

Leadership Foundation Highlights MSDP Meeting: 07 December 2016



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Your Leadership Foundation contact – please get in touch! Are you following us on Twitter? **#LF4HE**

Congratulations – great feedback from your 2016 conference - Future Fit?

Member Engagement and Membership Benefits

This year we have a record number of members - 150 - of which over 50 are three-year members. Fees have been retained at 2015-16 levels. It has been good to see some new members join the LF. **Thank you and welcome back** to you, our members!

Stakeholder Survey: around 900 people from a range of HEIs and roles across the UK responded to our in spring 2016, almost twice the number who responded in 2014. Over 50% were in senior roles. At headline level, respondents identify a shift in development needs to a stronger focus on institutional transformation; change management; a more commercial outlook and improving talent management expertise. The stakeholder feedback has fed into the **LFHE's Strategy Refresh** which will be available shortly.

Use the LF logo: celebrate and raise the profile of your commitment not only to our work, but to the continuous development of leaders, managers and governors in higher education. We are delighted to release our [membership logos for 2016-17](#) which, along with the guidelines, are available to download from our website here: www.lfhe.ac.uk/LFmembershiplogo.

We are about to **launch** our **membership development support** benefit (previously the 'Free Day') which you can use in the following ways:

- As a discount against a piece of commissioned consultancy work or bespoke programme
- Training needs analysis
- Scoping longer-term approaches to leadership or organisational development
- A facilitated Strategy session
- A short facilitated group workshop
- 1-1 strategic conversation with an ADM 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 are able to meet your timescales and needs. We therefore encourage all Members to advise their ADM 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.

Fellowships: an LF Fellowship is a signal of your commitment to your own professional development and that of your staff and colleagues. We currently support a network of over 70 LF Fellows from across the UK and Europe. We are considering increased access to training via alumni and hot topic events; more opportunity to be part of a post-programme, engaged community of practice; more fellowship networks, and more link-in to the work of the LF. Below is a list of Fellows in our region – congratulations to them - **let's try and boost our fellowships**, do contact me for more information:

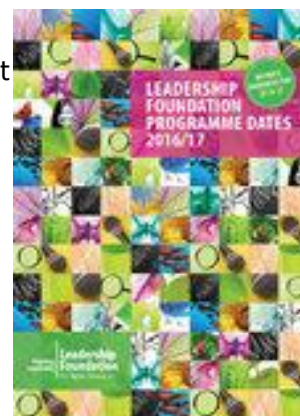
Ruth Sayers	Executive Dean Learning Teaching and International	Bishop Grosseteste University
Philip Gravestock	Dean, College of Learning and Teaching	University of Wolverhampton
Kelly Hamilton	Interim Director of Student Services	University of Birmingham
Graham Needham	(Left) School Transition Manager	University of Northampton
Azrini Wahidin	Professor in Criminology and Criminal Justice	Nottingham Trent University

Leadership Development

The **new and improved Programme Dates Brochure for 2016/17** is now available, with updated programme information and dates, and programme prices. It is available to download from our website here: www.lfhe.ac.uk/programme-dates

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, has recently hosted an invitation-only **Futurist event** to 'create the future of HE'. **Coming soon: Powerbrokers: lifting the lid on Westminster Village**, 10-11 January 2017, Whitehall, London. Here is the link: <https://www.lfhe.ac.uk/en/programmes-events/index.cfm/powerbrokers> Contact to find out more: kyra.ingrao@lfhe.ac.uk. **SAVE THE DATE. Follow #LFLEAD**



Aurora

Aurora is coming to **Cardiff** with the first workshop on **Friday 13 January 2017**. Aurora, as you know, is a fantastic women-only leadership development initiative, and over the past 3 years it has supported almost 2,500 women. It may be of interest to colleagues in the West Midlands for whom travel to Cardiff is relatively direct. At the end of this newsletter is a summary of the key benefits of Aurora for different stakeholders to help in promoting of Aurora in your institution. Aurora will also be coming to **Leeds** on **02 February 2017**

Research and Innovation – From Policy to Practice

Our research is part of your membership benefit and can be accessed by logging into your MyLF account. Take a look at the way the research part of our website has been refreshed. You can now search under nine key themes:

- [HE context and landscape](#)
- [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](#)

Hot off the press:

Civic leadership and Higher Education - Where are we now?

Professor John Goddard OBE, Newcastle University

HE Context and Landscape, Global and Cross-sector perspectives [Research]

In 2010, the Leadership Foundation published a report outlining the findings of this scoping exercise. The proposed programme was never launched, because it coincided with the coalition government and austerity. However, six years later the policy context has moved on and there is a renewed readiness for higher education and civic partnerships. This Leadership Insight provides a summary of the key points contained in the original report, the environment within which the case for the programme was originally set out, the subsequent developments of the policy context in which it is now being revisited and the challenges facing university leaders reimagining new civic relationships for the promotion of social and economic capital.

Promoting organisation citizenship and collegiality: The utility of an online, value-centred training programme for leadership assessment and development

Dr Emily J. Oliver, Durham University

Culture, change and organisational development [Small Development Project]

With the combination of sector reform and increased competition within higher education, the pressure for leaders to balance demands against the core values has greatly increased. This project looks to address the clearly identified need of cost and time-effective workforce development, with the aim of enabling leaders to take a proactive approach to their own training.

Recent:

Black and minority ethnic leaders: support networks and strategies for success in higher education

Professor Kalwant Bhopal, Professor of Education and Social Justice, Southampton University and Dr Hazel Brown, Director of Postgraduate Degrees, University of Winchester. This paper focuses on BME leaders and examines how they have secured leadership roles in higher education institutions and strategies have been the most beneficial for achieving these roles.

Following the leader? Social media and social networks in British higher education

Dr Robin Shields, Lecturer in Education, University of Bath. This Small Development Project focusses on Twitter networks in British higher education. It studies the extent to which the networks and links that exist in the real world of higher education also exist in the virtual world of Twitter. **Read the full report here:**

www.lfhe.ac.uk/SDP2014Bath

Higher education leadership and management survey (HELMs): Results in brief

edited by Tony Tysome of Media FHE Ltd. In this Leadership Insight, we have put into one place the key findings of our [Higher Education Leadership and Management survey \(HELMs\)](#) which have been used to explore key issues and challenges for UK higher education leaders. With over 1,000 people respondents the findings cover a range of topics including motivating leaders, work life balance and the governor perspective. To download your copy [click here](#).

The Impact of Higher Education Leadership, Governance and Management Research: Mining the 2014 Research Excellence Framework Impact Case Studies

Dr Elizabeth M Morrow

See also our **Getting to Grips series** originally developed for governors, but with wide appeal on topics such as Getting to grips with: finance, IT, internationalisation, research and knowledge transfer and academic standards, quality and the student experience.

New MDR 8: Working with Academic Motivation and Prestige

Each LF Management Development Resource consists of an overall Facilitator Guide plus separate slides and handouts for each of the modules. This structure allows the user to tailor the slides and handouts to their own requirements.

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: <http://www.efficiencyexchange.ac.uk>



Coaching case studies: Funded through the Leadership Foundation's Innovation and Transformation Fund, the case studies set out how six institutions have developed coaching cultures within their institutions. Find out more about the [Coaching Case Studies](#): University of Westminster [Developing a coaching culture](#); Bournemouth University [Creating a coaching culture](#); Ulster University [Introducing a coaching culture](#); University of Hertfordshire [Leading through coaching and internal peer coaching provision](#); Oxford Brookes University [Validation for internal coaches](#); Leeds Beckett University [Coaching in Partnership](#). See photograph below

Consultancy Services

We have refreshed and refocused our **Consultancy Services**. Find out what's on offer in the consultancy guide: <http://www.lfhe.ac.uk/en/consultancy-2016/index.cfm>

Governor Development

Also, take a look at our **Governor Development Programme** in this comprehensive booklet: <http://www.lfhe.ac.uk/en/governance-new/index.cfm>

Prevent Training Materials

The **Prevent** training materials designed specifically for universities and higher education colleges are available and accessible free of charge for all from the Safe Campus Communities website <http://www.safecampuscommunities.ac.uk/>

Comprehensive evaluation of the Prevent training materials

Last year, the Leadership Foundation were commissioned by HEFCE to produce a set of Prevent training materials to support institutions in implementing the Prevent duty under the Counter-Terrorism and Security Act 2015. We have worked closely with UUK and BIS to produce these materials which are now published free of charge via the Safe Campus Communities website. We will now be undertaking a comprehensive evaluation of the Prevent training materials to include the identification of good practice and of any further changes or additions needed. This will report to HEFCE and the sector in December 16' and March 17'. If you would like to participate, please let us know by contacting simone.cohen@lfhe.ac.uk.

Provision of consultancy

We are expanding our consultancy services to include supporting the implementation of the Prevent Duty, particularly around building leadership capability. For more information, please contact Sweta Purohit Jina, Head of Consultancy and Bespoke Programmes, at sweta.purohitjina@lfhe.ac.uk.

Questions for you....

1. How do you want to use your membership development support this year?
2. Do you want further information about LF Fellowships?
3. Are you planning to use our logo?

Please contact me directly about the above.

How can Aurora benefit my team and institution?

For your institution

"We see Aurora as one of many strands of work which fosters a community of excellent female leaders across the University."

Professor Jane Norman, Aurora champion at the University of Edinburgh

Read about the impact of Aurora at the universities of Brunel, University College Dublin and Edinburgh, and how they have made the scheme work for them, in our [institutional case studies](#).

Aurora can link with other initiatives like Athena Swan, and engages men and women across all levels in the organisation as champions and mentors to support your aspiring women leaders.

For your participants

Aurora is an opportunity to inspire women at the beginning of their leadership journey. Its structure has been created to provide a leadership toolkit that can be used in day-to-day life, and through networking, inspiring speakers and role models, encourage delegates to consider their leadership potential for future roles.

You can hear directly from Aurora participants at the University of Stirling - watch their [story here](#) -or read [Dr Karen Masters Aurora blog](#). Dr Masters is a reader in astronomy and astrophysics at the Institute of Cosmology at the University of Portsmouth.

Find out more from our [participant case studies](#), and [watch participants](#) from year one discuss the impact of Aurora for them.

For your role models and mentors

"I took many key learnings from Aurora to enhance my own development and I do hope the facilitation I provided assisted participants on Aurora with the same opportunity. The materials and resources provided are excellent, a fantastic resource bank to access for the future also."

Dr Mary Collins, Aurora role model, Royal College of Surgeons Ireland

Aurora plays a crucial role in strengthening networks across disciplines, expertise and professional grades within your organisation and beyond. Aurora promotes a nurturing culture and demonstrates commitment of the investment you make in the potential of both your mentees and mentors.

For the sector

Aurora highlights the sector's commitment to gender equality when [current research](#) tells us that we need to do more to persevere and open up avenues to engage and maximise the potential of our future women leaders.

