

Leadership Foundation Highlights MSDP Meeting – 01 March 2017

Overview

Your Leadership Foundation contact – please get in touch! Your questions, comments, suggestions and feedback are always welcome. Are you following the LF on Twitter? [@LF4HE](#)



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Member Engagement and Member Benefits

We have 154 members - of which over a third are three-year members. Institutions are still joining, even at this late stage of our year. Thank you to you, our members! We also maintain great relationships and dialogue with non-members so please do stay in touch.

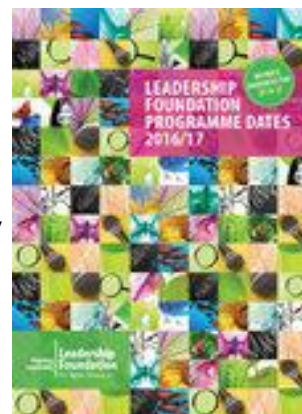
Use the **LF logo**: celebrate and raise the profile of your commitment to the continuous development of leaders, managers and governors in higher education. We were delighted to release our [membership logos for 2016-17](#) earlier this year which, along with the guidelines, are available to download from our website [here](#).

Your [membership development support](#) benefit (previously entitled the 'Free Day') can be used in several ways: as a discount against a piece of commissioned consultancy work or a bespoke programme; for a training needs analysis; to scope longer-term approaches to leadership or organisational development; for a facilitated strategy session; for a short facilitated group workshop; for a 1-1 strategic conversation focused on key issues of change or leadership development. We know from experience how difficult it can be getting dates in diaries, particularly where several people, or the most senior people in an institution are involved. At the LF we also have a range of commitments planned months ahead, so the earlier you contact us, the better we can meet your timescales and needs. We therefore encourage members to advise their Assistant Director, Membership of their needs by **30 April** at the latest to enable us to source and book the expertise to meet your requirements. Please note: we are looking for case studies of how institutions have used this membership benefit: do you have a story to tell? Please contact me if you do.

Leadership Development

The **Programme Dates Brochure** for 2016/17 is available, with updated programme information, dates, and programme prices. It is available to download from our website [here](#). We have held prices from 2015/16 as a thank you for your continued support and engagement with the Leadership Foundation.

Vijaya Nath, Director of Leadership Development, hosted an invitation-only Futurist event for senior leaders to 'create the future of HE' in November 2016 and a 'Powerbrokers: Lifting the lid on the Westminster Village' event in London in January 2017 which, due to demand, will be run for a second time on 25-26 April 2017 and again in October. Follow #LFLEAD Here is the [link](#).



We are delighted to launch our first **online programme, Essentials of**

Budgeting, available exclusively to Leadership Foundation members free of charge. Further online programmes will be released in due course. You can access the [programme here](#).

Funder-supported Initiatives

Last year equipping senior leaders with the skills and knowledge to make better quality strategic decisions with financial, legal or organisational change implications in a fast-changing and challenging funding and policy environment was identified by funders as a priority. LFHE is working on the following interventions to support this agenda:

The **Strategic Finance Programme** now led by Melvyn Keen, ex Middlesex, Cambridge and PWC was launched in 2016, the second programme starting 13 Feb builds on feedback from the first cohort and speaks directly to current strategic challenges such as Brexit and alternative financing models. An integral element of the programme is an e-learning resource that has been highly rated by BUFDG. We hope to run this programme again in 2018. Watch this space!

Leading Changes in Legal Organisational Forms to be led by Smita Jamdar of Shakespeare Martineau, aims to prepare senior leaders to consider the most appropriate legal form for the current volatile environment. Changing the institution's own legal form, the creation of university groups, federations and strategic partnerships as well as mergers and acquisitions are options being considered at national and international levels. The programme will be piloted FOC on 25-26 April and again in June. Smita co-facilitates with Jonathon Nicholls, ex Cambridge and now at Shakespeare Martineau. We think this will be of interest to the senior leadership HE community so your help in mentioning this would be useful. See <https://www.lfhe.ac.uk/en/programmes-events/programmes/leading-change-legal-organisational-forms.cfm>

Civic Collaboration/Leadership of Place: Following the Leading Places project, HEFCE has commissioned a pilot leadership development programme for senior leaders (DVC/PVC/Directors) who are responsible for establishing civic place-based partnerships. The programme is co-facilitated by Dr Paul Gentle and Dr Louise Kempton of Newcastle University with contributions from Professor John Goddard of Newcastle, Kevin Richardson of HEFCE and Jane Robinson, now COO at Durham University and previously at Gateshead Council. This will run as a 2-day programme, FOC as a pilot on 10-11 May in Birmingham. The launch of the government industrial strategy will undoubtedly influence interest in this programme, illustrated by this article: <http://www.mediafhe.com/hei-think-regionally-engaged-universities-stand-to-gain-from-industrial-strategy> See <https://www.lfhe.ac.uk/en/programmes-events/programmes/knownyourplace.cfm>

Executive Mentoring: In discussions, funders expressed interest in looking at other forms of development to support the most senior leaders in building partnerships, extending knowledge of other sectors and meeting strategic challenges. LFHE has been commissioned to undertake a scoping exercise to consider if demand for a mentoring scheme in this arena exists and how it might operate. A steering group led by Farley Thomas (LFHE Board member, and ex-private sector) is being established and 2 VCs will be invited to join this group.

Equality & Diversity: Funded work in this arena continues to focus on tackling workforce and leadership underrepresentation, particularly gender and BME. It is acknowledged that the focus should be on organisational and institutional issues as much as on the individual, if not more so. A retreat for VCs, DVCs and HRDs (executive level) and chairs of governing bodies is being piloted working with Simon Fanshawe, ex chair at Sussex and Diversity development specialist. Dates are April 20-21 and again in June. This retreat will offer a safe space to look at institutional challenges in the context of the national picture and identify how senior teams can better establish organisational culture that ensures EDI thrives.

A Diversity Summit for BME leaders 'Beyond the Snowy White Peaks' has been organised for May 18th in partnership with the ECU. Baroness Amos of SOAS, University of London will be one of the key note speakers. A new Sponsorship Toolkit for sponsors participating in our Diversifying Leadership programme has been launched. This supports a consistent approach to sponsorship, is available here: <https://www.lfhe.ac.uk/en/news/index.cfm/sponsortoolkit>

Four Women on Boards receptions are being hosted in each of the UK home nations in March, April, May and June. Senior HE women with board experience are being sought to chair each of these.

Governor Development

NEW: Increasing the effectiveness, capability and diversity of higher education governance brochure. Download a summary copy of the LF's governance offerings: [here](#). Here is the **Governor Development Programme** in [detail](#). Note the large number of roundtable discussions available between January and June 2017.

Consultancy Services

We have refreshed and refocused our **Consultancy Services**. Find out what's possible in the consultancy [guide](#). Considering a **bespoke leadership development programme** customised for your organisation? More information can be found [here](#).

Research and Innovation – From policy to practice

Our research is part of your membership benefit and can be accessed by logging onto your MyLF account. The research website has been refreshed and is searchable under nine key themes:

• Global and cross-sector perspectives	• Culture, change & org development
• Governance, academic and financial risk	• Understanding leadership
• Equality, diversity and inclusion	• Identities, roles and careers
• Evolving organisational forms	• Developing leaders
• HE context and landscape	

NEW: [Could executive search firms hold the key to increasing diversity in our senior leaders?](#)

This report will be launched at an evening event taking place on Monday 20 March 2017, at University of Liverpool in London, 17.30-20.00. The event will be chaired by Professor Janet Beer, Vice-Chancellor, University of Liverpool and Chair of the Equality Challenge Unit, who will lead the panel discussion on the key findings with Margaret Ayers, Director of Human Resources, Queen Mary's, University of London alongside a chair of governors and a director of an executive search firm.

NEW: [Religion in Britain: Challenges in Higher Education](#)

Professor Tariq Modood, University of Bristol and Craig Calhoun, Berggruen Institute, United States
Ethnic diversity in the student population is increasing and although universities are secular institutions accommodating different religious interests it is becoming a prominent issue on campuses. Universities are often unprepared for the tensions that arise when expectations of the "other" are not understood or conflict with institutional priorities. Tensions may be exacerbated by public anxiety about extremism and unbalanced news stories, which threaten respect and mutual understanding. This Leadership Insight paper has important implications for governance and leadership and raises practical questions.

NEW: [How can we promote a greater mutual understanding between students, academics and professional services staff?](#)

Ida Kemp, Janine Barraclough, Louise Johnson, Chloe Lane, Natalie Reed, Peter Rosenberg, Chris Smith, Jill Smith, Thomas L Webb, and Charles West, University of Sheffield

Higher education institutions are likely to be more productive and more enjoyable if the people working within them, whether students or staff, appreciate and understand each other's roles. This short paper presents findings from three case studies exploring the relationships between different groups - students, administrative/professional staff and academic staff - and seeking to find ways to break down barriers between them.

Efficiency Exchange Update

The Efficiency Exchange (funded jointly by the LF and HEFCE under the Innovation and Transformation Fund) has redesigned its website and is now much easier to navigate. Some fantastic resources: Demonstrating HE Efficiency and Effectiveness; How to create a lean team; Five strategies universities are using to keep estate costs down; Raising the bar through collaboration. Visit the [site](#). See also the recent release of the University of Strathclyde '[Guide to Evidencing the Benefits of Change in Higher Education](#)' produced with funding support from the Leadership Foundation via the Innovation and Transformation Fund. See <https://www.lfhe.ac.uk/en/research-resources/research-hub/itf-projects/itf-2016-phase-3-project-details/2016Strathclyde-po.cfm> and an interesting blog post.



Some Upcoming Programmes

Forthcoming Programmes	Start Dates	Application Deadline Date	Location
Strategic Finance Programme	Starts: 13 February 2017	30-Jan-17	Bristol
Governance Round Table: Academic Governance	30-Jan-17	N/A	London/Full/Waitlist
PSSL 26	31-Jan-17	28-Feb-17	Dublin
Leadership Matters 5	Starts: 2 February 2017	N/A	Leeds/Full/Waitlist
Diversifying Leadership 4	Starts: 2 February 2017	Tbc	Birmingham
GDP: Rethinking Governance (Online)	Starts: 10 February 2017	03-Feb-17	Online
Leading Departments 9	07-Mar-17	14-Feb-17	Bristol/Full/Waitlist
Executive Leaders 4	Starts: 7 March 2016	17-Feb-17	Edinburgh, Manchester, Birmingham
GDP: Leading the Board	21-Feb-17	N/A	London
Future Professional Directors 2	Starts: 29 March 2017	24-Feb-17	Edinburgh & Cardiff
Leading Transformation in Learning and Teaching 9	Starts: 16 March 2017	30-Jan-17	Tbc
London 2 Aurora	Starts: 08/03/2017	N/A	London/Full/Waitlist
GDP: A toolkit for Governors	09-Mar-17	N/A	London
Introduction to Head of Department	Starts: Tuesday 14 March 2017	10-Mar-17	London
Transition to Leadership 6	Starts: 16 March 2017 (Online)	15-Mar-17	Birmingham
The Role of Executive Search Firms in Higher Education: Increasing Diversity in HE	20-Mar-17	Tbc	London
Governance Round Table: Nomination Committee	23-Mar-17	N/A	London
LF Fellows Network Event	23-Mar-17	N/A	London
GDP: Women onto Boards 1	March, 2017	Tbc	London
Governance Round Table: Financial Health in the Sector	05-Apr-17	Tbc	London
Diversifying Leadership 5	Starts: 06/04/2017	Tbc	London
Leading Research Leaders (LRL)	4-5 May 2017	21-Apr-17	Birmingham
Powerbrokers: lifting the lid on Westminster Village	25-26 April 2017	Tbc	London
Research Team Leadership (RTL)	18-19 May 2017	05-May-17	London
PSSL 27	Starts: 6 June 2017	09-May-17	London
Aurora Conference	16-May-17	Tbc	Birmingham
Diversity Summit	18-May-17	Tbc	Tbc
LF in Scotland (including PVC/DVC Network)	14-16 Jun 17	Tbc	Scotland; Tbc
Demystifying Finance for Aurorans	22-Jun-17	21-Jun-17	Birmingham
LF Alumni event	29-Jun-17	Tbc	London
Essentials of Budgeting (Online)	Launched	Online	Online