



VRIJE  
UNIVERSITEIT  
BRUSSEL



UNICA a.i.s.b.l.  
Prof. Luciano Saso, President  
c/o University Foundation  
Rue d'Egmont 11  
1000 Brussels

Brussels, July 23rd, 2019

RE: Representation in Steering Committee – elections 2019

Esteemed President Saso,

Dear Professor,

Our organization highly values the UNICA network and the commitment of our university within the network.

As a current member of the Steering Committee, I recognize and identify the importance of UNICA.

Therefore, I would like to formally propose my candidacy to extend my representation in the Steering Committee, in order to guarantee continuity.

Hoping for a positive reply, I thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to be 'Caroline Pauwels', written over a horizontal line.

Caroline Pauwels  
Rector



Brussels, August 2<sup>nd</sup>, 2019

UNICA a.i.s.b.l.  
Prof. Luciano SASO, President  
c/o University Foundation  
Rue d'Egmont 11  
1000 Brussel

***Re: Recommendation Letter - Representation in Steering Committee - elections 2019***

Esteemed President Saso,  
Dear Luciano,

I am writing this letter as my unreserved support for the candidacy of rector Caroline Pauwels of the Vrije Universiteit Brussel for the UNICA Steering Committee elections 2019.

I have known rector Pauwels for a long time and I believe that she has shown a great insight and understanding of what the demands of an international collaboration in university research, education and administration are. She has the will power and dedication to make a significant difference in representing the importance of UNICA. Her extensive international network and experience will be of great value to the UNICA Steering Committee.

As rector of a university in the heart of Europe, rector Caroline Pauwels has an unparalleled sense of the added value of European inter-university cooperation. I have had the opportunity to experience for myself how strongly she strives for greater cooperation between our two universities, complemented by international partners.

I am thus convinced that Mrs. Pauwels will prove to be a valuable member of the Steering Committee.

There is also a logic, after 2 terms within the SC of Serge Jaumain representing ULB, that the VUB representative also remain in the Committee for 2 terms. Then a candidate from ULB will be presented by my successor .

I hope to have informed you sufficiently. I remain at your disposal for more information if needed.

Sincerely yours,

A handwritten signature in blue ink, consisting of several overlapping loops and lines, appearing to be 'Yvon Englert'.

Yvon Englert  
Rector