



Hosted by



EFMD & HUMANE Summer School

Transforming Higher Education Professional Services

27 August - 1 September 2017
BERLIN, GERMANY



The Context

Universities that seek to be attractive in an increasingly competitive and international higher education market can no longer afford to provide sub-optimal professional services. This is true at every level of service provision in institutions: departments, schools/faculties and “the centre”. There is an increased drive for efficiency and institutions are seeking to deploy innovative practices from other sectors to improve both cost efficiency and service quality. Technology raises expectations of accessing service anytime and anywhere, increasing the pressure to provide high quality and flexible services.

In this context traditional models for professional services in higher education institutions are no longer adequate. Services are often duplicated, inefficient and fragmented across institutions. Clarity of accountability is often poor and professional services staff are far too often not sufficiently empowered to utilise their many talents.

Student numbers growth, research expansion and new forms of teaching and learning pose major management challenges for the delivery of professional services in all areas but including finance services, HR, IT, research management, admissions, student services and education programme quality management.

Aims

The aim of the Summer School is to develop the leadership potential of senior managers in higher education involved in major transformational change programmes in their institutions by making them fully aware of:

- The critical success factors associated with the re-design of professional services operating models for future growth; and approaches to overcome the challenges
- The implications of cross-boundary process transformations to develop fit for purpose, flexible and modern professional services

Format

The programme will be highly intensive; it has been conceived as a transformational experiential learning experience for the participants. It will include plenary sessions and intensive practical teamwork in small groups all through the week.

Two case studies will be used during the programme, one from academia and one from another sector.

Participants will also be encouraged to bring examples from their institutions to feed in the discussions. The working language will be English, but facilitators are well used to dealing with various levels of language proficiency.

The programme will include the in-depth study of contrasting contemporary approaches to dynamic professional services being taken across Europe in support of strategic growth in institutions.

School Themes

The Summer School will focus on the leadership and management of transformational changes in professional services that is critical for institutional competitiveness.

It will focus on the redesign of core cross-institutional processes, going beyond organisational silos to improve the quality, efficiency and value of support services that is now at the heart of institutions’ organisational strategies.

Participants will gain experience in making informed choices in decision-making processes for change programmes. All ideas are firmly based on the context of University life across Europe. The Summer School uses the experience of EFMD and HUMANE to give unique insight into general problems and to ensure that discussion builds on examples from a wide range of different national higher education systems.

Participation

The number of participants is limited to 30. The fee is €3,450 for applicants from member universities of EFMD and/or HUMANE.

If your institution is not a member, please contact us for more information. The fee includes all documentation, meals and accommodation but excludes travel.

Applicants

The target audience is senior middle and senior managers (managers directly below a head of administration or business school dean), as well as senior managers either directly involved in a significant transformation programme or aspiring to be part of such a programme. These may include the transformation of tightly scoped service domains (e.g. student support services) or the broader reshaping of professional services (e.g. in faculties or academic departments).

Heads of administration will also be interested in attending such a programme, particularly if they have been tasked to orchestrate a major transformation programme.

There may be some prospect of this programme being of interest to senior middle and senior staff working in HE funding and regulatory agencies.

Applicants are nominated by their own heads of administration, their deans or equivalent in their organisation's hierarchy. They are selected by an EFMD - HUMANE panel with wide experience of leadership management development programmes.

Please apply via the Summer School webpage:

www.efmd.org/summerschool

The **deadline for applications** is 15 May 2017.

Applicants will know whether their application has been successful in the beginning of June 2017.

Location and Timing

The Summer School will be held at the Freie Universität Berlin from **27 August to 1 September 2017**.

Day-to-Day Programme

Over the week, the programme will cover a variety of topics such as strategic transformation programme design, organisational development and culture, change communication and stakeholder engagement, intercultural competences.

Participants are split into groups working on incorporating many of the school's themes. Their work will be discussed in a final feedback session with EFMD and HUMANE members.

Our Credentials

EFMD and HUMANE are particularly well placed to deliver the specific expertise needed by senior managers in higher education. We combine the experience of practitioners with the concepts of university management in a global context.

EFMD is an international association in the field of management development and has a network of almost 900 institutional members. It reaches over 25,000 management development professionals from academia, business, public service and consultancy across 85 countries worldwide. It is a unique forum for information, research, networking and debate.

HUMANE, the Heads of Administration Management and Administration Network in Europe promotes exchange of information, advice and best practice. With a current membership of 150 in 25 countries, HUMANE organises regular seminars for the professional developments of its members.

Further information is available from:

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