

pate in teaching and the general life of their chairs while pursuing a Ph.D. This system is not without its drawbacks; for example, assistants are in danger of settling down into a content job, which is often not the best incentive to make a great Ph.D. But the assistant scheme is generally a great tool for attracting talent, espe-

a much-needed North American academic research culture to blend with European traditions.

It is clear, however, that this opportunity will not come to fruition without fundamental changes in the way European universities function. Better career opportunities for junior professors and more broadly based graduate

trends, and relevant statistics. It was an opportunity to appreciate how much we have to accomplish, starting with the first steps of gathering the basic data. Lazowska stressed that one of the first and most important tasks of the CRA has been to establish and maintain a proper list of departments and contacts. Indeed, we had a similar

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cially in universities with comfortable salaries. For some Ph.D. candidates, the alternative is to go to a U.S. or Australian university where they must *pay* hefty fees.

Several participants viewed the current U.S. political climate as offering a great opportunity for ambitious and competitive European universities and research centers. The tightening of visa procedures is turning away many potentially excellent candidates at the graduate-student level. The freezing of research funding outside of health care and homeland security (where the focus is on short-term applied work rather than research topics such as cyber security) has made the U.S. less attractive to senior researchers. European schools and others are benefiting from this situation by attracting top talent. In fact, both U.S. citizens and Europeans who have spent time in the U.S. bring

education are among the key priorities. The current U.S. situation will not last forever, leading to a strong sense of opportunities to be seized now.

The avowed model for our meeting was the U.S.-based Snowbird conferences, which have served as a forum for North American CS department chairs for decades and resulted in the creation of the Computing Research Association. The CRA has had a profound effect on shaping the North American CS community and influencing public policy. Ed Lazowska, a CS professor from the University of Washington and chair of the CRA for many years, showed how much Europe can learn from this experience in his keynote address. Lazowska's talk was a goldmine of information on the CRA story and on the CS community in North America, filled with facts,

scenario in preparing the groundwork for the summit. The major challenge turned out to be reaching the relevant CS departments. There was no mailing list available, so we resorted to all possible means, from Web searches to postings on widely read mailing lists such as ecoop.org. It is no accident that the largest contingent at the summit came from countries where either a national organization or at least a mailing list already existed, through which we could reach interested people.

Another concern experienced by some universities is the evaluation of publications and more generally of research. Increasingly, professors and researchers are asked to have their publications, their citations, or both counted. At the same time, there is growing noise about performance-based resources and even pay—with performance measured largely by