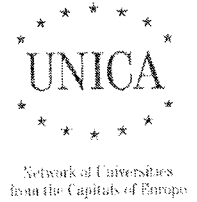




TALLINNA ÜLIKOOL
TALLINN UNIVERSITY



April 6th, 2010

Dear Rector,
Dear President,
Dear Colleague,

It is with a great pleasure that I invite you to the annual **UNICA Rectors' Seminar 2010: Fostering Excellence: Evaluating the Academic Output & Benchmarking Administrative Efficiency**. The Seminar will take place at Tallinn University on Friday, **May 28th 2010**.

Needless to say that University leaders pay increasing attention to comprehensive analyses of the performance of their institutions regarding the research, teaching or administrative functions. The measurement of key performance indicators goes hand in hand with performance improvement methodologies. Alas, quite often, this is done with significant and often overlooked side effects. This situation highlights the need for UNICA Universities to pool resources in learning from each other about best practices in the context of benchmarking activities.

Among its guests, the UNICA Rectors' Seminar 2010 will count on the input of **high level speakers** like Prof. **Philippe Vincke**, Rector of the Université Libre de Bruxelles (ULB), Ms **Veronique Halloin**, Secretary General of the Fonds National de la Recherche Scientifique (FNRS, Belgium), Ms **Diane Lalancette** from OECD AHELO (Assesment of Higher Education Learning Outcomes) team, and Prof. **Alexandros Papalexandris**, from the Athens University of Economics and Business. Mr **Sten Tamkivi**, in his quality of Director of the Innovative Products Division of Skype, will enrich the debate by tackling the issue of evaluating the academic output from an employer perspective.

The first session of the Seminar, chaired by Prof. Vincke and co-chaired by Ms Halloin, will focus on the **evaluation of the academic output**, whereas the second session, chaired by the UNICA President Stavros A. Zenios, will have for subject **the UNICA Observatory in Administrative Efficiency**.

Please find attached the preliminary programme as well as the *Registration Form* and *Reservation form* for accommodation and the social programme. All these documents are also available at: <http://www.unica-network.eu/event/unica-rectors-seminar-2010>
Please make sure that you make bookings for your accommodation and flights on time.

Looking forward to welcoming you in charming Estonia and its hospitable capital,

Yours sincerely,

Professor Rein Raud
Rector of Tallinn University