



# HUMANE

Heads of University Management & Administration Network in Europe  
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## Study Trip

### *Heidelberg University*

**12-16 May 2009**

#### *MAIN THEME*

***Crossroads to excellence  
Realizing and maintaining the position of a top university,  
how academia and administration cooperate to achieve  
sustainable excellence***

#### *Programme Outline*

*Context, strategy and practices of Heidelberg University will be presented. Group sessions and group work will focus on:*

- strategic alliances and strategic management; the quality of support
- budgetting; programme management and administration
- human resources management
- internationalisation
- communication and marketing

*The programme will start with a welcome meeting on the evening of Tuesday May 12<sup>th</sup> at 20.30 hrs and will end on Friday night May 15<sup>th</sup>*

*During the welcome meeting, participants will introduce themselves and will be informed about the programme. Sub-groups will be established and assignments distributed.*

**Venue:** -----

**During the conference your contact person at Heidelberg University is Matthias Rolle (+49 - 6221 - 54 3107), and Anton Nijssen (+31 6 235 231 63)**

**Programme for Day 1**  
Wednesday 13 May

**Strategic management and the organization of support**

*We will leave the hotel at 08.30 hours*

**Venue:**

Opening Session (9.00 – 9.15)

Welcome address on behalf of Heidelberg University - **Mrs. Dr. Marina Frost** (Registrar)  
And on behalf of HUMANE - **Drs. Bleijerveld** (programme leader)

Morning session: 1 (9.15 – 10.45)

09.15 – 10.00 *What makes Heidelberg University a top university: chances and dangers, strategy*  
**Prof.dr. Bernard Eitel**, Rector of Heidelberg University

10.00 – 10.45 Questions and discussion

**coffee break**

Morning session 2 (11.00 – 12.30)

11.00 – 11.45 *What is the 'Exzellenzinitiative'? Criteria, judgement and consequences for the university*  
**Prof.dr. Hornborstel**, Head of the Institute for Research Information and Quality Assurance

11.45– 12.30 Questions and discussion

**12.30 – 13.45 lunch**

Afternoon session 1 (13.45 – 15.15)

13.45 – 14.30 *Service for Excellence means excellent services*  
**Mrs. Dr. Frost**, Registrar  
- The German (federal and 'Länder') system  
- structure and organization of Heidelberg University

14.30 – 15.15 Questions and discussion

**coffee break**

Afternoon session 2 (15.30 – 17.45)

15.30 – 17.00 work in subgroups,  
Themes of the day: (1) strategy, (2) quality criteria, (3) excellent services

17.00 – 17.45 plenary presentations and discussion  
(Chair: Ruud Bleijerveld)

**20.00 dinner**

**Restaurant:**

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**Programme for Day 2**  
Thursday 14 May

**Organizational policies: budgeting, communication and internationalisation**

*We will leave the hotel at 08.30 hours*

**Venue:**

Morning session: 1 (9.00 – 10.30)

- 9.00 – 9.45 *The Heidelberg budgeting system: a basis for quality management*  
**Mrs. Angela Schröder**, Head of Planning & Budgeting, **and Mr. Michael Albrecht**, Head of Controlling
- the budgeting process: connecting people to goals
  - defining and determining budgets for new activities and programmes

9.45 – 10.30 Questions and discussion

**coffee break**

Morning session 2 (10.45 – 12.15)

- 10.45 – 11.30 *The organization of a coherent and future oriented communication and marketing management*  
**Mrs. Marietta Fuhrmann-Koch**, Rectorate, Head of Communications Department

11.30 – 12.15 Questions and discussion

**12.15 – 13.30 lunch**

Afternoon session 1 (13.30 – 15.00)

- 13.30 – 14.15 *University strategies for internationalisation*  
**Dr. Joachim Gerke**, Director of International Relations Office

14.15 – 15.00 Questions and discussion

**coffee break**

Afternoon session 2 (15.15 – 18.00)

- 15.15 – 16.45 work in subgroups  
Themes of the day: (1) budgeting, (2) communication and marketing,  
(3) Internationalisation
- 16.45 – 17.30 plenary presentations and discussion  
(Chair: Ruud Bleijerveld)

**20.00 dinner**  
**Dinner speech: Prof. Dr. Hommelhoff, former rector of Heidelberg University**

**Restaurant:**

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**Programme for Day 3**  
Friday 15 May

**human resources management & financial management: examples of good practice**

*We will leave the hotel at 08.30 hours*

Morning session: 1 (9.00 – 10.30)

9.00 – 9.45 *Human resources management*  
**Mrs. Dr. Frost**, Registrar, **Mrs. Senni Hundt**, Vice-Registrar  
- The structure of HR Policies in German universities  
- Consequences from the excellence initiative  
- Problems and (some) solutions

9.45 – 10.30 Questions and discussion

**coffee break**

Morning session 2 (10.45 – 12.15)

10.45 – 11.30 *The research services of Heidelberg University*  
**Dr. Weinreich**, Head of Research Department, **and Mrs. Dr. Schultz-Coulon**, Head of Unit Applied Research & Project management  
- The role of the research services in the university  
- The consequences of the excellence initiative for the support units

11.30 – 12.15 Questions and discussion

**12.15 – 13.30 lunch**

Afternoon session 1 (13.30 – 15.30)

13.30 – 14.15 *Examples of good practice in the excellence initiative: how does science perceive the need for services and support*

*Example one: The university's Cluster Asia + Europe*  
**to be determined,**

14.15 – 15.00 *Example two: The interinstitutional alliance German Cancer Research Center / Center for Molecular Biology of Heidelberg University (molecular biology)*  
**Dr. Tolle**, Center for Molecular Biology of Heidelberg University

15.00 – 15.30 Questions and discussion

**coffee break**

Afternoon session 2 (15.45– 18.00)

15.45 – 17.00 work in subgroups  
Themes of the day: (1) human resources, (2), financial management  
' General theme: SWOT analysis of the approach developed by Heidelberg University

17.00 – 17.45 plenary presentations and discussion  
(Chair: Ruud Bleijerveld)

17.45 – 18.15 closing session with panel (Chair: Ruud Bleijerveld)

**20.00 closing dinner (certificates)**

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