

## FIRST ANNOUNCEMENT

# ESMU - HUMANE Sixth European Winter School for Senior University Administrators Barcelona, March 2008

TO ALL HUMANE MEMBERS

ESMU and HUMANE are pleased to announce the sixth edition of their Winter School for Senior University Administrators which will take place in Barcelona in March 2008. Below you will find a pre-announcement of the School. More information and the exact dates will be provided later in the summer.

HUMANE members are personally not eligible to attend the School, but may wish to give thought about senior members they would wish to nominate for the course. A registration form is available on the [Winter School website](#) which can already be returned to the Secretariat.

Best wishes,  
Christine Challis  
Winter School Chairman



## ESMU - HUMANE WINTER SCHOOL

### FOR SENIOR UNIVERSITY ADMINISTRATORS

#### **The Context**

Institutions which seek a competitive advantage in the increasingly global higher education market can no longer rely on national frameworks. The increasing impact of European initiatives such as the Bologna Process requires institutional change. The top managers of tomorrow will be those who understand the global environment and can capitalise on opportunities for development.

#### **Aims**

The aim of the Winter School is to develop the leadership potential of fast-rising administrators by making them fully aware of:

- the importance of integrating academic matters with finance, human resource and ICT in the elaboration of university strategy
- the meaning of strategic management in a European context

#### **Format**

The programme is highly intensive, including plenary sessions and practical work in small groups. Participants are encouraged to use cases from their own institutions. The working language is English, but facilitators are well used to dealing with various levels of language proficiency.

#### **Participation**

The number of participants is limited to 35. The fee is 3,300 euro (3,900 euro for applicants from universities not members of HUMANE). It includes all documentation, meals and accommodation.

### **Subject Matter**

The Winter School focuses on leadership skills, with particular emphasis on the need to implement necessary changes. Participants gain experience in making informed choices in decision-making processes. All ideas are firmly based in the context of university life across Europe. The Winter School uses the experience of ESMU and HUMANE to give unique first-hand insight into general problems and to ensure that discussion is not limited to one national system.

### **Applicants**

The target audience is fast-rising administrators with real potential for future leadership and the capacity to become influential senior managers. The School is particularly valuable for managers whose career has hitherto been in a 'specialist' area and who might benefit from exposure to broader ideas. Applicants are nominated by their own heads of administration and selected by an ESMU-HUMANE panel with wide experience of management training.

### **Location and Timing**

The Winter School will be held in Barcelona in March 2008; the exact dates will be soon announced on our websites [www.esmu.be](http://www.esmu.be) and [www.humane.eu](http://www.humane.eu).

### **Day-to-Day Programme**

Over the week, the programme covers a variety of topics such as the new context in which universities operate (globalisation, Bologna Process), Strategic and Change Management, Finances, Human Resource Management and Information and Communication Technologies.

Participants are split into groups for the duration of the week to prepare a written analysis of a case study incorporating many of the School's themes. This project work is presented and discussed in a final session with a jury of Heads of Administration and higher education leaders. Participants then receive written feedback on the wisdom and practicality of their suggestions.

### **Our Credentials**

ESMU and HUMANE are particularly well placed to deliver the specific expertise needed by senior managers in university administration. We combine the experience of practitioners with the concepts of university management in a European context.

**ESMU**, the European Centre for Strategic Management of Universities transfers expertise on university management practices, promotes policies for institutional change and provides services to universities. ESMU establishes networks to identify key issues facing universities, launches benchmarking exercises and has managed major Higher Education Programmes for the European Commission. Frans Van Vught, Policy Advisor to EC President Barroso and former Rector of the University of Twente, is the Chairman of ESMU.

**HUMANE**, the Heads of University Management and Administration Network in Europe promotes exchange of information, advice and best practice. With a current membership of 200 in 20 countries, HUMANE organises regular seminars to ensure professional development and networking among members. Rafael Zorrilla, head of administration of the Universidad Carlos III Madrid, chairs the network.

### **Contributors due to take part include:**

**Frans van Vught**, ESMU Chairman, EUA Board Member, former Rector of the University of Twente, Policy Advisor to EC President Barroso

**Chris Cobb**, Pro-Vice Chancellor, Roehampton University

**Valentí Llagostera**, Director of Planning and Academic Services, Universitat de Barcelona

**Jan Meinsma**, Director of Finance and Control, University of Utrecht

The **Steering Committee** consists of high level representatives of ESMU and HUMANE. It is chaired by **Christine Challis**, previously London School of Economics and Political Science.

**Further information**

is available from Nadine Burquel, Secretary General ESMU  
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and on our websites:

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