

**Leadership
Foundation**
for Higher Education

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**ENGAGING WITH LEADERS
IN HIGHER EDUCATION**

A GUIDE TO THE WORK OF THE LEADERSHIP FOUNDATION

**Leadership
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VISION

“Excellence in leadership in higher education should attract the same esteem as excellence in research, teaching and learning.”

The Leadership Foundation provides a dedicated service of support and advice on leadership, governance and management for all the UK's universities and higher education colleges.

We do this by:

- Supporting individual leaders
- Strengthening leadership teams
- Building the capacity of institutions to cope with change
- Fostering learning networks for professional leadership groups
- Commissioning and disseminating research and surveys on practice
- Running leadership programmes, events and conferences.

Set up in 2004, the Leadership Foundation provides development services to leaders at all levels in universities and higher education colleges in the UK and internationally.

We do this by offering:

- Open and customised leadership development programmes
- Organisation development and change management for leadership teams inside higher education institutions
- Professional learning networks
- Dissemination of research and good practice
- Seminars, workshops and conferences.

OUR APPROACH

The Leadership Foundation works to achieve its vision by:

- Developing and equipping today's and tomorrow's leaders in higher education – as individuals and as teams in their institutions
- Challenging assumptions about how things are done and stimulating a debate about leadership, governance and management
- Providing support, advice and information so that HEIs can make informed choices about how best to develop their leaders and their own organisations.

WHAT WE CAN DO FOR YOU, YOUR LEADERSHIP TEAM, AND YOUR INSTITUTION

Participating in our programmes and events will enable you to be:

- Better prepared and briefed for new leadership challenges
- Equipped for initiating and embedding organisational change
- More able to understand yourself and your effect on others (a crucial ingredient in effective leadership)
- Capable of reflecting on and learning from your experience – building on your successes and learning from your mistakes (in a blame-free culture)
- Better connected to learn from others (through our programmes, coaching, mentoring and action learning).

We do this by:

- Really understanding higher education (HE)
- Embedding that knowledge with a 'big picture' view of good practice in private and public sectors, and strong international connections
- Offering value for money
- Being at the heart of the higher education network.

HOW WE ARE FUNDED

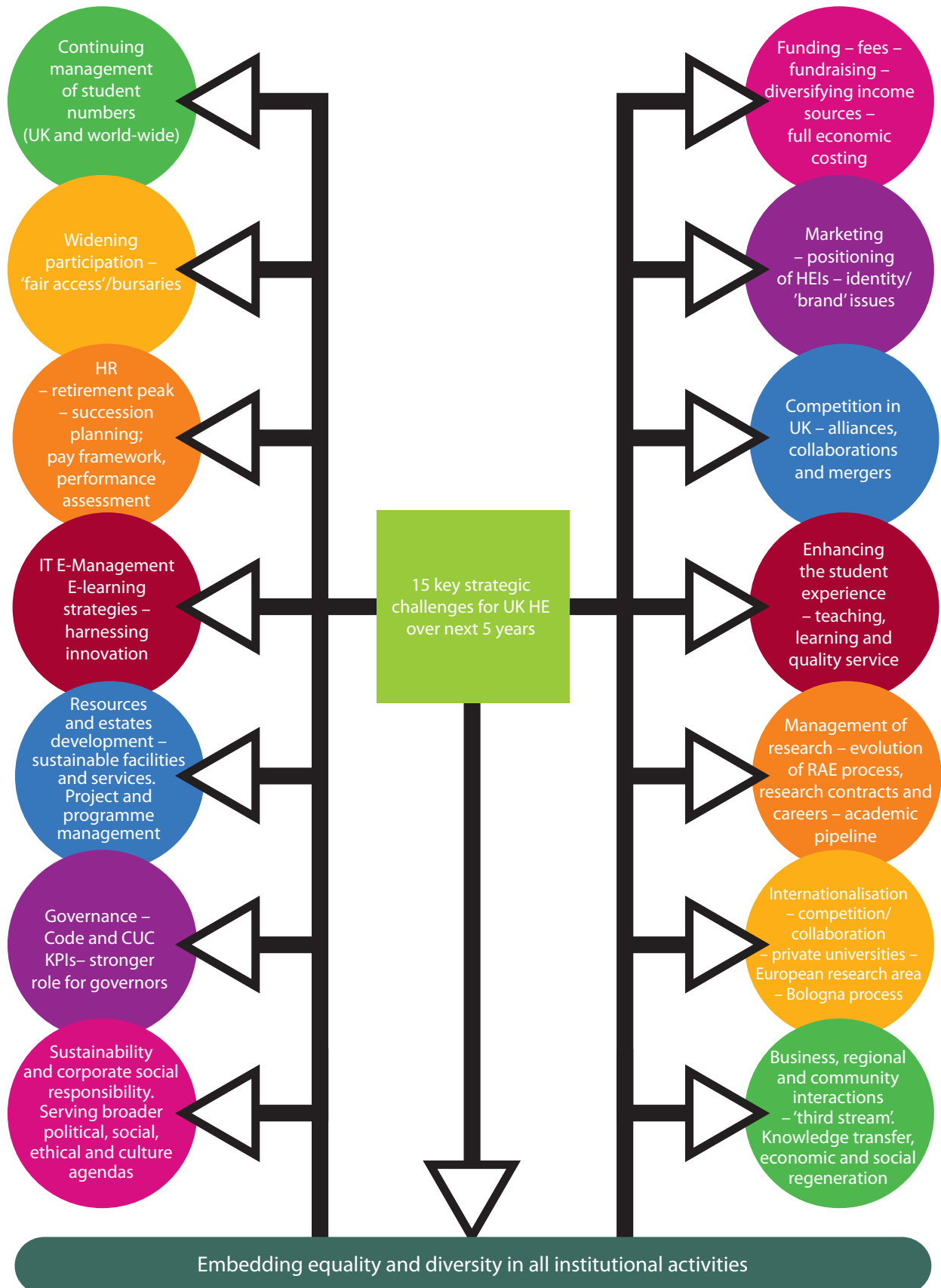
We are required to work towards sustainability, so from the outset we have aimed to recover most of our costs from a combination of programme fees and membership income. We also have a five year strategic funding agreement with the four higher education funding bodies of the UK. This additional funding enhances our capacity to invest strategically in the sector's leadership, management and governance over the period 2007-12.

OUR KEY SPONSORS

The Leadership Foundation was established by Universities UK (UUK) and the Standing Conference of Principals (SCOP, now known as GuildHE) and we are responsible both to each higher education institution (HEI) and to higher education collectively.

THE LEADERSHIP DEVELOPMENT AGENDA FOR HIGHER EDUCATION

In 2005 we published a survey of UK HE leaders' views on key leadership issues and learning priorities. This report, 'The Evolving Agenda' (www.lfhe.ac.uk/publications/evolvingagenda.pdf) set out the following picture.



KEY DEVELOPMENT NEEDS IDENTIFIED BY HIGHER EDUCATION LEADERS

In the Evolving Agenda report, and in continuing dialogue with us, HE leaders have highlighted the following development needs as crucial:

- Succession planning – selecting and nurturing leadership talent at all levels
- Market positioning of HEIs – brand; student perceptions; community/regional/global
- Coping with change
- Internationalisation and the global context
- Developing senior teams and project teams
- Leadership of collaborations, partnerships, alliances
- Middle management development
- Governance and governor development
- Leadership of teaching and research
- Diversity.

HOW LEADERS AND MANAGERS LEARN

The Leadership Foundation team has extensive experience of leadership and organisational development from many sectors and we find the following facilitated learning processes work well:

- Action and reflection
- Observation and analysis
- Engaging with networks
- Filling specific 'skills' gaps
- Thinking 'outside the box' (cross-sector and international)
- Being offered challenge as well as support
- Undertaking challenging assignments and projects
- Finding 'space' to reflect.

THE FIVE AIMS OF OUR PROGRAMMES AND ACTIVITIES

Our five aims of leadership development programmes and interventions are designed to provide a UK (and international) HE focus, peer to peer learning exchange, and networks supplementing the development support from within institutions.

The five aims are:

- **Supporting** individual leaders
A comprehensive programme of development and support for leaders and managers at any stage of their career route. Whether for starting a new role or leading senior level projects, these activities provide different kinds of opportunities to support the development of new competences and building the organisational capacity or refresh existing skills.
- **Strengthening** leadership teams of HEIs
We do this through tailored programme or our management consulting service. This range of activities helps to build leadership capacity within teams and groups working in UK HEIs
- **Fostering** leadership learning networks
Working with professional and academic networks to build leadership, governance and management (LGM) skills, knowledge and competence.
- **Research**, innovation and dissemination practice
All our research, innovation and the good practice from around the sector in the area of LGM will be shared throughout the sector in publications, at events and online.
- **Membership** Services
It is our aim to provide membership services that are valued by leaders, managers and the sector as a whole.

CROSSING BOUNDARIES – INTERNATIONAL, OTHER SECTORS, AND CHALLENGING CONTEXTS

A crucial part of our programmes is to encourage thinking 'outside the box' on leadership, management and governance.

In this category, we run specialist programmes and events such as:-

- SINO-UK Leadership Development Network – Twinning Chinese and UK HEIs and facilitating joint leadership development workshops in London and Beijing. (New similar programme is now being developed with India)
- Study Tour and Exchanges – Particularly to US and Canada on fund-raising, competitive collaboration and other areas of mutual learning
- Strategic X-Change – Facilitated 'organisational raids' into other sectors – media, government or business
- Top Leaders Forum – Vice-Chancellors/Principals in 'Chatham House Rule' dialogues with top leaders from other sectors.

1. SUPPORTING INDIVIDUAL LEADERS

Programme	Delegate profile	Programme benefit	Programme duration
Top Management Programme	Participants must have direct experience of operating successfully at a strategic level across the institution.	Tailored opportunity to prepare for the most senior levels in higher education.	19 days over 6 months
Senior Strategic Leadership	Experienced senior level academics, administrative or professional services leaders.	Preparation from a personal perspective on leading and managing all types of major change initiatives.	5 days across 3 to 4 months
Preparing for Senior Strategic Leadership	New or recently appointed senior level academics, administrative or professional services managers.	Improved understanding of the importance and techniques of strategic leadership.	5 days across 3 or 4 months
Head of Department	Heads of Department from all areas of HE.	The chance to examine how to use leadership and management skills to achieve organisational aims. Participants will also assess their own leadership strengths and developmental needs.	4 days across 2 to 3 months
Head of Department Series in Scotland	Recently appointed Heads of Department of academic, professional and service teams.	Sets the foundations of effective leadership and management, builds confidence and extends key skills.	4 days over 3 months
Senior Clinical Academic Leaders Programme	Senior academic leaders medical and dental schools.	Newly appointed deans – of up to a year, or senior academics with the potential to become leaders of medical or dental schools.	12 days over 9 months
Workshop and seminars	Vice-Chancellors/ Principals and other senior managers.	One-day workshops enable participants to practice leadership skills; half day seminars facilitate the discussion of leadership practice with leaders from other sectors.	1 day workshops or half day seminars
Development Centres	Individuals who are considering a leadership career in HE.	Participants will examine their own skill set against those required for institutional leadership roles and create their own personal development plan.	2 days
Coaching	Leaders in senior and middle management roles.	Coaching is offered in a number of guises. 'First 100 days' offers personal coaching for newly appointed VCs and Principals, Executive Coaching available at other leadership roles.	Determined by the needs of the individual
Research Team Leadership	Principal Investigators, Research Team Leaders.	Broader understanding of leadership issues of major research projects.	2 days
Leading Teaching Teams	Team Leaders of Teaching Teams.	Embedding the skills and understanding of leading others involved in the teaching and learning process.	2 days
Governor Development Programme	Lay and institutional governors and clerks Chairs of governing bodies.	A series of briefing seminars and workshops for newly appointed and experienced Governors, to introduce and update the key skills and knowledge required for good governance.	1 or 2 days

Many of these programmes can be tailored to the needs of one HEI or a group of institutions.

2. STRENGTHENING LEADERSHIP TEAMS OF HEIs

A very flexible range of services which focuses on supporting senior and project teams and change processes.

Service	Activity profile	Activity benefits	Programme duration
In-house leadership, and OD and team development	Working in a consultancy role with senior teams, change projects and other management teams	Integrates leadership development into real change issues, strengthened teams and the whole HEI	Entirely customised
Change Academy	A four-day event focused on enhancing change and projects management capacity, using real change issues	Institutions of six from 16 HEIs working in cross functional roles to develop the knowledge, capacity and enthusiasm for achieving complex institutional change	4 days (Customised options also available)
MASHEIN	The Leadership Foundation is providing core funding to a consortium of small and specialist HEIs, enabling a substantial amount of free and/or subsidised development	With 37 members, MASHEIN offers a bespoke programme of management, leadership and development seminars, work shadow placements, good practice and research for smaller HEIs	A wide range of half and one-day events and other customised support

3. FOSTERING LEADERSHIP LEARNING NETWORKS

We are working with a range of professional and academic groups to foster learning networks about leadership and customising approaches to particular professional communities.

Network	Network Profile	Benefits and activities
Professional groups	The Leadership Foundation works with a number of professional groups within HE on development programmes. Groups include the PVC community, AHUA, AUA, ARC, AMOSSHE, AUPO, BUFDG, CUC, SCONUL, AUDE, UPA, UCISA and the Staff Development Forum	By working with the professional groups we can ensure that we design and deliver programmes that meet the needs in that particular section of the sector
Geographical	To meet the particular needs of the devolved administrations and the English regions	We engage with HEIs on a geographical basis, to meet the varying needs of the sector, particularly the devolved administrations. We have staff dedicated to Scotland and Wales

4. RESEARCH, INNOVATION AND DISSEMINATION OF PRACTICE

We have a programme of 13 Research projects, led by Professor Robin Middlehurst. Full details can be found at www.lfhe.ac.uk/research

The results will be shared with the sector through a rolling programme of publications, seminars and conferences to disseminate the ideas and practice. Use the web link above to find out more about this area of our work. We also run other conferences and events to bring key players together to debate, challenge each other and learn.



5. MEMBERSHIP SERVICES

We offer voluntary membership, subscribed to by the overwhelming majority of UK HEIs and providing vital core funding for us. Membership is open to all higher education institutions, related organisations and agencies and is by annual subscription.

Institutional membership demonstrates a clear commitment to developing leadership and management capabilities at all levels. The heart of our services and benefits is the continuation and enhancement of our contribution to, and investment in, the higher education sector as a whole.

Currently the membership benefits package includes:

- Access to all Leadership Foundation programmes, products and services at special members rates. Participants from non-member institutions are charged a supplement on programme, course and events fees (Details of all programmes and events can be found on our website at www.lfhe.ac.uk/evt-crs-prog/calendar/).
- LF Direct telephone helpline and advisory service, plus, if member institutions wish, one free day of consultancy advice per year on any aspect of leadership and organisational development from a member of the Leadership Foundation team.
- Exclusive access to future Leadership Foundation grant and investment schemes.
- Online information and resources, including Knowledge Bank (on HR and organisational development issues) and LF Connect (including video clips).
- Invitations to a wide range of Leadership Foundation events including seminars, workshops and summits.
- Print editions of the Leadership Foundation's quarterly magazine ENGAGE and its centre spread supplement IN PRACTICE.
- Exclusive access to our professional learning groups' events held in conjunction with such organisations as AUA, AHUA, ARC, AUDE, AURIL, BUFDG, SCONUL, UCISA, AMOSSHE, UPA and the Staff Development Forum.
- Membership of the LF-Members JISCMail mailing list for up-to-date news from the Leadership Foundation and an opportunity to pose queries and exchange experience with fellow members.

CONTACT US

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FEEDBACK ON OUR WORK

- *"The LFHE is a well led and governed organisation that has fully grasped and understands the role it must perform."*
- *"A valuable programme all round. Important to meet and get to know colleagues in the sector in a similar role. "*
- *"Thoroughly enjoyable and positive experience."*
- *"The programme introduced me to a range of new concepts and tools for strategic management and made me reflect deeply on my own leadership style and future career aspirations. However, its most rewarding aspect was the opportunity to meet and interact with a group of peers from across the sector and develop action learning sets that will be sustained long into the future."*
- *"Has made me reflect a lot. Certainly feel that I have developed over the course but also I now have a track for future development which is more fundamental."*
- *"This programme is outstanding and has had (and is having) a great impact on me. It has given me new confidence in my own abilities together with strategies for dealing with areas of difficulty. Really enjoyed working closely with some fantastic colleagues, the vast majority of whom I had not met before."*

