



**University Management Workshops, 2010**  
**CEU Workshops for Administrators and Academic Leaders**

**The 4<sup>th</sup> Cycle**

- **Quality Enhancement in Higher Education: the new quality processes in Europe, 16th-19th February 2010**
- **Fundraising Challenges and Strategies for Universities, 20th-23rd April 2010**
- **Internationalising your University, 10<sup>th</sup>-13<sup>th</sup> May 2010**
- **Teaching and Learning: Policy Tools and Practice in Faculty Development, 1st-4th June 2010**
- **Enhancing the Student Experience in HE: Innovation in Institutional Practices, 18<sup>th</sup>-21st June 2010**

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Dear Colleagues,

You are cordially invited to apply for the 4<sup>th</sup> cycle of University Management Workshops at CEU.

Central European University is an internationally recognized institution of post-graduate education in social sciences and humanities. For the past 10 years, we have been providing trainings for university professors. And since 2006, we have extended our training offers to those working in administration or academic leadership. The resulting workshop series in **Higher Education Policy and Management** has proved to be a popular new opportunity.

We aim to help you:

- **understand the recent developments and trends** in university management
- **think about** the changes affecting your institution in the wider context of higher education policy
- have access to the **latest research** findings in your field and **communicate with experts** in higher education,
- **meet colleagues** from a wide variety of institutions with whom you can debate issues that affect your work
- **Improve your job knowledge and skills**

We update our training programmes every year. In 2010, we will be offering a completely new training in Internationalisation. Quality Support returns but will specifically focus on the changes occurring in Europe today and how they will influence those either in Europe or the 'neighbourhood'. Fundraising was an exciting addition to last year's series. We return this year with an emphasis on Corporate Fundraising, Major Donors, and Research Management. Finally, the workshops on Teaching and Learning and Student Services work at the 'cutting edge' of changes occurring now in Europe and the Middle East. This is the time to find out more...

We look forward to welcoming you to Budapest.

Yours,

Sophie Howlett

Dean, Special and Extension Programmes

**QUALITY ENHANCEMENT IN HIGHER EDUCATION: THE NEW QUALITY  
PROCESSES IN EUROPE**

**Date: 16-19 February 2010**

The emergence of the 'evaluative state' (Neave 1988) across Europe is leading to rapid changes in quality control. Some of these processes are emerging from the Bologna Process, others from supranational trends such as the publication of university ratings. This workshop will explore the new quality control mechanisms emerging across Europe, and how they affect universities either in Europe or in the 'neighbourhood' as Europe, and in particular the UK, exports its quality control approaches. The workshop will explore the global policy context, examine accreditation and quality control in the US, then consider the UK approach to accountability and end with the 'ratings war' now emerging globally. It will then turn to the 'nuts and bolts' of thinking about quality in these new terms in your institution: what do you need to know? What do you need to do? How can you balance your academic traditions with the new rhetoric of quality?

Facilitators: *Sophia Howlett, PhD., Dean, CEU and Faculty, Higher Education Stream, Department of Public Policy*  
*Liviu Matei, PhD., Chief Operating Office, and Head of Higher Education Stream, Department of Public Policy, CEU*  
*Matyas Szabo, Director, CRC, CEU*  
*Tatiana Yarkova, PhD., Senior Program Manager, SEP, CEU*

**Deadline for applications is December 15<sup>th</sup>, 2009**

**FUNDRAISING CHALLENGES AND STRATEGIES FOR UNIVERSITIES**

**Date: 20-23 April 2010**

Universities are being challenged by their traditional funders –the state - to become 'enterprises' with new connections to the labour market, their business and social community. State funding is increasingly restricted or available for specific state

priorities. For private universities, of course, funding has always been a problem. Everybody today has a cash flow issue. Everybody needs to become their own institutional 'entrepreneur'. This workshop is a practical introduction to fundraising for universities: what types of fundraising are there? What types of fundraising should you be doing? How does one start? How do you *close the deal*? What type of infrastructure do you need to get what type of money? And, of course, how do we turn our 'ad hoc' fundraising attempts into something strategic that will help the institution in the long term as well? This workshop intends to focus particularly on Major Gifts, Corporate Fundraising and Research Management, though there is some flexibility depending on the interests of the participant group.

Facilitators: *Marta Lejkovski, Principal Consultant – Client Advisor, Richmond Associates, London*  
*Pusa Nastase, L.L.M., Program Manager, CEU*

**Deadline for applications is 22nd February 2010**

### INTERNATIONALISING YOUR UNIVERSITY

**Date: 10<sup>th</sup>-13<sup>th</sup> May 2010**

'Internationalisation' has become a buzzword in higher education management, but what does it mean and how does a university become internationalized? This workshop explores the concept of internationalization using UNESCO, US and European definitions. We will discuss internationalization of the curriculum, and internationalization of teaching practices. We will also discuss the internationalization of research and research networks, including the setting-up of research management systems. How do you encourage more international publications? What matters in external research activities? Finally, we will examine the internationalization of the student body: how do you find international students, what do they expect from you, what sort of infrastructure is required?

Facilitators: *Sophia Howlett, PhD., Dean, and Faculty, Higher Education Stream, Department of Public Policy, CEU*  
*And guest faculty*

**Deadline for applications is 10<sup>th</sup> March 2010**

### POLICY TOOLS AND PRACTICE IN FACULTY DEVELOPMENT IN TEACHING AND LEARNING

**Date: 1-4 June 2010**

Quality of teaching and learning is increasingly considered an important dimension of institutional effectiveness. While general ideas on 'student-centredness' and 'active learning' have become widespread and the recognition of the need for academic leadership in teaching and learning at universities is growing, there is much to be done

to help institutions implement meaningful strategies to improve the quality of teaching and learning and to improve the support offered to academic teachers so that they can excel at teaching and continue to develop throughout their career. But how does one affect change in the area of teaching and learning across a university? This workshop is meant for senior university administrators and faculty developers or other academics interested in the strategic development of teaching and learning at universities. We will discuss a whole range of available policy approaches and institutional structures and we will consider in-depth case studies of approaches taken by institutions coming from very different European contexts.

*Facilitators: Joanna Renc-Roe, M.A., Development Manager, CEU  
Torgny Roxå, Academic Developer, Lund University*

**Deadline for applications is April 1<sup>st</sup> 2010**

**ENHANCING THE STUDENT EXPERIENCE IN HIGHER EDUCATION:  
INNOVATION IN INSTITUTIONAL PRACTICES**

**Dates: 18-20 June 2010**

The Bologna process has triggered a large-scale reform in European higher education, with strong emphasis on internationalization and compatibility across national systems, providing a series of concrete guidelines for degree cycles, transfer of credits, and quality assurance. However, its treatment of the topic of ‘the social dimension’ of higher education, and the related student support services remains incomplete. Its main contribution has been to highlight the differences of practice and to suggest that further work is needed in order to bring clarity and consistency at the national and institutional levels.

As universities across Europe are considering the conditions in which the Bologna process is being implemented, there is a growing demand for further focused discussion on the methods and practices that will deliver Bologna’s expanded goals of student-centred learning, students’ employability and the responsiveness of higher education institutions to the needs of a changing society and labour market, quality, student mobility, lifelong learning and international attractiveness of the EHEA (Trends V , 2007).

This workshop will focus on the factors that influence the overall student experience in higher education: changing student characteristics and expectations, and the institutions’ preparedness to create a student-centred learning environment. Drawing upon case studies of institutional innovative practices, the workshop will address topics such as the meaning of ‘student-oriented’ in different institutional cultures, definition of the ‘student experience’, examples of institutional structures that deliver support for the student experience: teaching and learning, student services, enrollment management. Workshop participants will be invited to contribute case studies and share their own approaches to innovation in institutional practice.

*Facilitators: John Taylor, PhD., Professor of Higher Education Management and Policy, and Director of the Centre for Higher Education Management and Policy, Southampton University*  
*Rositsa Bateson, PhD., Professor and Pro-Vice-Chancellor, Abertay University and CEU Visiting Professor, Department of Public Policy, Higher Education Stream*

**Deadline for applications is 20<sup>th</sup> April 2010**

**Financial conditions**

There is a registration fee of USD 400 to cover the costs of the workshops. It includes:

- workshop materials
- coffee/tea breaks
- welcome lunch on the first workshop day
- group dinner

Full support for attendance is provided by our office including invitation letters (if needed) and accommodation booking at affordable prices.

**Please note that participants should be able to fully participate to the workshops in English.**

Based on last years' experience we expect the workshops will be in high demand, hence we encourage everybody to register early.

**For registration and inquires please contact:**

María Lis Baiocchi  
Program Manager  
Special Projects Office, Special and Extension Programs  
Nador utca 9  
1051 Budapest, Hungary  
Tel: +36 1 327 3000 extension 2398/ Fax: +36 1 327 3190  
E-mail: [baiocchiML@ceu.hu](mailto:baiocchiML@ceu.hu)

Further details about the workshop (detailed program description, facilitators' expertise) and about Central European University are available on our web-site at

<http://web.ceu.hu/sep/spo/hep.html>

and

[www.ceu.hu](http://www.ceu.hu)

*The CEU Higher Education Workshop Series is supported by the Higher Education Support Programme of Open Society Institute, Amideast, USAID and the Carnegie CASE programme for Russia.*