



Network of Universities
from the Capitals of Europe



UNICA RECTORS SEMINAR 2014

*Strategic drivers of Reputation and Visibility
of Higher Education Institutions*

22-23 May 2014

Venue : University of Luxembourg - Campus Limpertsberg

162a Avenue de la Faïencerie, 1511 Luxembourg



READER

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Introduction

Societies look up to their institutions of higher learning for guidance and advise now more than ever. And in times of crisis societies are demanding and critical. What, then, drives the **reputation** and **visibility** of our universities? Surely **rankings** are important but they reduce the universities' multidimensional contributions to a unique number. In this Seminar we will explore **three strategic drivers** of a University's reputation and visibility. How does **science** contribute to policy formation? What for and how we **internationalize**? And how do we protect **scholarly integrity** as we search for **funding** from funding agents that even in the loftier of cases represent some special groups, be they private philanthropist, medical companies, financial institutions or government agencies? We bring together the Rectors of the universities of the European capitals to explore these issues through discussions. The final session of the Conference will be devoted to **Re-thinking UNICA**: our new mission statement.

About the University of Luxembourg

Founded in 2003, the University of Luxembourg is the first and only university of the Grand Duchy of Luxembourg. It became a UNICA member following the UNICA General Assembly 2012.

University of Luxembourg facts and figures:

- Founded in 2003
- Motto: Multilingual, international, research-oriented
- 3 faculties, 2 interdisciplinary centres
- 5 high-priority research areas and 12 research units
- 11 Bachelor degrees, 32 Master degrees and doctoral studies based on the Bologna Accords
- 5 doctoral schools
- Multilingualism: generally bilingual programmes (French/English – French/German), some are trilingual and some are taught entirely in English
- Academic staff originates from 21 different countries and students originate from approx. 100 different countries
- At present located on 4 different campuses: Kirchberg, Limpertsberg, Walferdange and Belval, in the future the University will be relocated to the so-called "Cité des Sciences" (City of Sciences) in Belval (Esch-sur-Alzette in the south of the Grand Duchy).



Programme

Thursday 22 May 2014

Venue: Hall du rectorat (Rectorate Hall), Campus Limpertsberg

09:00 - 13:00	UNICA Steering Committee meeting (Room: BS 0.01) / Arrival of participants
12:30 - 14:00	Registration of participants / Walking lunch
14:00 - 16:30	OPENING SESSION: SCIENCE AND PUBLIC POLICY <ul style="list-style-type: none"> Welcome by Prof. Rolf TARRACH, President, University of Luxembourg Keynote speech: Marc HANSEN, Secretary of State of Higher Education and Research of Luxembourg Video message by Prof. Stavros A. ZENIOS, UNICA President Panel discussion chaired by Prof. Franck LEPRÉVOST, Vice-President Organisation & International Relations, University of Luxembourg <p><u>Panelists:</u> Prof. Eugenijus BUTKUS, Vice Rector for Research, Vilnius University, Prof. Michael KÄMPER VAN DEN BOOGAART, Vice President for Academic and International Affairs at Humboldt-Universität zu Berlin, Prof. António RENDAS, Rector, Universidade Nova de Lisboa, Member of the UNICA Steering Committee</p>
16:30 - 17:00	Message from the UNICA Steering Committee , chaired by Prof. Luciano SASO, Deputy Rector for International Mobility, Sapienza University of Rome, Member of the UNICA Steering Committee
19:00 - 21:00	Dinner offered by the University of Luxembourg

Friday 23 May 2014

Venue: BS 0.01, Campus Limpertsberg

09:00 - 11:00	SESSION I: INTERNATIONALISATION - WHAT FOR and HOW? <p>Chair: Prof. Serge JAUMAIN, Vice-Rector for International Relations & Communication Strategies, Université libre de Bruxelles, Member of the UNICA Steering Committee</p> <ul style="list-style-type: none"> Prof. Tomáš ZIMA, Rector, Charles University in Prague Prof. Arnaud RAYNOUARD, Vice-President International Affairs, Université Paris-Dauphine Prof. Jan CORNELIS, Vice-Rector for International Policy, Vrije Universiteit Brussel Open discussion
11:00 - 11:30	Coffee break
11:30 - 13:00	SESSION II: ACADEMIC INTEGRITY & SCIENCE POLICY <p>Chair: Prof. Luciano SASO, Deputy Rector for International Mobility, Sapienza University of Rome, Member of the UNICA Steering Committee</p> <ul style="list-style-type: none"> Prof. Franck LEPRÉVOST, Vice-President Organisation & International Relations, University of Luxembourg Prof. Melita KOVAČEVIĆ, Vice-Rector for Science and Technology, University

	of Zagreb, Member of the UNICA Steering Committee <ul style="list-style-type: none"> • Open discussion
13:00 - 14:00	Lunch
14:00 - 15:30	SESSION III: REFLECTION ON THE UNICA MISSION STATEMENT <ul style="list-style-type: none"> • Introduction by Prof. Antonio RENDAS, Rector, Universidade Nova de Lisboa, Member of the UNICA Steering Committee • Open discussion
15:30 - 16:00	Closing of the Seminar
16:00 - 17:00	Farewell drink <i>Venue: Hall du rectorat (Rectorate Hall), Campus Limpertsberg</i>
18:30 - 19:30	Nocturnal guided walking tour in the city of Luxembourg (see: Practical information/Social programme) <i>18:10 Pick up hotel Victor Hugo</i>
19:30 - 21:30	Dinner offered by UNICA <i>Address: Restaurant Am Türmchen, 32, Rue de l'Eau, (Luxembourg city centre)</i>

Saturday 24 May 2014

10:00 - 15:00	Excursion to the Moselle Valley with a visit to a vineyard, wine tasting and lunch (see: Practical information/Social programme) <i>09:50 Pick up hotel Parc Plaza</i> <i>10:10 Pick up hotel Victor Hugo</i>
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About the Speakers, Chairs and Panellists*

Eugenijus Butkus, Vice Rector for Research, Vilnius University

Eugenijus Butkus graduated from Vilnius University in 1974, obtained PhD 1979, and was a Postdoctoral Fellow at the Prague Institute of Chemical Technology (Czech Republic) in 1980-81. Research experience includes research stays at the Lund University (Sweden) during 1993, 1996, 1999 and 2000; TEMPUS individual programme grant at Brussels Vrije University, 1994; research visits at Princeton and Minnesota Universities (the USA), 1998, and at the Prague Institute of Chemical Technology, 2001. His research focuses on development of new organic materials, supramolecular chemistry, and also science policy. Group coordinator of the international projects „Crystal Engineering and Supramolecular Materials“ (2006-2010), and „Excellent Nordic Chemistry“ (2011-2014) funded by the Nordic Council (NordForsk). Presently he is the coordinator of the FP7 collaborative project *Servicizing Policy for Resource Efficient Economy* (SPREE, 2012-2015). He was the Vice President of the European Science Foundation (2012-2013). E. Butkus is a full member of the Lithuanian Academy of Sciences. Recent awards include National science prize in 2014 and a medal of the Academies of sciences of Baltic countries for promotion of cooperation (2013).

* in alphabetical order

Jan Cornelis, Vice-Rector for International Policy, Vrije Universiteit Brussel

Professor in digital image processing and electronics, coordinator of research group IRIS (computer vision, image processing). From 1997 onwards, he became consultant professor at the North-Western Polytechnical University, Xi'an, China. Current research interest: Image and video compression, Medical imaging.

During 20 years Jan Cornelis has been active in R&D-management: head of department of ETRO - Electronics and Informatics, initiator and first chairman of "BI3 NV" -incubation fund, and co-founder of ICAB NV - Incubation Centre of VUB. In 2001-2008 he was Vice rector for Research Policy at VUB. In 2009-2010, he was deputy head of cabinet in the Ministry of Science Policy and Innovation. He was academic coordinator of Knowledge Innovation and Technology Transfer at VUB till 2012. He is now representing the Flemish Government in the Board of Directors of IMEC. He is Board Member of the Institute of Broad Band Technology IBBT. He has co-initiated the first interuniversity (UGent, VUB, UA) early seed fund Qbic in Flanders-Brussels, which started in June 2012. From 2012 he is Vice-Rector International Policy at VUB.

Marc Hansen, Secretary of State of Education, Children and Youth; Secretary of State for Higher Education and Research, Government of the Grand Duchy of Luxembourg

Marc Hansen was appointed Secretary of State of Education, Children and Youth, Secretary of State for Higher Education and Research on 28 March 2014 in the coalition government formed by the Democratic Party (DP), the Luxembourg Socialist Workers' Party (LSAP) and the Green Party ("déi gréng").

A member of the DP since 2008, Marc Hansen was an alder-man for the municipality of Useldange from 2005 to 2014. From 2011 to 2014, he was a member of the intercommunal syndicate De Réidener Kanton. At national level, Marc Hansen was elected to Parliament for the first time in 2013 while standing for the DP in the constituency of the North. In Parliament, he served as chairman of the Finance and Budget Committee as well as vice-chairman of the Committee for Labour, Employment and Social Security from 2013 to 2014, when he was appointed to the government.

Marc Hansen started his professional career with DNR (Den Neie Radio). He worked at RTL Radio Lëtzebuerg and RTL Télé Lëtzebuerg from 1995 to 2009. From 2009 to 2011, he served as a parliamentary attaché. From 2011 to 2014, Marc Hansen was the chief executive officer and managing director of Éditions Lëtzebuerger Journal. He is also the co-founder of several innovative start-ups in the information technology sector.

Serge Jaumain, Vice-Rector for International Relations & Communication Strategies, Université Libre de Bruxelles

Serge Jaumain (MA Université Libre de Bruxelles and University of Ottawa, PhD in History, Université Libre de Bruxelles) is Vice-Rector for International Relations at the Université libre de Bruxelles since 2006. He is in charge of the international policy of the ULB.

Full professor of Contemporary History, he teaches courses focused on the history of Belgium and North America. He is the Head of the Centre for North American Studies (ULB). He is also the President of the Brussels Studies Institute and chairs the scientific board of the Centre for Historical Research and Documentation on War and Contemporary Society, a federal research institution on wars and conflicts of the twentieth century.

Currently President of the European Network for Canadian Studies and Vice-President of the International Association for Quebec Studies, he was in 2005 the first European winner of the Governor General's International Award for Canadian Studies.

In addition to his management roles, Serge Jaumain has directed a variety of research projects that have included: a history of department stores, a dictionary on Brussels and a history of the World Exhibitions of 1910 and 1958. He has authored and directed the editing of more than 30 books. He sits on the international committees of several Canadian academic journals and is the director of the series "Canadian Studies" published by Peter Lang.

Michael Kämper van den Boogaart, Vice-President for Academic and International Affairs at Humboldt-Universität zu Berlin

Michael Kämper is Vice-President for Academic and International Affairs at Humboldt-Universität zu Berlin since April 1st, 2011. Since 1997 he has been holding a position of Chair of Modern German Literature and Literary Education at Humboldt-Universität zu Berlin. During the years 2006 – 2011 he was the Dean of Philosophische Fakultät II (Faculty of Arts and Humanities II) of Humboldt-Universität zu Berlin.

Michael Kämper is a graduate of German Philology and History from Universität Köln and Universität Hamburg. He holds a PhD in German literature from Universität Hamburg and Habilitation on German philology and literature and their didactics.

Melita Kovačević, Vice-Rector for Science and Technology, University of Zagreb, Member of the UNICA Steering Committee

Melita Kovačević is Vice-Rector for Research and Technology at the University of Zagreb since 2006 and Full Professor at the Department of Speech and Language Pathology of the University of Zagreb. She is Head of the Laboratory for Psycholinguistic Research and Director of the Interdisciplinary Doctoral Programme "Language and Cognitive Neuroscience". Melita Kovačević held research and visiting positions at different European and American universities and has been a member of various national and international societies, such as the Croatian Philological Society, the International Association for Study of Child Language (IASCL), the American Psychological Association, the North American Association for Pre- and Perinatal Psychology and the European Child Language Disorders Study Group (EUCLIDS).

Melita Kovačević joined the EUA-CDE Steering Committee in 2009 and presently is the Committee's Chair. Melita Kovačević has been a member of different national and European bodies related to higher education. Within the UNICA Network Melita Kovačević is in particular active in the area of doctoral education and research.

Franck Leprévost, Vice-President Organisation & International Relations, University of Luxembourg

Franck Leprévost is professor at the University of Luxembourg. Before, he was Professor at the University of Grenoble (2000-2003) and researcher at the CNRS Paris (1993-2000). He received his PhD and Habilitation in Mathematics in Paris in 1992 and 1997. He was guest at the Max-Planck-Institut für Mathematik (Bonn) and at the Technische Universität Berlin, and a research fellow of the Alexander von Humboldt foundation. He is the author of over 50 papers, co-editor of 2 books, co-author of chapters of 3 books, and gives on average 8 international talks per year since 1992. He has been involved in international IEEE standardization activities. He served as an expert for the European Parliament on multiple occasions, in particular for the report: "Encryption and cryptosystems in electronic surveillance: A survey of the technology assessment issues", which became famous as part of the so-called ECHELON report for the European Parliament. In 2003, he was a member of the working group on research in Europe of the French "think-tank" Institut Montaigne, and since 2005, he is member of the administration board of LuxTrust S.A. Since December 2005, he is Vice-President of the University of Luxembourg, in charge of international relations and special projects (2005-2010), and of international relations and

organization (since December 2010). Since January 2010, he has been a member of the scientific Board of the Fonds National de la Recherche.

Arnaud Raynouard, Vice-President International Affairs, Université Paris-Dauphine

Arnaud Raynouard, full professor of Law at the Université Paris-Dauphine (Paris), and vice-president in charge of international affairs, has both an academic and a professional experience. He has clerked in Barrister's Chambers (London) and for a French "avocat aux conseils", French supreme Court lawyer (Cour de cassation), and as of-counsel for an international law firm (Simmons & Simmons).

Before majoring in both law (Université Paris 2) and management (finance, Université Paris-Dauphine) in Paris, as well as attending the French National school of civilizations and foreign languages (INALCO, major in Indonesian) and obtaining a PhD in law, he was educated in various countries (Australia; attending international schools (US) in South Korea and Libya) and received a strongly international flavored education.

He has been in charge of international affairs, as vice-president of his university for the past seven years (Université Toulouse 1, and now Université Paris-Dauphine).

He heads a, unique in France, chronicle on US Supreme Court case law, and teaches, among other matters, comparative law & economics, and comparative EU/US competition law, European and international banking and financial law.

António Rendas, Rector, Universidade Nova de Lisboa, Member of the UNICA Steering Committee

António Rendas is Rector of Universidade Nova de Lisboa since 2007 and President of the Portuguese Council of Rectors since 2010.

He obtained his degree in Medicine at the Faculty of Medicine of the University of Lisbon in 1972 and a PhD in Experimental Pathology (pulmonary hypertension) from Cardiothoracic Institute, University of London, in 1977. In the 1970s he was a Research Associate in Pathology at the Harvard Medical School, Children's Hospital Medical Centre and a Research Fellow and Honorary Registrar at Brompton Hospital, Cardiothoracic Institute, University of London, supported by the Calouste Gulbenkian Foundation. Since 1982, he has been a Full Professor of Pathophysiology and Director of the Pathophysiology Department, Faculty of Medical Sciences. Between 1996 and 2006 he held the position of Dean of the Faculty of Medical Sciences.

António Rendas authored and co-authored 138 lectures and 76 scientific articles at the national and international level, 2 books and 10 book chapters. He is a Principal Investigator of 7 national projects, as well as Researcher of the Respiratory Pathology Studies Centre of FMS.

Luciano Saso, Deputy Rector for International Mobility, Sapienza University of Rome, Member of UNICA Steering Committee

After obtaining his Master's Degree in Chemistry from Sapienza University of Rome, Luciano Saso undertook post-graduate training at the Population Council (Rockefeller University, New York) and received his PhD in Pharmaceutical Sciences from Sapienza University of Rome in 1992. Currently, he is Professor at the Faculty of Pharmacy and Medicine of the Sapienza University of Rome (Italy) and equally serves as the University's Deputy Rector for International Mobility and Erasmus Institutional Coordinator.

Since January 2012, Luciano Saso is a Member of the Steering Committee of UNICA. Within UNICA, he equally holds the function of Chair of UNICA-MED Group on academic cooperation with the universities from the

Southern Mediterranean area, and UNICA EduLab (formerly UNICA Bologna Lab), which has been discussing European educational policies and exploring in-depth the trends and challenges in European higher education. He is also Member of the Organising Committee of the UNICA PhD MASTER CLASS Seminars.

Rolf Tarrach, President, University of Luxembourg

Prof. Dr. Rolf Tarrach was born in 1948 in Valencia, Spain. He studied Physics at the University of Valencia, Spain and got his PhD from the University of Barcelona. He was a postdoctoral researcher at CERN, Geneva, and has been a Full Professor of theoretical physics at the universities of Valencia and Barcelona. He has published more than 100 papers in theoretical high energy physics, quantum field theory, and quantum mechanics and has written two books on quantum information theory. He has been honoured with a *honoris causa* degree from the University of Saint Petersburg, Russia, and is the recipient of eight official prizes. He was Dean of the School of Physics and Vice-Rector of the University of Barcelona. He is the former president of CSIC Madrid (the Spanish Scientific Research Council) and a former member of the European Union Research Advisory Board, European Heads of Research Council Group (which he also chaired) and of the 5-year assessment panel of experts of the European Commission.

He is a former member of the Board of Telefonica of Catalonia and has been a co-organizer of the first three Euroscience Open Forum meetings in Stockholm (2004), Munich (2006) and Barcelona (2008).

Prof. Dr. Rolf Tarrach is the Rector of the trilingual University of Luxembourg as of January 2005. He is Member of the European University Association Council and President of the Academic Cooperation Association as of December 2008.

Stavros A. Zenios, UNICA President, former Rector of the University of Cyprus

Stavros A. Zenios served as the Rector of the University of Cyprus during the period 2002-2010, and is serving his second four-year term as President of UNICA. He served as the first Chairman of the Cyprus Rectors Conference, Vice-Chairman and Chairman of the Cyprus NARIC, and is the Vice-Chairman of the Cyprus Science Foundation.

Stavros A. Zenios studied Mathematics at University of London, Electrical Engineering at the Higher Technical Institute in Cyprus, and Engineering Management Systems at Princeton University, receiving a doctorate in 1986.

He authored five books and published more than 130 scholarly articles in some of the leading journals in the fields of finance, management science and operations research. His specialization is financial risk management.

He was a tenured associate professor at the Wharton School of the University of Pennsylvania, and held visiting appointments at MIT (USA), University of Haifa (IL), Athens University of Economics and Management (GR), University of Bergamo (IT), and Universidad San Andres (AR). He lectures extensively internationally. He worked as a consultant for the World Bank and several financial institutions and is currently a Board member of the Central Bank of Cyprus.

Tomáš Zima, Rector, Charles University in Prague

Professor Tomáš Zima was elected Rector of Charles University in 2013 and began his appointment in February 2014, taking over from Vaclav Hampl. He graduated in medicine from Charles University in 1990, and went on to work in a Nephrology and Dialysis Department in Prague. He was habilitated in 1996, and in 2001 became Professor of Medical Chemistry and Biochemistry at Charles. Professor Zima was also Dean of the General University Hospital (VFN) from 2005-2012, and has been Vice-Dean of the Public Relations Department since

2012. His areas of expertise lie in clinical biochemistry, internal diseases and nephrology, and he has more than 250 publications, including an acclaimed monograph on laboratory diagnostics (Zima T. et al.: Laboratorní diagnostika, Galén Karolinum, Prague 2002). His key priority for Charles University is to continue improvements in quality and prestige of teaching and research, and to "contribute to the refinement and development of education and culture in the Czech Republic". His vision for the future involves Charles defending its academic freedoms while serving as an institution that acts *"confident, prestigious, valuing their traditions, but also modern, inspiring and open to the wider world"*.

Recommended reading and resources

I. INTRODUCTION TO SESSION II: ACADEMIC INTEGRITY & SCIENCE POLICY: *Scientific Integrity: European Perspective*, Franck LEPREVOST, Vice-President Organisation & International Relations, U. of Luxembourg

Scientific integrity was and remains a hot topic in today's scientific community and beyond. A scientist being a priori driven by the search of the Truth, when scientific misconducts are identified, they mainly lead to surprises and stronger deception as when misconducts would arise from different categories of people.

The goal of this talk is to give a report about what is commonly considered as scientific misconduct, and how European countries address the issue. Based on the trust in science --- as a legacy of enlightenment? --- some countries have in the past adopted a research-driven policy in some domains. Unfortunately these policies were sometimes mis-led, and we will recall some dramatic cases. The duty of the scientific community is to address the issue of scientific misconduct in a reasonable and coherent way. Should Europe become the continent of knowledge economy, it is a fortiori essential that knowledge is clearly distinguished from belief. A consequence is to take a coherent and concerted approach towards scientific integrity at the European level, in order to avoid too different interpretations from one university to another, or from one country to another, set clear (or as clear as possible) limits, and define a scientific integrity framework throughout Europe, especially at a time where the mobility of researchers is encouraged.

Rubens, Vermeer and a dragon play key roles in this conference.

II. *Higher Education in a Changing Environment. Internationalisation of Higher Education Policy in Europe*, Bernd Wächter (ed.). Bonn: Lemmens 2004.

An astonishing development has taken place over the last ten years. Internationalisation of higher education, once a marginal concern, has moved centre-stage. It has become "mainstreamed" and is now regarded as part and parcel of "higher education policy". In a parallel move, what was earlier called education policy has become subject to international debate and decision-making and thus of "internationalisation". As a result, the activities referred to under the term "internationalisation" have become widened. There are two types of internationalisation. "Old internationalisation" concerns the mobility of students and scholars. "New internationalisation" deals with joint international efforts related to structural and regulatory issues of higher education systems. The present volume traces this development. It revisits the classical themes of "old internationalisation", such as exchanges and development cooperation, and it explores the main issues of "new internationalisation" (international education policy), for example quality assurance, lifelong learning and online education. The papers in this book were first presented at the 10-year anniversary conference of the Academic Cooperation Association (ACA) in Ghent/Belgium in 2003. All authors are internationally-renowned specialists in their field.

Abstract available at: <http://www.aca-secretariat.be/index.php?id=390>

IV. *Higher Education Internationalization: Seeking a New Balance of Values*, by Eva Egron-Polak, 2012

There are few higher education institutions that would report disinterest in becoming more internationally connected, more open to attracting international students, or more able to offer broad international research

opportunities for faculty. At the same time, few higher education institutions would admit that some of the rationales for "going international" are rooted equally, if not more so, in the need to find new sources of funding, the pressure to climb the prestige ladder, and the race for global talent on which rests their nation's competitiveness.

It is this complex and often contradictory mix of motivations and contextual factors that are shaping the internationalization of higher education; a context that is also profoundly marked by the wider processes of globalization. Just as globalization has strengthened interconnectedness in economic, political, and cultural spheres, it has intensified the mobility of ideas and of people in higher education. The ubiquitous use of information and communications technologies has continuously "shrunk" time and space, thus intensifying and accelerating the many transformations wrought by globalization. These changes bring many positive impacts in the form of expanded possibilities for collaboration and exchanges, but also potentially adverse consequences, such as more uneven global dissemination of knowledge and one-sided benefits of the internationalization process.

Full text available at:

[https://www.nafsa.org/Explore International Education/Trends/TI/Higher Education Internationalization Seeking a New Balance of Values/](https://www.nafsa.org/Explore_International_Education/Trends/TI/Higher_Education_Internationalization_Seeking_a_New_Balance_of_Values/)

V. Science and public policy: what's proof got to do with it?, Naomi Oreskes, 2004

In recent years, it has become common for opponents of environmental action to argue that the scientific basis for purported harms is uncertain, unreliable, and fundamentally unproven. In response, many scientists believe that their job is to provide the "proof" that society needs. Both the complaint and the response are misguided. In all but the most trivial cases, science does not produce logically indisputable proofs about the natural world. At best it produces a robust consensus based on a process of inquiry that allows for continued scrutiny, re-examination, and revision. Within a scientific community, different individuals may weigh evidence differently and adhere to different standards of demonstration, and these differences are likely to be amplified when the results of inquiry have political, religious, or economic ramifications. In such cases, science can play a role by providing informed opinions about the possible consequences of our actions (or inactions), and by monitoring the effects of our choices.

Full text available at:

[http://sciencepolicy.colorado.edu/publications/special/oreskes science and public policy.pdf](http://sciencepolicy.colorado.edu/publications/special/oreskes%20science%20and%20public%20policy.pdf)

VI. Beyond the third mission: Exploring the emerging university function of co-creation for sustainability, Gregory Trencher, Masaru Yarime, Kes B. McCormick, Christopher N. H. Doll, Steven B. Kraines, 2013

This paper explores a global trend where universities are collaborating with government, industry and civil society to advance the sustainable transformation of a specific geographical area or societal sub-system. With empirical evidence, we argue that this function of 'co-creation for sustainability' could be interpreted as the seeds of an emerging, new mission for the university. We demonstrate that this still evolving mission differs significantly from the economic focus of the third mission and conventional technology transfer practices, which we argue, should be critically examined. After defining five channels through which a university can fulfil the emerging mission, we analyse two frontrunner 'transformative institutions' engaged in co-creating social, technical and environmental transformations in pursuit of materialising sustainable development in a specific city. This study seeks to add to the

debate on the third mission and triple-helix partnerships. It does so by incorporating sustainable development and place-based co-creation with government, industry and civil society.

Abstract available at: <http://spp.oxfordjournals.org/content/41/2/151.short?rss=1>

VII. Disclosure of university research to third parties: A non-market perspective on an Italian university, Michelina Venditti, Emanuela Reale, Loet Leydesdorff, 2013

Nations, universities, and regional governments promote the dissemination of scientific and technical knowledge. They focus on knowledge-based innovations and the university's economic function in terms of technology transfer, intellectual property, university–industry–government relations etc. Faculties other than engineering or applied sciences, however, may not be able to recognize opportunities in this 'linear model' of technology transfer. We elaborate a non-market perspective on the third mission in terms of disclosure of the knowledge and areas of expertise available for disclosure to other audiences at a provincial university. The use of information and communications technologies can enhance communication between actors on the supply and demand sides. Using an idea developed in the context of the Dutch science shops, university staff were questioned about keywords and areas of expertise with the specific purpose of disclosing this information to audiences other than academic colleagues. The results were brought online in a hyperlink index structure.

Abstract available at: <http://spp.oxfordjournals.org/content/40/6/792.abstract>

SESSION III: REFLECTION ON THE UNICA MISSION STATEMENT

UNICA Mission Statement (1990)

*UNICA is a network of 46 universities from 35 capital cities of Europe, with a combined strength of **over 150,000 staff** and **1,800,000 students**. Its role is to promote academic excellence, integration and co-operation between member universities throughout Europe. It seeks also to be a driving force in the development of the Bologna process and to facilitate the integration of universities from Central and Eastern Europe into the European Higher Education Area.*

To achieve its aims UNICA articulates the views of member universities to European institutions and to national, regional and municipal governments. It provides the members with information on European initiatives and programmes, and supports them in co-operative projects. It also provides a forum in which universities can reflect on the demands of strategic change in university research, education and administration.

La Mission d'UNICA

*UNICA est un réseau de 46 universités sises dans 35 capitales européennes, qui regroupe un personnel de plus de **150.000 personnes** et **1.800.000 étudiants**. Son rôle est de promouvoir l'excellence académique, l'intégration et la coopération entre ses membres à travers l'Europe. Il se veut un moteur du développement du Processus de Bologne et vise à faciliter l'intégration des universités d'Europe Centrale et de l'Est dans l'Espace européen de l'enseignement supérieur.*

Pour y parvenir, UNICA fait connaître le point de vue des universités membres aux Institutions européennes et aux gouvernements nationaux, régionaux et municipaux. Il fournit à ses membres des informations sur les initiatives et

les programmes européens et il en soutient les projets des coopération. Il offre aussi un forum de réflexion sur ce qu'implique le changement stratégique en matière de recherche, d'éducation et d'administration.

Mission Statement on Equal Opportunities (2000)

All UNICA universities, as Universities in the Capital Cities of Europe committed to democratic values, pledge themselves to the implementation of policies, procedures and practices which do not discriminate on grounds of gender, marital status, age, disability, colour, ethnic origin, religious belief or sexual orientation. Consequently they will implement programmes to remove barriers to equality and to promote concepts of diversity and equality of opportunity in all their activities.

List of participants

Bergmark	Karin	Stockholm University	Deputy Vice-Chancellor
Brelih-Wasowska	Marta	UNICA	Communication Officer
Butkus	Eugenijus	Vilnius University	Vice Rector for Research
Čopič	Martin	University of Ljubljana	Vice-Rector
Cornelis	Jan	Vrije Universiteit Brussel (VUB)	Vice-Rector International Policy
Dejonckheere	Kris	UNICA	Secretary General
Fraisse	Emmanuel	Université Sorbonne Nouvelle Paris 3	Vice-President European & International Relations
Hällen-Hedberg	Jenny	University of Luxembourg	Head of International Relations
Idermark	Elisabet	Stockholm University	Senior Advisor International Relations
Jaumain	Serge	Université Libre de Bruxelles	Vice-Rector
Kämper-van den Boogaart	Michael	Humboldt-Universität zu Berlin	Vice-President for Academic & International Affairs
Kovačević	Melita	University of Zagreb	Vice-Rector for Research and Technology
Land	Tiit	Tallinn University	Rector
Leprévost	Franck	University of Luxembourg	Vice-President Organisation & International Relations
Macheras	Claire	Université Sorbonne Nouvelle Paris 3	Erasmus Institutional Coordinator
Mäe	Tiina	Tallinn University	International Relations Coordinator, UNICA IRO Observer
Mannino	Vincenzo	Roma Tre University	Pro-Rector for International Relations
Neyses	Ludwig	University of Luxembourg	Vice-President for Research
Nowak	Alojzy	University of Warsaw	Vice-Rector for Research and Liaison
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