

CURRICULUM VITAE

1. Family name Kwikkers
2. First name Peter C
3. Date of birth January 7, 1955
4. Nationality Dutch
5. Civil status Married
6. Education Master of Law

Institution:	Date (from/to)	Degree or Diploma obtained
Gemeentelijk Lyceum Dordrecht	1968-1974	yes
State University Leyden	1974-1982	yes
Various post-academic	after 1982	yes

7. Professional experience record^a

nr	Company	Location	Description	Position	Date (from/to)
1.	TriasNet Consultants <i>Governance, Policy, Management & Legal Advice</i> www.triasnet.nl	Netherlands	<p>Founded in 1986, TriasNet Consultants is a small size network of independent consultants. Specialised in the public sector and its interfaces with the private sector (hybrid organisations), with a special view to (higher) education, science policy and innovation.</p> <p>Peters main experience covers the full field of innovation, policy development, governance, legislation and implementation. System design, good (internal) governance, quality, financing, internationalisation of (higher) education, and development and management of change. Strategic and stakeholder analysis, product and project development, auditing, process development, development of legislation, regulations, contracts, memoranda of understanding and policy agreements. Advice on (constitutional) legal matters and development of internal and external patterns for co-operation and communication, advice in mergers and co-operation, business (re)design and feasibility studies and requests for 'second opinion'. Lectures at seminars, training, boardroom consult, coaching, guidance and mediation. Peter writes also books and articles on a variety of issues in higher education policy like on management, legislation, governance, accreditation and financing.</p> <p>Projects in (for example): Advice on (new) legislation, governance and funding (models). Introduction of new universities / programmes. Development of internal faculty management advice and control tool for the legality, efficiency and quality. Advice for private / not state funded universities. Visitations of visiting committees; supervision of subcontracted visits; assistance on accreditation and recognition. Appeal procedures on a series of issues concerning funding, educational system and accreditation. Innovation in secondary professional education. Advice on various HRM-issues in education. Co-operations between private and funded institutions. Guiding commercial spin off of funded higher education. Mediation in crises between the executive board an the senate (incl. restructuring the organisation and internal legal system) Strategic and legal advice and guidance on investigations on possible fraud of educational institutions. Policy agreement and advice in a merger of the University of Agriculture and two agriculture polytechnics; implementation. Development of decentralised network structure for he-institutions Development of new statutes and by-laws. Feasibility study for the directorate of topmanagers of the Dutch civil service on its candidate programme.</p>	Founder, partner	Full time since January 2001, (before occasionally)

			<p>TriasNet Seminars (in-company as well as open subscription) on issues mentioned in the above, as well as lectures on various issues at the request of other organisations.</p> <p>OESO governance-seminars in Linz, Prague and Amsterdam (2000-2003) on 'International competition', 'Governance, Entrepreneurship and Academic Values', and 'Governance of new priorities and changing structures'.</p> <p>Soros Open Society Foundation: Chisinau Conference on Management of higher education.</p> <p>Development organisational structure for three co-operating universities of professional education.</p> <p>Development of the first co-operation foundation of two hogescholen for their teacher training programmes;</p> <p>Development of statutes, co-operation contract, negotiations with trade unions and councils.</p> <p>Development of the very first co-operation agreement between a State funded and a not-funded higher education institution.</p> <p>Legal and managerial development and implementation of a series of mergers of higher education institutions.</p> <p>Development of a federation of hogescholen.</p> <p>Development of a model of knowledge and competence management in the non-profit sector.</p> <p>Advice on organisation and financial management of institutions for vocational and adult education.</p> <p>Advice on the process and structure for privatisation and merger of municipal schools for secondary education.</p> <p>Advice on merger of agricultural and general schools for secondary professional education.</p>		
2.	Ministry of Education, Culture & Science	Netherlands	<p>General, legal, managerial and policy advice on all issues. State-market relations, deregulation, vouchers, accreditation, Bologna, law suits, etc etc.</p>	Councillor	1997-2001
3.	Council of Europe	Strasbourg, France	<p>Leadership of development and implementation of a special account multi-instrumental assistance programme, aimed at stimulating and assisting policy development, legislation and implementation in the field of higher education and research in 22 countries in central and eastern Europe, being in transition to market oriented democracies. A special view to ministries responsible for education, research youth and sport, and the institutions of higher education and research and Academies of Science.</p> <p>Working methods of the programme were:</p> <ul style="list-style-type: none"> • bilateral advisory missions for governments, parliaments and the he&r-sector; • multilateral thematic workshops to assist strategic and policy development; • multilateral study visits on policy implementation; • a series of comparative studies plus country reports; • lectures, training and presentations; • management LRP-team, program financing, general affairs 	Programme director, Legislative Reform Programme	1993-1997
4.	Ministry of Education and Science, Department of policy development. Later: Department of higher vocational education	Netherlands	<p>Project manager Dutch Higher Education and Research Act (WHW) and chair projectgroup for the legislation on the ownership transfer of the real estate to higher education institutions and the redesign of governance structures of universities and hogescholen (polytechnics).</p> <p>Policy development, legislation, governance, legal affairs, student affairs, international affairs, military higher education. Policy, legal and governance advice on all issues. Interdepartmental project legislation market - State. Taskforce redesign relationships with funded and not-funded higher education institutions. Platform sanctions. Projectmanager of the agreement between the defense ministry, the ministry of education and sciences, two civil universities and (the universities of) the army, navy and air force.</p>	Project manager	1990-1993
	Division for general affairs, staff & students; Dept. For higher education & re-search. Ministry of Education and	Netherlands	As below, but including the sector of medical schools and academic hospitals	Deputy head	1989-1990

	Science				
	Section for governance, staff and student policy. Dept. universities, Ministry of Education and Science	Netherlands	Governance, internal reorganisation. Chair of the project groups for the Implementation of the Law on Education and Science of 1986; by-laws, decentralisation of staff policy and labour law. Contact for institutions and students. Secretary to the auditcommittee Royal Library. University hospitals, general policy and legal affairs, expert-systems and monitoring. Coordination of non-university institutions of higher education and research and the Open University. Policy development and implementation on HRM and numerus clausus	Coordinator	1987-1989
	Amsterdam Polytechnic	Netherlands	General management adviser, development of statutes, by-laws and the organisational structure, administrative organisation, implementation of the merger process; representative in external negotiations	Advisor Deputy to the President	1986-1987
	Legal Affairs & Legislation; Ministry of Education and Science.	Netherlands	Staff department for advice on legal, policy and governance affairs, legislation and appeals,	Staff adviser	1982-1986
	University of Leyden	Netherlands	Introduction to law	Assistant professor	1980-1982
	OECD/IMHE	Paris, France	Planning group of the "Governance" project	Member	1999-to date
	Miscellaneous	Europe-wide	Presentations / lectures on governance, education law, and higher education issues	TriasNet Consultants	1985-to date
	Leyden University	Netherlands	'MARE', weekly newspaper of the University	Editor	1979-1981
	Leyden University	Netherlands	'Trias', magazine of the Law Faculty	Chief editor	1976-1978
	Institution for mentally- double handicapped (during academic holidays)	Netherlands		Mentor	1974-1979

8. Present position: Founding and managing partner

9. Key qualifications

Senior general consultant. 30 years of wide national and international experience in (advice on and assessment of) policy development, governance and project management at highest levels of the public and non-profit sector. Specialised in development of managerial systems, organisational structures and legal design. Generalist with a special view to administration law, education law, policy development, governance and management. Aiming at results, communication and multi-disciplinary teamwork. Focussed on the development of feasible solutions for improvement of contents and process. Strong (international) comparative approach.

10. Membership of professional bodies: various networks

11. Specific experience of partner countries

Country	Date (from/to)	Type of experience
All countries *) in central and eastern Europe and the other Member-countries of the Council of Europe and the OECD.	1990-1993 as ministerial liaison for he-issues of international. cooperation 1993-1997 as program-director of an Council of Europe Special account Programme: LRP As of 1997: incidentally	Consultancy, advisory missions, conferences, multilateral workshops and study visits, presentations, (comparative) studies on educational governance. General management and development. Liaison officer in bilateral cooperation

12. Language skills (mark 1 to 5 for competence, where 1 is basic and 5 is fluent)

Language	Reading	Speaking	Writing
Dutch (mother tongue)	5	5	5
English	5	5	5
German	5	5	5
French	4	3	2-3

13. Other skills: computer literacy, negotiating, perseverance, compassion,

14. Publications in order of appearance

- Various articles, reports and interviews. Trias faculty magazine; Mare university weekly paper; 1976-1981.
- De Wet Arbeid Buitenlandse Werknemers en effecten van wetgeving. (The law on labour of migrant workers and effects of legislation), Leiden, 1982.
- Chapter 9 "Verbintenissenrecht" (Contracts and the law of torts in 'Introduction to law') in: 'Inleiden tot de Rechtswetenschap' Prof. mr. H. Franken (ed), Gouda-Quint, 1982-1986 (ISBN 90 6000 252 0).
- Een referaat en andere kunstgrepen in het juridisch onderwijs. (A presentation and other devices in teaching law). *Ars Aequi*, May 1982 pg. 231-236.
- "Studieloon naar prestatie." (Scholarship in exchange for study results) *Intermediair* 1985, 13.
- De ambtenaar van politicus tot ondernemer. In: 'Samenwerking tussen bedrijf en onderwijsinstelling in de praktijk.' P.C. Kwikkers (ed), Van Loghum Slaterus, Deventer 1989 (ISBN 90 368 0151 6) (The civil servant from politician to entrepreneur in: 'Cooperation between business and institutes of higher education'; a compilation of articles)
- "Legislating for higher education in Europe" and "Guidelines for comparison". In: *Relations between State and higher education*; Roel in 't Veld, Hans-Peter Füssel, Guy Neave. Kluwer Law International, Den Haag, 1996, ISBN 90 411 02450
- "Governance through checks and balances; an approach to drafting regulations". *European Journal for Education Law and Policy* I, 57-80, Kluwer Law International, The Hague, 1997 (ISSN 1386-8349)
- *Democracy and Governance in Higher Education* (co-editor) Jan de Groof, Guy Neave, Juraj Švec Kluwer Law International, The Hague, 1998, ISBN 90 411 0575 1
- *Wet op het Hoger onderwijs en wetenschappelijk onderzoek* (Higher education & research Act; 4 Volumes). Editors and explanatory comment. SDU Uitgevers, The Hague. ISBN 90 399 0424 3 (1990 – to date)
- *Spectres in University Governance*. LINK (ESIB, the National Unions of Students in Europe, Vienna) nr 2, 1999.
- *Competentiemanagement: traït d'union tussen besturen en zelfsturing* (Competence management: traït d'union between governance and self steering people) *Thema* 5, 2001, p. 9-17; ISSN 1380-7110
- *Bachelor/Master: de titels van de keizer?* (Bachelor/Master: the emperor's new clothes). *Thema* nr 1, 2002, p. 25-27. ISSN 1380-7110
- *Risico's in de bestuursstructuur* (Risks in the organisational structure) *Thema* nr 3, 2002, p 59-60. ISSN 1380-7110
- *Zware zee en hoge horden voor e-ducation*. (Heavy sea and high hurdles for e-ducation). *Thema* nr 2, 2003, p. 20-23. ISSN 1380-7110 (with Ruud Louw).
- *Accreditatie in het hoger onderwijs* (Accreditation of higher education in the Netherlands and Flanders) Kwikkers, van Damme, Douma; December 2003, SDU The Hague, ISBN 90 1209 997 8.
- *Control and accountability or Policy and governance?* *Public Controlling*, nr 1 2005, p 47-51, SDU uitgevers, The Hague, ISSN 1572-414 x.
- *Governing governance; organisation law and network-process-design*. On how to produce value for money. *International Journal for Higher Education Law and Policy* (Vol 1, 2005 p 73-102). Wolf Legal Publishers.
- *Evenwicht zonder Sturing* (Balance without Governance) on legislation on higher education and research and general HE&R policy (Kwikkers, Huisman, van Eijkern and others) SDU Uitgevers, The Hague, 2005, ISBN 90-12-11-073-4.
- *Instellingsaccreditatie of Opleidingsaccreditatie* (Accreditation of the institution or the curriculum), Kwikkers/Vis, *Thema* 2006, nr 3, p31-38, ISSN 1380-7110.
- *Een nieuwe taak voor universiteiten* (A new challenge for universities). *Thema* 2007, nr 2, p48-49, ISSN 1380-7110
- *De Onderwijzende Staat* (The Education State). *Thema* 2007, nr , p56-59, ISSN 1380-7110.
- *Niet met minder ambtenaren: van RechtsStaat naar RechtsWereld* (From a constitutional State to a constitutional World). *Thema* 2007, nr 5, p60-63, ISSN 1380-7110.
- *Kwaliteitszorg en de zorg om accreditatie* (Quality assurance and the concern for accreditation). *Expertise* 2007, nr 9, p14-16, ISSN 1874-5415.
- *Het dilemma van meer geld* (The dilemma of more money), *Expertise* 2008, nr 1, p1-2, ISSN 1874-5415
- *Vruchten van kwaliteit*. (Fruits of quality). On quality control and accreditation systems and changing the Dutch model. *Expertise* 2008 nrs 4 and 5
- *Geldstromen en Beleidsruimte* (Money flows and Policy freedom in higher education and research). Kwikkers et al, SDU, The Hague 2009. On funding models for education and research, loans and grants and tuition fees, incl. a comparative analysis and a CD-ROM calculating tool.
- *Het dilemma van te weinig geld* (The dilemma of insufficient funding or the necessity of a 4th money flow). *Expertise* 2009, nr 4, p1-2, ISSN 1874-5415.
- *Weten wij raad van toezicht?* (Can we trust the board of trustees?) *Thema* 2009, nr. 4; ISSN 1380-7110.

- De Rijnlandse en Anglo-amerikaanse governancemodellen zijn ook failliet. (The Rhineland an Anglo-american governancemodels are also bankrupt). Expertise 2009, nr. 8, p. 1 – 4; ISSN 1874-5415.
- Annual Pocket Higher Education Act, incl. explanatory notes (SDU, The Hague, 2005, 2006, 2007, 2008, 2009, 2010).
- Planned:
 - 2010: Accreditation or quality (II)
 - 2010: Enhancing governance structures in higher education
 - 2012: Governance, democracy and control
 - 2013: Views on Dutch policies in higher education and research from abroad