



EFMD

ESMU



humane

Brussels, 10 September 2013

EFMD (ESMU) - HUMANE 12th WINTER SCHOOL FOR SENIOR ADMINISTRATORS, VALENCIA, 2-7 March 2014

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 12th edition.

As you will see, there are new developments as the Winter School becomes a joint initiative of HUMANE and EFMD. 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 activities have been integrated into the EFMD portfolio and EFMD is happy to collaborate with HUMANE on the organization of the Winter School.

We are inviting you to nominate participants for the programme by **15 October 2013**.

The Winter School has been devised by a group of experienced administrators from different countries.

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 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 EFMD and HUMANE members.

EFMD is an international not-for-profit association (aisbl)
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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 (which will very soon be available at www.efmd.org/winterschool). At the electronic application form, they will be asked to submit the following documents:

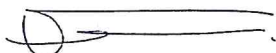
- A one page statement written by the applicant describing his/her qualifications and why he/she is interested in this Winter School
- A one (or maximum two) page curriculum vitae
- A letter of support from the head of administration

If you are nominating two members of staff it would be useful if you could please inform us by e-mail (ines.proenca@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 2013. 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.

For queries about the Winter School, please contact Nadine Burquel, Winter School Director (nadine.burquel@efmd.org) or Inês Proença (ines.proenca@efmd.org).

Above all, please send in your nominations no later than 15 October 2013.

Yours sincerely,



Lambert Verveld
HUMANE Chairman



Eric Cornuel
Director-General & CEO, EFMD