

ENGAGING WITH LEADERS
IN HIGHER EDUCATION

HEADS OF DEPARTMENT SERIES IN SCOTLAND

**Leadership
Foundation**
for Higher Education



Scottish Funding Council
Promoting further and higher education

SUPPORTED BY

HEADS OF DEPARTMENT SERIES IN SCOTLAND

FOR SCOTTISH HEIS

HEIs are invited to nominate candidates for this development series which aims to strengthen the capacity of Heads of Department* to perform their roles confidently and effectively in Scottish HEIs.

FOR NEW HEADS

Candidates who will benefit most from this series are likely to be newly or recently appointed Heads of Department or those who are about to take up such a post.

PRACTICAL

The series will set the foundations of effective leadership and management, build individual confidence by consolidating and extending the existing skills and experience of participants and give Heads information and guidance on further development opportunities.

The Heads of Department Series in Scotland has been designed as a series of interactions with the explicit intention of offering delegates increased opportunity for reflection, practice and review with their peers.

RELEVANT

It has been conceived and designed in consultation with senior figures in Scottish HEIs. It is intended to be demanding, efficient and cost-effective.

EXPERT

The series will be led by facilitators with significant experience of higher education in Scotland and professional expertise in leadership and management in a wide range of organisations and business sectors.

OUTWARD-LOOKING

The series will be highly interactive and will also include contributors from the sector with international experience.

SUPPORTIVE

By completion the Head of Department Series in Scotland will have provided the following to its participants:

- pre-course information and preparatory work including the completion of a self-assessment questionnaire
- an intensive 36-hour residential introduction to the role of Head of Department
- access to resources and expertise to support them in their role
- a continuation of the learning relationship with two further half-day seminars to focus on learning sets and HR/people management skills
- membership of a network of Heads in Scotland offering further opportunities to develop in the role

PROGRAMME OUTLINE

The Head of Department Series in Scotland has three key components:

- pre-course information & preparation
- 36-hour residential
- 2 half-day seminars

**Heads of Department are defined for this purpose as those within Higher Education Institutions in Scotland that hold top level responsibility for an academic discipline or service function. Typically, the role holder would report directly to a senior manager such as a dean or deputy of the principal. These roles are variously described in institutions as Heads/Directors of School/Unit/Department.*

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THEMES

The Heads of Department Series in Scotland covers four main themes which are pertinent to the development of Heads of Department.

Theme 1 – the role of Head and its strategic context

Provides an opportunity to:

- explore the role description for a Head of Department
- consider the advice of those who have long experience of the role
- explore how to build and lead an effective management team
- consider how the higher education sector in Scotland is influenced by external (including Government) thinking and policy and how the objectives and priorities of institutions are steered by the wider international agenda

Theme 2 – the Head as a leader of people

Providing an opportunity to:

- discover individual leadership, management, learning and communication styles and to build individual understanding
- discover the capacity to lead and manage people and their performance effectively and the ability to influence within the organisation
- benefit from the experience of senior colleagues with global experience in this field
- explore, within the “safe-space” of mini learning sets, practical ways of addressing the challenges of managing people

Theme 3 – the Head as a manager of resources

Provides practical advice on how to engage effectively with an institution’s resource management policies, procedures and practices, and includes a checklist of the questions that every Head of Department should know to ask.

Theme 4 – continuing development of the Head of Department

Provides an opportunity to explore a range of tools and techniques available to support individual Heads during their period of office and to build their confidence in the role.

OUTCOMES

The series will develop participants by:

- exposing them to strategic issues in the sector
- develop their self-awareness and confidence as Heads of Department
- increasing their knowledge and skills in the leadership of people and the management of resources

PROGRAMME FEE: PLEASE SEE THE APPLICATION FORM

TO APPLY

Application forms, which can be found online at www.lfhe.ac.uk/support/head/ should be returned to:

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C/O Universities Scotland
53 Hanover Street, Edinburgh, EH2 2PJ
T: 0131 225 0719
E: scotland@lfhe.ac.uk

To discuss details of the programme, please contact:

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