



Conference on  
**Trends in the Management of Human Resources  
in Higher Education**

25 and 26 August 2005  
at the OECD Headquarters, Paris

**PROFILES OF SPEAKERS AND CHAIRS**

***Aarrevaara, Timo Johannes***

Born 1961  
Citizenship Finnish  
Degree of M.A. University of Tampere, 1990, major in local government studies  
Degree of Lic. University of Tampere, 1994, major in local government studies  
Degree of Ph.D. University of Helsinki, 1998, major in administrative science  
Docentship University of Tampere, Department of Management Studies  
Current post Research Director, University of Tampere, Higher Education Group, 2002-

***Former professional positions***

Research Director, University of Tampere, School of Public Management  
Acting associate professor, University of Tampere, Department of Administrative Science  
Acting professor, University of Tampere, Department of Administrative Science  
Acting Director of Training, MBA-Program, Institution for Extension Studies, University of Tampere  
Director of Training, Management Program JOKO, Institution for Extension Studies, University of Tampere  
Senior planning officer, City of Helsinki  
Planning officer, University of Helsinki, Rector's office  
Researcher, City of Helsinki, Management Information Centre  
Visiting scholar, Ukrainian Academy of Public Administration  
Researcher, University of Helsinki, Department of Political Science

***Memberships***

ADEA Working Group on Higher Education,  
Member Consortium of Higher Education Researchers in Finland,  
Member of board CHER 18th Annual Conference, member of local organizing committee

## **Arata, Manuela**

After 10 years at Ansaldo Electromechanical Group in the Commercial Department, Manuela Arata was, from 1987 to end May, 2005, first Manager and then General Director of the Italian Institute for the Physics of Matter (INFM), a national public research institution under the authority of the Italian Ministry of Education, University and Research. In this capacity she introduced innovative forms of personnel management (i.e. short term contracts, training-work contracts, new methods for career evaluation), recruitment procedures based on international standards (e.g. tenure track), equal opportunity initiatives (support to nursery services for employees), as well as specific measures to attract young people to scientific careers and to support the creation of new high-tech companies (spin-offs) by young researchers.

President of the Genova Science Festival (with 165.000 visits in its second edition in 2004), she promoted it with the aim of supporting the transfer of knowledge from science to the society.

Since 2003 she has been involved as an independent expert in several EC selection and evaluation processes for NoEs and IPs.

Teacher of "Research Management" at Politecnico di Torino Graduate School since 1999, she is member of the Scientific Council of SUM – Management School for Universities and Research Institutions founded by MIP, the Business School of Milan Technical University.

She was awarded the AIDDA prize 2004 (Women Entrepreneur Association) and the 2005 Andersen prize for promoters of culture among children.

In March 2005 she was decorated by the President of the Italian Republic - Carlo Azeglio Ciampi – of the Award of Merit of the Italian Republic.

## **Avveduto, Sveva**

Sveva Avveduto is the Head of the Research Unit on Human Resources and Knowledge Society, at the National Research Council of Italy, Institute for Research on Population and Social Policies. She has been lecturer at Università degli Studi di Cassino on Organization and Education for Research.

She chairs the OECD Group on Steering and Funding of Research Institutions and is Italian delegate to the Organization for Economic Cooperation and Development, (OECD), Paris, for the activities concerning the Committee for Scientific and Technological Policy.

She has been member of the G7 Group on Public Understanding of Science and Technology, cooperating with the National Science Foundation, Washington. She has also been Italian delegate to Unesco for several activities on research policy and mobility.

She has been appointed as national expert for many OECD Activities concerning postgraduate training, higher education, employment and mobility and national coordinator of the Group on Human Resources for Science and Technology preparing the Canberra Manual for the measurement and indicators of HRST for OECD.

At national level she chairs the CNR Committee for studies on HRST (CORUS). She carries out consulting activity for the Ministry of Education University and Research (MIUR) in preparing the National Research Plan 2004-06 on 'Human Capital' topics.

She has recently been working in the following European projects/networks funded by the European Commission as chief scientist at Italian level: Brain Drain: Emigration Flows of Qualified Scientists; EU Network ENMOB (European Network on Mobility); PRIME Network of Excellence: Policies for Research and Innovation in the Move towards the European Research Area; MOMO Project, Human Resources in Research & Development: Monitoring System on Career Paths and Mobility Flows.

Her main research interests concerning science and education policy, particularly human resources for science and technology, are focused on organisation of higher education and research training, on the relationship between higher education and the labour market, and on mobility issues of scientists, engineers and high skilled personnel.

She has published many books, monographs and journal articles.

### **Bexell, Göran**

Göran Bexell, born 1943, professor of ethics at Lund University, Vice-Chancellor Lund University since 2003.

### **Blok, Peter**

I was born in Amsterdam in 1949. I took my Bachelors and Masters degrees at the Universiteit van Amsterdam: Sociology of Development (specialisation: Latin America, education of developing countries). I started my professional career as a *research-assistant* at the Netherlands Institute for Research in the field of Social Welfare (NIMAWO). After my graduation I worked as a *project officer* at the Dutch Bishop's Lenten Campaign (Bisschoppelijke Vastenactie, BVA) for Latin America. From development cooperation I moved to higher education and took a position as *staff member* at the office of the director of NUFFIC (Netherlands Organisation for International Cooperation in Higher Education). From there I moved to the Universiteit van Amsterdam. In 1991 I started as *policy officer and deputy director* of the Office of Foreign Relations of the Universiteit van Amsterdam. In 1996 I became *director* of the Office. In 1999 I decided to leave the internationalisation behind me and made a move, this time to the field of human resource management. I started to work as a *senior advisor on HRM* at the Universiteit van Amsterdam. Since last year I work as a *teacher* at the Hogeschool van Amsterdam (HvA) in the field of HRM, which is an institute of professional education that works closely together with the university. At the same time I work as *senior HRM-advisor* at the HvA. The combination of teaching and working in the same field simultaneously is very stimulating and rewarding.

During the time I was working in the field of internationalisation, I was one of the experts in the field of credit transfer. I participated in the pilot projects from the European Commission on ECTS. For a number of years I was the national ECTS promoter of the Netherlands. Besides, I coordinated various European projects in this field. In this period I also took part in the EU Tempus/Phare Academic experts' meeting and Tempus-Tacis selection meetings.

I have one son who is 19 years old who studies physics in Delft. I am addicted to everything that is related to photography and I know how to play tennis.

### **Bréchet, Christian**

Christian Bréchet, born on July 23rd, 1952 in Paris, was appointed Director General of the French National Institute for Health and Biomedical Research in February 2001. He is a specialist of liver diseases, especially B and C viral hepatitis. He has been director of an Inserm research unit and head of the Liver department at Necker Hospital in Paris.

Cell biologist and hepatologist, he has contributed to the discovery of new therapeutical approaches for the treatment of hepatitis, of mechanisms involved in the onset of hepatitis B - and C - related liver cancer and to the understanding of cell cycle regulation.

### **Academic and hospital appointments**

- Director, Inserm research unit 370 hepatocellular carcinogenesis and molecular virology, Necker School of Medicine, Paris (1993-2001)
- Head of Hybridotest laboratory, Pasteur Institute, Paris (1990-1998)
- Professor of cell biology CHU Necker, Paris (since 1989)
- Head, Liver Unit, Necker-Enfants Malades Hospital, Paris, (1997-2001)
- Head of the National Reference Center on the molecular epidemiology of viral hepatitis, Pasteur Institute and Inserm U370, Paris (1998-2001)
- Director General of Inserm since February 2001
- President of the French National Consortium for Research in Genomics (CNRG) since 2002

### **Education**

- Internship Paris hospitals 1975
- M.D., Medical thesis: hepatitis B virus infection and liver disease, Broussais Hôtel Dieu School of Medicine, Paris, 1983
- Ph.D. in Biochemistry: Hepatitis B virus and primary liver cancer. University Paris-VII, 1985

### **Major committee assignments and societies**

- Member of numerous societies (Secretary of the European Association for the Study of the Liver : 1993-1997)
- WHO study coordinator for the standardization of PCR in the diagnosis of HIV infections
- Member of the "Institut universitaire de France"
- Member of the scientific council of the French Blood Agency : 1993-1996
- Member of the scientific committee of Cancer Associations (ARC and LNCC)
- Member of the French national council of universities (CNU) for cell biology: 1993-1999
- Member of Paris' Scientific Committee since September 2002

### **Valorization**

- Development of "Kits" to detect HBV DNA : collaboration with Abbott laboratories.
- Development of "Kits" for the standardization of techniques d'amplification génique in-vitro (PCR) : collaboration with Diagnostic Pasteur Sanofi and Roche Molecular System.
- Use of cyclin A as a marker of cell proliferation: collaboration with Biomérieux and Immunotech. Inserm patent.

### **Awards**

- Awardee of several scientific prizes (including that of the French Academy of Medicine 1996, Jean Valade Award 2000).

### **Publications**

- Over 300 publications in medical and scientific journals.

## **Daxner, Michael**

Date and Place of Birth: 1947 Vienna  
Citizenships: German and Austrian

### **Education**

1995	Honorary Doctorate State University of Novosibirsk, Russia
1990	Doctor of Humane Letters, Towson University, Md., USA
1972	PhD in Education (Thesis), English-American Studies and Philosophy

1966 - 1972 University of Vienna, University of Freiburg (Germany): Education, English-American Studies, History, Social Science and Philosophy.

### **Professional Career**

- 2005 Expert mission to Afghanistan (Higher Education legislation, Rectors Conference, on German assignment)
- 2004 - 2005 Expert on SEE-Education, Counsellor to the Austrian Government (Science and Education),
- 2004 Professor of Sociology: Resuming lecturing and research at the University of Oldenburg (Sociology and Jewish Studies)
- 2004 - Professor (Sociology) at the post-graduate Programme Master of International Studies: Institute for the Danube Region and Central Europe (IDM), Vienna
- July 2003 Expert on Refugee Education in the Caucasus and Balkans, for the Council of Europe
- March 2003 - July 2004 Engagement in Afghan Higher Education Reform (commissioned by German Rectors and German Academic Exchange on behalf of the German Foreign Office)
- October 2002 Counsellor to the Austrian Government (Science & Education) on Soft Sector Policies in South East Europe
- May 2002 Special Counsellor to the UNMIK Office, Belgrade (FRY)
- 2000-2002 UNMIK: Principal International Officer , Ministry of Education, Technology, Provisional Self-Government in Kosovo, Department of Education, Science and Technology)
- 2002 Lecturer at the Salzburg Seminar Session 419, the University Program and the International Study Program (ISP), and the Common Interest Forum
- 2001 Member of the Collegium: Bologna Observatory (Magna Charta)
- 2000 Head of the UNMIK Department of Education and Science; International Administrator of the University of Pristina
- 1999 Treasurer IAUP (International Association of University Presidents)
- 1998 Professor of Sociology, University of Oldenburg  
Member, Austrian Board of Universities (-2003)  
Brandenburg Board of Universities (until 2000, 2003 - )  
Commission on the Review of Professional Higher Education Employment, Federal Ministry of Education (Germany) (- 1999)  
Board of the European University Association (CRE, - 2001)
- 1995 Member of the Presidency of the International Association of University Presidents
- 1994 Member of the International Academy of Higher Education, Moscow
- 1994 German delegate to the Council of Europe Committee on Higher Education and Research
- 1993 Member, Senate of the Niedersachsen Foundation
- 1993 Member, Senate of the German Rectors Conference
- 1992 International Commission of the German Rectors Conference (HRK)
- 1991 Board of Foundation "Labour and Environment"

- 1986 Elected President of the Carl-von-Ossietzky University in Oldenburg (Germany), 2 periods until 1998
- 1974 Professor of Higher Education, University of Osnabrueck (Germany)

**1970 – 74 Higher Education Reform and International Desks in the Federal Ministry of**

**Dunkin, Ruth**

Through a career spanning the public, private and university sectors Dr Dunkin has developed expertise in strategic planning, policy development, integrated resource management, and the development and implementation of major change programs. Most recently Vice Chancellor of RMIT University, she held various Deputy Vice Chancellor roles from 1989. In these she was responsible for financial management, strategic planning and business development, together with ensuring the delivery of quality educational and research programs. At the same time, she led large-scale change programs designed to help the university meet the challenges of increasing privatisation and competitiveness of the education sector. Her Interest in public sector reform and policy development were gained during 15 years in the Victorian state public service and her understanding of business and industry analysis, together with strategy implementation, were enhanced by employment at Hay Group. It was at the HayGroup that she learned the importance of human resource management processes in the implementation of new strategy.

Ruth has a PhD in organizational change and a BA (Hons) from the University of Melbourne and a Master in Public Administration from Harvard, together with a Graduate Diploma in Management.

**Egan, Steve**

Steve Egan has been Director of Finance and Corporate resources at HEFCE since 1996. In this role he has been responsible for the rewarding and developing staff initiative, creating the Equality Challenge Unit, the transparency review, project capital and the Council's work in leadership, governance and management.

Prior to joining the Council, Steve was Director of Finance at the National Rivers Authority. Before this he worked his way from graduate trainee to Chief Financial Accountant of British Gas, during which time he obtained an MBA at the University of Bath.

**Ertmann, Dietmar**

**Higher Education:**

- 1969 – 1974 legal studies in Geneva, Würzburg and Freiburg
- 1974 first state examination in law,
- 1978 second state examination in law,
- 1979 doctoral degree. Topic: homicide in Southern Nigeria,
- 1984 – 1985 graduation Ecole Nationale d'Administration (ENA) in Paris.

**Professional experience:**

- 1975 – 1976 postgraduate at the Max-Planck-Institut for international and foreign criminal law, Freiburg, thereof 6 months DAAD-grant for field studies in Lagos, Nigeria,
- 1976 – 1978 junior barrister at the Higher Regional Court in Karlsruhe,

1977	work experience in La Paz at the German-Bolivian Chamber of commerce and industry,
1978 – 1980	lecturer of German law at the University of Warwick, Great Britain,
1981 – 1987	Academic Registrar University of Karlsruhe,
1987 – 1990	Deputy Registrar of the University of Karlsruhe,
Oct. 1988 to April 1989	secondment to the Ministry for Science and Art,
1990	Registrar University of Mannheim,
since Oct. 2000	Registrar of the University of Karlsruhe.

**Teaching experience (part time):**

1982 – 1990	civil law for engineers, University of Karlsruhe
1990 – 2000	labour law, University of Strasbourg I
2001 – 2005	HE management, German University of Administrative Sciences, Speyer

**Fabbro, Ines**

From 1971 to 1989 Ines Fabbro worked with the University of Turin serving various functions including Faculty Secretary, Estate Manager, General Affairs Distribution Manager and Manager of Scientific Research Distribution. This multi-faceted experience provided her with an in-depth knowledge of the administrative-organisational system.

In October 1989, she joined the University of Bologna where until 1992 she was in charge of the Estate Management sector, and subsequently of Estate and Contracts division. On 14<sup>th</sup> July 1993, she was appointed Registrar of the Alma Mater, her current position.

From 1994 to 2002 she was a member of the Evaluation Unit of the University “Federico II” of Naples. From 1997 to 2000 she performed the same study at the Polytechnic of Turin. From March 2001 to May 2004 she was president of the Permanent Convention of Registrars of Italian Universities.

**Grediaga Kuri, Rocio**

I have been a full-time research professor for 28 years. I have a continued involvement in teaching and assisting graduate and undergraduates to prepare their theses. My research work concerns the Mexican and Latin American academic profession: what it means to be an academic in this region, which are the work conditions and productivity of academics in different institutional settings and disciplinary fields, the relations between the development and changes in the governments’ financing and public policy towards higher education on the one hand, and the strengthening and institutional engagement of the academic profession on the other hand. I am also interested in the changes that need to be made in academic career regulations and institutional management to ensure that higher education continues its improvement and development into the future.

I have served, at the request of different government offices and higher education institutions, on assessment boards, committee and task forces to improve higher education performance and public policy design.

I have published many works on these topics for academic meetings, reviews and editorials.

Furthermore I have participated as member of peer review groups and public policy assessment taskforces. Finally, for my studies in this field, I have been honored with memberships of the National

System of Researchers, the Mexican Academy of Science, the Mexican Research Council for Education and the National Association of Higher Education Institutions (ANUIES).

Since September 2004, during my sabbatical leave, I have been working as visiting associate researcher at Institut des Hautes Etudes de l'Amérique latine – Centre de recherche et de documentation sur l'Amérique latine (IHEAL-CREDAL). I look forward to continuing the study of academics and higher education institutions while living in France.

### ***Guchan, Aysegul***

Dr. Aysegul Guchan is working as a lecturer for Yeditepe University where she has been the Chair of the Department of Art Management. She has taught Contemporary Art, Art Criticism, and Arts Management in both BA and MA Programs. Before she began to work for Yeditepe University, she had worked for Istanbul Foundation for Culture and Arts as the art space coordinator of the fourth International Istanbul Art Biennial. She participated in the organization of Fluxus Exhibition in Istanbul.

She is an art critic as well as an academic whose major is contemporary art. She has written for various art journals and newspapers. After AICA (Association Internationale des Critiques d'Art) Turkey was relaunched in 2003, she was appointed as the Vice-President of AICA Turkey.

In addition to her critical articles on contemporary art issues, she delivered various papers in national and international conferences. She is a member of Society for Literature, Science and Arts founded by Johns Hopkins University.

### ***Holm, Torben***

Since 2001 Torben Holm has headed the secretariat for the Rectors' Conference of the Danish Ministry of Culture. The Rectors' Conference coordinates policy, information and shared administrative tasks for 16 cultural and artistic institutions of higher education: 6 musical conservatories, 5 schools of architecture and design as well as institutions for Visual Arts, Film, Theatre & Contemporary Dance, Conservation and Library and Information Science. The total student enrolment is 6.000, of which 1000 graduate annually. The total funding of the 16 institutions amounts to 110 mio. Euros. At the center of this coordination lies the formulation of shared inputs from the institutions to the Ministry concerning the policy agreements and the development contracts, which set overall goals and guidelines for the development of these institutions in a 4-year period.

The Secretariat also conducts surveys, analyses and documentation to promote knowledge and understanding for the cultural and artistic educations, their point of views and interests. Furthermore, the Secretariat organizes regular meeting of the Rectors' Conference and prepares answers to the Ministry of Culture and other government and non-government agencies and institutions. The Secretariat also promotes coordination with the Danish Rectors' Conference for the twelve Danish research universities. Presently, this coordination centers on implementation in depth of the Bologna Process, internationalization in general, employability and the future development of a qualifications framework – with attention to the special requirements of cultural and artistic institutions.

1986 – 1998 Torben Holm worked in the Danish Ministry of Culture with education, budget development and research libraries – the latter area included several development contracts, the pioneering project Denmark's Electronic Libraries as well as major building projects, including the modernization of the Royal Library. 1984 – 1986 Torben Holm worked in the Danish Foreign Office.

1984: Candidate in political Science, University of Aarhus with dissertation on "Continuity and change – the development of U.S. foreign policy in the period of Détente, 1970 – 1976". 1982: M.A. from Johns Hopkins' School of Advanced International Studies, Washington D.C.

## **Kjenndalen, Kari**

Master of Arts in Nordic Literature and Languages 1977

Different positions in higher education and research sector and public service, among others:

- Adviser/Vice-rector College for teacher education 1977-83
- Head of department Norwegian Institute of Applied Social Research 1983-86
- Head of department for organization, Norwegian Research Council for Social Research
- Director of the Norwegian College of Special Education 1986-93
- Political adviser Prime Minister's office 1991-92
- Deputy director general, The Royal Ministry of Education, Research and Church affairs 1993-96
- General secretary Norwegian Association of Research Workers from 1996-
- Member of governmental committees on higher education and health administration
- Board member public institutions and companies, university colleges, art museums etc.

## **Knight, Peter**

Peter Knight works in the UK Open University's Institute of Educational Technology. The Institute does research into the pedagogic applications of new technologies, conducts large-scale surveys of the OU student experience and works with OU teachers to bring best pedagogic practices into the curriculum.

He is researching the ways in which people learn to teach in higher education, as well as writing about the assessment of student learning. Recent books include:

Knight, P. T. (2005), *El profesorado de Educación Superior: Formación para la excelencia*. (Being a Teacher in Higher Education.) Madrid: Narcea, S. A.

Knight, P. T. and Yorke, M. (2004), *Learning, Curriculum and Employability in Higher Education*. London: Routledge.

Knight, P. T. and Yorke, M. (2003), *Assessment, Learning and Employability*. Maidenhead; Society for Research in Higher Education and the Open University Press.

Knight, P.T. (2001), *Small-scale Research: pragmatic enquiry in social science and the caring professions*. London: Sage.

He is one of the evaluation team following the Scottish quality enhancement framework and the founding director of the Open University's Practice-based Professional Learning Centre for Excellence in Teaching and Learning.

## **Levie, Hugo**

Hugo Levie is the chief negotiator and head of labour relations of the association of Dutch universities.

After working for 25 years in industrial relations I took up this post 2 ½ years. In that time I negotiated two main collective agreements, I got to know Dutch universities and the problems of managing a university a little and our office moved from Utrecht to the Hague, to be nearer the centre of Dutch politics. I see my job as part of the process to make universities less like a civic bureaucracy and more like a public enterprise. Labour relations are still partly based on old rules of public administration. We have just finalised a new collective contract which makes headway by greatly simplifying the terms of contracts and we are in the process to simplify social security.

What puzzles me is how the collective agreement of the universities can be relevant to both academics and academic management. At the moment the contract sometimes seems an excuse not to take responsibility.

Before working for the Dutch universities I have been general director of a large company that provides training in industrial relations, I have worked for the management of the Dutch Railways and I have worked for a long time and in different positions for the largest Dutch trade union. I have been a director, a manager, a negotiator and a works council member so I can say I know Dutch industrial relations from all perspectives.”

### ***Mapesela, Mabokang***

Mabokang Mapesela is a Senior Lecturer as well as a Senior Researcher at the Centre for Higher Education Studies and Development at the University of the Free State in South Africa. In 2000 she commenced her academic career on research management internship. The latter extended over a two-year period, which ended at the end of March 2002. During the same time she completed a doctoral degree in which she investigated the effect of transformation on the job satisfaction of academic staff at a South African university.

She has since thrived in a short academic career by having produced nine publications in accredited journals nationally and internationally. In addition, she has presented 18 papers at conferences and other forums. She has participated in a wide range of research projects focusing on, among other issues, staff development; performance management; change management; and transformation. She contributes to teaching by coordinating a master's degree programme in higher education, as well as by presenting a module on transformation and policy analysis at the diploma and the master's levels. Since 2003 she has successfully supervised nine master's degree students from disadvantaged backgrounds.

Her other research interests include the impact of HIV/AIDS in higher education; the relevance of higher education in society; as well as the applicability of indigenous knowledge systems in higher education.

### ***Merisotis, Jamie P.***

Jamie P. Merisotis is the founding President of the Institute for Higher Education Policy. Established in 1993 in Washington, DC, the Institute is regarded as one of the world's premier research and policy organizations concerned with higher education policy development. As the Institute's President, Mr. Merisotis has worked extensively on nearly every aspect of the Institute's work. He is recognized as a leading authority on college and university financing, particularly student financial aid, and has published major studies and reports on topics ranging from higher education ranking systems to technology-based learning to student demographics.

A champion of the idea that higher education reaps rich rewards for both society and individuals, Jamie Merisotis has focused much of his work on improving access to higher education for low-income, minority, and other underrepresented populations. This commitment to equality of opportunity was a major factor in the establishment of the Alliance for Equity in Higher Education, an unprecedented coalition of national associations that represent more than 340 minority-serving colleges and universities, including Historically Black Colleges and Universities, American Indian Tribal Colleges, and Hispanic-Serving Institutions. Founded in 1999, the Alliance serves as a leading voice for the interests of minority-serving institutions (MSIs) and has become a model of collaboration, unity, and innovation among communities of color. Mr. Merisotis serves as the coordinator and facilitator of the Alliance and is director of its largest project, the Kellogg MSI Leadership Fellows Program, a year-long, intensive program designed to train the next generation of presidents at MSIs.

Mr. Merisotis also manages the Institute's growing global portfolio, working to further educational opportunity and access primarily in nations in transition, such as in southern Africa and the former Soviet Union. He has served as advisor to governments and institutions in several nations, and is actively engaged in the global dialogue about higher education "massification" and the implications that increasing educational opportunities could have on economic, social, and cultural development.

Prior to founding the Institute, Mr. Merisotis served as Executive Director of the National Commission on Responsibilities for Financing Postsecondary Education, a bipartisan commission appointed by the President and the Congressional leadership. He authored the Commission's heralded final report, *Making College Affordable Again*, many of whose recommendations became national policy during the 1990s. He also assisted in the creation of the Corporation for National and Community Service (AmeriCorps), serving as advisor to senior management on issues related to the quality and impact of national service initiatives. From 1993 to 1997 Mr. Merisotis coordinated site-based evaluations that reviewed more than 100 AmeriCorps projects.

Mr. Merisotis is extensively published in the higher education field. He has authored and edited several books and monographs, and is a frequent contributor to magazines, journals, and newspapers. His writing has appeared in the *Washington Post*, the (London) *Times Higher Education Supplement*, the *Chronicle of Higher Education*, *Higher Education in Europe*, *Review of Higher Education*, and other periodicals.

Mr. Merisotis serves as a board member and advisor for several organizations and projects. He is a member of the Board of Trustees of Bates College in Lewiston, Maine, and previously served as the College's alumni association President. He also serves as a member of the national advisory boards of Scholarship America, College Summit, and the Consortium for the Advancement of Private Higher Education, as well as the Council for Higher Education Accreditation's International Commission, and the DEEP and BEAMS projects associated with the National Survey of Student Engagement. Mr. Merisotis is the recipient of numerous awards and honors, including the 2002 Robert P. Huff Golden Quill Award from the National Association of Student Financial Aid Administrators and the 2001 Community College Government Relations Award presented by the American Association of Community Colleges and the Association of Community College Trustees. In 1998, Mr. Merisotis was named one of the top young leaders (under the age of 45) in American higher education by *Change* magazine.

### ***Meyer, Dagmar M.***

Dagmar M. Meyer is an Assistant Professor of Mathematics at the University of Göttingen in Germany. She studied Mathematics and Physics at the Universities of Heidelberg, Cambridge and Barcelona (UAB). After her PhD she went to France for a post-doc at the Université Paris 13, funded by a Marie Curie individual fellowship, before returning to her native Germany in 2001.

Since her time in Paris she has been actively involved in the Marie Curie Fellowship Association (MCFA), a pan-European organisation of more than 3,000 former and current Marie Curie fellows, first as one of the co-ordinators of the French national group, then at European level holding various positions within the Administrative Board. She has been heading the Association since her election as Chair in May 2003.

Her work for the Association has allowed her to get an inside view on many issues related to scientific mobility and career progression of junior researchers, both through many personal contacts with members from across Europe and by participating in a number of joint projects with other European organisations such as Eurodoc and Euroscience. Since the beginning of this year Dagmar has also been a member of the European Commission's External Advisory Group on Human Resources and Mobility.

## ***Mochizuki, Taro***

### ***Present position***

Associate professor, Institute for Higher Education Research and Practice, Osaka

### ***Personal record***

Birth date; August 15, 1962, Birth place; Tokyo. Sex; Male, Nationality: Japanese

### ***Education & research***

2004	Associate Professor; Educational evaluation, Institute for Higher Education Research and Practice, Osaka University
1998-2004	Associate Professor; Philosophy, Graduate School of Letters, Osaka University
1997	PhD; Philosophy, Osaka University
1994-1998	Associate Professor; Center for Civilization Studies, Tokai University
1991-1994	Lecturer; General Education Sector, Tokushima University
1989	DEA; Philosophy, Université Catholique de Louvain
1988	M.A. Osaka University
1985	B.A. International Christian University

### ***Profile of research***

Higher Education Studies; special interest field: Educational evaluation  
Philosophy; special interest field: 17th century philosophy in the West.

## ***Mora, José-Ginés***

José-Ginés Mora is Director of the Centre for Studies in Higher Education Management (CEGES) at the Technical University of Valencia (UPV). He has a degree in Physics and a doctorate in Economics. He is the President of the EAIR, and Deputy-Chair of the Governing Board of the IMHE Programme of the OECD, and ex-member of the Steering Committee of ENQA. He is associate editor of Tertiary Education and Management and member of the Editorial Boards of Higher Education Policy and Higher Education Management and Policy, and ex-Joint Editor of the European Journal of Education. His research is focused on Economics of Education, Labour Market, Higher Education and Quality Assurance. He is author of more than two hundred publications on these subjects and he has delivered speeches in more than two hundred and eighty institutions around the world. He has worked as adviser for higher education matters for many governments and international agencies. Currently, he is the responsible of the Agency for Assessment of Technology, Science and Higher Education in the Regional Government of Valencia.

## ***Nolan, Jan***

Jan Nolan has been involved with faculty renewal issues for the past nine years, most recently as the Director, Recruitment and Retention Initiatives at the University of Victoria in Victoria, British Columbia, Canada. Reporting to the Vice-President (Academic) and Provost and the Executive Director, Human Resources, she consults with deans, chairs, academic departments and Human Resources to develop programs that support and enhance the effectiveness of academic units in their efforts to attract talented faculty in a highly competitive market. She also creates orientation and training programs to develop and enhance academic leadership.

In her previous role as Director, Faculty Renewal at the University of Toronto, Jan revitalized orientation and training programs for newly appointed academic administrators and coordinated the development of university-wide new faculty orientations. She was the founder of both the Faculty Relocation Service and the Family Care Office at the university. She is active in several networks that deal with faculty recruitment and work/life balance issues in higher education in the US and Canada. Having worked at various universities for more than 20 years, Jan has developed a deep understanding of the needs of the various constituent members of university communities. She is an ardent supporter of, and active participant in, equity and advocacy initiatives in higher education.

## ***Ogihara, Satoshi***

### ***Present position***

Professor, Biological Science, Graduate School of Science, Osaka University

### ***Personal record***

Birth date; December 13, 1948, Birth place; Tokyo. Sex; Male, Nationality: Japanese

### ***Education & research***

1984            Biological Science, Graduate School of Science, Osaka University, Japan  
1982 – 1984 Postdoctoral fellow, Albert Einstein College of Medicine, New York.  
1980            Ph.D; Physiology, Osaka University,  
1976            Master of Science; Physiology, Osaka University,  
1974            Bachelor of Arts; International Christian University, Tokyo,

### ***Profile of research***

Molecular Cell Biology; special interest field; Amoeboid movement and cell membrane repair mechanism.

## ***Okafor, Theresa***

Theresa Okafor is an educationist and public information practitioner who has worked as an Education and Research Officer for nine years with the Women's Board (Education Co-operation Society), a Nigerian NGO in special consultative status with the Economic and Social Council of the United Nations. In 2001 she proceeded on a three-month internship in the Public Information Department of the United Nations in New York. Thereafter she spent one year as General/Human Resources Manager with The Law Union and two and half years as Education Counselling Manager and subsequently as Centre Manager of the British Council, Lagos. She has carried out extensive research into performance appraisal and performance indicators in Higher Education Institutions in Nigeria. The most recent workshop she facilitated in Nigeria is the Quality Assurance and Quality and Academic Standard Management in Nigeria and the UK where every facet of Higher Education institution in the Country was represented. She is currently the Director of Quality Assurance and Research Development Agency Nigeria. Her recent works can be found on [www.inqaahe2005.co.nz/documents/Okafor.doc](http://www.inqaahe2005.co.nz/documents/Okafor.doc) and [www.hetac.ie/inqaahe2003/details](http://www.hetac.ie/inqaahe2003/details).

## ***Onat, Fatma***

### ***Work Experience:***

1999 August	Present, Sabanci University, Human Resources Project Manager
1995 August – 1999 August	Deloitte & Touche Consulting, Turkey Senior Consultant

### ***Education:***

1993 – 1995	Bilkent University, Ankara Master of Business Administration
1989 – 1993	Middle East Technical University, Ankara B.S. in Industrial Engineering

### ***Training Courses:***

Business Process Re-Engineering (BPR) Methodology	1998 - 1 week
Deloitte & Touche, South Africa	
Deloitte & Touche Design Methodology	1998 - 1 week
Deloitte & Touche Solutions Group	
4Front Methodology	1997 - 1 week
Deloitte & Touche, U.K.	

## ***Ottosson, Mats Ola***

- Civil engineer 1967 and Dr of Technology (semiconductor physics) 1970 at Lund University
- •Teaching assistant and research assistant at Lund University (1963-1969)
- •Teacher in
- •Mathematics, Physics and Telecommunication (1970)
- •Head of Administration of the Swedish Atomic Research Council (1971-1974)
- •Programme Manager at the European Science Foundation in Strasbourg (1975-1978)
- •Head of Secretariat of the Swedish Natural Science Council (1978-1992)
- •Science Counsellor at the Swedish Representation in Brussels (1992-1995)
- •Head of Department at the Ministry of Education in Stockholm (1995)
- •University Director of Umeå University (1996-1998)
- •University Director of Uppsala University (since 1998)

## ***Paddock, Marjorie***

Marjorie Paddock is Vice-President and Co-Director of Diversity and Workplace Equity at BMO Financial Group. Ms Paddock is based in Chicago and is responsible for the strategic alignment and implementation of employment equity and affirmative action policies and programs enterprise-wide (both in Canada and the United States). Ms Paddock has been with BMO Financial Group for over 20 years. Prior to accepting the position with Diversity and Workplace Equity, she was President of Harris Bank Wilmett (one of the U.S. community banks). Her work experience in financial services includes retail banking, accounting and finance, and human resources management (including several years

with BMO's Institute for Learning – Chicago office. Ms Paddock graduated from Dalhousie University with an MBA in financial services. She has also earned the Fellow of Canadian Bankers award.

### ***Price, Polly***

Polly Price is an independent consultant working with colleges and universities on human resource issues including governance, management effectiveness and pension/health care concerns.

Polly served as the Associate Vice President for Human Resources at Harvard University from 1996 to 2004. The chief human resources officer for the University, she was responsible for strategic human resource planning for Harvard's 15,000 employees, and for the oversight of operations and programs of the Office for Human Resources (150 staff; \$17 million operational budget), including benefits administration, labor and employee relations, compensation, communications, employment, training, and information management systems.

From 1992 to 1996, Polly served as Associate Dean for Human Resources for the Faculty of Arts and Sciences at Harvard. From 1985 to 1992 she was Associate Dean for Administration for Harvard's Graduate School of Design. Prior to working at Harvard she was Executive Director of the Cultural Education Collaborative, a Massachusetts-wide not-for-profit organization.

A graduate of Smith College, *cum laude*, Polly also received the Master of Arts in Teaching from Harvard University. She has earned the designation Senior Professional in Human Resources (SPHR) from the Society for Human Resource Management and is qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI). Currently she is doing research on the subject of career transitions from work in the corporate sector to work in higher education. She has served as an executive coach for individuals undergoing these transitions.

Recent volunteer commitments include service on the Education as an Industry Team of the Massachusetts Workforce Investment Board, the Board of Directors of the Boston Consortium for Higher Education, the Division of Human Resources Advisory Board of Carnegie Mellon University, and the Alumni Board of Visitors of Moorestown Friends School.

### ***Resende da Silva, Paulo***

PhD in Management Science, PhD work in Organisation and Informational Model

Professor in Business Studies

Researcher in University Management and Knowledge Management

Vice-head of Business Department in Évora University

### ***Saiti, Anna***

Anna Saiti is Assistant Professor in Management and Economics of Education at Harokopio University in Athens, Greece. She is the author of the book entitled "Education and Economic Development" in Greek and her scientific interests are focused on management and economics in education and her articles have been published in Greek and foreign scientific journals.

## **Strazzeri, Laura**

### Personal Information:

Nationality: Italian  
Date of birth 16.11.1970

### **Work Experience**

- 1999 - present: Human Resources Manager of INFN -Istituto Nazionale per la Fisica della Materia (Italian Institute for the Physics of Matter), Genova, Italy. Now the Institute is being reorganised as a division of the CNR – Consiglio Nazionale delle Ricerche (National Research Council)
- 1997 - 1999: Organisational Development Department of Ansaldo Energia S.p.A. (power generation company), Genova, Italy. In charge of organisational procedures drafting and review. Periods in Bangalore (India) and Abu Dhabi (UAE), in charge of introducing new management by objectives systems.
- 1996: Logistics Department of FIAT Iveco S.p.A., Torino, Italy. In charge of developing a prototype of ICT system to improve forecasts of quality standards;  
Support activity to the external evaluation panel of INFN.

### **Education**

- 1996: Master Degree in Industrial Logistics, SOGEA, the Corporate Management School of Genova (Italy) and the Mersey Chamber Training of Liverpool (UK).
- 1995: University Degree in Economics, University of Genova (Italy).

### **Other information**

- Italian representative within the FMRH (Fédération Méditerranéenne des Ressources Humaines); Italian PL of the UE project “Agora des Ressources Humaines en Euroméditerranée à l’horizon 2025”.
- Head of International Relations of AIDP (Associazione Italiana per la Direzione del Personale – Italian Association for Personnel Management).
- Member of EARMA (European Association of Research Managers and Administrators).

## **Strebler, Marie**

Marie Strebler, BSc (Hons), MSC, PGCE, is a Senior Research Fellow at the Institute for Employment Studies (IES). Marie leads the work of the Institute on employer diversity issues and performance management and competencies. Marie has worked widely on gender issues and on organisational processes and practices with regard to differential impact for diverse groups of staff. She has led the team who conducted the meta-analysis of the six projects of the equal opportunities research programme for HEFCE. She also managed the anonymous survey of the higher education staff in ten institutions to gather views of staff about monitoring and identify the extent of hidden inequalities (*i.e.* sexual orientation, religion and unseen health problems).

Marie’s other work in the diversity area has included work for a London Borough on the impact of recruitment practices on the organisation’s ability to attract and retain minority ethnic individuals. Her auditing work has also included equality proofing of performance management systems for a variety of government departments. She managed a research project for the Equal Opportunities Commission to

review the potential gender issues in using competencies for pay and training and is the author of IES/EOC report '*Skills, Competencies and Gender: Issues for Pay and Training*'.

### **Strike Tony J.**

Tony Strike has held the position of Director of Human Resources at the University of Southampton since 1998 and was formerly Human Resources Director of Portsmouth Hospitals NHS Trust from 1993 to 1998. He is author of the text book "Human Resources in Health Care: a managers guide" published by Blackwell Science in 1995. He has held a range of personnel roles in the private and public sector and has previously specialised in reward management, grading systems and career structures.

### **Thomas, Elwyn**

Dr Elwyn Thomas is at the University of London, Institute of Education as an Emeritus Research Fellow, where he was Head of the former Department of International and Comparative Education from 1988 – 1994. He is also a visiting Professor of Education at the University of Huddersfield, UK. Professor Thomas also acts as an Educational Consultant in SE in East and South East Asia, where he is based for part of each year in Penang, Malaysia. He combines these posts with international consultancies in higher education, teacher education and academic and non academic staff development.

He has published many books, monographs and journal articles on Teacher Education, Culture and Schooling, Cultural Pedagogy and Teacher Development. He edited the World Yearbook of Education in 2002 on Teacher Education.

His present research is on:

*Cultural Pedagogies in Higher Education in Comparative Perspective,*

and

*The Cultural Impact of Globalisation on Higher Education*

He has worked as an educator and researcher in many countries of Sub Saharan Africa, Egypt, Saudi Arabia, India, Bangladesh, The Caribbean, Malaysia, Myanmar, Thailand, Vietnam. He was a visiting Professor at the Nanyang Technological University Singapore during the year of 2000, and at the former Singapore Institute of Education for 6 years in the 1980s. He has been a consultant in Teacher Education for UNESCO, UNDP, World Bank, African Development Bank, Action Aid, DfID (ODA) and British Council.

### **Warwick, Diana**

Diana Warwick was appointed Chief Executive of Universities UK (formerly the Committee of Vice Chancellors and Principals) in 1995. Her previous posts were as Chief Executive of the Westminster Foundation for Democracy and General Secretary of the Association of University Teachers, representing some 30,000 academic and senior staff in UK universities.

She is a Trustee of the Foundation of St Catharine's, Windsor and is on the boards of NCVO (the National Council of Voluntary Organisations), ISH (International Students House) and USS (Universities Superannuation Scheme Limited). She retired as Chair of Voluntary Service Overseas (VSO) in 2003 after nine years service.

Diana was born in Bradford, Yorkshire and graduated from Bedford College, University of London, in 1967 with an honours degree in Sociology and Economics. She has been awarded

Honorary degrees by Bradford University and the Open University. She was made a Life Peer in July 1999.

### ***West, Peter W.A.***

Peter West is Secretary to the University of Strathclyde, responsible for all the professional services, including HR, Finance, Estates and Planning. Peter was born in Edinburgh and is a graduate in Modern History from the University of St Andrews, where he was President of the Union.

He was President of IMHE, the Higher Education Management Programme of OECD, from 1998-2002, the first British University Secretary to hold that position. He has been involved in Higher Education management training in many parts of the world and has been awarded honorary doctorates by the Universities of Rostov-on-Don, Russia (1996) and Malawi (2002). He was recently appointed a Deputy Lieutenant of the City of Glasgow (2004).

### ***Wood, Fiona***

Fiona Wood is a senior research fellow at the Centre for Higher Education Management and Policy, the University of New England, Australia. Her areas of research interest and expertise are:

#### ***- Science, engineering and technology policy***

In particular the capacity of national research funding agencies to contribute to economic competitiveness and realise social priorities; the role of peer review; measures of research performance; institutional research management; international scientific networks; and the mobility, recruitment and retention of highly skilled professionals needed to fuel national innovation systems.

#### ***- Comparative higher education policy***

With a particular focus on: governance; management; funding; the role of the market; higher education as an export industry; and diversity issues.

Fiona has published widely on these topics and worked with government agencies and peak bodies overseas and in Australia including the US Department of Energy, the US General Audit Office; the OECD/IMHE; the Canadian Parliament, the British Medical Association, the NSF, US Industrial Research Institute, the Netherlands Organisation for Scientific Research, the European Association of Research Management Societies and the CIRCA Group Europe (on a recent interim review of the Science Foundation Ireland).

In Australia she has worked with the Australian Research Council, the Academy of Science, the Academy of Technological Sciences & Engineering, the National Health & Medical Research Council; CSIRO; the Federation of Scientific and Technological Societies and a number of Commonwealth and State government departments on a variety of projects. She also chairs the International Committee of the Australasian Research Management Society.

In 2004 Fiona was convenor of a high level invitational workshop entitled: 'Beyond Brain Drain: Mobility, Competitiveness and Scientific Excellence' The Workshop's Patron was Nobel Prize Winner Professor Peter Doherty. The report is available from: <http://www.une.edu.au/sat/chemp/arms/>

Fiona also teaches undergraduate and Masters level courses at her University as well as delivering similar programs in Hong Kong and Vietnam.

## **Yamamoto, Sinichi**

Dr. Shinichi Yamamoto is Professor and Director of Research Center for University Studies, Tsukuba University. His main concern is the analysis of various functions of higher education system, including university research, administration and management.

After graduation from the University of Tokyo in 1972, he served for the Ministry of Education (Monbusho) for 17 years, where he got rich administrative experiences in school education, university and research management, and international affairs. He stayed at National Science Foundation of the United States as a research fellow in 1988-89. He was involved in OECD's activities, including research training, university funding and so on, at CSTP (Committee on Science and Technology Policy) in 1992-2003. He is a member of the Board of International Basic Science Program (IBSP) of UNESCO.

Recent Major Publications in English:

1. The Role of the Japanese Higher Education System in Relation to Industry (Akira Goto and Hiroyuki Odagiri ed., *Innovation in Japan*, Oxford University Press, 1997, 4, pp. 294-307)
2. Higher Education in Japan from the perspective of R&D (Martin Hemmert and Christian Oberlander ed., *Technology and Innovation in Japan*, Routledge, 1998, 9, pp. 61-69)
3. The Growing Sophistication of Research at a Time of Broadened Participation in Higher Education (Lewis M. Branscomb, Fumio Kodama, and Richard Florida eds., *Industrializing Knowledge*, MIT Press, 1999, 10, pp. 531-546)
4. From Traditional Higher Education to Lifelong Learning: Changes in Higher Education in Japan (in collaboration with Tomokazu Fujitsuka and Yuki Honda-Okitsu, in Hans G. Schuetze and Maria Slowey Ed. *Higher Education and Lifelong Learners: International Perspectives on Change*, Routledge Falmer, 2000, 12, pp. 195-216)
5. Higher Education and Its Relation with Economy (Akira Arimoto ed., *University Reforms and Academic Governance Reconsidered*, RIHE International Publication Series (Hiroshima Univ.), No. 8, 2002, 2, pp. 101-114)

## **Yelland, Richard**

Date of birth: 4 June 1952

Nationality: British

Richard Yelland is Head of the Education Management and Infrastructure Division in the OECD Directorate for Education. This Division is responsible for the work of the Programme on Institutional Management in Higher Education (IMHE) and the Programme on Educational Building (PEB).

Richard joined OECD in 1986 from the then Department of Education and Science in the United Kingdom where he had held a range of posts in educational policy and administration since 1974. He has led PEB since 1989. Following a secondment to the University of Adelaide, South Australia, he was given the additional responsibility for IMHE in 1998.

He is a member of the Advisory Board of the UNESCO Centre for European Higher Education (CEPES).

Richard was born and educated in England, and studied Mathematics and Religious Studies at Cambridge University. He has three teenage children.