



Executive Committee Meeting

Athens – 23rd May 2006

MINUTES

The EMAC President, Graham Hooley, welcomed the attendees and opened the meeting.

Apologies: Kristof De Wulf, Claudia Acevedo, Delphine Manceau, Mary Lambkin, Akihiro Inoue, Ghislaine Cesttre, Gerard Tellis

AGENDA

1. Minutes of Interim Executive Committee meeting October 2005, Brussels
2. Minutes of the Steering Committee Meeting March 2006 in Brussels
3. Issues requiring decisions:
 - 3.1. Support for doctoral students – PhD Bursaries (Veronica Wong)
 - 3.2. Arrangements for EMAC 2008 (Veronica Wong)
 - 3.3 Conference Organizer Contract ((Veronica Wong)
 - 3.4 Membership Fee Issue – (Graham Hooley)
 - 3.5. External Relations (Gary Lilien)
 - 3.6. Teaching Portal (Manfred Kraft)
4. Issues for reporting and updating
 - 4.1. Report from meeting of EIASM Presidents, March 2006, Brussels (*Graham*)
 - 4.2 Arrangements for EMAC Conference and Doctoral Colloquium 2007 in Reykjavik (*Veronica Wong and Halldor Engilbertsson*)
 - 4.3 Financial Report (*Sönke Albers*)
 - 4.4 Membership situation (*Udo Wagner*)
 - 4.5 Election 2006 and New officers (*Graham Hooley*)
 - 4.6 Report on EMAC 2006 (*Georges Avlonitis*)
 - 4.7 Report on EMAC DC 2006 (*Karen Gedenk*)
 - 4.8. International Journal of Research in Marketing (*Jan-Benedict Steenkamp*)
 - 4.9. EMAC Fellows activities (*Berend Wierenga*)
 - 4.10 New format of Steering Committee Meetings (*Gary Lilien*)
- 4 Any other business
- 5 Date and time of next meeting (Brussels, October 2006)

The President opened the meeting

He then welcomed the delegation from Reykjavik - Kristin H. SVERRISDOTTIR and Halldor O. ENGILBERTSSON

ATTENDANCE (names of attendants in **BOLD**)**OFFICERS**

President	Graham HOOLEY
Past-President	
President-Elect	József Berács
Vice Presidents:	
Conferences	Veronica WONG
Development	Udo WAGNER
External Relations	Gary LILIEN
Publications	Jan-Benedict STEENKAMP
IJRM Editor	Hubert GATIGNON
Treasurer	Sönke ALBERS
Executive Secretary	Nina PAYEN

NATIONAL COORDINATORS

AUSTRALIA	Pam MORRISON
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Kristof DE WULF
BRAZIL	Claudia ACEVEDO
CANADA	Elko KLEINSCHMIDT
DENMARK	Klaus GRUNERT
FINLAND	Mai ANTTILA
FRANCE	Delphine MANCEAU
GERMANY	Manfred KRAFFT
GREECE	George AVLONITIS
HUNGARY	Andras BAUER
IRELAND	Mary LAMBKIN
ITALY	Gabriele TROILO
JAPAN	Akihiro INOUE
NEW ZEALAND	Rob LAWSON
NORWAY	Kjell GRONHAUG
PORTUGAL	Minoo FARHANGMEHR
SLOVENIA	Maja MAKOVEC BRENCIC
SPAIN	Jose Luis MUNUERA
SWEDEN	Magnus SODERLUND
SWITZERLAND	Ghislaine CESTRE
THE NETHERLANDS	Ed NIJSSEN
U.K.	Michael SAREN
U.S.A.	Gerard TELLIS

GUESTS

Conference 2007 – Org Comm	Kristin H. SVERRISDOTTIR Halldor O. ENGILBERTSSON
Doctoral Colloquium 2006 Co-chairs	Karen GEDENK

MINUTES

1. Approval of interim Executive Committee meeting - October 16, 2005, Brussels

Rectification of Point 3 on the 'Development of a common conference platform' by José Munuera: Cost of platform development in Murcia was 20.000€ and not 30.000€ as mentioned in the minutes.

The minutes were approved.
(*Minutes of meeting in Annex I*)

2. Minutes of Steering Committee meeting - March 10, 2006, Brussels

Graham Hooley briefly reported on the Steering Committee meeting, which took place in Brussels on March 10, 2006. After a reminder of the purpose of the Steering Committee, a subgroup of the Executive committee comprising the Vice Presidents and the Treasurer and acting as a working group to progress issues that need to move forward, the main points discussed were:

- support for doctoral students
- external relationship- links with other associations
- format of the steering committee.

Currently the Steering Committee meets once a year, generally in February/March in Brussels. However at the last meeting Gary Lilien proposed to find another way to run more efficiently the meeting. The meeting can run on an 'ad hoc' basis when there is a need for members to discuss about specific issues and can be opened to more members, when relevant. It was decided to explore the opportunities for 'electronic' meetings, which would be a good trade-off for better attendance.

(*Minutes of the meeting in Annex II*)

3. Issues requiring decisions

3.1 Support for Doctoral Students

At its previous meeting, held on 10th March 2006, the Steering Committee addressed concerns about the high overall costs for doctoral students who wish to attend the EMAC conference. The award of bursaries to doctoral students who attend the conference was considered desirable and feasible. The VP Conference was asked to propose a 'bursary' system for doctoral students to encourage/facilitate their attendance of the EMAC conference. This is separate to the current subsidy that EMAC offers to Doctoral Colloquium students who pay a special rate (50% discount) for attendance of the conference. Sönke Albers, EMAC Treasurer, estimates that EMAC could expect a surplus of 12,000 € per year in the next few years. As it is unrealistic to assume that this entire surplus should be deployed as bursaries for supporting PhD students attending the EMAC conference, there is however sufficient funding to support a bursary system for these PhD students. Veronica Wong proposed the following: to allocate 5,000 € in the next year or two, to provide for doctoral bursaries.

She presented 2 options to consider:

- 1) 100% discount for the conference fee (excluding EMAC membership fee). Assuming the conference rate is held at the current 475 €, this would equate to approximately 10 bursaries a year.
- 2) 100% discount for the conference plus a year's free EMAC membership. The additional cost per bursary to EMAC would be 52 € which is the payment to Elsevier for IJRM subscription.
With the total cost per bursary increased to 527€, this would reduce the number of bursaries to 8 [or 16 for a 50% discount].

She outlined the different criteria for eligibility and for awarding the bursaries and also the different implementation issues. (*Annex III for more details*)

Sönke Albers, EMAC Treasurer, added that the students participating in the Conference have also, on top of the conference fee, additional costs related to travel and accommodation - which can amount up to 1800€.

To a question on the difference between this funding proposal and the current 50% discount allocated to students, Graham Hooley explained that the current 50% discount on the Conference fee applies only to the Doctoral Colloquium students who stay on for the conference.

Another suggestion for reducing the conference fee for students was to give them the possibility to attend or not the gala dinner. Udo Wagner, V.P. Development, mentioned that this would create 2 categories of members at the conference and will not create a good atmosphere, to which the President added that the social event, such as the gala dinner is a networking opportunity, which is an important aspect of the conference.

Adamantios Diamantopoulos asked whether the Doctoral Colloquium students were eligible for this bursary. Veronica Wong suggested increasing the discount for Doctoral Colloquium students who wish to participate in the conference. George Avlonitis reminded that 70% of the Doctoral Colloquium students attended the conference this year.

Adiamantos Diamantopoulos added that in the case of the Doctoral Colloquium students attending the conference, they should be eligible for the bursary.

After a debate on the subject, the proposal for PhD bursaries for the doctoral students at the conference was unanimously accepted. It was agreed that the Steering Committee will work out the details.

3.2 Arrangements for EMAC Conference and Doctoral Colloquium 2008

Veronica Wong reported that Mary Lambkin – UCD withdrew their proposal to organize the 2008 EMAC Conference. The reason for the withdrawal is mainly due to the contract that UCD has to sign. The background of this situation came from the fact that a subcontractor raised concern about EMAC not signing a contract to share the legal and financial responsibility for a conference being run in their name. If for one reason the conference has to be cancelled, who would bear the loss? This clause raised some concern from UCD and consequently they were no longer prepared to sign the contract.

Hence it is most urgent to find a conference host for 2008. Veronica has already approached Audencia, Nantes and CBS Denmark who have proposed to host the conference in 2009 & 2010 respectively to see if they can move up to 2008. She is still waiting for response from both Audencia and CBS.

In case this does not work out, a third option would be to open up to tender. A decision needs to be taken within the next 2-3 weeks. Gabriele Troilo, the new V.P. Conference will need to take on this issue urgently, with the support of Veronica Wong, Graham Hooley and József Berács.

3.3 Conference Organizer Contract

The withdrawal of UCD led to the discussion on the EMAC Conference Contract. Veronica Wong reminded that EMAC introduced the contract between EMAC and the local organizer to formalize the relationship between the two parties. The contract clearly stipulates that the financial liability lies wholly on the local organizer. She also added that it is the first time that a conference organizer decides not to sign the contract. She raised the question on whether EMAC should have a contract and who should take the financial liability. She was of the opinion that in this litigious world, EMAC should keep the contract and suggested to investigate on the possibility of helping local organizer to take on an insurance.

The question was opened to discussion. Many members mentioned that their university would not sign up such contract where whole liability is on the local organizer. Graham Hooley thought that the only way to go about the liability problem stipulated in the contract is to ask local organisers to take a local insurance to cover losses. József Berács mentioned that his university would not allow/cannot take any insurance.

Sönke Albers then suggested that EMAC could set a contract with restricted liability, that is a shared liability between EMAC and the local organizer. Graham Hooley added that EMAC would need to be careful about how much liability it will take, to which Sönke pointed out that if EMAC takes on /shares the liability, it means that it is the members of the Executive Committee who are liable.

It was agreed that the Executive Committee members couldn't take the liability. The best solution is to keep the contract.

Rob Lawson mentioned that this situation happened to Anzmac He explained that they treated the issue as a local problem.

Gary Lilien then suggested that one possibility is for EMAC to create a 'liability fund' whereby EMAC can take some liabilities in case of losses. Graham Hooley noted that there are 2 levels of losses:

- the conference incurring a loss
- cancellation of the conference for a specific reason (external to the conference organizer)

In the case of the latter, EMAC can take some liability insurance through EIASM

George Avlonitis was of opinion that whatever the issue, we are in the business and as such need to take some risks.

Hubert Gatignon added that risks go with rewards, for example Informs takes the risks and gets the rewards. They have a control over the expenses. All conferences work like that, except for EMAC.

Following the long discussion on this Conference contract issue, it was decided that Gabriele Troilo should work on this subject.

With regard to the urgency of finding a conference host for 2008, the question about whether there is no room for negotiation with UCD was raised. The possibility of going back to UCD and offering them to run the conference without signing a contract is possible. However Udo Wagner mentioned that it would not be fair to have a special arrangement for one conference organizer. Gary Lilien indicated that in the U.S., for example in the case of INFORMS as well as for AMA they take up the whole liability. However, he added, these associations have sufficient resources.

At this point József Berács asked for the support of the Executive Committee members to come up with any idea for potential conference host for 2008 as this is clearly one of the most urgent issues for EMAC

3.4 Membership Fee

The President, Graham Hooley briefly reported on the new membership payment system. As anticipated, the change in membership payment system will bring about a drop in membership in this transition year. Graham stressed the fact that it is important to get people to renew/subscribe for 2006. As incoming President, József Berács proposed to write to members on this issue. He emphasizes the need for National Representatives to take some actions to boost up registration in their respective country, reminding and insisting on the membership benefits.

3.5 External Relations

Gary Lilien reported on EMAC external relations' activities

1. EMC (European Marketing Confederation)

EMC has launched their EuroMarketers project. The purpose is to develop a marketing portal, for sharing information/knowledge and where EMAC would be the academic part. Members of the Steering Committee have been invited to test the product. . The proposal from EMC is to have EMAC create a 'community' within EMC that interacts with other communities. (More details can be found in Annex IV).

Sönke Albers remarked that after 2 unsuccessful tries, he succeeded in logging in on the site and was disappointed, as there was nothing interesting happening on the site. There was a feeling that this project might not work. Graham Hooley mentioned that fact that the site is still at an embryonic stage. Gary proposed to invite EMAC members to register on the site, pointing out the benefits. Hubert asked whether EMC has a good image. Graham briefly explained that EMC is a confederation of marketing associations, mainly national associations, and who are trying to become the Voice of marketing; if in the future they become more influential, they might benefit to EMAC. Graham continued in saying that EMAC should pursue the collaboration but at a low level. The question is whether there is sufficient interest to pursue this collaboration. After some discussion, it was agreed that the site should be opened for a full member test. Members can register on the EMC 'Euromarketers' site at individual level. Moreover the site should be customized for EMAC and have clear descriptions of the benefits.

2. ESOMAR

Gary Lilien then reported on ESOMAR relationship. The joint session that was scheduled at the conference in Athens did not work out. The reason being that the ESOMAR speakers had to register as full delegates. EMAC did not want to waive the fee for the ESOMAR speakers as this would have set a 'precedent'. The President thanked Luk Warlop who have invested much time working on this special session He then reminded that the Joint symposium in 2005 in Warsaw was successful but did not attract a lot of people because of high fee and the venue. Hubert Gatignon pointed out that in principle he does not disagree with the collaboration but there is no clear indication on what can be done to enhance the collaboration. It looks like it is more on an individual level. Klaus Grunert reminded that the EMAC-ESOMAR relationship dates back to about 20 years. He insisted that we should keep the relationship and noted that in 20 years EMAC has not found a good matrix for a good relationship with ESOMAR

Hubert Gatignon suggested to renegotiate/ take up the talks about a joint symposium at the next EMAC conference. Gary Lilien added that this should be more of a 'President to President' talk

For both EMC and ESOMAR relationship, it was agreed by all to keep up the relationship, but at a low level at this stage.

3. ANZMAC/BIGMAC

In the effort to enhance the relationship, EMAC and ANZMAC resolved to run a joint symposium concurrent with every third EMAC conference and every third ANZMAC conference. The next symposium will take place on December 6, 2006 at ANZMAC 06 Conference in Brisbane, Australia (see Annex for more details).

Graham Hooley supported the idea and expressed his positive feeling on this relationship. The idea was endorsed by all.

4. Practice Prize

Gary Lilien then reported on the Practice Prize which EMAC sponsored this year. The reprise will be held at every EMAC meeting. One of the benefits to EMAC members is that they can obtain the DVDs at minimum rate. The proposal was to offer it at 5 euros (EMAC paying for the mailing and handling more or less 5 euros), this reduced price compared to the 50 euros retail price. This can be added as a member benefit.

Graham Hooley asked the members if this were something they would like to have, which led to a unanimous Yes. Graham then proposed that the Steering Committee work on the details.

(See Annex IV - Report from Gary Lilien on External Relations' activities)

3.6 Teaching Portal

Manfred Kraft reported on the Teaching Portal (*see Annex V*). As a consequence to a sabbatical, there was a delay in the progress of the Teaching Portal. The following points have been achieved:

- Bugs have been fixed
- New Guest-Login (with read-only rights) for non-members of EMAC has been implemented. This can be used as an incentive to win new members
- All conference proceedings from 1999 to 2005, with the exception of 2001 Conference in Bergen are accessible through the portal. Manfred will liaise with Kjell Gronhaug to get the 2001 EMAC Proceedings.
- An assessment of the current version of the Portal, complemented by the input from EMAC Steering Committee, has led to the conclusion that there is a need to develop a distinct new version of the portal for the following reasons:
 - o the old concept was too unstructured to allow for additional topics,
 - o there were no differentiation of the programming of design and functionalities
 - o changes requested by the Steering Committee could not be implemented because of its inherent restrictions.
- Development of a new concept and data model in place which enables:
 - o Two dimensional search/choice
 - o Integration of the content management system
 - o Compatibility of the new design with modern browsers
 - o More convenient and powerful functionalities

There are still some issues to be solved:

- legal aspects (copyright issues)
- sponsorship
- complementing the list of sub-area editors – need motivated colleagues
- increased the visibility of the portal

The discussion following Manfred's presentation was mainly focused around how to get more colleagues to participate on the portal, the funding aspect and the copyright issue. On the issue of increasing the number of sub editors, Graham Hooley suggested to give some 'merits' to the editors, may be publish the list of the editors in IJRM.

The question of whether to make the Teaching Portal public was raised. Manfred Kraft was of opinion that the portal should be restricted and kept to EMAC members. There can be a 'public' area with brief abstracts. Full abstracts will be only available to EMAC members. On the funding issue, Manfred mentioned that some publishers and market research companies have shown interest in the portal. But there is a need for an agreement/contract. After a brief discussion on the copyright issue, it was decided to get a list of questions that need to be sent to a lawyer. The list should be sent to Nina Payen who will get the answers from a lawyer.

Graham Hooley raised the question of the name of the Teaching Portal by stating the fact that the portal is more valuable than just only for teaching purposes. Consequently the name should be more generic. He also emphasised that members of the Executive Committee should give more support to Manfred Kraft.

4. Issues for reporting and updating

4.1 EIASM Associations Meeting – March 2006, Brussels

Graham Hooley reported briefly on the Association's meeting organized on the 3rd March by EIASM. The meeting was about sharing best practices in the different associations. Membership fee was discussed at the meeting and a suggestion was made to have an 'umbrella' membership fee (different for each associations) and a reduced membership fee for individuals applying for membership in the other associations managed by EIASM. The issues discussed were both strategic and operational. At the meeting EIASM demonstrated a software which they have developed for conference registration and paper submission.

This registration software has the advantage of

- coordinating membership more efficiently
- transferring funds (membership fees) more easily

while still giving the local organiser to possibility to customise the website. The purpose is to help the Associations rationalize the management of their annual conferences.

There is a high cost involved in the organization of the conference – mainly due to the high cost of the website development. Efficiencies from the rationalization of conference might bring the cost of conference down. EIASM has sent a formal proposal with costs to the Associations. Gabriele Troilo, as V.P. Conferences would look into this proposal.

4.2 Arrangement for EMAC Conference and Doctoral Colloquium 2007 in Reykjavik *(Details can be found in Annex VI)*

Halldor Engilbertsson, Chair of the 2007 EMAC Conference was pleased to report that the preparations for the conference are all progressing according to schedule. The conference website is already online. A conference agency has been contracted for the handling of the logistical issues. Hotel rooms (about 600) have been reserved and prices have been negotiated. The budget is also in line with the plan. The conference as well as the Doctoral colloquium will take place at the Reykjavik University. Due to high level of participation at the Athens Conference, the question on whether Reykjavik would be able to accommodate a higher number of participants, should registration be higher than currently forecasted. Halldor reassured the members stating that Reykjavik does have the flexibility.

Graham invited the past conference organizers to share their experience with the Reykjavik team.

4.3 Financial Report

Sönke Albers, EMAC Treasurer, reported on the Accounts i.e. Statement on Income & Expenditures as per 31 December 2005 (*see Annex VII*). Sönke indicated that EMAC is in a healthy situation. The decrease in the surplus (compared to 2004) is due to the development of the Teaching Portal.

However Sönke mentioned that if EMAC would consider creating a 'Liability fund' as discussed in point 3.2, EMAC would need to be more conservative in the spending.

No question was raised. And the figures were approved.

4.4 Membership Situation

Udo Wagner, V.P. Development reported on the membership situation. Nothing special was reported (*See Annex VIII*)

However the President noted that because of this transition year and in anticipation of a drop in membership renewal, the national representatives have a key role to play in stimulating membership their respective countries.

4.5. Elections 2006 and New Officers

The President thanked several members who are stepping out of the Executive Committee and who have served EMAC in various role for many years.

- Klaus Grunert who have served EMAC as President
- Veronica Wong who have been involved for a long time in EMAC activities. She has been chair of the Doctoral Colloquium and has been V.P. Conferences for the past 3 years where she had done a wonderful job.
- José Luis Munuera who has been EMAC as representative for Spain for the last 6 years.

The President then congratulated the new members of the Executive Committee following the 2006 elections:

V.P. Conferences: Gabriel Troilo

National Coordinators

Denmark: Suzanne Beckmann

Israel: Renana Peres

The Netherlands: Ed Nijssen (has been reelected)

Spain: Laura Lucia

U.K.: Michael Saren (has been reelected)

(*Annex IX*)

4.6 Report of EMAC 2006

George Avlonitis, Chair of the EMAC Conference 2006, reported on the Conference. He was pleased to announce that this year a new, all time, record was reached - 906 papers from more than 1.700 authors representing more than 300 Universities and institutions from 40 countries. He was also pleased to announce a record in participation. He provided the following figures:

451 papers were accepted for presentation in the conference and 433 were included in the programme:

These papers are presented in 113 sessions in 20 tracks

The academic programme consisted of:

- 1 plenary session
- 4 special sessions
- 2 panel sessions
- a 'Meet the Editors' session
- 63 poster presentations in 2 poster sessions

George added that EMAC 2006 is a real global conference.

He also gave some information about the 'Meet the Editors' session where delegates could meet with editors or members of top rated journals, including the Journal of Marketing and The Journal of Marketing Research.

George ended his report by indicating the problems he has encountered and which should be taken into consideration /resolved for the future conferences:

- length of papers
- clarity about changes in papers/authors
- clarity of registration for poster sessions. George thanked Gabriele Troilo for offering the system they used last year in Milan
- copyright issue
- And lastly – cancellation policy. Has EMAC any policy on late cancellations?

Gabriel Troilo, as new V.P. Conferences will take these issues up.

(see Annex X for more details)

4.7. Report of EMAC Doctoral Colloquium

Karen Gedenk, Chair of the EMAC Doctoral Colloquium, thanked the Athens Organising Committee for the organisation of the Doctoral Colloquium and for their flexibility to accommodate more students than what was previously forecasted. She reminded the main objectives of the colloquium objective were not only to allow doctoral students to discuss their dissertation research with other students and leading academics, but also to help them improve their work with the final goal of getting it submitted to the top journals.

She was very pleased to report that the colloquium was a success. The initiative brought by the EMAC Fellows to add a new track, which was targeted at students at the beginning of the PhD project, was very well received. The participants in the 'beginners' track thought it was a good idea to be in a separate group. This new track had a broader perspective. There were more faculty presentations and also more topics – such as on Writing and Publishing, which was very well received.

In total there were 99 submissions, 27 accepted in the 3 Advanced tracks and 12 accepted in the Beginners track.

Karen thanked the co-chairs and all faculty involved in the Doctoral colloquium as well as EMAC secretariat at EIASM in Brussels

Graham Hooley thanked Karen Gedenk for the excellent job done for the doctoral colloquium. He mentioned that Karen has offered to organise the 2007 Doctoral Colloquium, for which he thanked her.

(Report on Doctoral Colloquium in Annex XI)

4.8 International Journal of Research in Marketing (IJRM)

Jan Benedict Steenkamp, V.P. Publication briefly reported on the IJRM editor's search, as Hubert Gatignon terms of office ends at the end of the year. The search is well advanced but for confidentiality reasons, he cannot give any name at this stage.

Hubert Gatignon, the Editor, was pleased to report that the journal was doing very well, emphasising the fact that IJRM is a truly international journal, not only in the articles published but also with regard to the authors and the IJRM board members. He pointed out that most of the other top journals are mainly U.S. oriented. He stated that in his opinion IJRM is a well-balanced journal

Hubert reported on the following:

- changes in IJRM format
- evolution of submissions
- Reviewing process
- Visibility of IJRM

(Full details can be found in Annex XII)

4.9 EMAC Fellow Activities

The President introduced Berend Wierenga, Dean of the EMAC Fellows who reported on the Fellow activities. Berend Wierenga mentioned that the Fellows would meet two days later. He was pleased to hear that the recommendations made last year by the EMAC fellows for the Doctoral Colloquium was implemented and was successful.

He asked the question as how EMAC fellows could play a more useful role in EMAC? He reminded that the fellows' objective is to serve and be useful in EMAC. He asked the members to identify topics/areas where they can add value.

Graham suggested that the Fellows could help suggest champions for the Teaching Portal.

5. Any other business

Copyright issue

Pam Morrison, National Representative for Australia raised a question on ISBN number, asking whether EMAC should take one. George Avlonitis indicated that Greece has taken an ISBN number for the EMAC Conference proceedings.

2 issues were raised:

- copyright issue: a legal issue?
- if a paper is published with or without ISBN in a conference proceeding, is it considered as 'published' and hence the author running the risk that it might not be published in a journal.

This point should be clarified and indicated in the submission form (at submission process) Rob Lawson specified that at Anzmac they put a specific statement for the copyright issue. He will share this with EMAC.

6. Date and time of next meeting

It was decided that the next interim EMAC Executive Committee meeting would take place in Brussels on Friday 27th of October 2006.

No further points were raised and the meeting was adjourned.

ANNEX I	Minutes of interim Executive Committee meeting – October Brussels
ANNEX II	Minutes of Steering Committee meeting – March, Brussels
ANNEX III	Discussion Paper: Support for Doctoral Students: PhD Bursaries for conference attendance
ANNEX IV	Report on External Relations
ANNEX V	Report on Teaching Portal
ANNEX VI	Report on EMAC 2007 in Reykjavik
ANNEX VII	Financial Report
ANNEX VIII	Membership Status
ANNEX IX	Results of Election 2006 & New Officers
ANNEX X	Report on EMAC 2006 Athens
ANNEX XI	Report on EMAC 2006 Doctoral Colloquium
ANNEX XII	IJRM Report