

HUMANE CHAIRMAN'S LETTER

August 2016

Dear Colleagues

As we commence a new academic year, I want to bring you up to date with what HUMANE has to offer you and your senior, as well as up-and-coming professional staff.

Our aim is to build on and not compete with your national professional associations. Our membership is now truly multinational with the first two Australian member institutions having joined our two existing Russian institutions as members of HUMANE. As the Winter School graduates among you will agree, the multinational and global focus of our membership is what makes HUMANE unique.

This global focus is at the heart of everything we do, whether it is our seminars, training and other networking events, or news about developments and challenges facing Higher Education Institutions in the national domains of our members.

GRONINGEN 2016 ANNUAL CONFERENCE

The positive feedback we received from participants at the June 2016 Annual Conference suggests that the conference theme -- *Global university rankings and institutional strategic positioning* – and the quality and variety of speakers were excellent. Many thanks to our host, the University of Groningen, for an exceptionally well organised and executed conference. All material is now available on the HUMANE website. The conference was orchestrated by Han Borg, who served as our inspirational Network Manager for five years. He is moving on to new and exciting tasks at the University of Groningen. We will all have an opportunity to thank him for his services at the next Annual Conference.

HUMANE's 20th ANNIVERSARY ANNUAL CONFERENCE, 9-10 JUNE, 2017 IN PARIS

We are celebrating HUMANE's 20th anniversary in Paris in June, 2017. Consistent with the global higher education challenges themes of recent annual conferences, the Paris Anniversary Conference will focus on *Crisis leadership in universities in a globalised world*. The increased risk of violent incidents such as terrorist attacks, combined with the ubiquitous impact of social media and the 24-hour news cycle, mean that university leaders are often faced with existential crisis leadership challenges. Most crises cannot be predicted; but the institutional response can be controlled. Well led responses to crises in universities can have a lasting and positive impact on institutional culture and reputation. A poor response can saddle an institution with socio-cultural, political and economic problems for years to come. The conference will be hosted by College de France in collaboration with the recently established university and research community Paris Science et Lettres PSL. Please save the date!

ACTIVITIES IN AUTUMN 2016

London, 4-5 November Autumn Seminar

The theme of our Autumn seminar focuses on one of the great global challenges of modern higher education policy and institutional leadership and management: *Access and affordability in higher*

education, system-level and institutional responses in the early 21st Century, will take place on 4-5 November and hosted by the University of London. Despite a generation of social inclusion policies, higher education systems have had mixed success at best in getting under-represented groups into higher education and when they do, ensuring proportionate levels of educational attainment. We have an impressive array of speakers confirmed for the seminar including: Charles Clarke, the former UK Education Secretary responsible for introducing sweeping reforms to HE; Baroness Professor Alison Woolf who has written extensively on the subject; Professor Les Ebdon, the Director of the Office for Fair Access; and some students from King's College London! Registration for the seminar will open in mid-August. Visit our website for more information <http://www.humane.eu/events/seminars/2016/>.

Winter School Alumni Network

The next Winter School Alumni Network seminar is on the topic: *New roles for university support professionals -- enabling viable innovation and excellence with university business models in transition*.

The seminar is organized by the Erasmus University Rotterdam, the Netherlands. Information is available at the following web address: <http://www.eur.nl/wsan2016/>

ACTIVITIES AND EVENTS IN 2017

Winter School 2017 & related plans

Planning for the March 2017 Winter School to be held in Barcelona is progressing well. Members will have recently received advance notice of the application process from the HUMANE/EFMD organising committee. Further notices will be sent to you in the Autumn so do please make sure that your staff are aware of the key dates and the application process as entry to the programme is now very competitive.

As a result of the Winter School's popularity, we are also planning to deliver a pilot Summer School in the summer of 2017. More information about the programme, location and application process will be available in the early Autumn.

We also have a discussion underway to create a pilot Asia-Pacific Winter School to be held in the second half of 2017 in either mainland China or Hong Kong. We will keep you up to date with these developments.

Finally, as part of the HUMANE strategy re-refresh process we are well advanced in our thinking for the delivery of some initial 'refresher' professional-stream programmes for Winter School graduates and other staff. Over recent years and as a result of the success of the Winter School, graduates have told us that they would welcome programmes as such as these. In the first instance our plan is to organise and deliver two programmes in 2017. More information will be available later in 2016.

Rome, 7—8 April Spring seminar

The HUMANE Spring seminar will be held on 7-8 April in the Eternal City, Rome. The theme of the seminar is *Sustainable development strategy*. We aim to bring together an interesting, expert

group of speakers in a fabulous location to share knowledge and practice about an issue that is at the top of the agenda for most if not all university leadership teams.

Details of the programme will be available later this calendar year, but in the meantime, safe the date.

OTHER NEWS

Modifications in membership criteria and constituency structure

At its June 2016 meeting, the HUMANE Round Table approved two modifications to internal regulations. In recognition of the need to broaden our membership to give greater expression to our global focus, the Round Table gave its approval to allow Universities/Institutions of Applied Sciences and/or Professional Education which confer bachelor and master degrees/diplomas to apply for membership. An ad-hoc scrutiny committee will review each of these applications to ensure comparability with the existing membership.

The Round Table also approved a new membership category to enable institutions from outside the EU and EES to apply for membership. The Executive Committee will now set up a procedure to ensure that this new constituency is properly represented on the executive committee.

Members' feedback

Our new strategy consultant Ian Creagh, who is leaving King's College London on the 5th of October 2016 will be in contact with all members over the Autumn to get your feedback on our future plans as well as consult you on your views as to how HUMANE might improve its offer for its members.

We are seeking new ways of collaborating with all our member institutions and national associations, so please do not hesitate to contact me or Ian if you feel that your university or national association might be interested in working with HUMANE. Ian can be contacted at strategyconsultant@humane.eu.

I wish you all the best for the 2016-17 academic year and look forward to seeing you at our forthcoming events.

Esa Hamalainen
Chairman of HUMANE
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