



Tel: +31 (0)6 235 231 63  
Fax: +32 (0)2 289 2467  
E-mail: [ajnijsen@wxs.nl](mailto:ajnijsen@wxs.nl)  
Web: <http://www.humane.eu>

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## ***PROGRAM OF THE NEW STUDY TRIP***

Dear HUMANE Member,

After successful study trips by heads of university management and administration to Helsinki, Utrecht, Heidelberg and Warwick, we have the pleasure to announce the seventh HUMANE intensive study trip. We also present the program. This trip is once again to a leading university in Europe, **Uppsala University**.

Uppsala University (Swedish: *Uppsala universitet*) is a research university in Uppsala, Sweden. Founded in 1477, it is the oldest university in Scandinavia and has been one of Europe's most renowned seats of learning for centuries. Uppsala University consistently ranks among the best universities in Northern Europe in international rankings and is one of the most prestigious universities in Europe. Uppsala University has a strong strategic focus towards quality and sustainability. An analysis of this strategy, its implementation and the critical factors of this, will certainly prove to be useful and rewarding to you.

***The programme starts on the evening of Tuesday 17 May 2011 and will end on Friday night 20 May 2011.***

The program is attached.

The programme will be intensive. Plenary sessions will focus on the University and its operating and policy context, discussion of the topics and demonstrations of the ideas and methods used by the host University. Sessions in small working groups will provide us with opportunities to deepen our understanding of the approach taken and of the experiences of the other universities present. Each day will end with a plenary session to review the day's discussions and you will be expected to participate in the production of a SWOT analysis of the host University, in the course of the event. The programme will conclude with a dinner on Friday evening, where certificates will be distributed.

**Format**

Group participation creates the best results, both in terms of the content of the discussions and of the learning experiences of the participants. We therefore suggest that you do not attend as an individual but with a small group of colleagues (approximately three people per participating university). We would also like you to make sure that every participant is able to understand the English presentations and participate in the discussions, which will also be in English.

**Costs**

The fee for the study trip is € 1,900 per participant. The fee for representatives of non-member universities is € 2,250. The fee includes all meals (lunches and dinners) but not travel and accommodation.

**Hotel**

You are expected to make your own hotel reservations. The participants will receive instructions for hotel bookings when they have registered.

**Registration**

We had to disappoint some subscribers on previous occasions so we strongly advise you to register as soon as possible. A registration form is available at <http://www.humane.eu>. Due to the limited spaces on the Study Trip your registration will be binding. If you cancel your registration before 1 April 2011 we will reimburse 75% of the fee. No reimbursement can be made after that date.

*NB: The number of participants will be limited (approximately 21 per trip). Please wait for confirmation of your registration before making any travel arrangements.*

We believe that these visits will be of great benefit and will add greatly to the services we offer our members. HUMANE will carefully evaluate these visits for their effectiveness and relevance. Please do not hesitate to contact Anton Nijssen ([ajnijssen@wxs.nl](mailto:ajnijssen@wxs.nl)) or myself ([R.H.T.Bleijerveld@uva.nl](mailto:R.H.T.Bleijerveld@uva.nl)) if you require any further information.

Yours sincerely,

Ruud Bleijerveld  
Study Trip leader (former Chairman of HUMANE)