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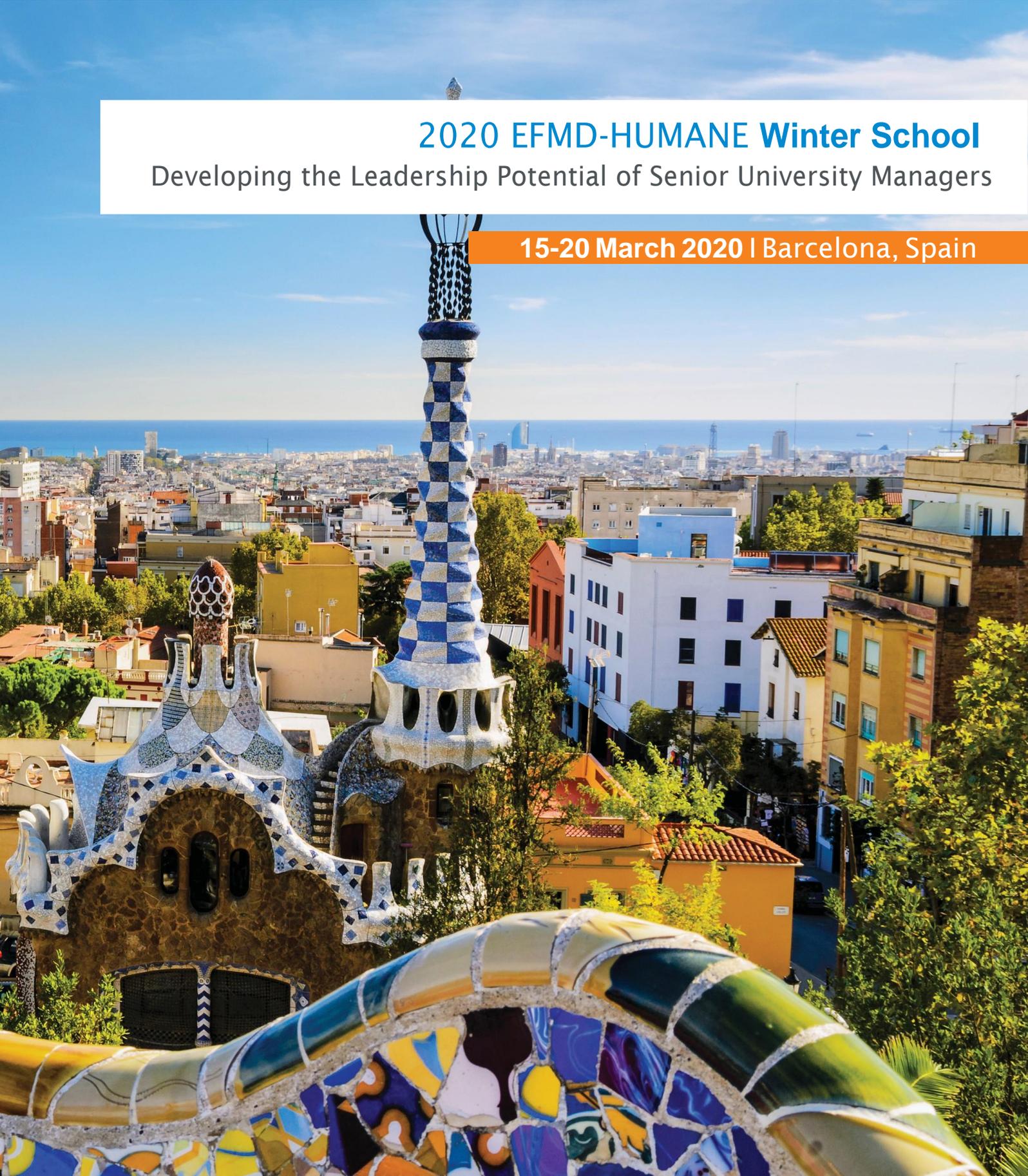


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2020 EFMD-HUMANE Winter School

Developing the Leadership Potential of Senior University Managers

15-20 March 2020 | Barcelona, Spain



CONTEXT

Institutions wanting a competitive advantage in the global higher education market can no longer rely on national frameworks alone. The pace and nature of change may be different between national systems, but the imperative to adapt is the same for all institutions. The top managers of tomorrow will be those who understand the global context, have access to international networks and have the skills to enable their institutions to seize opportunities for future success.

AIMS

The aim of the Winter School is to develop the leadership potential of fast-rising senior university managers by making them fully aware of:

- ▶ the critical importance of aligning professional support services such as finance, human resources and communications, with academic strategy;
- ▶ the issues and challenges associated with delivering changes in institutional policy and strategy.

FORMAT AND CONTENT

The programme is both immersive and intensive. Working in teams on case studies is a central feature of the programme format combined with knowledge sharing plenary sessions. This format places a premium on peer learning with all participants encouraged to share their institutional experience and personal perspectives. The working language is English, but facilitators are well used to dealing with various levels of language proficiency.

The programme content focuses on the wide variety of contrasting approaches to meeting the challenge of effecting policy and strategy change. Topics such as globalisation, strategic change management, strategic financial management, human resource management and strategic communication are covered over the course of the week.

Building on this, the case studies provide an in-depth exploration of two very different institutional approaches to internationalisation strategy. All participants have the opportunity to engage with senior officers from the case study universities about the strategic choices they have made.

The participants' teamwork on the case studies is discussed in the final feedback session held at the end of the week. A group of senior HUMANE and EFMD managers is involved in the feedback session.

SKILLS DEVELOPMENT

The Winter School places significant emphasis on effective teamwork. All participants get the opportunity to practice and hone both their leadership and active followership skills. The composition of teams simulates real-life multi-disciplinary project groups. Teams are made up of a mix of nationalities, professional backgrounds and gender. Participants gain experience in decision-making that is sensitive to the unique cultural context of university life across all national systems.

PARTICIPATION

The number of participants is limited to 40. The fee is € 3,750 for applicants from member universities of HUMANE or EFMD. If your institution is not a member, please contact us for more information.

The fee includes all documentation, accommodation and meals, and tuition but excludes travel expenses to and from Barcelona.

FUNDING OPPORTUNITIES

Universities and Business Schools located in Europe may wish to explore travel-funding opportunities for training activities from the Erasmus + Programme.

APPLICANTS

The target audience is fast-rising university managers with potential for future leadership and a capacity to become influential senior managers. The School is particularly valuable for managers whose careers have so far been in specialist areas and who are seeking to broaden their experience of university management. Similarly, general managers of academic operations whose careers up until now have been dominated by faculty or school-based work but who are keen to work in central management, will also benefit from participation in the Winter School.

The relevant head of institutional administration or equivalent, or deans, must nominate applicants so that we know that they have the institution's support to attend. A HUMANE-EFMD panel with wide experience of leadership and management development programmes selects applicants.

LOCATION AND TIMING

The Winter School will be held at the Universitat Pompeu Fabra Barcelona between **15 -20 March 2020**.

OUR CREDENTIALS

HUMANE and **EFMD** are particularly well placed to develop the skills and knowledge needed by ambitious higher education managers who are looking to develop their careers. We combine the expertise of senior management practitioners with long experience of implementing the right skills in the unique environment of universities.

EFMD management development network includes over 930 institutional members from academia, business, public service and consultancy across 91 countries worldwide. EFMD offers a range of services including conferences and seminars around the world conducts surveys and disseminates knowledge. EFMD fosters quality improvement and runs the accreditation systems EQUIS, EPAS, EOCCS and CLIP. The EDAF mentoring programme and BSIS impact assessment system are also within the portfolio of EFMD's activities. Learn more at efmdglobal.org.

HUMANE, the Heads of Administration Management and Administration Network in Europe promotes exchange of information, advice and best practice. With the current membership of more than 200 in 20 countries within Europe as well as further afield, HUMANE delivers a wide variety of professional development programmes for professional higher education managers, incorporating the best practice from within higher education as well as adjacent industry sectors from universities can learn.



The Winter School was a really interesting and challenging experience. I came away from the week with a much better understanding of higher education beyond my own country and the issues facing universities in the modern era. It's great to be able to put strategic thinking into practice as part of a case study exercise and learn from others in your team. The quality of speakers at the Winter Schools is very high and their interactive sessions will really help me in my current role. Most importantly, there's always a chance to discuss new ideas with other participants."

Anne-Marie Canning
Head of Widening Participation
King's College London, UK

ALUMNI NETWORK

Linked to the School is a powerful residential schools' alumni network for further networking and professional contacts among member institutions.



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