

Leadership Foundation for Highlights MSDP Meeting 05 July 2017

Overview

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



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The Bell Review of HE Sector Agencies

A Transition Group overseeing the merger of the LFHE, the Higher Education Academy (HEA) and the Equality Challenge Unit (ECU) is being chaired by Nigel Carrington (VC, University of the Arts, London and member of the Universities UK board) and includes the chairs of the three organisations and members of the UUK Executive and GuildHE. The UUK has assured colleagues that leadership and governance will be a core element of any new organisation. A Shadow Board will meet for the first time on 13 July 2017 and a Memorandum of Agreement will set the direction of future travel. In the transition period, we will continue to offer high quality and relevant services to our members and other stakeholders.

Member Engagement and Member Benefits

UUK has confirmed that sector bodies should continue to offer their normal membership packages – including three-year memberships – for 2017-18 and that 'unspent' fees will be set against any new membership model. In 2016-17 we have 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. Thanks to all those institutions that have renewed already: at the last count, 91 institutions which is on target for this stage of the renewal process.

#10GreatReasons for membership here: [read more](#)

Our next regional **Change Network** is on 06 October 2017 at the University of Northampton. Following the usual format, we have eight TED speakers. There will also be a reception to launch the outputs of a LF-funded Small Development Project (University of Northampton and Keele University) on cultural change in Higher Education. **Save the date and tell your colleagues** about this fantastic free membership benefit. Information will be up on our website very shortly.

Celebrate and raise the profile of your commitment to the continuous development of leaders, managers and governors in higher education by using our **membership logo** on staff development web pages and intranets and recruitment material. Our membership logos along with the guidelines, are available to download from our [website](#).

Are you following our blogs? @LF4HE blog:

- Leadership and the Multiplier Effect by Andy Cope: <https://lf4he.blog/2017/06/12/leadership-and-the-multiplier-effect-andy-cope/>
- Doug Parkin, programme director at the Leadership Foundation and author of [Leading Learning and Teaching in Higher Education](#) shares his thoughts on mindfulness and suggests how it might be used in the work place. Read it here: <https://lf4he.blog/2017/06/01/mindfulness-right-here-right-now-the-leaders-dilemma/>
- Shirley Wardell, programme director for our Research Leadership Development programmes, discusses the importance of encouraging diverse thinking and insight into the valuable skills every leader should prioritise. [Click here to read the blog](#)
- Andy Shenstone, the Leadership Foundation's director of consultancy and business development, shares his experience of co-designing solutions to wicked issues in higher education systems around the world. Here is the link: <https://lf4he.blog/2017/05/16/from-kazakhstan-to-myanmar-building-capacity-in-higher-education-internationally/>

Small Development and Case Study Projects: Annual awards were announced recently.

- **Catalysing Change: Development of the Higher Education International Leader Birmingham City University**
Project leader/s: Steve Harris, Sukhwinder Salh, Kulvinder Singh
- **Healthy Universities: Whole University Leadership for Health, Wellbeing and Sustainability**
University of Central Lancashire
Project leader/s: Professor Mark Dooris (UCLAN) and Professor Sue Powell (Manchester Metropolitan University)
- **Academic Leadership at the programme level to address the BME attainment gap**
University of Hertfordshire
Project leader/s: Dr Helen Barefoot, Judy St John, Amanda Yip
- **The excellent and inclusive university: an institutional framework**
King's College London
Project leader/s: Paul Blackmore
- **Use and abuse of the student voice: leaders' responsibilities for making positive use of student evaluations of teaching in Higher Education**
Sheffield Hallam University
Project leader/s: Stella Jones-Devitt and Jill LeBihan
- **Recognising and Rewarding Academic Citizenship**
University of Southampton
Project leader/s: Bruce Macfarlane
- **Empowering leadership to support transgender students and staff within higher education: what works to raise awareness and effect change?**
University of Strathclyde
Project leader/s: Dr Stephanie Mckendry, Dr Matson Lawrence

Case study projects:

- **Enhancing the impact and outcomes of the appraisal process**
University of Hertfordshire
Project leader/s: Dr Karen Beeton, Professor Wendy Wills, Dr Sarah Goler Solecki, Dr Kevin Flinn

- [Developing Academic Leadership and Innovative Practice: Programme Leader development pilot](#)
University of Lincoln
Project leader/s: Ros Pepper
- [Collaborative Learning – Strategies for effective leadership in university joint ventures – A case study of Northumbria University and QA Higher Education](#)
University of Northumbria
Project leader/s: Dr Guy Brown, Dr Tim Harris, Dawn Whitton, Dr Eustathios Sainidis, Dr James O'Brien
- [Reciprocal loyalty: Using the experience of transitioning to a new Business school to evaluate and develop a community of practice in professional services teams](#)
Oxford Brookes University
Project leader/s: Matthew Hisbent, Emma Coles
- [A recipe for TEF success: Perceptions of leaders of high performing academic departments](#)
University of Portsmouth
Project leader/s: Dr Neil Weston, Dr Jason Oakley
- [Aren't they all leaving anyway? What's the value of mentoring early career research staff?](#)
University of Sheffield
Project leader/s: Dr Kay Guccione
- [Using a causal model of organisation performance to catalyse departmental change](#)
University of Sheffield
Project leader/s: Jane Ginniver
- [An academic evaluation of the Pathways Mentoring Scheme at Sheffield Hallam University](#)
Sheffield Hallam University
Project leader/s: Dr Michelle Newberry

Here is the link to SDPs from previous years. There is a wealth of material here, well worth a browse:
<https://www.ifhe.ac.uk/en/research-resources/research-hub/small-development-projects/sdp-2017/index.cfm>

Knowledge Bank

If you are a staff developer, enjoy free access to the Knowledge Bank as part of your LF membership. Remind yourself of the wealth of resources available through the Knowledge Bank for your own or others' development.



5 mins

The Six Principles of Persuasion



4 mins

Top Tips For Better Business Writing



5 mins

Jo Caulfield: Top Tips for Engaging an Audience



5 mins

Leadership Styles

What is the Knowledge Bank?

The Knowledge Bank is provided as a benefit for Leadership Foundation members and offers a leadership and management theory and practice toolkit of over 2000 multi-media resources exploring over 50 topics in an easily searchable format. The toolkit provides access to a wealth of resources, including key ideas, infographics, top tips, exercises, how-to-guides, audio, video, checklists and case studies on topical leadership

and management issues. Offered in association with GoodPractice, the toolkit is structured across six headings: L&D, Leadership and Strategy; Personal Skills; HR; Managing People; Projects and Operations.

Who is the Knowledge Bank for?

The primary users of the Knowledge Bank will be HR and learning and development staff. Staff using the Knowledge Bank may make use of a limited amount of selected resources, including sharing these within your organisation's own learning management system. For instance, if you identify three themes from your organisation's annual appraisal process or your internal leadership programme for which you wanted to provide additional support to leaders and managers, you may take a small number of Knowledge Bank materials and place them on your own learning platform, customise the materials for workshops or development sessions, or download them for one-to-one discussions.

How do I access the Knowledge Bank? Accessing the Knowledge Bank is a two-step process:

1. Click this [link](#) and enter your MyLF username and password
2. Click this [link](#) to access the Knowledge Bank

Leadership Development

New exciting programmes and events are happening all the time. We held a fantastic **Mindfulness in Higher Education** event in June. Details are here in case you missed it:

<https://www.lfhe.ac.uk/en/programmes-events/conferences/mindfulness-in-he/index.cfm>

We launched a new **Governor Development Programme and Governance Support** This year's programme and linked activities has as its theme 'Governance to 2020 and beyond: Improving Effectiveness for a New Age'. It allows participants the opportunity to anticipate and evaluate the impact of change, while offering practice support and advice about how to successfully navigate the changes. New to this year's programme are a national conference and reception. Also, newly available is the revised governance effectiveness framework and associated survey tools.

<https://www.lfhe.ac.uk/en/programmes-events/programmes/governor-development-programme/index.cfm>

NEW DATES: Powerbrokers - Lifting the Lid on the Westminster Village, Tuesday 31 October – Wednesday 1 November 2017 Giving leaders practical skills to impact policy, build relationships with key influencers and help develop the future higher education landscape to position their institutions as national and global leaders. <https://www.lfhe.ac.uk/en/programmes-events/programmes/powerbrokers.cfm>

NEW: Upcoming Executive Masterclasses Designed to address interest in development interventions focusing on single relevant issues, we are in the process of developing a suite of Executive Masterclasses for Senior System Leaders. First up are: A further **Futurist** event with Richard Watson on 11 October 2017, and **Wilful Blindness** with Margaret Heffernan on 15 March 2018. See more about Margaret at: https://www.ted.com/speakers/margaret_heffernan

NEW: Higher Education Insights



Replacing **Introduction to Higher Education**, this new one-day leadership programme (piloted on 09 May 2017) is for leaders who are new to the higher education sector, in 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. See our useful blog for those new to the sector. The blog gives new starters key facts about the sector as well as an acronym buster. [Click here](#) to read the blog.

Aurora has reached 3,500 women! And is set to continue!



We have plans to share some of the Aurora content via social media, and can confirm that Aurora will continue beyond the five years originally committed, to become **part of our core offer certainly to 2020** and potentially beyond.

Leadership Matters is a programme for senior women in higher education, and aims to provide participants with a framework of financial, legal and technical knowledge that will enhance their understanding of how their universities operate, help them to navigate higher education cultures and micro-politics and build better internal and external stakeholder relationships. The next Leadership Matters is in our region: Birmingham on 17-18 October 2017. Here is the link: <https://www.lfhe.ac.uk/en/programmes-events/index.cfm/leadership-matters-7> And in Manchester on 07-08 February 2018.

Thinking about becoming a board member? Join us at **Women onto Boards** and find out more about what's involved and how to take the next step.

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



We have added a new **decision tree** to help people decide which of our research leadership programmes is right for them. See the infographic [here](#).

Consultancy Services



Meet our new LF Consultancy team member, **Kim Ansell**. In her new role, Kim's work will predominantly focus on reviewing and helping shape organisations' future direction, developing high performing partnerships, and scoping, testing, validating and embedding new business opportunities. Read more about Kim [here](#). Kim is happy to accompany the ADM on visits to institutions in the region – Newcastle and Durham so far.

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 Consultancy Case Studies

- [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

Our research, thought leadership and knowledge resources are part of your membership benefit and can be accessed by logging into your **MyLF** account.

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 a new narrative for leadership. They draw variously on research, personal stories, intergenerational conversations and powerful imagery to explore contentious issues. 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.

- [Leadership in the Fault Lines](#)
Professor Martin Hall,
University of Cape Town
- [Higher Education: What is it good for?](#)
Professor Jan Fook, Leeds
Trinity University
- [What Does Global Higher Education Mean for University Leaders?](#)
Professor Ellen Hazelkorn,
Director, Higher Education
Policy Research Unit, Ireland,
and co-investigator,
ESRC/HEFCE-funded Global
Centre for Higher Education,
London
- [Leading Collaboration to Solve Global Challenges](#)
Professor Rajani Naidoo,
University of Bath
- [It's a Bit More Complex than Freedom of Speech](#)
Dom Weinberg and voices
in a conversation



ACTION: A good practice guide to Action Learning in Higher Education

This attractively designed guide was developed by a group of organizational development professionals in Higher Education in the North West of England with Small Development Project funding support from the Leadership Foundation. The guide provides advice, guidance and downloadable resources to help you run your own institutional or cross-institutional action learning programme.

Encouraging Disabled Leaders in Higher Education: Recognising hidden talents

"Strategic level commitment is necessary to eradicate barriers and sustain change. Well organised, supportive environments are necessary for disabled people to contribute effectively and realise their career aspirations." Professor Nicola Martin explores the experiences of disabled leaders in higher education. Around 90 disabled people, mainly from UK universities, contributed to the study which looks at barriers to encouraging and developing disabled leaders in higher education. One of the key recommendations is the need for visible

championing of the issues as well as equality mainstreaming in strategic and day-to-day planning. Read the report here: www.lfhe.ac.uk/MartinST36

Big Data - disruptive, distracting or adding value?

Alex Katsomitros provides useful insights into how other countries and sectors are using data innovatively, as well as offering case studies and recommendations to help institutions ride the wave of the data-driven revolution, rather than be swept away by it. A key finding from the report encourages leaders across various departments to enhance their understanding of data and integrate data into their strategy. You can read the full report here: www.lfhe.ac.uk/katsomitrosST37

Talent Management

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. Available **VERY** soon, any day now. An exclusive member benefit.

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>

Funder-supported Initiatives

With funding from the higher education funding councils and working with six academic learning partners from across higher education, the Leadership Foundation has developed a **research impact toolkit**. The broad goal is to support research leaders develop research impact strategies and embed "impact thinking" in research management systems, and processes. The toolkit synthesises a wealth of evidence and best practice to help senior research managers and organisational leaders to prepare for successful impact. The toolkit focuses on three main areas. First, it helps research leaders to understand what they mean by impact and what kinds of impact are important for them, given their goals. Second, it helps institutions to develop their research impact. Finally, it guides users through what best practice means to evaluate and evidence the impact of their research.



[Research Leader's Impact Toolkit unveiled at ARMA conference in Liverpool](#)

Mentorship: We are almost at the end of year one of our executive mentoring scoping project and looking ahead to year 2. This has been an interesting study assessing the value and demand for an executive level scheme. We are still at the consultation phase and will publish an interim report in September and outline planned next steps. We are looking at a symposium for HR/OD senior staff next year that will look at the topic of how to develop top talent in the sector.

What Works: The concept: A thought leadership paper on our scoping initiative into a What Works platform for HE leadership, governance and management. The paper details similar other-sector initiatives and models, describes the scoping activity undertaken and the mission and brief for a proposed What Works platform in HE LGM.

In a couple of weeks' time we should know which LF projects will be supported by HEFCE, and one project we are very hopeful about is **integrated thinking/integrated reporting**. Watch this space!