

FINAL REPORT

Universities 2020
Universidad de Salamanca
Salamanca, June 17 - 18

Grant Agreement number: 266718

Project acronym: UNIVERSITIES 2020

Project title: Universities, Knowledge and Development for the next decade

Funding Scheme: FP7-CSA-SA

Period covered: from 15/04/2010 to 14/10/2010

Name of the scientific representative of the project's co-ordinator¹, Title and Organisation:

Dr. Luis Delgado. Ministry of Education. Spain

Tel: +34 91 5065647

Fax: +34 91 5065643

E-mail: luism.delgado@educacion.es

Project website² address: <http://www.educacion.es/eu2010/agenda/universidad-conocimiento-desarrollo.html>

¹ Usually the contact person of the coordinator as specified in Art. 8.1. of the grant agreement

² The home page of the website should contain the generic European flag and the FP7 logo which are available in electronic format at the Europa website (logo of the European flag: http://europa.eu/abc/symbols/emblem/index_en.htm ; logo of the 7th FP: http://ec.europa.eu/research/fp7/index_en.cfm?pg=logos). The area of activity of the project should also be mentioned.

Introduction

The Conference was organised by the Spanish Presidency with the financial and conceptual support of DG Research in the framework of the activities of the Spanish Presidency on Universities.

In this framework the Spanish Presidency organised the Conference “Universities 2020” that was held on June 17-18 IN Salamanca, and consisted of a meeting between policy makers and representatives of the university world together with other knowledge-related stakeholders such as research institutions, civil society organisations and businesses within and beyond Europe.

Work progress

A summary of the work carried out is given below.

1. Preparation and hosting of the conference.

The Ministry of Education planned the event following all the established Spanish Presidency routines and protocols for the organisation of Presidency events. All the content and logistic related arrangements to be able to host the Conference in the foreseen dates were made, including the following Tasks:

- **Final programme of the conference.**

- Interaction and discussions with DG Research at the European Commission, European Union Institutions and Organisations (Committee of the regions, Association of European border regions, European Economic and Social Committee), National and intra-European research centres, European University Association (EUA), European-wide federation of national associations of Ph.D. candidates and young researchers (EURODOC), etc., to finalise the detailed program of the Conference.

First an outline of the conference summarising the main objectives, target public format of the conference and expected outcome was prepared. It is included as Annex I.1 of this report.

The detailed programme of the Conference is presented as Annex I.2 allowing for the official announcement of the Conference

- **Agreement with the university hosting the event.** The Conference was hosted by University of Salamanca. All the logistical and organizational arrangements were discussed and agreed before the Conference took place. An agreement was signed with the University of Salamanca to carry out the Conference.
- **Contact with speakers and attendees.** Interaction with potential speakers and participants, providing them with instructions for content and logistic related aspects of the conference. The final selection of speakers and the final list of attendants are the main results of this activity.
- **Preparation of the documentation of the conference.** Background document, A Briefing for speakers giving guidelines and orientation for the workshops was prepared (Annex I.3).
- **Hosting the Conference 17, 18 June 2010.** Secretariat, registration, logistic arrangements for accommodation, lunch, dinners, guided visits, etc.

Around 130 experts (policy makers and representatives of the university world together with other knowledge-related stakeholders such as research institutions, civil society organisations and businesses) come from Europe, Africa, North America, Latin America and Asia met in Salamanca with occasion of the Conference.

2. Follow-up. Subsequent Conference activities

- **Analysis of the conference's presentations and discussions.**

The main messages from the presentations and debates during the conference were analysed in order to get agreement on the main conclusions of the conference.

- **Preparation of the conference's conclusions.**

A draft of the conference conclusions was sent first to DG Research and once agreed were also sent to all the participants requesting any comment/suggestion they might have on it and on its follow-up. An agreement was reached on the conference conclusions (Annex I.4) that could be fed into political discussions at European and national levels.

- **Preparation of discussions and inputs at political level.**

The Spanish Presidency elevated these agreed conclusions to the political level to the Committee of Education.

3. Project Management

The technical management of the project was organised within the infrastructure of the Directorate of Modernisation and Promotion of University-based Research of the Ministry of Education of Spain.

For the organisational and logistic aspects of hosting the Conference the Ministry signed an agreement with the University of Salamanca, which assisted the Ministry in order to guarantee that any issues arising with the venue were controlled.

A Steering Group including senior representatives from the Secretary General of Universities and the General Directorate of International Affairs of the Ministry of Education, the University of Salamanca as well as representatives from the European Commission (DG Research) and the stakeholders took the decisions on the final agenda, speakers and invited attendees.

During the period, regular meetings were held in both the Ministry and University of Salamanca to analyze the achievements and solve the problems. There was as well close collaboration with the Commission for the preparation of the final agenda and selection of speakers and list of invited attendants.

To support the Ministry of Education with the preparation, organisation, monitoring and follow-up of the conference, there was a sub-contract with a specialised team of Polytechnic University of Madrid.

To help disseminate the project activities and the results, the following website was developed:

<http://www.educacion.es/eu2010/agenda/universidad-conocimiento-desarrollo.html>

A list of participants is given in Annex II of this report.

Universities 2020

Universidad de Salamanca

Salamanca, June 17 - 18

ANNEX I

1. Outline
2. Conference Programme
3. Briefing Notes for Speakers and Chairs
4. Conference Conclusions

ANNEX I.1 Conference Outline

Universities 2020

Universidad de Salamanca

Salamanca, June 17 - 18

OUTLINE

Context

The context of the conference is the need to further develop links and synergies between the European Higher Education Area (EHEA) and the European Research Area (ERA) in the context of a shift towards a knowledge-based economy with a new model of sustainable economic growth.

The next decade is going to be important to shape the Europeans models of higher education and research based on the results of the Bologna and Lisbon 2010 processes and on the aspiration to develop a European Knowledge Area (EKA), as the conceptual framework facilitating the achievement of economic and social objectives of growth, jobs and social cohesion.

Purpose

The objectives of the conference will be:

- The role of universities in the EU 2020 strategy.
- Develop links between the ERA and the EHEA. Reform of doctoral programmes
- Modernisation Agenda for Universities:
 - Connections between higher education and innovation.
 - University contribution to socio-economic development in the knowledge society

Target audience

The conference is aimed to promote a strengthened dialogue between policy makers and representatives of the university world together with other knowledge-related stakeholders such as research institutions, civil society organisations and businesses.

A maximum of 150 participants is foreseen.

Format

The Conference will last for 1^{1/2} days comprising five different types of sessions:

- Opening session by representatives of the Ministry of Education of Spain, Commissioners of Research and regional authorities at the highest level from the region where the conference is held.
- Plenary sessions with distinguished speakers from Universities, Businesses, Civil Society Organisations, Ministries and Enterprises;
- Workshops focusing on each of the four aims of the Conference, i.e. links between the EHEA and the ERA: doctoral training, the role of universities in the EU 2020 strategy and university contribution to innovation and socio-economic development.

A Chair will introduce the subject. Three speakers representing universities, other stakeholders (Civil Society Organisations, Enterprises, European Commission, etc.) and policy makers could briefly make short introductory speeches (10 minutes) followed by a reaction from the other panellists and a final Debate/Q & A session with the audience. An editor should be appointed each session summarising the main findings and conclusions of each workshop as an input for the Plenary Conclusion session. For each workshop background and concept papers will be prepared and inputs will be solicited from interested stakeholders groups.

- Plenary conclusion session giving the feedback, conclusions and recommendations from the workshops
- Closing session at political level involving the highest possible level from the Commission and the Spanish government.

Expected outcome:

To develop and further elaborate ways of dealing with concrete Education and Innovation policy objectives, focusing in the post 2010 Bologna and Lisbon processes.

Concrete outcomes could be:

- Bringing together the main stakeholders: policy makers, representatives from universities, research institutions and businesses to discuss on the topic.
- Recommendations, good practices and benchmarks for the further development of European Higher Education Area and its links with research and innovation.
- Input for new Commission work and possible Council decision/resolution on the topic encouraging Member States to further work together and co-ordinate their policies.
- A deeper involvement of the engagement of all the stakeholders in the process.

Annex I.2 Conference Programme

Universities 2020

Universidad de Salamanca

Salamanca, June 17 - 18

PROGRAMME

Thursday, 17 June

REGISTRATION

- | | |
|---------------|--|
| 12:00 - 14:30 | Arrival and registration of participants
Buffet Lunch |
| 15:00 – 15:30 | OPENING SESSION
Mr. Màrius Rubiralta, Secretary General of Universities
Mr. Daniel Hernández Ruipérez, Rector of University of Salamanca
Ms. Anneli Pauli, Deputy Director General Research, European Commission.
Video Message |
| 15:30 – 16:30 | Session 1 |
| 15:30 – 16:00 | Strategy University 2015
Mr. Juan José Moreno, Director General University Policy, Spain |
| 16:00 – 16:30 | A Vision for Research and Innovation 2020
Ms. Erika Widegren, Executive Director of Atomium Culture |
| 16:30 – 17:00 | Coffee Break |
| 17:00 – 17:30 | Session 2 |

Doctoral Training beyond 2010

Ms. Lidia Borrell, European University Association (EUA)

17:30 – 19:00

Session 3

Chair:

Workshop: Links between the EHEA and the ERA: Doctoral Schools

Mr. Stefaan Hermans, Head Universities and Researchers DG RTD, EC

Speakers:

Ms. Marisa Alonso, European Council of Doctoral Candidates and Junior Researchers, EURODOC

Mr. Patrick Hetzel, Director General Higher Education, France
Debate

20:00

Conference Dinner

Friday, 18 June

09:00 – 09:30

Session 4

What universities for Europe?

Mr. Joost van Iersel, European Economic Social Council

09:30 – 11:00

Session 5

Workshop: Mutual learning on Universities: Pooling forces to build capacity for excellence

Chair:

Ms. Anita Damsgaard, Danish University and Property Agency

Speaker:

Ms. Hildegard Brauns, German Council for Science and Humanities

Mr. Chris Moody, Manager Consultant, ISIS INNOVATION OXFORD

Debate

11:00 – 11:30

Coffee Break

11:30 – 12:00

Session 6

Towards an innovative concept of university excellence: the “Educational Campus” (Spain)

Mr. Pablo Campos, Campus Planning & Design, University CEU-San Pablo

12:00 – 13:30

Session 7

Workshop: Universities and socioeconomic development for 2020

Chair:

Mr. Alin Adria Nica, Chair of the EDUC Commission, Committee of Regions

Speakers:

Mr. Martin Guillermo, General Secretary Association of European Border Regions (AEBR)

Mr. Julio Revilla, Vice-President University Social Councils, Spain

Debate

13:30 – 14:00 **Session 8**

Round Table: Presentation of the conclusions from each workshop and debate with the audience

Moderator: Mr. Luis Delgado, Spanish Presidency

CLOSING SESSION

14:00 – 14:30 Mr. José Manuel Martínez Sierra, Director General International Relations,
Ministry of Education
Mr. Salvador Sánchez Terán, Presidente Consejo Social, University of
Salamanca
Mr. Stefaan Hermans, Head Universities and Researchers, DG RTD, EC

14:30 **Farewell lunch**

Annex I.3 Briefing Note for Speakers and Chairs



Briefing Note for Speakers & Chairs

The Conference “Universities 2020” is a Spanish Presidency initiative sponsored by the European Union. The conference is organized in collaboration with Universidad de Salamanca (USAL), for the logistic and organizational aspects. The conference will focus on the need to further develop links and synergies between the European Higher Education Area (EHEA) and the European Research Area (ERA) in the context of a shift towards a knowledge-based economy with a new model of sustainable economic growth.

The conference is designed as an open forum for discussion and collection of ideas for already scheduled and new future activities, including the new Communication on Modernisation that is planned for 2011. The conference aims at facilitating and stimulating the dialogue between, on the one hand, public administration (where do they see universities going? In their view, what are the next steps to take? What are the obstacles to overcome?) and on the other hand, reforming universities and national associations (e.g., how do they actually use their autonomy to become more accountable?).

The objectives of the conference will be:

- The role of universities in the EU 2020 strategy.
- Develop links between the ERA and the EHEA. Reform of doctoral programmes
- Modernisation Agenda for Universities:
 - Connections between higher education and innovation.
 - University contribution to socio-economic development in the knowledge society

The Conference

The conference Universities 2020 will be organized on the 17 and 18th of June. The conference will take place in the “Hospedería del Colegio Fonseca” (Calle Fonseca, 2,

37002 Salamanca). The conference will consist of an opening ceremony, a plenary opening session, 3 workshop sessions, one round table and a closing session.

Targets

The conference is aimed to promote a strengthened dialogue between policy makers and representatives of the university world together with other knowledge-related stakeholders such as research institutions, civil society organisations and businesses. A maximum of 150 participants is foreseen.

More specifically the targets of the conference are to:

- Structural changes in Europe's higher education landscape (covering aspects from both education and research/innovation, and their interactions);
- Developments in the area of doctoral training (new forms of organisation and collaboration, including with regional players and business; training towards sustainable careers; mobility and recognition of training/degrees; social dimension/status of doctoral candidates);
- Reforms in the area of governance and human resources management with a special focus on early career researchers including doctoral candidates as they are in some sense the bridging element between education and research;
- The role of universities in the EU 2020 strategy
- The impact of modernisation on universities as drivers for innovation and regional socio-economic development.

Invited speakers will give introductions on concepts, perspectives and experiences. The plenary sessions will bring together the views of European and other regions of the world participants on ambitions, opportunities and challenges.

Provided that presenters agree, the presentations of the workshop will be published on the dedicated website as PDF downloads.

Plenary sessions

The first session will last 60 minutes and consists of two presentations (approx 30 min each). The presentations will serve to introduce the theme of the conference first from the Spanish perspective and then the recently published Vision for Research and Innovation from the Permanent Platform Atomium Culture will be presented. The second session on "Doctoral Training beyond 2010" will focus on the reform on doctoral degrees providing the link to the topic of the first workshop.

The second day there will be two plenary sessions on the topics "**What Universities for Europe?**" and "**Towards an innovative concept of university excellence: the Educational campus**".

While a short time (5-10 min) could be dedicated after each plenary session for hot, general questions, it is expected that the debates and active participation of the audience will take place during the workshops and round tables.

Workshop sessions

During the conference three workshops will take place, on the topics: "**Links between the EHEA and the ERA: Doctoral Schools**", "**Mutual learning on Universities:**

Pooling forces to build capacity for excellence” and “Universities and socioeconomic development for 2020”

It is the role of the **chair person** to introduce the session and the presenters, to lead the panel discussion and summarize some main findings at the end of the session. In the discussion, the chair person should try and look for points of consensus, dissent and open questions, and try and solicit best practices and recommendations for institutions, governments and donors.

Please take the following into consideration:

- It is suggested that speakers keep the presentations short, in order to give sufficient time for active discussion and exchange of participants. Therefore kindly respect the timeframe foreseen for presentations. The chair persons will help the presenters not to exceed their allotted time (approx 10 minutes). At least 30 min should be devoted to debate and Questions and Answers sessions with the audience.
- The use of PowerPoint is encouraged. Kindly send us your (draft) **presentations** and handouts (in case you want to do handouts) by **11 June** at the latest.
- In case that you would still have to modify them, please bring a copy on a memo stick along to the meeting on Thursday 17th of June.

Round Table

A final round table to present the main findings and outcomes of each workshop are foreseen. Here the approach is more practical and the chairs and speakers are expected to present specific outcomes or recommendations from each workshop during the final round table.

Again an active participation of the audience is expected, so speakers should keep the presentations short either with or without power point.

Guiding questions

The following **guiding questions** are suggested as the backbone of the presentations and the panel discussions:

- What is the role for universities in the new Europe 2020 strategy?
- How could doctoral degrees provide a better link between the EHEA and the ERA?
- How can mutual learning on universities help to pool forces to reach excellence in times of economic crisis?
- What forms of transnational collaboration between universities and other research organisations can be envisaged? What are the common challenges?
- How can the new models of university campuses contribute to reach excellence?
- How can universities better contribute to the socioeconomic development of the territorial environment?

Each question should also be considered with regards to the specific needs of universities in specific contexts, considering issues such as excellence, knowledge sharing with society and contribution to socioeconomic development.

Pre-workshops meetings

A **pre-workshop meeting for chairs and speakers** will be arranged before each workshop in a dedicated room for speakers at the venue of the conference. Speakers and chairs will receive the time and location of this meeting upon check-in.

Expected outcomes:

To develop and further elaborate ways of dealing with concrete Education and Innovation policy objectives, focusing in the post 2010 Bologna and Lisbon processes. Concrete outcomes could be:

- Recommendations, good practices and benchmarks for the further development of European Higher Education Area and its links with research and innovation.
- Input for new Commission work and possible Council decision/resolution on the topic encouraging Member States to further work together and co-ordinate their policies.
- A deeper involvement of the engagement of all the stakeholders in the process.

Universities 2020

Salamanca, June 17 - 18

Around 130 experts come from Europe, Africa, North America, Latin America and Asia, were able to meet in Salamanca, with occasion of the above referred Conference of the Spanish Presidency. Based on their own debates and considering the state of the art and recent trends in the evolution of universities, the experts agreed on the following conclusions:

- The experts welcome the focus of the new Europe 2020 strategy for growth and jobs on knowledge and innovation with priority objectives and shared targets on research and development, innovation intensity and on the improvement of the education levels, increasing the percentage of population completing higher education.
- The impact of the economic crisis in the EU and the failure in the delivery of the Lisbon Agenda shows that the EU still needs to pursue reforms in their knowledge-related sector in the process towards the knowledge-based society.
- Europe has still a sub-optimal university system with too much fragmentation and homogeneity and too little specialization. There is an urgent need for drastic reforms. Though reforms on curricula (Bologna process), governance and funding are underway in many countries, they are still too little ambitious.
- Universities are key to reach the objectives of the new strategy to recover from the economy crisis with a new model of knowledge-based socioeconomic growth, but in order to do so they still have to deliver their modernization agenda in many areas: excellence in teaching and research, partnership with businesses, increased transparency and openness, specialisation, contribution to a sustainable socioeconomic development of the environment, social responsibility returning knowledge to society,...
- To build a knowledge-based society the engagement of society is crucial. Universities must become more closely involved in community life and vice-versa. Knowledge sharing with society, interaction with civil society organisations and improved communication between universities and society is urgently needed. The creation and development of platforms involving universities, newspapers and businesses can play a key role in activate society support for education, research and innovation.
- Being at the interface between the recently officially launched European Higher Education Area (EHEA) and the, still in progress, European Research Area (ERA), universities are also crucial to reach the aspiration of a European Knowledge Area, where free circulation of knowledge takes place.

- The reform of doctoral programmes, where the links between the EHEA and the ERA are more evident, is a must. We need to develop more attractive research careers paths and improve the working conditions of doctoral candidates, improving research training broader in disciplines and research skills.
- The experts acknowledge the generalization of Doctoral Schools providing institutional framework and responsibility, openness to diverse supervision schemes and access to common services, such as training and career support, to doctoral candidates.
- The EU has a tremendous but still untapped potential in the number of doctoral graduates it produces (15% more doctorate degrees per capita than US and 23% more per capita than Japan). The creativity skills acquired during research training should contribute more to the development of the knowledge society by developing new ways and imaginative solutions to solve businesses and social problems.
- With over 50% of doctorate holders moving into work positions outside from the academia, employability and input from the labour market, should be addressed in the reform of doctoral education. Collaborative doctoral programmes with businesses should be encouraged. The interaction university - businesses in the supervision, training on transferable skills and IPR issues should be addressed and facilitated.
- There is a need of increasing public support for doctoral education as one of the most advanced and specialised form of education and training in our societies. Greater awareness of the value of the skills acquired through doctorate should be needed in all economy sectors, and specially in SMEs.
- At EU level joint doctoral degrees promoting transnational inter-university networking and collaboration with other research institutions and businesses in frontier, interdisciplinary research domains should be promoted.
- The development of European Research Schools, combining transnational Doctoral Schools with joint research programs concentrating enough human and financial resources is a possibility that should deserve consideration at EU level.
- The experts welcome the announcement of a new Commission Communication on universities by 2011. The Commission should have a visible and supportive role in certain aspects such as: the development of a European multi-dimensional methodology to assess standards, support grouping of universities in view of excellence, mapping of different universities profiles, promoting public – private partnerships.
- Mutual learning and exchange of knowledge and best practices among universities, other research agents and businesses should be encouraged. Peer Learning Activities carried out in the frame of ERAC can elucidate the reform initiatives and trends in the EU university-based research sector.
- They can give inputs for evidence-based policy making on issues such as: Institutional reform - merging, world-class excellence, capacity building, early career researchers and funding models. The continuation of this work by ERAC working groups is welcome by the experts.
- The development of international campuses of excellence where the interaction of universities with other research centres, businesses, science parks and other knowledge-related agents may lead to territorial education, research and innovation communities oriented towards international excellence in specific domains.

- Universities can contribute to create territorial environments of university life socially and economically integrated within the urban or regional territories, paying special attention to achieve a high quality of services and environmental sustainability, i.e. healthy and sustainable university campuses contributing to increase the attractiveness of the territory for international students, academics and researchers as well as for knowledge-related investments.
- There is a need to foster the contributions of universities to the regional socioeconomic development. The specific needs of border regions should be particularly addressed. They could be a laboratory for the European integration process and cross-border cooperation in which asymmetries, legal and administrative differences and physical and psychological barriers can be removed in favour of the whole cross-border territory development
- The new EU 2020 strategy should support universities to develop their untapped potential to effectively contribute to the achievement of a knowledge-based society and economy, where knowledge flows freely as well as would help to improve the coordination and synergies between the institutional and national strategies on universities, aligning the national efforts towards a common and shared objective.

The experts attending the Spanish Presidency Conference on Universities 2020, asked the Spanish Presidency to elevate these agreed conclusions to the political level, as an input for next discussions at the Education Council of the European Union.

Universities 2020

Universidad de Salamanca

Salamanca, June 17 - 18

ANNEX II

- List of participants

ANNEX II. List of participants



SPEAKERS			
NAME	POSITION	INSTITUTION	COUNTRY
Alonso Núñez, Marisa	Member of the Board	EURODOC	Belgium
Borrell-Damián, Lidia	Senior Programme Manager	European University Association (EUA)	Belgium
Brauns, Hildegard	Coordinator Excellence Initiative	German Council for Science and Humanities	Germany
Campos Calvo-Sotelo, Pablo	Campus Planning & Design	University CEU - San Pablo	Spain
Damsgaard, Anita	Special Adviser	Danish Ministry of Science, Technology and Innovation	Denmark
Delgado, Luis	Spanish Presidency UE		Spain
Guillermo Ramírez, Martín	General Secretary	Association of European Border Regions	Germany
Hermans, Stefaan	Head Universities and Researchers D.G. Research	European Commission	Belgium
Hernández Ruipérez, Daniel	Rector	University of Salamanca	Spain
Hetzel, Patrick	Director general for higher education and employability	Ministry of National Education	France
Martínez Sierra, José Manuel	Director General of International Relations	Ministry of Education	Spain
Moody, Chris	Manager Consultant	Isis Innovation Oxford	United Kingdom
Moreno, Juan José	Director General University Policy	Ministry of Education	Spain

Nica, Alin Adrian	Chair of the EDUC Commission	Committee of the Regions	Belgium
Pauli, Anneli	Deputy Director General Research	European Commission	Belgium
Revilla, Julio	Vice-Presidente	University Social Councils	Spain
Rubiralta, Màrius	Secretary General of Universities	Ministry of Education	Spain
Sánchez Terán, Salvador	President of the Social Council	University of Salamanca	Spain
van Iersel, Joost	Consultation Commission on International Change	European Economic Social Committee	The Netherlands
Widegren, Erika	Executive Director	Atomium Culture	Belgium

PARTICIPANTS

<i>NAME</i>	<i>POSITION</i>	<i>INSTITUTION</i>	<i>COUNTRY</i>
Alfonso Cabezas, Manuel	Gerente de Cuentas	CLAY Formación Internacional, S.L.	Spain
Almeida, Wellington	Head of Chancery of the University	Universidade de Brasilia	Brazil
Alves, Helena	Professor and Researcher	University of Beira Interior	Portugal
Anastasov, Vasil	Vice-rector	Medical University Plovdiv	Bulgaria
Arranz, Marceliano	Rector	Universidad Pontificia de Salamanca	Spain
Barbero, Juan		CGB Informática, S.L.	Spain
Barretto Filgueiras Neto, Lineu	Profesor	Universidad de Salamanca	Spain
Bas, Francisco		Avantia	Spain
Bengoetxea, Endika	Policy Officer / Programme manager	European Commission	Belgium
Biller, Helene	Senior administrative officer	Ministry of Education and Research	Sweden
Blanco Hernández, María	Técnico Oficina de Transferencia del Conocimiento	Universidad Pontificia de Salamanca	Spain
Bohinc, Rado	Rector	University of Primorska	Slovenia
Bonete, Rafael	BFUG member	Ministry of Education/ Universidad de Salamanca	Spain
Cabero Morán, Enrique		Universidad de Salamanca	Spain
Calvache, María Luisa	Directora de Secretariado de Planes de Investigación	Universidad de Granada	Spain
Calvo-Hernández, Antonio	Catedrático Departamento Física Aplicada	Universidad de Salamanca	Spain
Cámara, Susana	Knowledge Transfer Office Manager	Universidad de Burgos	Spain
Castillo, Angélica	Director for Academic Cooperation	National Autonomous University of Mexico	Mexico
Ciudad, José María		CGB Informática, S.L.	Spain
Collado Guirao, Paloma	Vicerrectora de Investigación	UNED	Spain
Collado Yurrita, Miguel Ángel	Vicerrector de Grado, Máster y Doctorado	Universidad de Castilla - La Mancha	Spain
Cordero González, Julio		Universidad de Salamanca	Spain
Crespo Ruano, Millán		Informática Millán	Spain
Cuevas Badallo, Paloma	Secretaría General	Universidad de Salamanca	Spain
Desptotva-Toleva, Lyubima	International Relations	Medical University Plovdiv	Bulgaria

Desroques, Gilles	Attaché for cooperation in Higher Education	French Embassy	France
Díaz Martínez, Margarita	Profesor Titular	Universidad de Salamanca	Spain
Díaz-Pinés Valentín, Pilar	Profesora E.P.S. Arquitectura	Universidad San Pablo-CEU	Spain
Domínguez, Noemí	Vicerrectora RR.II.	Universidad de Salamanca	Spain
Domínguez Pérez, José A.	Vicerrector de Docencia	Universidad de Salamanca	Spain
Dubécsi, Zoltán	Secretary General	Hungarian Rectors' Conference	Hungary
Durán Casas, Vicente	Vicerrector Académico	Pontificia Universidad Javeriana	Colombia
Essalmi El-Idrissi, Ahmed	Dean	University Hassan II, Casablanca	Morocco
Esteban de Vega, Mariano	Vicerrector de Profesorado	Universidad de Salamanca	Spain
Esteller Pérez, Alejandro	Director Gerente Fundacion Univerisdad de Salamanca	Universidad de Salamanca	Spain
Feliu Francesc	Vicerrector de Política Académica	Universidad de Girona	Spain
Franco Leemhuis	Vicerrector	Universidad Politécnica de Cartagena	Spain
Fuertes Herreros, José Luis	Director Dpto. Filosofía y Lógica y Filosofía de la Ciencia	Universidad de Salamanca	Spain
Gerdjikov, Anastas	Vice-rector	Sofia University St. Kliment Ohridski	Bulgaria
Gómez Gómez, María Belén	Profesora E.P.S. Arquitectura	Universidad San Pablo-CEU	Spain
Gonçalves, José	Vice-President	Instituto Politécnico de Castelo Branco	Portugal
Gonçalves, Teresa	Professor	Instituto Politécnico de Castelo Branco	Portugal
González Hernández, Cipriano	Alcalde de Béjar		Spain
González Vicente, Carlos	Director	4C Comunicación	Spain
Guerra de Queiroz, Ety	Professor Assistant Brasil	UDESC - USAL	Spain
Herguedas Simón, David	Responsable de RRHH	Gadea Pharmaceutical Group	Spain
Hernández, Rosana	Journalist	El Adelantado de Salamanca	Spain
Hernández de Castro, Jerónimo	Jefe de Protocolo	Universidad de Salamanca	Spain
Hernández Ramos, Amador	Director	Fundación Nido Mariano Rodríguez	Spain
Jekentiene, Ginvile	Chief officier of Division of Sience	Ministry of Education and Science	Lithuania
Jover, Gonzalo	Professor	Bologna Experts Team	Spain
Juncker, Mette	Head of Section	Ministry of Science, Technology and Innovation,	Denmark
Langman, Andrea	Prof. Dr.	Medical University of Graz, Austria	Austria
Leder, Harald	Director, Academic Programs Abroad	Louisiana State University	USA
Lippe, Irmgard Th.	Prof. Dr.	Medical University of Graz, Austria	Austria
López Fernández, Mª Concepción	Vicerrectora Ordenación Académica	Universidad de Cantabria	Spain
López Fernández, Ricardo	Vicerrector de Economía y Gestión	Universidad de Salamanca	Spain
López Hernández, Virgilio	Responsable de Formación	Fundación Nido Mariano Rodríguez	Spain
López Rivero, Alfonso José	Director OTC	Universidad Pontificia de Salamanca	Spain
Luceño, Laura	Professor, PhD in Fashion-Communication	UNIVERSIDAD POLITÉCNICA DE MADRID	Spain

Lukošiūnienė, Daina	Head of Division of University Studies	Ministry of Education and Science	Lithuania
Maestro Moro, Eva María	Coordinator TCUE Project	Fundación General USAL	Spain
Málaga Guerrero, Jesús	Subdelegado del Gobierno	Delegación del Gobierno de Salamanca	Spain
Mancho Duque, María Jesús	Directora	Centro de Investigaciones Lingüísticas	Spain
Manuel, Esperança	Secretary General	Marie Curie Fellows Association	Belgium
Marquina Pérez, María José	Asesora Técnica Departamento Educación	Gobierno de Aragón	Spain
Martínez-Purson, Rita	Dean	University of New Mexico	USA
Mateju, Petr	President	Science Foundation	Czech Republic
Medarde, Manuel	Vice-director of Pharmaceutical Chemistry Department	Universidad de Salamanca	Spain
Mediero Oslé, Luis J.	Gerente	Universidad de Salamanca	Spain
Mikelic, Tatjana		University of Primorska	Slovenia
Mingoaranz García, Salomé	Vocal de Espacio Europeo de Educación Superior	FESITESS/FETES CASTILLA y LEÓN	Spain
Mockor, Jiri	Rector	Ostrava University	Czech Republic
Moisio, Johanna	Senior Advisor	Ministry of Education and Culture	Finland
Montero Gaspar, Francisco J.	Vocal Relaciones con la UE	FESITESS/FETES MADRID	Spain
Montoya Miñano, Juan José	Director Investigación	Fundacion Universidad Alfonso X el Sabio	Spain
Morillo Fernández, Jesús Luis	Vocal de Asuntos Europeos	FESITESS/FETES CASTILLA LA MANCHA	Spain
Mrani Zentar, M'Hammed	Dean	Faculté des Sciences juridiques, économiques et sociales Marrakech	Morocco
Muro García-Villalba	Profesora E.P.S. Arquitectura	Universidad San Pablo-CEU	Spain
Nieto Calzada, Luis Miguel	Vicerrector de Investigación y Política Científica	Universidad de Valladolid	Spain
Palomeque López, Manuel Carlos	Director de la Oficina del VIII Centenario	Universidad de Salamanca	Spain
Pedreño Muñoz-Delgado	Presidente	Consejo Social Universidad Politécnica de Cartagena	Spain
Pelacho Aja, Ana	Vicerrectora de Investigación	Universidad de Lleida	Spain
Pérez Escanilla, Mª Concepción	Teniente de Alcalde	Ayuntamiento de Béjar	Spain
Pino Muela, José María	Coordinador Universidades C. y León	Banco Santander	Spain
Pita Yáñez, Cristina	Vicerrectora de Estudiantes	Universidad de Salamanca	Spain
Portela-Lozano, Adelaida	Vicer Rector of Faculty and Academic Innovation	Universidad Europea de Madrid	Spain
Poskute, Virginija	Deputy director for research and international relations	International Business School at Vilnius University	Lithuania
Prado, César de	Research	IBEI	Spain
Prieto, Roberto	Adjunto al Vicerrector de Investigación	Universidad Politécnica de Madrid	Spain
R.Lorbada, Guillermo	Education Ministry Bologna Expert Team Student	Education Ministry Bologna Expert Team	Spain
Raposo, Mário	Professor and Coordinator of the Business sciences research	University of Beira Interior	Portugal
Rojo Robles, Santiago	Vocal Relaciones Institucionales	SCEP (SOCIEDAD CIENTÍFICA ESPECIALIDADES PARAMÉDICAS)	Spain
Rovira Carballido, Jordi	Vicerrector de Investigación	Universidad de Burgos	Spain

Rubio, Fernando	Department Chair	University of Utah	USA
Sabio, Irene	member from the BET	Bologna Experts Team (BET)	Spain
Salinero Rodero, Miguel Ángel	Coordinator of Technological Innovation Unit	Fundación General USAL	Spain
Sánchez Arnosi, María Soledad	Concejala Innovación, Desarrollo y Universidades	Ayuntamiento de Zamora	Spain
Sánchez García, José C.	Professor and Researcher	University of Salamanca	Spain
Santos Romero, Beatriz	Profesor Titular	Universidad de Salamanca	Spain
Serrano, María Ángeles	Vicerrectora de Investigación	Universidad de Salamanca	Spain
Silva Menoni, María del Carmen		Universidad de Salamanca	Spain
Soriano Rubio, Encarnación-Sonia	Directora EU Magisterio de Zamora	Universidad de Salamanca	Spain
Tambo Mayayo,	Asesora Técnica Departamento Educación	Gobierno de Aragón	Spain
Vázquez García-Peñuela, José María	Rector	Universidad Internacional de la Rioja	Spain
Vega, Pastora			Spain
Verdú Pérez, Elena	Project Manager	CEDETEL (Centro desarrollo telecomunicaciones)	Spain
Villena Cortés, Alberto	Vicerrector de Investigación	Universidad de León	Spain
Virumbrales, José Luis	Delegado Rector Transf. Tecnología	Universidad Carlos III	Spain
Yarza, Fernando	Representative CC.AA. Education Committee UE	Departamento Educación Gobierno Aragón	Spain
Zietek, Henry	Head of international exchange	The Polish College, The Higher Education School of the Polish Adults' Education Association in Warsaw	Poland