



ESMU-HUMANE 11th WINTER SCHOOL FOR SENIOR ADMINISTRATORS, VALENCIA, 3-8 March 2013

Following on the great success of the previous editions of the ESMU-HUMANE Winter School for senior administrators, it is a great pleasure to send you two copies (enclosed) of the leaflet advertising the eleventh Winter School for senior administrators. This is a joint initiative of the European Centre for Strategic Management of Universities (ESMU) and the Heads of University Management and Administration Network in Europe (HUMANE). We are inviting you to nominate participants for the programme **by 12 October 2012**.

The Winter School has been devised by a group of experienced university administrators from various countries, and is currently chaired by Dr. Peter West, former Chief Operating Officer of the University of Strathclyde in Scotland.

The aim of the Winter School is to develop the leadership potential of talented administrators by making them fully aware of the concepts and practices of strategic management in a European context and the importance of effective implementation involving integration of academic and financial issues, with human resource strategy, communication strategy and change management. This follows from the focus of both ESMU and HUMANE on the practical implementation of strategy and policy and the sharing of good practice.

In addition to presentations and case studies on particular themes from distinguished speakers from various countries, participants will also work in teams on a case study, analysing data and policy options for a university, drawing on the various disciplines involved in finding solutions to the problem. At the end of the week there will be a presentation to a panel of ESMU and HUMANE members.

The Winter School is designed for talented managers of administration or services, some of whom might become heads of administration. The typical candidate will be someone whom you judge to have the potential to become a head of administration in the future but who at this moment may not be a deputy or senior colleague. He or she may be an expert or a specialist who has the potential to broaden responsibility and move in due course to a senior management position.

MULTIPLE APPLICATIONS POSSIBLE

Please send the application documents (application form, one to two-page CV, letter of support of head of administration and one-page personal statement by the applicant) of **one or two candidates** whom you would like to nominate to participate in this programme. If you are nominating two members of staff, it would be helpful if you could **indicate an order of preference**. Nominations will be considered by a panel and we shall notify the successful candidates by the end of November 2012. The panel will take into account previous experience, your own assessment, and the need to ensure we have suitable participants from as many member countries as possible.

The Winter School will be administered by ESMU. The fee for the week-long course will be €3,400 for HUMANE member institutions (€ 3,900 for non member institutions). It includes fees for tuition, all documentation and accommodation but excludes travel costs.

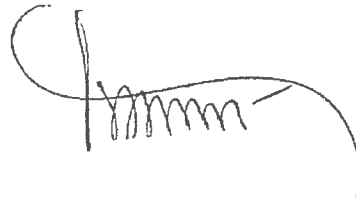
For queries about the Winter School, please contact Nadine Burquel, School Director and Secretary General of ESMU (Tel +32 2 289 24 60 or e-mail nadine.burquel@esmu.be).

Above all please send in your nominations no later than 12 October 2012.

Yours sincerely,



Lambert Verveld
HUMANE Chairman



Frans van Vught
ESMU President



APPLICATION FORM

11th European Winter School for Senior University Administrators
A joint ESMU-HUMANE initiative
Valencia, Spring 2013

NOMINATED BY:

(HUMANE member (when relevant) or Head of Administration)

TITLE: Mr. Mrs. Ms.

FAMILY NAME:

FIRST NAME:

POSITION:

INSTITUTION:

ADDRESS:

Tel.: Fax: E-Mail:

The course fees are € 3400 (HUMANE member universities) or € 3900 (Applicants from universities not members of HUMANE). This includes course material, meals and accommodation; it excludes travel expenses.

To apply, please complete this application form and send it back to the ESMU - HUMANE Winter School Secretariat by post (see address below), e-mail Inês Proença (projects@esmu.be) or fax (0032 2 289 24 67) by **12 October 2012**. Your application form **MUST** include (**important note – applications without the correct supporting documents will not be considered**):

- A one page personal statement describing your qualifications and why you are interested in this Winter School
- A one (or maximum two) page curriculum vitae
- A letter of support from your Head of Administration

I understand that my application is subject to acceptance by the ESMU-HUMANE Winter School Committee. Once I have received written confirmation that my application has been accepted from ESMU - HUMANE, cancellation fees will apply at varying rates for cancellations within 2 months of the Winter School.

Signed.....

Date:.....

Please return this form to:
 ESMU-HUMANE Winter School Secretariat
 c/o ESMU
 31 rue Montoyer / B - 1000 Brussels
 Fax: + 32 2 289 2467
 E-Mail: projects@esmu.be