

# APPLICATION

**MASHEIN**

Management of Small Higher  
Education Institutions Network

Please write below, or append, a brief statement which outlines your personal aims in relation to the programme:

## Data Protection Act

Please indicate your agreement with the following:

- I agree to my name, title and institution being sent to potential host institutions
- I agree to the information I have supplied on this form being stored in an electronic format by MASHEIN and the Leadership Foundation for Higher Education.

**Please post or fax the completed form to:**

MASHEIN Project Manager, MASHEIN Office, Bishop Grosseteste University College, LINCOLN, LN1 3DY

**Tel:** 01522 583719

**Fax:** 01522 530243

**E-mail:** [mashein@bishopg.ac.uk](mailto:mashein@bishopg.ac.uk)

**MASHEIN**

Management of Small Higher  
Education Institutions Network

## Mentoring/Shadowing Programme

*Supporting Succession Planning and Change Management in Small HEIs*



**Leadership  
Foundation**

for Higher Education

## Mentoring/Shadowing Programme

### Aim

MASHEIN's Mentoring/Shadowing Programme is designed to support staff development, succession planning and change management in small higher education institutions. This is particularly useful for those institutions seeking to develop expertise in areas new to the institution.

### The Programme

The mentoring/shadowing programme is a staff development approach targeted specifically at the needs of the participants and their institutional contexts. The programme encourages experiential learning, allowing participants to develop their own role through interaction with post-holders in other member institutions.

### How the Programme Works

Once a request for a mentoring/shadowing placement is received, the MASHEIN office will use its contacts in small HEIs to identify an appropriate person to act as a mentor and offer a shadow opportunity to the participant. Each mentor/shadow relationship is expected to last for approximately one academic term; with at least one face-to-face shadowing experience complemented by regular contact between the participant and the host. Each relationship and shadow placement will have a programme designed in consultation with the participants in order to best meet their needs. With this in mind, the length of a shadow arrangement can vary. In some instances a placement may involve one visit of 2 or 3 days to the host institution, in other cases a series of half-day visits during the course of the academic year may be more appropriate.

### Outcomes

#### Participants will:

- Improve their skills and range of expertise
- Enhance their network of contacts
- Witness how job roles similar to their own function at comparable institutions
- Share work practices with those operating in similar contexts
- Consider progression paths in their own roles and careers

### The Process

The MASHEIN Office will acknowledge applications to the mentoring/shadowing scheme within two weeks of receipt. The MASHEIN Office will seek to identify suitable placement opportunities in consultation with the participant in the following six weeks as far as possible. Once a mentor/shadow relationship has been agreed between the participant and the host institution, the placement will normally take place within six months of the request. This final aspect of the timeframe will be flexible to suit the needs of both the host and the participant.

### Requirements of participants

- Once a shadow relationship has been agreed, a plan for the placement will be drawn up between the individual seeking the placement and the host
- Following the placement the recipient and host of the placement are expected to complete an evaluation form

### Places are granted on this programme on the assumption that participants' institutions will:

- Provide support during the programme in the form of time for the participant to engage with the programme, and relevant expenses (travel, accommodation) to support the visit
- Allow the mentor to visit the participant's institution if they wish so that they too can benefit from experiencing another institutional context
- Consider offering a mentor/host relationship to a participant from another MASHEIN institution if appropriate

### MASHEIN will:

- Arrange the mentor/shadower relationship
- Support mentors/shadowers in their roles by providing guidance notes
- Offer training to mentors to help them in their roles and, in so doing, provide staff development for these colleagues and create a network of mentors within MASHEIN

### Further information

MASHEIN provides development and training events on a national level, specifically focused on the needs of small higher education institutions. We define 'small' as institutions with fewer than 3000 f.t.e. higher education students, and fewer than 4000 f.t.e. students overall.

### Contact Details

Judith Harris, MASHEIN Project Manager, MASHEIN Office,  
Bishop Grosseteste University College, LINCOLN, LN1 3DY

**Tel:** 01522 583719 **Fax:** 01522 530243

**E-mail:** Judith.harris@bishopg.ac.uk

## Mentoring/Shadowing Programme

**Surname:** .....

**First name(s):** .....

**Title:** Prof  Dr  Mr

Mrs  Ms  Miss

**Other** (please state):

**Position held:** .....

**Institution:** .....

**Address for correspondence (including department):**

**Phone:** .....

**Mobile:** .....

**E-mail:** .....

**Administrator e-mail:** .....

**Role that you would like to shadow at another institution:**

.....

**Any institutions you may have identified as potential host institutions for the mentor/shadow relationship:**

**Statement of Support from Sponsor (for example, line manager/head of institution):**

I confirm that ..... has the support of this institution in undertaking this programme.

**Name:**..... **Position:** .....

**Signature:** .....