

## Leadership Foundation for Highlights MSDP Meeting 17 January 2018

### Overview

**Your Leadership Foundation contact – please get in touch!** Your questions, comments, suggestions and feedback are always welcome.



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### New Sector Agency: Have *your* say!

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Alison Johns has been appointed the Chief Executive-designate for a new higher education sector agency. As you are aware, the new agency will be formed in 2018 from a merger of the Equality Challenge Unit (ECU), the Higher Education Academy (HEA), and the Leadership Foundation for Higher Education (LFHE). Currently Chief Executive of the Leadership Foundation, Alison is leading work with the new shadow board – and in consultation with the sector – on building the strategy and business model of the new agency. The expectation is that the new agency will be established in legal form in the early part of 2018 – exact date will be determined by the timetable set by the charities commission.

In recent months, a series of cross-agency Short Life Working Groups (SLWG) have been addressing: operating model; legal issues; systems; brand; consultation, and HR. A name for the new organisation will be announced shortly. The SDF will be part of the consultation that will take place. This does not preclude 'soundings' being taken informally re: what the new agency should continue doing, what it should stop doing and/or what it might additionally do. Feedback can be collated by SDF regional chairs and passed to me to feed into the formal process. Alison Johns and Lesly Huxley would also like me to express their gratitude for the comments made when Alison Johns skyped into the SDF Council meeting on 28 November 2017. Responses were noted and recorded and will feed into consultation.

In the transition period, we will continue to offer high quality and relevant services to our members and other stakeholders.

### Leadership Foundation Prospectus 2017-18

In November 2017, we launched our [prospectus](#) of leadership development, strategic consultancy, bespoke and in-house programmes and resources. Digital copies are available on our website and hard copies have been sent to each member institution. The prospectus provides all the development options available to staff based on their current role and leadership aspirations. This is also reflected in our newly categorised website, making it easier for you to find what you are looking for: Senior Executive Leaders, Senior Leaders, New Leaders

There are sections for our [equality and diversity](#) programmes and activities, [governance](#), [consultancy](#), [bespoke programmes](#), [membership](#) as well as [research and innovation](#)

## Member Engagement and Member Benefits

The three sector bodies will continue to offer their normal membership packages, including three-year memberships, for 2017-18. Any 'unspent' fees will be set against a new membership model. In 2016-17 we had 158 Leadership Foundation members (the highest number ever) of which over a third are three-year members. We initiated our membership renewals process as usual in April 2017 for the membership year starting 01 August 2017 with fees for subscriptions and programmes retained at the 2015-16 levels for another year. Membership for 2017-18 is just under that for last year (152).

We are committed to supporting our members to access the tools, resources and support needed to foster exceptional leadership, management and governance development. A core membership benefit that we are delighted to provide is the **Membership Development Support** (the MDS). This is our members' opportunity to work with one of our leadership experts on a choice of project based on their/your priorities and needs. The MDS can be used to support individual, team or organisational leadership, management or governance needs. For example:

- as a discount for a piece of consultancy work or bespoke programme;
- for analysing training needs;
- for a facilitated strategy session;
- for a short, facilitated group workshop or a one-to-one strategic conversation with an assistant director, membership, focused on key issues of change or leadership development.

In 2015-16 we worked with 59 Members who took advantage of this core membership benefit. We encourage early booking of your MDS so that we can meet your needs and maximise the value of this support for you. To discuss and book please contact me by **Friday 28 April 2018**.

## NEXT REGIONAL CHANGE NETWORK SAVE THE DATE THURSDAY 10<sup>TH</sup> MAY 2018 STAFFORDSHIRE UNIVERSITY

**Confirmed speakers:** Ian Blachford, COO, Staffordshire University; David Amigoni, PVC, Keele University; Tina Bass, Deputy Head of School of Strategy and Leadership, Coventry University; Nick Theodorakopoulos, HOD & Director of Aston Centre for People and Organisations, Aston University; Kathleen Armour, PVC, University of Birmingham; Carol Steed, LM Director, University of Nottingham, and Susanna Dermody, Senior Equality, Diversion and Inclusion Officer, NTU. Click here to book: <https://www.lfhe.ac.uk/en/programmes-events/index.cfm/EWMMay2018>



## Call for Proposals – Small Development Projects

Small Development Projects are part of our innovation work and provide [members](#) with an opportunity to develop and share innovative practice with us and the wider sector. We are particularly looking for activity which might not otherwise attract full funding support within a university or higher education college. In a change to previous years, rather than inviting new project developments, the 2018 [Small Development Projects](#) are looking to **mobilise existing practice** through new formats – such as film/video animation, infographics, case studies, or communities of practice.

This more varied way of developing the Small Development Projects has come from initial research suggesting there is greater take-up and lasting change when participants are engaged through face-to-face activities or more innovative approaches and formats/mediums.

Director for Membership and Innovation Dr Lesly Huxley said: "For 2018 our overarching theme is positive cultural and behavioural change. This approach has been identified through our parallel exploration of impact and 'what works' to support decision-making in higher education." We are especially keen to support projects that consider the following questions:

- What interventions are effective in changing culture and organisation practice in support of women's careers?
- What interventions are effective in engaging staff in major organisational development (for example, mergers, alliances, changing spaces, curriculum change etc.)

Consortia or collaborations are welcome. If one HEI has the 'practice' to share, but not the capability to develop the outputs, we welcome joint proposals to bring two areas of expertise together. All proposals will be subject to peer review as part of the selection process. Last year only 25% of proposals received funding – it is a very competitive process. The funding available for the Small Development projects is up to £4,000 and smaller case studies up to £500. All applications must be with us by noon **Wednesday 31 January 2018**. More detail: <https://www.lfhe.ac.uk/en/news/index.cfm/SDP2018CfP>

## Leadership Development

New exciting programmes and events are happening all the time. Make sure that you save the date for the **Leadership Summit 2018** on **Friday 29 June 2018** in London. Find out more here:

<https://buff.ly/2kNbS90> **Leadership Summit: Wisdom, Grit and Compassion** – will explore many themes including how higher education is changing and what it means to be a leader now – in terms of behaviours and organisation and cultural change.



The next cohort of our **Strategic Finance Programme** will take place in February 2018.

[www.lfhe.ac.uk/en/programmes-events/senior-executive-leaders/Strategic-Finance-Programme.cfm](http://www.lfhe.ac.uk/en/programmes-events/senior-executive-leaders/Strategic-Finance-Programme.cfm)

The programme is aimed at deputy vice-chancellors, pro-vice chancellors, deans and above, heads of schools, heads of professional services departments, and directors. Participants should be part of, or reporting to the university's senior management team as part of their role.

Navigating the complexities of the higher education landscape is a challenge for any new leader to the sector. **Higher Education Insights** is our one-day leadership programme that will equip you with the higher education knowledge and insights to become an effective leader in higher education now. The programme complements your institution's induction by providing a wider perspective on issues affecting higher education in the UK and globally. Delivered by some of the sector's most experienced and forward-thinking senior leaders, **Higher Education Insights** is for leaders who are new to the higher education sector, across both professional service and academic roles. It is also for those who may have recently taken on a leadership role at any level and need to understand the broader environment that they, their team and institution operates within. **Date:** Tuesday 17 April 2018. **Location:** London. **Confirmed speakers** include **Professor Shân Wareing**, Pro Vice-Chancellor, Education and Student Experience, London South Bank University and **Ellie Russell**, Student Engagement and Partnership Manager at National Union of Students (UK). How well do you know your HE acronyms? [Book your place](#)

Download our acronyms glossary  [LF Higher Education Acronym Glossary](#)

Want to find out more? Get in touch

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## Equality and Diversity

The Leadership Foundation for Higher Education is committed to addressing the lack of representation in senior executive leadership positions of both **women** and **people from BME backgrounds**. If you are an early career woman or BME leader from either a professional service or academic background then our Aurora and/or Diversifying Leadership programmes are for you. Leadership Matters is our women-only programme for senior leaders looking to take the next step onto their senior leadership team. Alternatively, if you are already on your institution or college's senior leadership team, the [Top Management Programme](#) should be your next step. The table below sets out the basic information with links to our website:

Equality and Diversity	Audience	Duration	Fees
<a href="#">Aurora</a>	Women-leaders embarking on their leadership journey	5 days	From £1,000
<a href="#">Aurora International</a>	Leaders who are developing active, strategic systemic change policies and programmes	4 days	From £1,750
<a href="#">Aurora Conference</a>	Aurora participants, alumnae, role models, champions and mentors	1 day	From £250
<a href="#">Demystifying Finance</a>	Women-leaders who want to develop their financial management skills	1 day	From £250
<a href="#">Leadership Matters for Senior Women in Higher Education</a>	Senior women leaders who aspire to their senior management team	5 days	From £2,650
<a href="#">Women onto Boards</a>	Women leaders considering applying for a position as a governor and looking to find out more about the role	Evening event	£75
<a href="#">Diversifying Leadership for BME leaders in higher education</a>	Early career academic and professional service staff from a BME background	4 days	From £1,000
<a href="#">Equality Diversity and Inclusion Immersion Retreat</a>	Governors and Senior Executive Leaders	24-hour residential	Funded programme

I would like to draw your attention to the dates for **Women onto Boards**. If you are thinking about becoming a board member please join us at and find out more about what's involved at one of the following events:

- [London: Monday 29 January 2018](#)
- [Edinburgh: Tuesday 6 February 2018](#)
- [Birmingham: Tuesday 20 February 2018](#)
- [Cardiff: Wednesday 28 February 2018](#)

Alice Johns, programmes and projects manager, Leadership Foundation, shares her insights ahead the [Women onto Boards](#) events. [Click here](#) to find out more.

### **Diversifying Leadership 7**

I am pleased to announce that due to unprecedented demand we will be running a second cohort of Diversifying Leadership this academic year.

[Diversifying Leadership](#) is designed to support **black and minority ethnic (BME) academic and professional services staff** transition into leadership roles. Comprising of three one-day workshops, concepts explored on the programme include leadership theory, cultural identity, and power and influence, finishing with individual goal setting and action planning to support participants in applying their learning post-programme.

**Module 1:** Thursday 12 April 2018  
**Module 2:** Thursday 10 May 2018  
**Action Learning Set:** Thursday 06 June 2018  
**Module 3:** Thursday 28 June 2018  
**Location:** London

Additionally, taking into account previous participant feedback which asked for more opportunity for group working, we have introduced an additional day to the programme dedicated to facilitated action learning sets. More information on changes introduced to the programme [can be seen here](#).

Participants of the programme will have a sponsor from within their institution, usually someone more senior already working in an influential role, who will support them throughout and beyond the duration of the programme. As well as providing support, the role of a sponsor is critical in working to remove institutional barriers and driving positive change.

For these sponsors we have developed an additional tool, the [Sponsor Toolkit](#), which consists of web-based materials and interactive support. It has been made available to ensure sponsors have a better understanding of the specific issues facing BME early career leaders and are confident to carry out their role in championing them. Should you or any of your colleagues wish to [get in touch](#) please do not hesitate.

### **Executive Masterclass series**



The **Executive Masterclass series** is for senior leaders who are looking to refresh their thinking, reskill and develop new insights on topics they've

always wanted to find out more about. These one-day events, with initial presentation and discussion, followed by a strategic-level workshop, have been designed to provide the latest thinking, tools and techniques. The subjects will be [futurism](#), [legal and organisational forms](#), and a session on [wilful blindness](#), combating the silence around difficult issues. New Executive Masterclasses will also be added during the year. Each Executive Masterclass will be led by an expert in the subject under discussion, and the Leadership Foundation's director of leadership development, Vijaya Nath.



- **[Wilful Blindness](#)**

Led by **Margaret Heffernan**

**Thursday 15 March 2018**

How do organisations think? Explore the all-too-human thought patterns including conflict avoidance and selective blindness, which can sometime lead organisations and managers astray. Find out more about Margaret Heffernan's work on **[Wilful Blindness](#)**.

- **[Mindful Leadership](#)**

Led by **Byron Lee**

**Thursday 26 April 2018**

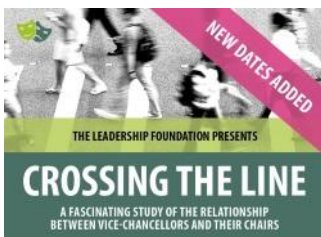
What influence can Mindfulness training have on higher education? Join Byron Lee to explore its positive impact on staff and student well-being and productivity.

**Location:** central London, [Zone 1 venues](#).

## Academic Governance Support

Please draw your colleagues' attention to our webpages on **Governance**:

<https://www.lfhe.ac.uk/en/governance-new/index.cfm>



Crossing the Line is based on sixteen interviews with chairs of governing bodies and heads of institutions on how they view the chair-head relationship. The writer has used the transcript of the interviews to construct a short play, which adopts the format used by Dylan Thomas in the writing of Under Milk Wood.

### **Chairs and vice-chancellors: the relationship**

In [this blogpost](#) David Williams, [governance web editor](#), Leadership Foundation, reviews the dramatisation of the exchanges and experiences between vice-chancellors and chairs of boards.

A second performance of Crossing the Line is planned for 2018. You can register your interest in attending [here](#).

We have also been exploring how governing bodies currently engage with **academic assurance** within their institutions. This exploration has allowed us to create a new section on our website dedicated to [Academic Governance](#). The resources are designed to support the new assurance requirements for governing bodies relating to the enhancement of the student experience and to academic standards. Included is support for new governors providing easy to use resources, and there is also practical advice for all governors. Included with the online resources are three new guides:

- **Insight Guide: governing bodies and academic assurance**
- **Reviewing Academic Governance in higher education: a framework**
- **Academic Governance: case studies**

## Consultancy Services

Considering a **bespoke leadership development programme** customised for your organisation? More information can be found in our new web page and brochure [here](#) including case studies from Durham and Newcastle, Cambridge and Wolverhampton of the impact bespoke development programmes have had.

### **Some examples of consultancy:**

- [Shared services review](#) We examined opportunities for shared professional services between a pre-92 university, post-92 university and a further education college.
- [Review of governance structures and management operations](#) We were commissioned to review the governance arrangements and management operations of a school in a research-intensive university,

- [Progress review of implementation of new model for student administration services](#) In this progress review we considered the robustness of the student administration services in a post-92 university.
- [Supporting a student systems option review](#) We provided expert, independent advice regarding the procurement of a university-wide student management information system.
- [Strategy stocktake](#) We were engaged to review the university's five-year corporate plan and undertake a 'strategy stocktake' exercise to inform the future direction.

For more examples of the work we have undertaken, click on the links below:

[Sector Wide Change Case Studies](#)

[Institutional Transformation Case Studies](#)

## Knowledge Resources

**Leading in Uncertain Times:** a special series of short papers commissioned in response to political change and disruption that is having a profound effect on higher education. Written by well-known figures and published as Leadership Insights, they offer anew narrative for leadership. Deliberately short and provocative, they surface difficult social, political and educational tensions in ways that, we hope, will encourage 'new ways of seeing' and shape an agenda for change.

They draw variously on research, personal stories, intergenerational conversations and powerful imagery to explore contentious issues. Here are the three most recent Leadership Insights:



**Talent Management** is a study of talent management processes, practices and strategies in a variety of sectors and types of organization, drawing out learning for HE regarding retention, workforce development and succession planning activities. By Wendy Hirsch and Elaine Taylor, Institute for Employment Studies.

Our **Getting to Grips guides** provide a comprehensive introduction and overview of key areas of higher education and the responsibilities of governors. See Getting to Grips with Procurement, Finance, Being a New Governor, ICT, Research and Knowledge Transfer, and more here: <https://www.lfhe.ac.uk/en/research-resources/publications-hub/getting-to-grips.cfm>

We have commissioned AMOSSHE to write a Getting to Grips guide on **student safeguarding/welfare**. We are holding a roundtable to support information gathering and governor engagement on 23 January [www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-student-safeguarding](http://www.lfhe.ac.uk/en/programmes-events/index.cfm/gdp-student-safeguarding)

**Impact of Mergers, Acquisitions and Collaborations in Higher Education and other Knowledge-Based Sectors** expands on earlier work by Hefce (2012) on [Collaborations, Alliances and Mergers \(CAMs\)](#) by

developing a typology of alternative organisational forms, illustrative vignettes demonstrating success and impact, concluding with questions to frame debate on 'what works' in changing organisational forms.

**COMING SOON:**

**Exploring the Impact of Coaching in Higher Education**

Exploring the investment that the sector makes through coaching: How is coaching used? How is coaching valued? How do we know if coaching works? In what ways is coaching contributing to improvements in efficiency or effectiveness, through improvements in individual and organisation performance? This resource prompts institutions to consider questions re: initiating, developing, implementing and evaluating coaching interventions. By Colleen Harding, University of Bournemouth; Meriel Box, Liverpool John Moores University; Lisa Sofianos, LF Associate and Director, Robin Ryde Consulting.