



Sunday, 15 March 2020

14:00 – 14:30	Registration <i>Coffee available</i>
14:30 – 15:30	Welcome and introduction to the Winter School: leading and managing changes in strategy & policy <ul style="list-style-type: none"> • Programme objectives • The Winter School Internationalisation Case • Teams, team-working and the case study • Explanation of the underlying strategy development model for the Winter School • Getting the most from your Winter School experience
15.45 – 17.45	Strategy development and leadership Creating teams to meet the needs of a simulated strategy development situation <ul style="list-style-type: none"> • Team debrief on questionnaire responses • Understanding the team's strengths • Getting to grips with the 'gaps' to be addressed by the team to be successful • Discussion of how the group will manage these behavioral changes • Setting individual team and individual objectives for the Winter School
17:45 – 18:30	Welcome drink
20:00	Dinner

Monday, 16 March 2020

Theme	Global Challenges for Higher Education Institutions – The Impact on Internationalisation Strategies
09:00 – 10:30	Risks and Opportunities with Internationalisation: Asking the Right Questions
10:30 – 11:00	Coffee break
11:00 - 12:30	Trends in Internationalisation
12:30 – 14:30	Lunch
14:30 – 16:00	Student Engagement
16:00 – 17:30	Work on Winter School Cases session 1: Group review and preparing questions <i>Coffee available</i>
17:30	Bus to the UPF Main Campus
18:00 -19:30	University Campus Tour and Reception <i>(UPF Main Campus)</i>

19:30 **Free evening for participants to work in groups on cases**

Tuesday, 17 March 2020

Theme Strategic Financial Management

09:00 – 11:00 Academic Strategy, Financial Strategy and Financial Management

11:00 – 11:30 **Coffee break**

11:30 – 12:30 Academic Strategy, Financial Strategy and Financial Management (continued)

12:30 – 14:00 **Lunch at the school**

14:00 – 16:30 **Work on Winter School Cases session 2: Group review, analysis, SWOT**
Coffee available

17:15 - 20:30 **Sightseeing**

20:30 **Dinner**

23:00 **Walk back to the hotel**

Wednesday, 18 March 2020

Theme Brand Building and Measuring Impact

09:00 – 10:30 Building International Brand and Reputation for your Institution

10:30 – 11:00 **Coffee break**

11:00 – 13:00 The Process of Shaping and Implementing an Internationalisation Strategy: The Case of the University of Nottingham

13:00 - 14:30 **Lunch**

14:30 – 15:00 **Walk back to UPF Barcelona School of Management**

15:00 – 17:00 The Process of Shaping and Implementing an Internationalisation Strategy: The Case of The University of Groningen

17:00 – 18:30 **Work on Winter School Cases session 3: The development plan**
Coffee available

19:00 **Working dinner at the hotel** (working on case resolution)

Thursday, 19 March 2020

Theme Human Resource and Talent Management

09:00 – 11:00 Human Resource Management

11:00 – 11:30 **Coffee break**

11:30 – 13:30 Understanding and Measuring Universities Impact on Society: Implications for University Management

13:30 – 14:00 **Working lunch at the school**

14:00 – 16:00 **Work on Winter School Cases session 4: Finalising and submitting reports**
Coffee available

16:00 – 20:00 **Free time for participants**

20:00	Bus transfer from the hotel to the restaurant
20:30	Dinner
23:00	Bus transfer back to the hotel

Friday, 20 March 2020

09:00 – 10:00	Parallel Sessions (part I): Teams present their work and receive feedback from the Winter School SC (HUMANE and EFMD representatives)
10:00 – 10:30	Coffee break
10:30 – 11:30	Parallel Sessions (part II): Teams present their work and receive feedback from the Winter School SC (HUMANE and EFMD representatives)
11:30 – 12:30	Plenary Session Feedback
12:30 – 13:00	Closing Plenary Session
13:00 – 14:00	Closing lunch at the school