VAT
2005	44	HUMANE	Seminar	16 June-18 June 2005	Sweden	University of Stockholm, Umea University, Luleå University of Technology	Governance & Accountability: Merging & Major Changes; Leadership
	45	HUMANE	Seminar	23-24 September 2005	Poland	Warsaw University	Role of the EU in Management of Change
	46	HUMANE	Seminar	21 22 October 2005	Austria	Universität für Musik und darstellende Kunst Wien	ICT and Information Management
	47	HUMANE	Seminar	18-19 November 2005	Spain	Universidad Politecnica Valencia	Internal Structures and Quality
	48	HUMANE	Seminar	20-21 January 2006	Germany	Charité Medical School Berlin	University Governance: Interaction between Faculties and Central Administration
	49	HUMANE	Seminar	24-25 March 2006	Portugal	Universidade de Lisboa	Human Resources and Pay Frameworks
	50	HUMANE	Seminar	21-22 April, 2006	Denmark	Royal Veterinary and Agricultural University, Copenhagen	Research publishing: a growing economic problem and its alternatives (open access Journals)
2006	51	HUMANE	Seminar	29-30 April 2005	United Kingdom	University of Warwick	HRM: Reorganising universities, a threat or an opportunity?
	52	HUMANE	Seminar	19-20 May 2006 [CANCELLED]	Switzerland	University of Zurich	Marketing
	53	HUMANE	Seminar	15-16 September 2006	Italy	SISSA – International School for Advanced Studies,Trieste	Universities as International Players: the internationalisation of Higher Education
	54	HUMANE	Seminar	13-14 October 2006	Spain	Universitat Autònoma de Barcelona	Management Challenges related to Research Fu

	55	HUMANE and DEAN	Joint Seminar	23-24 February 2007	Portugal	University of Porto	Management of Medical Schools in Europe: Mod Funding under Bologna - Problems, Opportunitie Trends
2007	56	HUMANE	Seminar	23-24 March 2007	Italy	Università degli Studi di Torino	Human Resources Management in European Universities The recruitment procedures in the E countries: open issues and best practices.
	57	HUMANE	10th Anniversary Conference	25-26 May 2007	Spain	Universidad Carlos III de Madrid	Dealing with real experiences on the modernisation agenda
	58	HUMANE	Seminar	14-15 September 2007	Germany	Universität Karlsruhe	The funding of Universities: New trends and opportunities in a globalized world.
	59	HUMANE	Seminar	19-20 October 2007	France	Ecole nationale supérieure des sciences de l'information et des bibliothèques (enssib) Villeurbanne, Lyon	Internal Governance of Universities: Changing demands in a changing environment
	60	HUMANE	Annual Conference	9-10 May 2008	Netherlands	University of Amsterdam	Managing Universities in Europe: Challenges of t governance and finance rules
2008	61	HUMANE and WSAN	Joint Seminar	19-20 September 2008	Portugal	University of Coimbra, Coimbra	Human Resources
	62	HUMANE	Seminar	17-18 October 2008	Cyprus	University of Cyprus	Universities structure models: latest trends
	63	HUMANE	Seminar	7-8 March 2008	United Kingdom	University of Salford	The Changing Role of the Head of Administration
	64	HUMANE	Seminar	13-14 June 2008	Romania	The Petru Maior University of Targu Mures	University Governance models in European Univ and the impact in the tasks and mission of the H Administration
2009	65	HUMANE	Seminar	27-28 March 2009	Belgium	Ghent University	Incentives Effects of the World Financial Crisis Towards Universities
	66	HUMANE	Seminar	24-25 April 2009	Germany	Universität Münster	Good practice in managing organizational merger / How to make the best out of your merg
	67	HUMANE and WSAN	Joint Seminar	15-16 May 2009	France	École Normale Supérieure , Paris	Identifying and Managing risks in Universities
	68	HUMANE	Annual Conference	12-13 June 2009	United Kingdom	King's College, London	Change Management
	69	HUMANE	Seminar	18-19 September 2009	Italy	Università degli Studi del Piemonte Orientale 'Amedeo, Avogadro', Vercelli	How to diversify income streams?
2010	70	HUMANE and EUA	EUDIS Seminar	16-17 October 2009	Spain	University Carlos III, Madrid	Governance Culture
	71	HUMANE	Seminar	19-20 March 2010	Germany	Bundesministerium für Wissenschaft und Forschung	Structures
	72	HUMANE	Seminar	23-24 April 2010 (Cancelled)	Ireland	Trinity College, Dublin	Urgency and Strategy Universities' Funding, Future and the Crisis
	73	HUMANE	Annual Conference	18-19 June 2010	Belgium	Ghent University	Human Resources and Autonomy
	74	HUMANE	Seminar	16-17 September 2010	France	Ecole centrale de Lyon	Does Information Technology Change University Management?
	75	HUMANE	Seminar	19-20 November 2010	Portugal	Universidade de Lisboa	

	76	HUMANE	Seminar	8-9 October 2010	Italy	Scuola Internazionale Superiore di Studi Avanzati (SISSA), Triest	Relations Between the State and Institution
2011	77	HUMANE	Seminar	15-16 April 2011	France	Université Paul Valéry Montpellier 3	Institutional Size and Performance
	78	HUMANE	Annual Conference	17-18 June 2011	Sweden	Royal College of Music in Stockholm & Stockholm University	Knowledge Transfer: What is new to universities?
	79	HUMANE	Seminar	22-23 September 2011	United Kingdom	Edinburgh Napier University	University structures under stress
	80	HUMANE, ESMU and WSAN	Joint Seminar	25-26 November 2011	Belgium	Vrije Universiteit Brussel	Sustainable Universities
	81	HUMANE	Seminar	27-28 April 2012	Finland	Helsinki University	Creating Innovation Culture – Role of Universities and Their Management in Fostering New Ways of Collaboration
2012	82	HUMANE	Annual Conference	22-23 June 2012	Germany	University of Konstanz	Successful Universities
	83	HUMANE	Seminar	14-15 September 2012	Poland	University of Warsaw	Universities in Transition
	84	HUMANE	Seminar	9-10 November 2012	Italy	University of Bologna	Multi-Campus Universities
2013	85	HUMANE	Seminar	5-6 April 2013	France	Collège de France, Paris	Are diamonds forever? The Governance of Research in Broad, Small and Precious Fields of Academic Studies
	86	HUMANE	Annual Conference	14-15 June 2013	Italy	University for Foreigners, Perugia	International Students: Challenge and Change!
	87	HUMANE	Seminar	27-28 September 2013	United Kingdom	University of Sheffield	Being a modern 'civic' university – The University City in the 21st Century
	88	HUMANE and EUA	Joint Seminar	22-23 November 2013	Portugal	University of Aveiro	How to fund universities efficiently? The Institutional impact of performance-based funding, mergers and excellence
	89	HUMANE	Seminar	4-5 April 2014	Netherlands	Radboud University Nijmegen	Overhead or indirect costs: Threat or challenge for university management?
2014	90	HUMANE	Annual Conference	27-28 June 2014	Latvia	University of Latvia, Riga	Measuring the University's Performance: Data for Decisions
	91	HUMANE and EFMD	Advisory Seminar	19 September 2014	Belgium	European Foundation for Management Development, (EFMD), Brussels	MOOCs, Millennial's and the Road Ahead for Higher Education
	92	HUMANE	Seminar	14-15 November 2014	Italy	Royal Netherlands Institute in Rome, Italy	Academic Cultural Heritage: The Crown Jewels of Academia
	93	HUMANE	Seminar	24-25 April 2015	Belgium	Ghent University	Education and Research After Severe Budget Cuts
2015	94	HUMANE	Annual Conference	26-27 June 2015	Germany	Freie Universität Berlin	University Professors of the Future: New paths for academic talent development and management
	95	HUMANE	Seminar	25-26 September 2015	France	Université Toulouse Capitole	Quality Management, Accreditation, Institutional Ranking and League Tables: Policy trends and institutional responses
	96	HUMANE	Seminar	22-23 April 2016	Italy	Ca' Foscari University of Venice	The Shape of Things to Come: System and institutional responses to higher education marketization
2016	97	HUMANE	Annual Conference	17-18 June 2016	Netherlands	University of Groningen	Global University Rankings and Institutional Strategy Positioning

	98	HUMANE	Seminar	4-5 November 2016	United Kingdom	Univ of London; King's College London	Attainment, Access and Affordability in Higher Education: system-level and institutional responses the early 21st century
2017	99	HUMANE	Seminar	7-8 April 2017	Italy	University of Rome Tor Vergata	The leadership of people, knowledge and changing contribution of 'the administration' to institutional sustainability
	100	HUMANE	20th Anniversary Conference	June 9-10, 2017	France	Collège de France and L'université de recherche Paris Sciences et Lettres, Paris	Redefining university leadership in a volatile world

Source: HUMANE Records.