



# European Higher Education in the World



**5<sup>th</sup>-6<sup>th</sup> September  
2013**

**Venue: Pirkliu klubas  
Gedimino ave. 35  
Vilnius  
Lithuania**

# European Higher Education in the World

The international dimension of higher education has become a central topic of the European higher education policy agenda. Globalisation and technological development are radically changing the landscape of higher education. International student mobility will grow rapidly to an expected 7 million by 2020 in the context of an exponential growth in the demand for higher education: over the next twenty years, the number of higher education students is expected to increase fourfold, from 99 million to 414 million. The thirst for knowledge and social mobility of the expanding middle classes in emerging economies will put higher education within the reach of hundreds of millions of citizens of the world.

European higher education institutions have a positive record of internationalisation notably via their participation in EU and national academic cooperation programmes. They have a rich and diverse experience in developing international curricula, fostering international education, research and innovation projects and exchanging students, researchers, staff and knowledge. Since 1987, the Erasmus programme has played a key role in stimulating mobility: almost 3 million students have participated in the programme, as well as over 300,000 higher education teachers and other staff. Beyond mobility, Erasmus has transformed the way in which higher education institutions relate to and cooperate with one another. The Programme has proven to be an important catalyst in the reform and internationalisation of higher education systems. It put to the fore the need for the convergence introduced through the Bologna Process and its tools. From 2004, the Erasmus Mundus programme, building on the successes of Erasmus, has contributed to enhance internationalisation by funding the development of excellent joint Masters and doctoral programmes between higher education institutions in Europe and further afield, stimulating the process of accreditation of international joint degrees.

The chief purpose of internationalisation is to improve the quality of higher education, to better prepare learners in Europe to live in a global world and work in a global economy. There is no single approach to internationalisation. It involves all levels of university life and has to be adapted to each institution's specific profile. Higher education institutions are encouraged to develop comprehensive internationalisation strategies encompassing all their competitive and cooperative activities. While mobility is one key component, internationalisation strategies need to reach well beyond mobility and prioritise the need to internationalise curricula and the teaching process, in order to cater for the needs of the vast majority of learners who are not internationally mobile.

The need for more global cooperation and strategic partnerships involving European and non-European higher education institutions is particularly urgent, in order to tackle global challenges. If Europe is to remain a highly attractive destination for internationally mobile students, and a valued partner for international academic cooperation, against the rising backdrop of new regional higher education hubs, it must reinforce its efforts to promote the global awareness of the high quality and the rich cultural and linguistic diversity of its universities as well as its competitive advantages. Those include a strong experience in developing joint and double degrees, participation in international research projects, networks, developing doctoral schools, industrial doctorates or in implementing a common qualification framework and quality assessment tools.

Following the European Commission Communication on the internationalisation of higher education, the conference will bring together over 150 higher education stakeholders from the EU and beyond, and offer them an opportunity for dialogue on the different tools available to further internationalisation processes, and on the future place of Europe in the global higher education landscape.

# PROGRAMME OF THE CONFERENCE

Thursday September 5, 2013

**09.00 - 09.30** Registration

**09.30 - 10.00 Opening Addresses:**

**Dr. Dainius Pavalkis**, Minister of Education and Science of the Republic of Lithuania

**Androulla Vassiliou**, European Commissioner for Education, Culture, Multilingualism and Youth

**10.00 - 11.30 PLENARY SESSION I**

Moderators of the day:

**Eva Egron-Polak**, Secretary General, International Association of Universities

**Dr. Petras Baršauskas**, Rector, Kaunas University of Technology, Lithuania

**10.00 - 10.20 Main Trends and Challenges in the Internationalisation of Higher Education**

**Eva Egron-Polak**, Secretary General, International Association of Universities

**10.20 - 10.40 Why should the EU have a Strategy for the Internationalisation of its Higher Education Sector?**

**Dr. Hans de Wit**, Director of the Centre for Higher Education Internationalisation, Università Cattolica Sacro Cuore, Italy

**10.40 - 11.00 The Needs of Business and Supplies of Higher Education in the International Market**

**Piotr Pluta**, Regional Manager, Cisco Systems, Switzerland

**11.00 - 11.30 Plenary Discussion**

**11.30 - 12.30** Lunch

**12.30 - 14.30 PARALLEL SESSIONS**

**Group A**

STRATEGIC APPROACHES TO INTERNATIONALISATION: THE ROLES AND RESPONSIBILITIES OF DIFFERENT STAKEHOLDERS

Moderator:

**Dr. Ainijs Lašas**, Senior Research Fellow, University of Oxford, UK

**Employers' Perspectives**

**Algimantas Markauskas**, "Thermo Fisher Scientific" Vice President/General Manager, Vilnius Biosciences Center of Excellence and Baltic Commercial Operations, Lithuania

**Students' Perspectives**

**Erin Nordal**, Member of Executive Committee, European Students Union

**Institutional Perspectives**

**Michael Gaebel**, Head of the Higher Education Policy Unit, European University Association

**Non-EU Perspectives**

**Dr. Abay Baigenzhin**, Director of the National Research Medical Center, Kazakhstan

**Dr. Rimantas Benetis**, Director of the Institute of Cardiology at Lithuanian University of Health Sciences, Lithuania

**Experts' Perspectives**

**Dr. Frank Zijdam**, Senior Consultant, Technopolis Group, Netherlands

# PROGRAMME OF THE CONFERENCE

Thursday September 5<sup>th</sup>, 2013

## 12.30 - 14.30 PARALLEL SESSIONS

### Group B

THE DRIVERS FOR INTERNATIONALISATION AND THE EXISTING TOOLS

Moderator:

**Dr. Nerijus Pačėsa**, Rector, ISM University of Management and Economics, Lithuania

### International Student and Staff Mobility

**Antje Schlamm**, Head of Section „Central Eastern Europe“, German Academic Exchange Service (DAAD), Germany

### Internationalisation of the Curriculum/ Internationalisation at Home

**Dr. Viv Caruana**, Reader in Internationalisation of Higher Education, Leeds Metropolitan University, UK

### Online Resources

**Dr. Anka Mulder**, Vice-President for Education & Operations, Delft University of Technology, Netherlands

### Innovation

**Dr. Jan Pavlík**, Vice-Dean for Bachelor's and Master's Studies and External Relations of the Faculty of Arts, Masaryk University, Czech Republic

**14.30 - 15.00** Coffee Break

## 15.00 - 16.40 PLENARY SESSION II

Moderators:

**Dr. Petras Baršauskas**, Rector, Kaunas University of Technology, Lithuania

**Hans-Georg van Liempd**, President, European Association for International Education

### 15.00 - 15.10 Feedback from Parallel Discussions

**Dr. Ainius Lašas**, Senior Research Fellow, University of Oxford, UK

**Dr. Nerijus Pačėsa**, Rector, ISM University of Management and Economics, Lithuania

### 15.10 - 15.30 The Joint Promotion of Europe as a Study Destination and the Concrete Example of Promodoc

**Dr. K. Peter Kuchinke**, Ambassador of EU Promodoc Initiative, University of Illinois, USA

### 15.30 - 15.50 China's View on the European Higher Education

**Dr. Zhou Zhong**, Associate Professor, Institute of Education, Tsinghua University, China

### 15.50 - 16.10 University of the Future

**Dr. Stephanie Fahey**, Education Leader, EY, Australia

### 16.10 - 16.40 Plenary Discussion

### 19.30 - 22.30 Gala Dinner

Venue: Lithuanian National Opera and Ballet Theatre, A. Vienuolio str. 1, Vilnius

# PROGRAMME OF THE CONFERENCE

Friday September 6, 2013

The Round Table aims to come up with proposals for the national governments and higher education and research institutions on actions for Europe in order to create a clear and bold vision for internationalisation of higher education in the coming years. At this moment the revision of the internationalisation of higher education agenda and the actions to promote European higher education in the world, and in the context of building a European model for more internationally competitive higher education, the round table will involve a structured reflection on the implementation of agenda for internationalisation of higher education referring to existing national strategies on internationalisation of higher education and EU perspectives.

**09.30 - 10.00** Registration and Coffee

**10.00 - 10.15** Opening Remarks

**10.15 - 10.30** **How will the New Generation of EU Programmes Support the Internationalisation of Higher Education?**

**Claire Morel**, Deputy Head of Unit, Directorate-General Education and Culture, European Commission

**10.30 - 14.00** **ROUND TABLE DISCUSSIONS**

Moderators of the day:

**Jordi Curell**, Director, Directorate-General Education and Culture, European Commission

**Michael Gaebel**, Head of the Higher Education Policy Unit, European University Association

**10.30 - 12.00** **Existing Practices on Internationalisation of Higher Education and How they Relate to the EU Strategy**

**Dr. Rimantas Vaitkus**, Vice-Minister of Education and Science, Lithuania

**Maisa Mahmutovic**, Head of Section, Center for Internationalisation, Ministry of Science, Innovation and Higher Education, Agency for Universities and Internationalisation, Denmark

**Dr. Myron Stachiw**, former Director at US Fulbright Program in Ukraine, Institute of International Education, Kyiv Office, Visiting Lecturer, University of Massachusetts, USA

**Karina Ufert**, former Chairperson of the European Students' Union, Head of Mobility Group, European Youth Forum

**12.00 - 12.30** Coffee Break

**12.30 - 13.30** **Promotion Strategies of European Higher Education**

**Louise Watts**, Head of International Projects, Department of Higher Education Promotion, Campus France, France

**Bernd Wächter**, Director of the Academic Cooperation Association (ACA), Belgium

**Christian Bühler**, Policy Advisor, Department of Education Promotion, Nuffic, Netherlands.

**Mariann Lugas**, Head of International Relations Office of Tallinn University of Technology, Estonia

**13.30 - 13.45** **Summary from the Moderators**

**13.45 - 14.00** **Closing Remarks**

**Dr. Rimantas Vaitkus**, Vice-Minister of Education and Science, Lithuania

**Jordi Curell**, Director, Directorate-General Education and Culture, European Commission

**14.00 - 15.00** Networking Lunch



**Dr. Dainius Pavalkis**

Minister of Education and Science of the Republic of Lithuania

Dr. Dainius Pavalkis - Minister of Education and Science of the Republic of Lithuania. He is Associate Professor of Health Sciences, before his appointment he had more than 50 internships since 1995 at the best-known clinics in the UK, USA, Austria, Italy, Germany, etc. The Minister published over 280 scientific papers, and is a co-author of two books. He is a visiting professor at universities in Athens, London, and Prague, a member of various international medical organizations. He is a member of the Labour Party.



**Androulla Vassiliou**

European Commissioner for Education, Culture, Multilingualism and Youth

Androulla Vassiliou is currently European Commissioner for Education, Culture, Multilingualism and Youth. Previously, she served as Commissioner for Health. Before her appointment to the European Commission, Ms Vassiliou was actively involved in politics in her home country, Cyprus. She was Cypriot parliamentarian, also she worked in the UN Association of Cyprus and was elected as Honorary President of the World Federation.

Ms Vassiliou was also President of the Cyprus Federation of Business and Professional Women, Vice-President of the ELDR and chairperson of the European Liberal Women's Network. From 2002 to 2008 she chaired the Board of Trustees of the Bank of Cyprus Oncology centre in Cyprus.



**Dr. Petras Baršauskas**  
Rector, Kaunas University of Technology,  
Lithuania

Dr. Petras Baršauskas holds doctoral degrees in social sciences and technical sciences. Member of Lithuanian Higher Education Council, member of national working group for Bologna process monitoring. Leader and working group member in over 15 research projects in the areas of direct foreign investments, uptake of new technologies, and other. Since 2011 - Rector of Kaunas University of Technology. Since 2012 - President of the Lithuanian University Rectors' Conference.



**Dr. Ainius Lašas**  
Senior Research Fellow, University of Oxford, UK

Dr. Ainius Lašas is a Senior Research Fellow at the Department of Politics and International Relations, University of Oxford. He is the author of "European Union and NATO Expansion: Central and Eastern Europe" (Palgrave, 2010). He also works as an expert at the Research Council of Lithuania. For the last decade Dr. Lašas has been a regular media contributor and analyst with emphasis on politics and education.



**Erin Nordal**  
Member of Executive Committee, European  
Students Union

Erin Nordal, originally from Minneapolis, USA, is a member of the European Students' Union's Executive Committee, where she focuses on internationalisation and mobility, as well as quality of higher education. She has a Bachelor's Degree in Sociology from the University of Bergen, and is currently working on a Master's Degree in Higher Education at the University of Oslo. She was previously the Officer of International Affairs at the National Union of Students in Norway.



**Eva Egron-Polak**  
Secretary General,  
International Association of Universities

Eva Egron-Polak - Secretary General of International Association of Universities (IAU) since 2002. Before that nearly 20 years she has held several senior positions including Vice President at the Association of Universities and Colleges of Canada (AUCC). At IAU Eva Egron-Polak is involved in various policy issues in higher education - internationalisation, provision of equitable access to and success in higher education, the contribution of higher education to sustainable development, to the Millennium Development Goals, etc. She is a member of many committees at UNESCO, the European Commission, OECD, etc.



**Algimantas Markauskas**  
"Thermo Fisher Scientific" Vice President/ General  
Manager, Vilnius Biosciences Center of Excellence and  
Baltic Commercial Operations, Lithuania

Algimantas Markauskas - Vice President of Vilnius Biosciences Center of Excellence and Baltic Commercial Operations, Thermo Fisher Scientific. He is a co-author of 2 international patents, and was named the Manager of the Year in Lithuania in 2013 by the weekly news magazine Veidas. Algimantas Markauskas is a member of the Board of the Knowledge Economy Forum; Board Member of the Industrial Biotechnology Development program for 2011-2013, Supervisory Committee Member of the Sunrise Valley.



**Michael Gaebel**  
Head of the Higher Education Policy Unit,  
European University Association

Michael Gaebel is the Head of the Higher Education Policy Unit, which focuses on the Bologna Process, lifelong learning, internationalisation and global dialogue. When he first joined the organisation in 2006, he was in charge of developing EUA's international strategy and for global exchange and cooperation. Before joining EUA, Michael worked for more than a decade in higher education cooperation and development in various parts of Asia.



**Dr. Hans de Wit**  
Director of the Centre for Higher Education  
Internationalisation,  
Università Cattolica del Sacro Cuore, Italy

Dr. Hans de Wit is Director of the Centre for Higher Education Internationalisation at the Università Cattolica del Sacro Cuore in Milan, Italy, and Professor of Internationalisation of Higher Education at the School of Economics and Management of the Hogeschool van Amsterdam, University of Applied Sciences. He is also a private consultant. Hans de Wit has (co)written several books and articles on international education and is actively involved in assessment and consultancy in international education, for organisations like the European Commission, UNESCO, World Bank, IMHE/OECD. In 2008, he received the Constance Meldrum Award for Vision and Leadership of the European Association for International Education (EAIE) in Antwerp. Other awards he received from the University of Amsterdam (2006), AIEA (2006 and 2013), CIEE (2004 and 2006), NAFSA (2002) and EAIE (1999).



**Piotr Pluta**  
Regional Manager, Cisco Systems, Switzerland

Piotr Pluta has been leading Cisco Corporate Affairs in Europe with broad responsibility for Cisco Corporate Social Responsibility Programs in Europe. Before Cisco Piotr has built his experience in different leadership roles. In Ford Motor Company he has been in the role of Sales Director of Polish Operations and has lead HR in CEE. He spent first years of career in Coca-Cola and Eli Lilly where he was gaining international experience. He was in management roles in four different industries - pharmaceuticals, FMCG, automotive and high-tech. Building and leading high performance teams, developing managers and leaders and investment organizations, developing and implementing policies and infrastructure are his areas of competence.



**Dr. Rimantas Benetis**  
Director of the Institute of Cardiology at  
Lithuanian University of Health Sciences,  
Lithuania

Professor Rimantas Benetis is director of the Institute of Cardiology, a Head of the Department of Cardiothoracic and Vascular Surgery at the hospital of Lithuanian University of Health Sciences Kaunas Clinics and the Head of Heart Center. Honored with Francis Fontan prize by EACTS, the Cross of Officer of the Order for Merits to Lithuania, "Tree of Life" and "Knight of Profession" statues, a memorial sign of the Association of Cardiologists of Kazakhstan "Ak zhurek", an honour medal for peace-making and charitable activities by International Peace Foundation in Pavlodarsk region (the Republic of Kazakhstan), a Professor of Honour of the Republic of Kazakhstan.





**Dr. Abay Baigenzhin**

Director of the National Research Medical Center, Kazakhstan

Prof. Abay Kabatayevich Baigenzhin is a Doctor of Medicine, Director of the JSC "National Scientific Medical Research Center". In 2010, in Oxford, Prof. Abay Kabatayevich Baigenzhin was awarded the British award of Queen Victoria. The rank of "Honorable professor of the International university of Vienna" was conferred to him as well. In November 2012, he was awarded in international competition "European Grand Prix for Quality" in nomination "Leader in the sphere of Medicine". He is a deputy and chairman of the permanent commission on sociocultural development of maslikhat of Astana city. Chairman of the branch of the National Democratic Party "Nur Otan" of Almaty district in Astana city.



**Dr. Frank Zuijdam**

Senior Consultant, Technopolis Group, Netherlands

Dr. Frank Zuijdam, Senior Consultant in Technopolis Group, focuses on issues related to science policy. He did several projects in this area, such as the CREST Working Group "Mutual learning on approaches to improve the excellence of research in universities", an European study on funding and governance reform in HEI, a study on the role and impact of large research infrastructures, projects on indicator development for HEI (including commercialisation of research), the evaluation of the Academy of Finland and NWO (funding agencies) and a number of research programme evaluations.



**Dr. Nerijus Pačėsa**

Rector, ISM University of Management and Economics, Lithuania

Dr. Nerijus Pačėsa is the President of ISM University of Management and Economics, Lithuania. He is also a Vice Chair of the Board of American Chamber of Commerce, Board member of Knowledge Economy Forum and State Studies Foundation. He serves on the Progress Council advising to the Prime Minister and is the expert to the National Education Management bodies. Having experience in business of over 10 years, including leading Regional Development Agency, he has published more than 15 publications on management and entrepreneurship topics.



**Dr. Viv Caruana**

Reader in Internationalisation of Higher Education, Leeds Metropolitan University, UK

Dr. Viv Caruana is a reader in Internationalisation of Higher Education at Leeds Metropolitan University, UK. Viv Caruana has published widely in the field of internationalisation of HE drawing on a disciplinary background in Modern Economic and Social History and more recently, six years experience in education/ academic development. Her research explores internationalisation policy, practice and processes with particular reference to the nature of the internationalised curriculum in the context of the global knowledge economy and learning society. In collaboration with Nicola Spurling, she co-authored the review commissioned by the HE Academy (2007) The Internationalisation of UK Higher Education.



**Dr. Jan Pavlík**

Vice-Dean for Bachelor's and Master's Studies and External Relations of the Faculty of Arts, Masaryk University, Czech Republic

Since 2006 Dr. Jan Pavlík has been the Vice-Dean for Bachelor's and Master's studies and International and Public Relations at the Faculty of Arts, Masaryk University, Bruno, Czech Republic. Dr. Jan Pavlík has also participated as a visiting lecturer in Czech at the Department of Slavonic and Finno-Ugrian Studies at Dheli University, India. For six years he was a member of Board of Directors of the Fulbright Commission in the Czech Republic. Furthermore, he chaired the Board of Director of the Fulbright Commission in the Czech Republic and the Board of trustees of the Academic Information Center for International Studies.



**Dr. Rimantas Vaitkus**

Vice-Minister of Education and Science, Lithuania

Dr. Rimantas Vaitkus is the Vice-Minister of Education and Science of the Republic of Lithuania. Dr. Rimantas Vaitkus received his PhD in the field of organic chemistry, he had research grants at Uppsala University (Sweden) and Creighton University (Nebraska, USA). He is an author of books in chemistry and of number of research papers. He is a member of the Lithuanian Social Democratic Party.

**Antje Schlamm**

Head of Section „Central Eastern Europe“,  
German Academic Exchange Service (DAAD),  
Germany

Since June 2013, Antje Schlamm is a Head of DAAD's regional section „Central Eastern Europe“ at the German Academic Exchange Service's head office in Bonn, Germany. Prior to joining DAAD, Ms Schlamm worked as a journalist for German Public Radio and as a research assistant at the Historical Institute of University Saarbrücken, Germany. Ms Schlamm studied Modern History, Social and Economic History and Political Science at the University Saarbrücken; during her studies she spent a year abroad at the University of Missouri, Columbia, USA, with a Fulbright scholarship.

**Hans-Georg van Liempd**

President, European Association for  
International Education

Hans-Georg van Liempd has been the President of the European Association for International Education (EAIE) since September 2012. He works also at Tilburg University in the Netherlands as International Strategist for the University's Executive Board. He is a Chair of the Editorial Board of EAIE's Handbook for Internationalisation of Higher Education and he is a member of the Advisory Committee of IAU's 4th Global Survey. He is the co-editor of the 25th Anniversary EAIE publication (forthcoming September 2013). Hans-Georg van Liempd is a frequent presenter at institutions, meetings and conferences around the world and is also a senior EAIE Trainer.

**Dr. K. Peter Kuchinke**

Ambassador of EU Promodoc Initiative, University  
of Illinois, USA

Dr. K. Peter Kuchinke is the President-Elect of the University Council for Workforce and Human Resource Education and a Promodoc Ambassador for the European Union's Erasmus Mundus Program. He is the Professor of Education Policy, Organization and Leadership at the University of Illinois at Urbana-Champaign, USA. He has published over 150 scholarly articles and book chapters and presented his research at more than 50 national and international business and education conferences.



**Dr. Stephanie Fahey**  
Education Leader, EY, Australia

Dr. Stephanie Fahey recently joined EY after more than 25 years experience in the Australia University sector having worked as both an academic and a senior administrator. Her experience covers all aspects of university management and administration including research, education and student services. She has a close working relationship with various levels of government as well as the business community both in Australia and abroad. Her research interests focussed on economic development across Asia.



**Jordi Curell**  
Director, Directorate-General Education and  
Culture, European Commission

Jordi Curell since 1986 has worked in different positions in the European Commission, including in DG Employment, where he was responsible for coordinating the preparation and implementation of the European Social Agenda.

Jordi Curell is presently the Director responsible for Higher Education and International Affairs in the European Commission, Directorate-General Education and Culture.



**Claire Morel**  
Deputy Head of Unit, Directorate-General  
Education and Culture, European Commission

Claire Morel is now the Deputy Head of the Unit for International Cooperation and Programmes in DG EAC and her work concentrates on international policy dialogue in education and training, in particular with the EU's neighbouring countries, and preparing the next generation of EU international education programmes.

Before joining the European Commission, she worked at the European Training Foundation, and agency of the EU based in Turin.



**Dr. Zhou Zhong**

Associate Professor, Institute of Education,  
Tsinghua University, China

Dr. Zhou Zhong – Associate Professor, Institute of Education, Tsinghua University. The main courses she teaches are Comparative and International Education, History of Chinese Education, and History of Western Education. Her research interests involve internationalisation and globalisation of higher education, talent mobility, regional development and skill development.

Her recent research includes EU and China: Race for Talent: Relevance and Responsiveness of Education and Training – A Joint Study of the European Commission and the Ministry of Education of China.

**Dr. Myron Stachiw**

Former Director at US Fulbright Program in Ukraine,  
Institute of International Education, Kyiv Office,  
Visiting Lecturer, University of Massachusetts, USA

Dr. Myron Stachiw currently holds an appointment as a visiting lecturer at the University of Massachusetts – Amherst in the Department of Art, Architecture, and Art History, teaching in the M.S. Program in Historic Preservation, and works as a consultant in social and architectural history and historic preservation to museums, historical agencies, and communities.

**Bernd Wächter**

Director of the Academic Cooperation  
Association (ACA), Belgium

Bernd Wächter is the Director of the Academic Cooperation Association (ACA). He has published and lectured widely on international higher education. Bernd Wächter is the editor of the ACA Papers on International Cooperation in Education. He has been the team leader of ACA's research projects and speaks frequently at major governmental and stakeholder conferences, in Europe and beyond, on the issue of mobility and internationalisation.

**Dr. Anka Mulder**

Vice-President for Education & Operations, Delft  
University of Technology, Netherlands

Anka Mulder studied History at the University of Groningen, where she later lectured in International Relations. She worked in Brussels, Vienna and The Hague and became Director of Education at TU Delft in 2004. In 2008 she was a member, from 2011 to 2013 president of the board of the international OpenCourseWare Consortium. The Consortium is the largest international organisation in the field of free online provision of education in the form of complete courses. From 2011 to 2013 she combined the post of director with that of Secretary General of the university. Since April 2013, she has been Vice-President at TU Delft responsible for Education and Operations. Furthermore she is a member of the edX Consortium, a network of twelve universities including Harvard, MIT and Berkeley, that produce Massive Open Online Courses (MOOCs) and promote innovation in education worldwide.

**Christian Bühler**

Policy Advisor, Department of Education  
Promotion, Nuffic, Netherlands

Christian Bühler earned his Master's degree in International Relations in 2008 at the University of Amsterdam.

Since 2012 he has worked for Nuffic, first as the Secretary to the Directorate of Information Services and currently as the Policy Advisor at the Department of Education Promotion. Previously, he worked as the Policy Advisor at the Dutch Ministry of Infrastructure and the Environment and later for the Royal Dutch Embassy in Washington D.C.

**Mariann Lugus**

Head of International Relations Office of Tallinn University of Technology, Estonia

Mariann Lugus works as the Head of International Office at Tallinn University of Technology. In 2008, she was invited to create the system on international promotion for Estonian higher education institutions and to carry out the job tasks of the HE internationalisation in Archimedes Foundation.

Mariann Lugus has been active in covering the topics of internationalisation of higher education as well as promoting Estonia as an attractive destination for studies in media. She has been a speaker at several international higher education conferences and seminars.

**Maisa Mahmutovic**

Head of Section, Center for Internationalisation, Ministry of Science, Innovation and Higher Education, Agency for Universities and Internationalisation, Denmark

Maisa Mahmutovic has played an important role in the process of formulating a national strategy for the internationalisation of Danish Higher Education as a staff member at the Division for Internationalisation under the Danish Ministry of Science, Innovation and Higher Education, Agency for Universities and Internationalisation. Prior to this position, she served for the same Ministry as EU Liaison Officer in Brussels, focusing on Danish participation in FP7 projects and later on Horizon 2020 under the Danish Presidency of the Council of the EU. Maisa Mahmutovic is MSc in Political Science, the University of Copenhagen.

**Karina Ufert**

former Chairperson of the European Students' Union, Head of Mobility Group, European Youth Forum

Karina Ufert is an educational adviser at SPARK, Dutch NGO, which develops higher education and entrepreneurship in post-conflict societies. She combines this work with her duties at the Bureau of the Steering Committee for Education Policies and Practices at the Council of Europe, leading the Mobility working group at the European Youth Forum, she is a member of the drafting group for the revision of European Standards and Guidelines for Quality Assurance. Karina Ufert is also leading Global Students' Coalition for Peace, part of Peace One Day initiative. In 2010-2013, Karina Ufert was a Chairperson of the European Students' Union (ESU).

**Louise Watts**

Head of International Projects, Department of Higher Education Promotion, Campus France, France

Louise Watts is the Head of International Projects at Campus France, the French national agency for the promotion of higher education, international student services and international mobility. Louise is responsible for implementing European and international projects in areas such as the promotion of European higher education, international student mobility, higher education cooperation and capacity building. Louise Watts is currently the coordinator of the Erasmus Mundus Action 3 project, Promodoc, to promote European doctoral study in industrialised third countries.