

"The Winter School provides university administrators with an invaluable step back from their day to day activities and the opportunity to review the strategic influences on how their organisations operate: from EU policy, funding regimes, financial threats and opportunities. It enables them the time and space to consider new approaches and solutions. It also provides an invaluable opportunity to meet and learn from peers from across Europe, make new friends, and add to social networks. I thoroughly recommend it!"

Gail Smillie, Relationship Manager (IT), University of Aberdeen
Participant 2013 Winter School

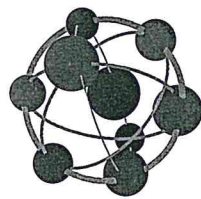
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EFMD: www.efmd.org/winterschool - HUMANE: www.humane.eu

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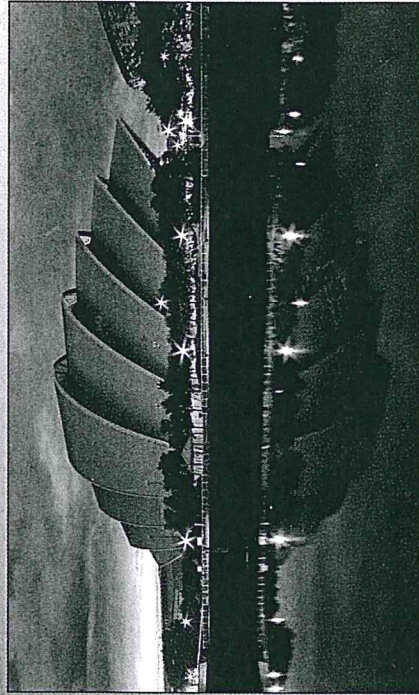


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Valencia, 2-7 March 2014



Twelfth 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.

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

PARTICIPATION

The number of participants is limited to 35. The fee is €3,400 for applicants from member universities of EFMD and/or HUMANE, and €3,900 for non-members. It includes all documentation, meals and accommodation. It excludes travel.



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LOCATION AND TIMING

The Winter School will be held at the Universidad Politécnica de Valencia from 2 to 7 March 2014.

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 - 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 80 countries worldwide. EFMD is a unique forum for information, research, networking and debate on innovation and best practice in

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.

Alumni Network
Linked to the School is a powerful alumni network for further networking and professional contacts in Europe.