

*Introducing*

# The Leadership Foundation for Higher Education

Engaging with leaders in the higher education sector



# welcome to the Leadership Foundation for Higher Education

This is our first publication, issued to coincide with our launch by the Chancellor of the Exchequer on 24 March 2004. It presents our Board's view, based on a well researched business case, of our initial work programme. It also gives some information about our Chair and Board members and explains how you can engage with us.

Our aim is to serve the diverse leadership development needs of over 160 higher education institutions. We exist to stimulate and promote good practice against an increasingly challenging agenda for change. Many of you will be our clients; others will be partners in delivery. All of us will provide a unique learning network whose benefit will go across and beyond higher education, within the UK and internationally.

Our Board has adopted a wide definition of 'distributed' leadership, from current Vice Chancellors and Principals, to those **preparing for leadership** (in academic and non-academic roles) at much earlier stages of their careers. We will also focus on the specific needs of Chairs and Members of governing bodies.

Leadership development goes well beyond training courses. It is about creating a culture of learning driven by the real challenges and issues facing institutions. In this inclusive and business driven approach, we will build on the success of HESDA (Higher Education Staff Development Agency) and its highly effective learning networks, with whom we are working towards full integration.

I previously ran the Civil Service College (now CMPS), which today covers the full spectrum from the Cabinet Office Top Management Programme to meeting the needs of front-line leaders. Crucial to our mission was constant engagement with our stakeholders and clients, working with the grain of real business issues and engaging with learning networks and communities. I intend to adopt the same approach in this new role.

This booklet itself will provide a framework for consultative meetings with stakeholders across the United Kingdom over the next few months.

I look forward to working with you.



Ewart Wooldridge  
Chief Executive  
The Leadership Foundation for Higher Education

## our vision

That the **leadership, governance and management** of UK higher education institutions is regarded as world-class and the practice of **excellence in leadership** is recognised and held in high esteem by the higher education sector.

## our mission

The Leadership Foundation is to deliver a significant and visible contribution towards:

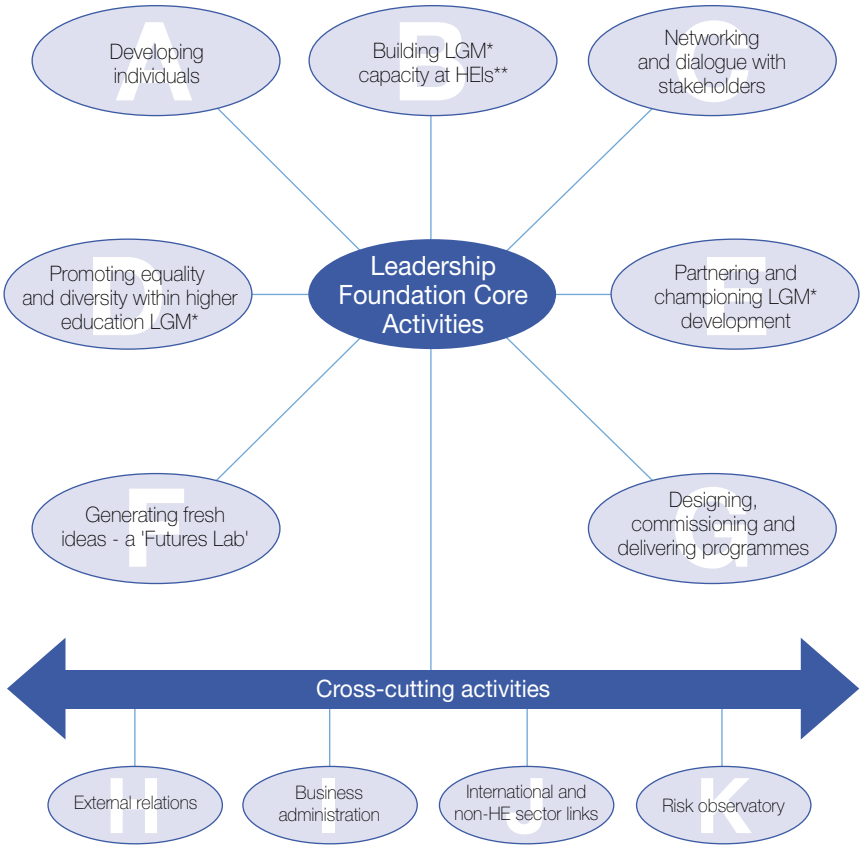
- equipping current and future leaders in higher education with the skills and awareness of good practice to help them deliver continuous improvement and respond to future challenges
- developing, commissioning and delivering high quality programmes
- demonstrating the benefits of tailored development approaches for leadership teams in individual higher education institutions
- actively promoting a culture of organisational learning and reflection
- promoting equality and diversity by creating a larger pool from which future leaders, governors and managers within higher education can be drawn
- enhancing the esteem given to effective leaders, governors and managers, thus encouraging a larger and more diverse pool of candidates to seek these positions
- championing examples of excellent leadership, governance and management within UK higher education institutions, so that they are showcased worldwide as model organisations.

## our values

- Professionalism, transparency and accountability
- Respecting equality and diversity
- Commitment to services of the highest quality
- Appreciation of the diversity of individual higher education institutions
- Responsiveness to our stakeholders, throughout the UK and abroad.



# our business activities



\* Leadership, governance and management

\*\*Higher education institutions

## Explanatory notes:

- (A-C) embody the key services offered to our clients focused around individuals, institutions and networks.
- (D-E) are the areas where we will be adopting a pro-active role, promoting good practice.
- (F-G) are the techniques we will use, generating new thinking; designing and commissioning programmes, or delivering programmes directly.
- (H-K) are the business processes we will adopt to ensure that we are sensitive to external influences and lay the basis for a sustainable business.



## main work programmes

### Our work will include:

- developing **individual leaders** and managers through open programmes, mentoring and coaching with a special focus on development of Chairs and Members of governing bodies
- **building institutional capacity** by offering customised programmes, consultancy, benchmarking and needs analysis
- development of **networks and communities of learning** through alumni relations, special interest groups and international links
- applied **research and development** (including 'Futures Lab' work) to support new learning initiatives and stimulate innovation
- **disseminating and championing good practice** in leadership, governance and management.

### Research

The Leadership Foundation will be commissioning a number of research projects. As part of our early dialogue with stakeholders, we would welcome suggestions on research topics.

Initial areas identified include:

- mapping effective **models of leadership** which fit the diverse cultures of higher education institutions
- the **higher education leadership career** – the changing expectations and evolving 'psychological' or implicit contract
- **evaluation** of leadership development processes
- **international benchmarks** for leadership and institutional management.

## flagship projects

The Leadership Foundation Board has already identified certain flagship projects where it intends to make an early impact.

We are currently consulting with the sector and other stakeholders on these priorities, which are likely to include:

- **masterclasses and seminars** for senior leaders on current issues
- high level **skills events** (for example risk management, oversight of major change programmes and projects and performance development)
- developing a nationwide **mentoring and co-coaching scheme** linking senior leaders in higher education, business and the wider public sector
- **governance** – taking on, from the Committee of University Chairmen, the responsibility for running training events and conferences for Chairs and Members of governing bodies
- **preparing for leadership** – implementing recommendations from the recent independent evaluation of the HESDA Top Management Programme (TMP@HE) and putting in place new programmes for individuals approaching senior academic and non-academic roles
- working with the Equality Challenge Unit to support institutions in **embedding equality and diversity**
- launching a new **higher education governance website** to support those on governing bodies with information and advice to equip them for their roles
- launching a new programme of Leadership Foundation **publications and information services**
- developing robust analytical and diagnostic tools for **assessing needs** for leadership development
- supporting Leadership Foundation **Fellows** who will work on significant change projects in their institutions whilst sharing learning from this work through the Leadership Foundation to the wider higher education sector.



# the Leadership Foundation and HESDA

The respective Boards of the Leadership Foundation and HESDA have agreed that they will work towards full integration of HESDA into the Leadership Foundation by 31 July 2004.

## HESDA's services to its members currently include:

- an advisory service and help-line
- in-house consultancy and advice
- support for professionally based regional networks
- tailored staff development programmes
- databases of recommended tutors/trainers and consultants
- publications, briefing papers, discussion papers, project reports
- regular mailings, a website and closed email list
- a contact register listing staff developers and others in member institutions
- guidance and support on Investors in People recognition
- opportunities to participate in national and regional events and projects
- courses, conferences, seminars and workshops.

HESDA offers a suite of leadership development programmes emanating from their flagship Top Management Programme (TMP@HE). Dates for these programmes are as follows:

## Top Management Programme

A strategic development programme for senior academic and professional managers in the higher education sector, aiming to provide those on the cusp of the top levels of university and college leadership with a tailored opportunity to prepare for senior office.

TMP6: May to November 2004

TMP7: October 2004 to March 2005

TMP8: May to November 2005

## Preparing for Strategic Leadership

A programme specifically designed to meet the needs of senior managers *preparing* for strategic roles in Higher Education. Such senior managers may include Deans of Faculty, Heads of Administrative Departments and Heads of Schools.

18 – 20 May 2004

13 – 15 September 2004

11 – 12 October 2004

14 – 15 February 2005

## Insight

An individually-focused high quality programme for those in the early stages (first or second year) of a period as leader/manager of an academic or administrative unit, responsible for a group of staff and preferably a significant expense/resource budget.

Insight 1: 27 April 2004

4 – 5 October 2004

8 November 2005

Insight 2: 6 October 2004

24 – 25 February 2005

11 April 2005

Full details from Wendy Mason at HESDA (0114 222 1335, w.mason@sheffield.ac.uk, www.hesda.org)

## working with us

### Regional forums

We will be holding a series of regional forums during the spring and early summer of 2004, throughout England, Scotland, Wales and Northern Ireland. Details will be posted on our website at [www.leadership-he.com](http://www.leadership-he.com)

Alternatively please call **Anne Blackburn** at The Leadership Foundation on 020 7841 2804, [anne.blackburn@leadership-he.com](mailto:anne.blackburn@leadership-he.com)

### Contact through professional associations

Key partners will be:

UUK	Universities UK
SCOP	Standing Conference of Principals
CUC	Committee of University Chairmen
CIHE	Council for Industry and Higher Education

We intend to keep an active dialogue with the following associations and professional groupings:

AHUA	Association of Heads of University Administration
ARC	Academic Registrars Council
AUA	Association of University Administrators
AUDE	Association of University Directors of Estates
BUFDG	British Universities Finance Directors Group
HESMF	Higher Education Senior Managers Forum
SCONUL	Society of College, National and University Libraries
SCOPFOG	Standing Conference of Principals Finance Officers Group
UCEA	Universities and College Employers Association
UCISA	Universities and Colleges Information Systems Association
UPA	University Personnel Association

We will also maintain HESDA's close links with higher education staff development practitioners.

### Partnership opportunities

We will work in close partnership with the **Equality Challenge Unit** in identifying how we can promote equality and diversity through development programmes.

We foresee collaboration opportunities with initiatives of the funding bodies in the area of leadership, governance and management.

We will work together with **individual higher education institutions** on particular development projects where we can both provide support and draw out learning outcomes to share with the rest of the sector.

### Contacting us

We look forward to hearing from you. Please feel free to contact us directly using the numbers and addresses shown on the inside back cover.



## the context for leadership development in higher education

The Leadership Foundation's Board recently considered the challenges that are likely to face leaders, governors and managers between now and 2010. We are planning programmes and activities to help equip our sector to deal with these challenges:

- Responding effectively to the continued expansion of higher education
- Encountering an increasingly competitive market for higher education, nationally and internationally, needing to offer a market focused and entrepreneurial response
- Working in closer partnership with business, identifying and negotiating opportunities for third-stream funding and facilitating increased knowledge transfer
- Delivering the agenda on widening participation and promoting equality and diversity in the leadership culture to help support these changes
- Diversifying sources of income, relying proportionately less on government funding
- Integrating with the specific agendas of regional government and/or the devolved administrations
- Developing good leadership and management of the research process
- Adopting more strategic approaches to human resources, to ensure that the best talent is attracted to, and retained in, the sector during a peak period in the retirement profile of higher education
- Managing increasingly complex change programmes, particularly involving structural change, alliances, mergers and development of the higher education estate
- Working collaboratively with organisations and alliances within and outside the higher education sector
- Applying more e-learning and internet-driven business solutions
- Evolving new forms of leadership, governance and management processes and career development to support the above changes
- Embedding equality and diversity across higher education institution activities.

# the Leadership Foundation for Higher Education

## Chair of the Board

Mr James Ross, *Deputy Chairman, National Grid Transco plc*

## Board Members

Mr David Allen, *Registrar and Secretary, University of Exeter*

Professor Raman Bedi, *Chief Dental Officer, Department of Health*

Professor Antony Chapman, *Vice-Chancellor & Principal, University of Wales Institute, Cardiff*

Professor Ivor Crewe, *Vice-Chancellor, University of Essex*

Professor Tariq Durrani OBE, *Deputy Principal, University of Strathclyde*

Professor Roderick Floud, *Vice-Chancellor, London Metropolitan University*

Professor Diana Green, *Vice-Chancellor, Sheffield Hallam University*

Mr Ron Haylock, *Former President of Council, University of Nottingham & former Chair, Committee of University Chairmen*

Ms Sara Parkin OBE, *Founding Programme Director, Forum for the Future*

Professor Katharine Perera, *Senior Pro Vice-Chancellor, University of Manchester*

Professor Joan Stringer CBE, *Principal and Vice-Chancellor, Napier University*

Mrs Pamela Taylor Principal, *Newman College of Higher Education*

## Chief Executive

Mr Ewart Wooldridge, *Chief Executive, The Leadership Foundation for Higher Education*

## Profiles of the Chair of the Board and Chief Executive



### James Ross

*Chair of the Board, The Leadership Foundation for Higher Education*

James Ross was appointed as Non-executive Director and Deputy Chairman of National Grid Group plc in March 1999, becoming Chairman in July 1999. He is also a Non-executive Director of McGraw Hill in US, Datacard in USA and of Schneider Electric in France.

Prior to his appointment with the National Grid Group, James was Chairman of Littlewoods plc between 1996 and April 2002 and was Chief Executive of Cable and Wireless plc between 1992 and 1995. Before that he was a Managing Director of the British Petroleum Company plc and Chairman and Chief Executive of BP America.



### Ewart Wooldridge

*Chief Executive, The Leadership Foundation for Higher Education*

Prior to his appointment in January 2004, Ewart Wooldridge was Director of CMPS, (formerly the Civil Service College) at the Cabinet Office. Prior to that Ewart, a human resources specialist, held board level appointments at the South Bank Centre and Granada plc.

Ewart's previous career has spanned human resources and line director positions in the private and public sectors – in engineering, the media (Granada plc and TVS Television), and as Director of Operations at London's South Bank Arts Centre. Immediately prior to joining the Cabinet Office, he was a Chief Officer of Hampshire County Council, responsible for lifelong learning, culture, countryside and community services.

# how to contact us

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