



Valencia, 8 - 15 March 2009



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

EUROPEAN WINTER SCHOOL FOR SENIOR UNIVERSITY ADMINISTRATORS

AN ESMU - HUMANE JOINT VENTURE

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.

“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 (€3,900 for applicants from universities not members of HUMANE). It includes all documentation, meals and accommodation. It excludes travel.

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 at the Universidad Politécnica de Valencia from **8 to 15 March 2009**.

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 ESMU and HUMANE members. Participants then receive written 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.esmu.be.

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 man-

aged major Higher Education Programmes for the European Commission. Frans van Vught, former Rector of the University of Twente, is the President 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. John Fürstenbach, director of administration of the Royal College of Music in Stockholm, chairs the network.

Alumni Network

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

“Thank you for a challenging, stimulating week and the opportunity to meet colleagues from across Europe.”

Contributors due to take part include:

- **Frans van Vught**, ESMU President, EUA Board Member, former Rector, University of Twente, Policy Advisor of EC President Barroso.
- **Chris Cobb**, Pro-Vice-Chancellor, Roehampton University.
- **Jan Willem 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 **Dietmar Ertmann**, Kanzler (Head of Administration), Universität Karlsruhe.

Further information is available from

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