



humane

## EFMD (ESMU) - HUMANE 13th WINTER SCHOOL FOR SENIOR ADMINISTRATORS VALENCIA, 1-6 March 2015

Following the great success of the previous editions of the Winter School for senior administrators, it is with great pleasure that we send you two copies (enclosed) of the leaflet advertising the 13th edition. The Winter School has been devised by a group of experienced administrators from different countries. We are inviting you to nominate participants for the School by **15 October 2014**.

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 EFMD and HUMANE on the practical implementation of strategy and policy and the sharing of good practice.

In addition to presentations and practical work 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 EFMD and HUMANE members.

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.

Please nominate one or two candidates to participate in this programme. They will then need to fill in the electronic application form (available at [www.efmd.org/winterschool](http://www.efmd.org/winterschool)). At the electronic application form, they will be asked to submit the following documents:

- A one page statement written by the applicant describing his/her qualifications and why he/she is interested in this Winter School
- A one (or maximum two) page curriculum vitae
- A letter of support from the head of administration

If you are nominating two members of staff it would be useful if you could please inform us by e-mail ([caroline.taylor@efmd.org](mailto:caroline.taylor@efmd.org)) of an order of preference. Nominations will be considered by a panel and we shall notify all applicants and their heads of administration about the outcome of the selection at the beginning of December 2014. The panel will take into account previous experience, your own assessment, and the need to ensure we have participants from as many member countries as possible.

The Winter School will be administered by EFMD. The fee for the week-long course will be 3.400€ for HUMANE or EFMD member institutions. It includes fees for tuition, all documentation and accommodation but excludes travel costs. EFMD and HUMANE are pleased to announce the availability of two scholarships towards the School fees. Further information is available on the above website.

For queries about the Winter School, please contact Nadine Burquel, Winter School Director ([nadine.burquel@efmd.org](mailto:nadine.burquel@efmd.org)) or Caroline Taylor ([caroline.taylor@efmd.org](mailto:caroline.taylor@efmd.org)).

Above all, please send in your nominations no later than 15 October 2014.

Yours sincerely,



Lambert Verveld  
HUMANE Chairman



Eric Cornuel  
Director-General & CEO, EFMD

"The Winter School was a really interesting and challenging experience. I came away from the week with a much better understanding of higher education beyond my own country and the issues facing universities in the modern day. It is great to be able to put strategic thinking into practice as part of a case study exercise and learn from others in your team. The quality of speakers at the Winter Schools is very high and their interactive sessions will really help in my current role. Most importantly, there is always a chance to discuss new ideas with other participants."

Anne-Marie Canning, Head of Widening Participation, Kings' College London, UK,  
Participant 2014 Winter School

Further information is available from

Nadine Burquel, School Director

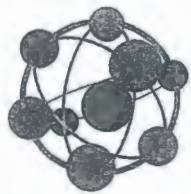
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EFMD: [www.efmd.org/winterschool](http://www.efmd.org/winterschool) - HUMANE: [www.humane.eu](http://www.humane.eu)

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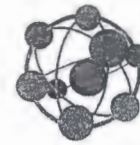


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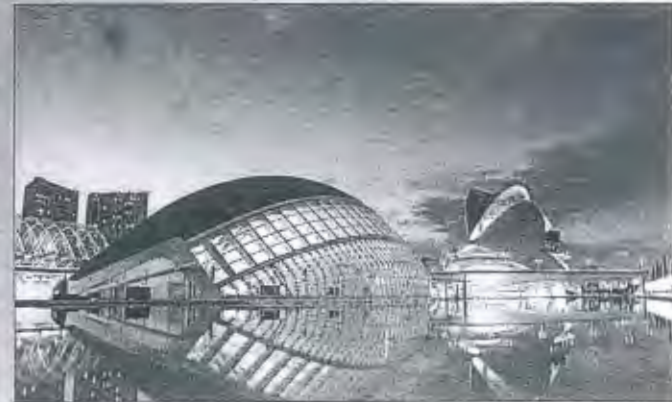
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Valencia, 1-6 March 2015



**Thirteenth European Winter School  
for Senior University Administrators**

EUROPEAN WINTER SCHOOL FOR SENIOR UNIVERSITY ADMINISTRATORS

AN EFMD (ESMU) - HUMANE JOINT VENTURE

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## 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 communication strategy 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 € 3,400 for applicants from universities, members of EFMD and/or HUMANE only.

## FUNDING OPPORTUNITIES

- EFMD and HUMANE are pleased to announce that two scholarships (€ 1,500) are available - check the website ([www.efmd.org/winterschool](http://www.efmd.org/winterschool)) for more information.
- Universities and Business Schools may also wish to explore travel funding opportunities for training activities from the Erasmus + Programme.

## 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 EFMD and HUMANE to give unique first-hand insight into general problems and to ensure that discussion is not limited to one national system.

"The course has been absolutely fantastic. The organisation, before and during the programme was first class."

## 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 or their deans and selected by an EFMD-HUMANE panel with wide experience of management training.

## LOCATION AND TIMING

The Winter School will be held at the Universidad Politécnica de Valencia from 1 to 6 March 2015.

## DAY-TO-DAY PROGRAMME

Over the week, the programme covers a variety of topics such as Globalization, Bologna Process, Strategic and Change Management, Governance, Finance, Human Resource Management and Communication Strategy.

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 feedback session with EFMD and HUMANE members. During this session participants receive feedback on the wisdom and practicality of their suggestions.

"A wonderful experience – extremely useful. I've learned a lot."

Full details of the Winter School programme can be found on:  
[www.efmd.org/winterschool](http://www.efmd.org/winterschool) - [www.humane.eu](http://www.humane.eu)

## OUR CREDENTIALS

EFMD 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.

EFMD is an international association in the field of management development and has a network of over 800 institutional members. It reaches over 25,000 management development professionals from academia, business, public service and consultancy across 82 countries worldwide. EFMD is a unique forum for information, research, networking and debate on innovation and best practice in

Linked to the School is a powerful ALUMNI NETWORK for further networking and professional contacts in Europe.

management development. ESMU's activities and expertise in European higher education policy have been integrated into the EFMD portfolio and EFMD is happy to collaborate with HUMANE on the organisation of the Winter School.

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.