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Advance HE provides a wide programme of training and events, tailored to the needs of different institutional audiences at all stages of their careers.
Welcome

I am delighted to launch our first Advance HE portfolio of development opportunities, carefully designed to support those working in higher education (HE) at every level of experience.

Whether you are near the start of your career, an academic, a member of professional services, or a senior leader who is a member of your institution’s executive team or in governance, we have timely and tailored development opportunities for you.

Bringing together the synergy of the three merged agencies of the Equality Challenge Unit, the Higher Education Academy and the Leadership Foundation for HE, our newly integrated portfolio showcases our expertise in four strands:

- Teaching and Learning;
- Equality, Diversity and Inclusion;
- Leadership and Management; and
- Governance.

Advance HE has brought together programmes, conferences and events, which I know are highly valued in the sector.

Among others, our 2018-19 offer includes: Aurora, the Top Management Programme, Leading Transformation in Learning and Teaching, the Teaching and Learning Conference and the EDI Conference.

We understand the challenges institutions face due to constant and complex change that impacts differently on institutional priorities and needs. In response, we have ensured that our development offer is dynamic and responsive to sector challenges.

It builds sustainable capacity for institutions and their people so both are better equipped to deliver successful outcomes for their students and stakeholders.

All of our programmes are characterised by active participation, where sharing and learning from experience provokes debate, builds confidence and promotes best practice.

Advance HE’s Development Pathway, co-developed with the sector, shows our approach to career-long development support and is mapped out on pages 10 and 11.

Details of how to find out more about any of our programmes or events are highlighted in the prospectus, and are available at advance-he.ac.uk/prospectus.

Please do not hesitate to get in touch if you have questions or suggestions on how to improve Advance HE’s offer.

I look forward to meeting you at some of the events in the coming year and I wish you every success in your career development.

Alison Johns
Chief Executive, Advance HE
Our four strands of expertise

We believe improvement in HE is continuous; to advance the sector for the better.

Advance HE was created to provide dedicated support to the HE sector across four key interrelated themes: teaching and learning, equality, diversity and inclusion, leadership and management, and governance. These areas are all crucial to the wellbeing and effective delivery of HE now and in the future.

Our purpose is to support universities in putting institutional strategy into practice for the benefit of students, staff and society.

We bring together HE-focused expertise to help you deliver world-leading teaching, research and scholarship, your civic mission and student outcomes at your institution.

We do this through the provision of specialist knowledge and resources, externally recognised benchmarking and recognition schemes, and a member-focused, collaborative approach.

“Our purpose is to support universities in putting institutional strategy into practice for the benefit of students, staff and society.”
“Advance HE was created to provide dedicated support to the higher education sector across four key interrelated themes.”

<table>
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<tr>
<th>Teaching and Learning</th>
<th>Equality, Diversity and Inclusion</th>
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<tr>
<td>Whatever your discipline, specialism or institutional context, our offer is designed to complement your institutional development activity, providing practical approaches, tools and stimulus to help you build or refresh your approach to teaching and learning throughout your career.</td>
<td>Our work is designed to enable the development of inclusive cultures and assist leaders and support to design inclusive services, develop accessible campus environments and help all to feel welcome at your institution.</td>
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<tr>
<th>Leadership and Management</th>
<th>Governance</th>
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<tr>
<td>In our suite of programmes and events for all levels, from Vice-Chancellors to those at the earlier stages of their career, you will find options that give you the opportunity to reflect on the challenges of leadership and explore new approaches to address them.</td>
<td>Advance HE has experience and expertise in supporting governing bodies across the UK to aid with: board effectiveness, governor development, strategic sessions and wider support for the governance community. Our support is realised through national programmes, topic-led events, action research and tailored services for individual institutions.</td>
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How does Advance HE deliver development opportunities?

Advance HE offers HE professionals, academics, leaders and governors a broad and varied range of programmes and events, giving access to quality resources, expert facilitation and delivery.

<table>
<thead>
<tr>
<th>Development Programmes</th>
<th>Events</th>
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<tr>
<td><strong>Programmes</strong></td>
<td><strong>Conferences</strong></td>
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<tr>
<td>A series of longer-term development programmes for Programme Leaders to Vice-Chancellors. Some of our programmes can also be run in-house; please contact us for details of these.</td>
<td>Advance HE runs conferences across all four themes of work. They each put a spotlight on key aspects of HE relating to sector challenges.</td>
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<tr>
<td><strong>Coaching</strong></td>
<td><strong>Summits</strong></td>
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<tr>
<td>Delivered on a one-to-one basis, Advance HE coaching provides the opportunity for support, challenge, reflection, observation and feedback on all aspects of an individual's work and working relationships. We have a range of options available including: executive coaching, team coaching, career coaching and coaching programmes.</td>
<td>An opportunity for senior leaders to discuss current sector priorities and network with peers.</td>
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<td><strong>Writing Retreats</strong></td>
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<td>Writing Retreats are designed to support Fellowship applicants with submissions to become a HEA Senior or Principal Fellow through expert guidance, analysis and feedback. Writing Retreats are also available in-house.</td>
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<td></td>
<td><strong>Workshops</strong></td>
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<tr>
<td>We offer a wide range of practical workshops to develop individual skills, enhance practice, expand peer networks and challenge the status quo. All of our workshops are also available in-house.</td>
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How does Advance HE deliver development opportunities?

Our portfolio has been developed from over 14 years’ experience of working with peers across: teaching and learning; equality, diversity and inclusion; leadership and management; and governance.

Opportunities for networking, learning and insights can be provided both online and face-to-face, allowing participants to explore strategic topics and areas relating to their institutional priorities.

**Virtual Learning**

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<tr>
<th>Online Courses</th>
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<tr>
<td>Addressing the time pressures of working life, Advance HE has a suite of e-learning courses with tutor support and course materials available online.</td>
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<th>Webinars</th>
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<tr>
<td>Our webinars are designed to keep participants up-to-date with current research, guidance and student surveys (PTES, PRES, UKES, SAES), as well as thematic and discipline work, supporting with your continuous professional development activity and showcasing the innovative work of our global community of award winners.</td>
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**Communities**

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<th>Twitter Chats</th>
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<td>#AdvanceHE_chat is a regular, open forum for the sector to come together and share experiences. Every month the chat covers disciplinary or priority areas relating to HE, prompted by a pre-chat blog and questions.</td>
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**Symposia**

| Advance HE brings together individuals to explore a specific theme relating to HE. |

**Networks, Special Interest Groups, and Communities of Practice**

| Bringing together groups of Fellows, practitioners, award winners and members involved with all aspects of the Advance HE portfolio – including Athena SWAN, Race Equality Charter and alumnus of our programmes and events – to share best practice. |
The Development Pathway

Designed to provide support at all stages of your career, Advance HE’s Development Pathway works for you whatever your role.

New to HE
Aimed at:
Those looking to develop knowledge, skills and contextual understanding, particularly staff tasked with delivery of teaching and learning or those with leadership responsibility who are new to the sector.

Includes:
HE Insights, New to Teaching (online), Workshops, Symposia, Online Courses, Webinars, Conferences.

Grow your Skills
Aimed at:
Those at an early point in their careers, or new to their role, looking to build knowledge, skills and understanding.

Includes:
Workshops, Symposia, Online Courses, Webinars, Conferences.

Preparing for Senior Leadership
Aimed at:
Those new to leading a professional service, academic or research team or function such as Heads of Department, Associate Deans, Assistant Directors or Heads of Services, or those looking to step into these roles.

Includes:
Preparing for Senior Strategic Leadership, Future Professional Directors, Leadership Matters, Leading Departments.

Senior Leadership
Aimed at:
Those in leadership positions reporting to executive (or an equivalent) level in either academic or professional services roles such as Deans, Pro Vice-Chancellors or Directors.

Includes:
Strategic Finance Programme, Strategic Leadership Programme, Coaching for Excellence.

Teaching and Learning

Equality, Diversity and Inclusion

Leadership and Management

Governance
New to Leading

Aimed at:
Those who are new to, or considering, leadership within HE, whether in academia, research or professional services.

Includes:
Aurora, Diversifying Leadership, Transition to Leadership Programme, New to Programme Leadership, Research Team Leadership, Conferences.

Excellence in Practice

Aimed at:
Those with some experience of leadership and designated areas of responsibility, looking to further develop skills, knowledge and understanding.

Includes:
Leading Transformation in Learning and Teaching, Introduction to Head of Department, Teaching Excellence Programme.

Executive and Strategic Leadership

Aimed at:
Those who are senior leaders in HE who are members of their institutional executive team.

Includes:
Top Management Programme, Strategic Finance Programme, Coaching for Excellence.
Benefits of our professional development

Professional development at Advance HE includes programmes, conferences and events dedicated to developing those at specific stages of their career.

Each opportunity has been designed to promote sharing experiences and best practice, develop peer support networks and provide a global perspective to HE development opportunities.

Our experience is founded on many years of working closely with the sector at all levels and a deep understanding of the UK and global HE policy landscape and context.

We bring a combined strength of knowledge and best practice from our previous work as the Equality Challenge Unit, the Higher Education Academy and the Leadership Foundation for Higher Education.

Because our offer is informed by sector expertise, latest research and thought leadership, we believe our development portfolio will help tackle and improve strategic planning, organisational and culture change, academic practice, performance and innovation, and support the attainment of new skillsets.

Participants benefit from an expert and experienced delivery team, supported by contributors drawn from the UK and global HE. We have a strong track record of customising our offer to the needs of our clients, whatever their institutional type, focus or context.

We aim to deliver sustainable change, whether that is for the practitioner, the leader or the organisation.

“This was an amazing opportunity that enabled me to take time out of the office ... to develop my understanding of leadership and how I will use it going forward. The variety of delivery within the course and external participants was invaluable.”

Caroline Harries
Head of Financial Planning and Analysis
Kingston University
Benefits to institutions

+ Development of colleagues as leaders, role models and champions within their institutions.
+ The opportunity to foster an environment where good practice runs parallel to good management and leadership.
+ Development of colleagues as strategic thinkers, prepared to input into institutional strategy and operational delivery.
+ Access to development opportunities that will support professional accreditation and build knowledge and skills alongside professional networks at a national and global level, focused on current contextual issues relevant to HE.
+ Development of a cohort of leaders, governors, educators and practitioners able to share best practice and insights and act as change agents for the enhancement of excellence.
+ Helps your institution to build the internal capacity to resolve strategic challenges that support student benefit and success, and address issues of equality, diversity and inclusion.

Benefits to individuals

+ Allows you to explore contextual drivers for changes and challenges within the sector in the macro and micro environment.
+ Personal development: increasing self-awareness, enhancing personal resilience and raising confidence to act as a credible and influential leader or practitioner.
+ Enhanced skills, knowledge and insights that will offer innovation and options for change.
+ Access to high-quality thought leadership and practice insights from within and outside the sector, alongside experienced facilitation and subject matter experts.
+ Engagement with current HE policy and context at a regional, national and global level.
+ High-quality programmes and events, providing access to networks of peers and communities of practice.
+ Gives you the opportunity to advance professional standing via HEA Fellowships.
Conferences and summits

For full details visit: advance-he.ac.uk/conferences

**Teaching and Learning**

**Annual Teaching and Learning Conference**  
Location TBC, 2–4 July 2019  
Taking place over three days with more than 400 sessions, this sector-led conference provides attendees with the chance to share ideas, research, good practice and innovations with peers, to find out whether the challenges and solutions from other disciplines could inspire innovation in individual and institutional practice.  
#TLConf19

**Surveys Conference**  
Bristol, 8 May 2019  
This conference provides an opportunity to discuss and debate the potential of insights from surveys, metrics, qualitative research and wider methods of capturing the student voice. The Surveys Conference explores how these methods can be used to drive excellence and enhancement within HE.  
#SurveyConf19

**STEM Conference**  
Birmingham, 30–31 January 2019  
This two-day conference features a mix of peer-led workshops, presentations and respected keynotes for each of the individual STEM disciplines, as well as opportunities for learning from cross-disciplinary practice.  
#STEMConf19

**NET Conference**  
Location TBC, 3–5 September 2019  
The leading international conference for networking in healthcare education provides access to the latest research and innovation from across the world and the opportunity to discuss shared interests and key issues.  
#NETConf19

**Equality, Diversity and Inclusion**

**Equality, Diversity and Inclusion Conference**  
Occurred 31 October – 1 November 2018, date tbc for 2019  
This two-day conference focuses on ensuring a strong and resilient culture of learning, professionalism and pride in EDI work: celebrating your successes, pushing for progress, and equipping you for challenges ahead.  
#EDIConf18

**Leadership and Management**

**BME Leadership Summit**  
Birmingham, 16 May 2019  
The BME Leadership Summit brings together the HE sector’s ‘agents of change’ and key decision-makers to discuss, debate and share good practice around advancing the race equality agenda within their institution and the sector more generally.  
#BMESum19

**Leadership Summit**  
London, 14 June 2019  
This unique summit centres on sharing the latest thinking on leadership from within and outside HE. Bringing together sector leaders and leadership thought leaders, this summit will provide a stimulating and thought-provoking environment to explore contemporary challenges and differing perspectives of leadership with peers and colleagues from across the sector.  
#LeaderSum19
Governance
Governors Development Programme: Governance Conference
London, 29 November 2018

This national conference for governors of HEIs and members of the professional support teams who work with governors, offers a forum to enable governors, professional support staff and policymakers to share and discuss key and emerging areas of governance.

#GDPConf18

“A valuable day getting out of the immediate ‘day job’ and into the headspace of talking and thinking about what senior leaders in HE in the UK are focused on, and how we work.”

Professor Josie Fraser
Executive Dean
The Open University
Supporting events

Alongside our programmes we run a number of shorter events to support our communities of practice or consider contemporary issues relevant to sector leaders. Whatever your specialism or institutional context there is something for you.

All our events are designed to complement your institution’s own development activity, providing practical skills and tools to help you refresh and build your skills in teaching and learning; equality, diversity and inclusion; leadership and management; and governance.

Workshops
We run a successful programme of open workshops across a wide range of themes and issues. Led by experts and drawing on the latest research from the sector, we ensure participants are immersed in relevant, effective practice.

Our practical, one-day workshops encourage debate and promote sharing good practice, enabling groups to progress skills and develop effective practices.

Symposia
Our symposium series aims to bring together cutting edge examples of effective and innovative practice. The symposium programme focuses on strategic priorities and current trends in HE.

The one-day events are designed to complement your institution’s own development activity, providing practical skills and tools to help you refresh and build your skills.

Webinars
We also run a series of webinars on key topics in HE. Taking newly available research and resources as their starting point, our webinars are aimed at those who want to keep up-to-date with new thinking to improve their practice, inform their institutional strategy and develop policy.

We continue to commission new webinars based on current trends and sector priorities, led by expert speakers and advisers.
Advance HE provides specialist knowledge and resources, externally recognised benchmarking and recognition schemes, and a member-focused, collaborative approach.
New to HE

If you are new to higher education, we can help you find your feet and build networks, knowledge and understanding to support your transition to this new environment.

Advance HE also offers a comprehensive set of workshops if you are new to teaching, complementing in-house training (such as the Postgraduate Certificate in Higher Education).

“HE Insights has provided me with a comprehensive understanding of the historical context of the higher education sector and the current changes the sector is undergoing. All of the speakers were engaging and knowledgeable, and the interaction between participants and speakers was excellent.”

Jennifer Taylor
Economic Development Funding Manager
Durham University
Online programme

New to Teaching

Overview

New to Teaching accommodates professional learning needs from the very beginning. If you’re new to teaching and supporting student learning, this programme has been designed to formalise your professional development.

The online format provides additional flexibility, acknowledging the time pressures faced by academics. The resources will also be available to participants after the course ends.

Structure

The programme is divided into four sessions, with two hours of study taking place each week over four weeks. New to Teaching focuses on four key areas:

+ Designing and planning learning activities;
+ Reviewing contemporary approaches to teaching and learning;
+ Identifying effective and efficient forms of assessment and feedback; and
+ Reflecting on how continuous professional development can enhance not only your teaching but also your students’ learning.

Benefits

New to Teaching is designed to enhance your understanding and knowledge of critical areas of practice. This knowledge will, in turn, benefit your students and complement the overall reputation of your institution. The programme makes use of key pedagogical approaches, while also engaging with tools, frameworks and resources giving you expertise to take away and put into practice in your classroom.

Duration:
Four sessions, over four weeks.

Designed for:
Lecturers, Post-Doctoral Researchers or Research Students who are new to teaching.

How to get started:
Book online at advance-he.ac.uk/new-to-teaching

“The quality of these sessions has been outstanding; the content and examples provided will be immensely useful to new lecturers.”

Professor John Mason
Honorary Research Fellow, Department of Education
University of Oxford

The quality of these sessions has been outstanding; the content and examples provided will be immensely useful to new lecturers.”

Professor John Mason
Honorary Research Fellow, Department of Education
University of Oxford
HE Insights

Overview

Navigating the complexities of the HE landscape is a challenge for any new leader to the sector. HE Insights will equip you with the knowledge and insights to become an effective leader in HE.

This workshop complements your institution’s induction by providing a wider perspective on issues affecting HE in the UK and globally. This session is delivered by some of the sector’s most experienced and forward-thinking senior leaders.

Structure

HE Insights is a one-day workshop that includes:

+ An overview of the UK HE sector landscape;
+ Exploring current challenges;
+ How the sector is responding to changes to policy and the political landscape; and
+ An opportunity for participants to gain insights into the purpose and complexity of governance structures in HE.

Benefits

HE Insights is designed to develop your knowledge of the key challenges that will impact HE in the future. Throughout the day you will hear from a panel of key contributors and influencers within the sector on various issues including policy and governance, funding, and research. You will explore HE leadership issues using discussion workshops and activities.

Duration:
One-day workshop.

Designed for:
Leaders who are new to the HE sector in both academic and professional service roles.

How to get started:
Find out more at advance-he.ac.uk/HEInsights

“HE Insights has provided me with clarity over the HE sector and helped develop my knowledge of the key challenges facing the sector at the current time.”

Natasha Coldwell
Executive Officer and Assistant to Vice-Chancellor
Arts University Bournemouth
We believe improvement in HE is continuous; to advance the sector, for the better.
Grow your Skills

This level of the Development Pathway has been designed for you as an early-career academic, or if you have been in HE for some time. These workshops have been developed to build your skills in a particular area, in which you have a specific interest or where you feel your knowledge and skills could be stronger.

“Highly recommend attending workshops, they are up-to-date and contemporary. New initiatives are easily understood and explored to the right depth.”

Dr Julia Gale
Head of School of Nursing
Kingston University
Workshop

Challenging Privilege and the Danger of the Single Story

Overview

This new workshop deepens understanding of the barriers to equality, diversity and inclusion that exist in HE through an examination of how majority group privilege reinforces structural and cultural inequalities. Using author Chimamanda Ngozi Adichie’s concept of the single story as a means of exploring the limitations on our understanding of difference, participants will explore how privilege operates, the impact on different protected groups and what practical steps we can take to address inequality.

Structure

This workshop is an opportunity to explore how privilege shapes our personal perceptions and actions as well as the structures and culture of the institutions we work in. It provides:

+ Interactive exercises;
+ Reflection and ample opportunity for discussion in a safe and supportive environment; and
+ Opportunity for deep engagement with a subject that is often missing from general EDI training.

Benefits

Challenging Privilege and the Danger of the Single Story is designed to deepen your understanding of how privilege creates and sustains differential experiences and outcomes for majority and minority groups, and to explore practical ways of ensuring equity. A focus on the range of protected characteristics, and on intersectionality, will enable you to design effective interventions. By the end of the workshop you will be better equipped to develop actions that address inequality and improve a sense of belonging for both students and staff.

Duration:
One half-day session.

Designed for:
EDI and HR specialists, academic and professional services staff responsible for student experience, and anyone who is interested in deepening their understanding of why inequalities persist and gaining fresh insight in to how to tackle them.

How to get started:
Find out more at advance-he.ac.uk/challenge-privilege
Workshop

Religion and Belief: Inclusive approaches for staff and students

Overview

This new workshop is designed to build understanding of equality duties and responsibilities in relation to religion and belief. You will explore the protected characteristics of religion and belief through the staff and student journey and evaluate services, policies, procedures and approaches with the aim of developing a more inclusive environment.

Structure

This programme allows individuals and institutions to:

+ Explore their understanding of religion, belief and non-belief in the HE sector;
+ Consider the protected characteristic of religion and belief through the staff and student journey; and
+ Evaluate services, policies, procedures and approaches.

Benefits

This programme creates a safe space to explore the challenges of accommodating religion and belief and provides practical solutions to developing a more inclusive campus. Through exercises and facilitated discussion you will build confidence in your understanding of religion and belief and their intersections with other identities. By the end of the workshop you will be better equipped to develop actions that address inequality and improve a sense of belonging for both staff and students.

Duration:
One half-day session.

Designed for:
EDI and HR specialists, academic and professional services staff, students’ union staff and officers responsible for student experience, and anyone who is interested in deepening their understanding of religion, belief and non-belief.

How to get started:
Book online at advance-he.ac.uk/religion-and-belief
Overview

With teaching excellence still a major focus of the HE sector, our Grow your Skills workshops provide practical guidance on improving your basic teaching practices. These workshops have been designed for early-career academics who want to continue to develop specific aspects of their practice. Working alongside peers from a range of institutions and disciplines, these workshops provide a forum for learning, sharing practice and overcoming barriers to excellent teaching. These workshops are particularly relevant for those working towards Fellowship.

Structure
The one-day workshops in the series include:

+ Grow your Skills in Pedagogic Research;
+ Grow your Skills in Large Group Teaching;
+ Grow your Skills in Embedding Employability;
+ Grow your Skills in Teaching for Student Success;
+ Grow your Skills in Academic Writing; and
+ Grow your Skills in Flexible Learning.

Benefits
These workshops are designed for those who have been teaching for some time and wish to build their skills. The workshops focus on more detailed aspects of professional practice in relation to cross-disciplinary themes and sector needs. Practical approaches to overcoming barriers will be explored through a range of presentations, group work and peer support.

Duration:
One-day workshops.

Designed for:
Early-career academics who want to improve their teaching skills in key areas.

How to get started:
Find out more and book online at advance-he.ac.uk/grow-your-skills
New to Leading

Designed for emerging leaders, our range of programmes and workshops in this stage of our Development Pathway provides tailored support whatever your role. Each programme is focused on building networks, providing insights and developing skills at this critical step in your career.

“The session will stay with me for a very long time. Always, I hope. It left me with the confidence to see that actually I have strong leadership skills I just haven’t properly regarded them as such. I can see a way forward and what I can build on. This was material I felt a very strong alignment with and could commit to.”

Dr Teresa Murjas
Associate Professor
University of Reading
Programme

Aurora

Overview

Now in its sixth year with more than 4,000 alumni, Aurora is the highly regarded Advance HE leadership development initiative for women and those who identify as women. It accesses a unique partnership that brings together leadership experts and HE institutions.

Through this partnership approach, Aurora aims to take positive action to address the under-representation of women in leadership positions in the sector. Institutions commit to provide mentors and role models from within their organisation, while participants attend development days and access self-directed learning provided by Advance HE.

Structure

Participants attend four development days at approximately monthly intervals, access self-directed learning that follows the interests, needs and time constraints of participants and complete an action learning set. The development days will focus on:

+ Identity, impact and voice;
+ Power and politics;
+ Core leadership skills; and
+ Adaptive leadership skills.

Benefits

Aurora addresses core areas associated with leadership success, including practical concepts such as developing leadership behaviours, skills and knowledge in order to identify and overcome obstacles. Alongside this, you will build networks, coalitions and support processes as you learn to understand the sector. By the end of Aurora you will not only have grown in confidence but also begun to understand your own leadership identity.

Duration:

Four one-day modules and an action learning set over the course of five months.

Designed for:

Women and those who identify as women in roles up to Senior Lecturer or professional services equivalent.

How to get started:

Find out more and book online at advance-he.ac.uk/aurora

“

Aurora has highlighted our commitment to gender equality and ensuring women have the opportunity to apply for more senior positions in the organisation. Aurora has helped our participants to maximise their talents and develop leadership skills and acumen.”

Professor Lorraine De Souza
Pro Vice-Chancellor
(Equality, Diversity and Staff Development)
Brunel University London
Programme
Diversifying Leadership

Overview
The Diversifying Leadership programme is designed to support early-career academics and professional services staff from black and minority ethnic backgrounds who are about to take their first steps into a leadership role.

The programme will explore themes of power and influence, demystifying leadership, cultural identity and cultural capital, increasing your visibility and authentic leadership. It will feature leadership stories from high-profile HE leaders and includes the development of strategies for working effectively with sponsors and mentors.

Structure
The programme comprises three one-day face-to-face workshops, a facilitated action learning set and access to online resources as part of this programme. The modules are:

+ Module one: Leadership, ‘BAME leadership’ and lessons from the labyrinth;
+ Module two: Leadership, power and influence: changing the game;
+ Action learning set: Speaking actions into existence; and
+ Module three: Leadership tomorrow: vision, voice and visibility.

Benefits
At the end of the programme you will have explored concepts such as ‘authentic leadership’, allowing you to identify your own leadership style and role as a leader, as well as motivation and influences. The programme enables you to explore various elements of leadership and has been designed to provide a safe space in which to discuss issues relating to your experiences of working in HE.

Duration:
Three one-day face-to-face sessions and a facilitated action learning set over four months.

Designed for:
Early career academics, professional services staff, Lecturers and Senior Lecturers from BME backgrounds.

How to get started:
You can find out more and book online at advance-he.ac.uk/diversifying-leadership
Programme

Research Team Leadership

Overview

Research Team Leadership is designed to develop the skills of Research Team Leaders at a time when you may be new to leadership. The programme will enhance your capabilities as a research leader and nurture your career potential. This programme has been designed for those who have recently been appointed into research positions with a leadership dimension and is ideal for those who thus far have had little or no leadership development.

Structure

Over the two-day programme, participants will take part in a series of interactive and practical sessions aimed at developing their team leadership skills. Participants will look at different approaches to:

- Leadership in a research context;
- Team building;
- Running effective team meetings; and
- Resolving conflicts, vision and action planning.

Benefits

In this programme you will consider different ways to address and resolve the sometimes conflicting demands of research, teaching and administration. The programme allows you to reflect upon your personal vision for your research career in terms of the role of a Research Team Leader. You will review what it means to take on a team leadership role and practice relevant skills such as listening. By the end of the programme you will have considered and prepared an action plan that will enable you to implement your learning to enhance research activity.

Duration:

Two-day programme.

Designed for:

Those recently appointed as Principal Investigators or leading small research teams (up to six researchers).

How to get started:

Find out how to book at advance-he.ac.uk/research-team-leadership

“

You come away refreshed with a completely new perspective that feels comfortable for you.”

Professor Jane Powell

Professor of Public Health Economics

University of the West of England
Programme

Transition to Leadership

Overview

Over the course of a three-month timeline, Transition to Leadership will explore your personal leadership, team leadership and change leadership styles. By understanding your own resilience and how you can influence and inspire others, you will learn new approaches to manage difficult situations and enable institutional change to happen.

Structure

The programme is a mix of online and face-to-face activities that include:

+ Introductory webinar,
+ Personal leadership,
+ Leadership style,
+ Leading teams,
+ Peer learning groups and projects,
+ Leading change, and
+ End of programme webinar.

Benefits

Whether you are looking to shape large or small change in your organisation, Transition to Leadership will enhance your leadership skills and enable you to become an authentic leader. The programme provides flexibility to explore your own leadership style using an interactive online platform alongside an experimental environment. You will explore a variety of different leadership styles to help you discover what works best for you.

Duration:

Three one-day sessions and online work over the course of three months.

Designed for:

New professional services or academic leaders of a programme area or a project team.

How to get started:

Find out more and book online at advance-he.ac.uk/transition-to-leadership

“

It’s been a really positive experience for me and I’ve learnt a great deal. I’ve particularly relished the opportunities to coach and be coached and the opportunities to partake in diagnostics and get specialist, leadership-focused feedback (eg MBTI).”

Amy Norton
Senior Policy Advisor
Office for Students
Overview

With pressure on Programme Leaders and Programme Directors to respond to policies such as the subject level TEF in England and challenges such as the mental wellbeing of both staff teams and students, our series of workshops for new programme leaders has been created to provide practical support. Interactive workshops on implementing policy and new developments at programme level assist you in leading change and monitoring impact, as well as guiding you to recognise your contribution to both your teams and institution. The workshops are particularly relevant for those who are working towards Senior Fellowship.

Structure
The one-day workshops in this series include:
- Embedding mental wellbeing in the curriculum;
- Assessment;
- Student voice in curriculum design;
- Internationalising the curriculum (TNE);
- Equality and diversity in the curriculum; and
- Programme Leadership 101.

Benefits
These workshops are designed to develop your confidence in dealing with key concepts around leading programmes. They identify the particular challenges of these roles and consider how those challenges can be addressed. Practical approaches are explored in and through the curriculum. The workshops also familiarise you with our audits, frameworks and toolkits where relevant, exploring ways that these can be used and adapted for a range of purposes.

Duration:
One-day workshops.

Designed for:
Those new to leading programmes.

How to get started:
Find out more and book online at advance-he.ac.uk/new-to-programme-leadership
Workshop
Equality, Diversity and Inclusion for Line Managers

Overview
Valuable learning for HE line managers responsible for recruiting, managing and developing people, this workshop provides practical knowledge and skills in dealing both fairly and effectively with the range of equality and diversity issues related to line management.

Structure
This one-day programme includes sessions on:
+ Equality in HE;
+ Recruiting and managing a diverse workforce;
+ Reasonable adjustments and accommodation of protected group needs; and
+ Building an inclusive team culture.

Benefits
This workshop provides up-to-date information that will increase your knowledge of employment practice and ensure that your line management is fair, supportive and compliant with relevant legislation. You will build skills to maximise team performance and enable staff to realise their potential, and explore your own relationship to diversity and how it impacts on your management style.

By the end of the workshop you will have improved your understanding of EDI-related employment issues and acquired practical resources to support you in your line management role.

Duration:
One-day workshop.

Designed for:
All those new to line management or who wish to update and refresh their knowledge of EDI. It is also relevant to HR specialists and others who have professional responsibility for the welfare and development of staff.

How to get started:
Book online at advance-he.ac.uk/edi-line-managers
Advance HE’s work in the field of equality, diversity and inclusion provides institutional leaders and their staff with the tools and guidance to promote inclusive practices in all aspects of their work.
Excellence in Practice

This stage of the Development Pathway aims to inspire you to refresh your professional practice and provides practical solutions in both managing change and leading colleagues in the change process.

Programmes allow you to increase your practical and critical understanding of leadership and collaborative change.

“I took part as I was looking to get prepared for promotion myself, and I also wanted to support other staff in leadership roles. I found the course very useful and enjoyable. It was extremely well delivered and it was great to be able to have networking opportunities outside of my own institution.”

Dr Kathleen Savage
Academic Development Lead for Learning and Teaching
University of Strathclyde
Programme

Leading Transformation in Learning and Teaching

Overview

Leading Transformation in Learning and Teaching enables participants to enhance the skills, approaches and insights needed to lead both course and programme teams through processes of transformation and innovation. The programme is aimed at those with an interest in curriculum design and the transformation of teaching and learning within their institutions, faculties and departments.

Structure

Three modules held over three months, plus an action learning set where you will be given the opportunity to start considering a work-based transformation pilot in your own institution with support from other participants on the programme. The modules are:

- Module one: Getting started;
- Module two: Getting going; and
- Module three: Going forward.

Benefits

You will increase your practical and critical understanding of academic leadership and collaborative change in the context of teaching and learning. You will gain the confidence to engage with, influence and motivate colleagues with the intention of contributing towards new course development and delivery.

The benefits for the institution include the opportunity to support and guide staff at times of radical transformation and change, support for staff recently promoted to course director positions, and investment in the continuing professional development of staff.

Duration:
One two-day residential module, two one-day modules and an action learning set, over four months.

Designed for:
Programme Leaders, Course Directors, Senior Lecturers and Principal Lecturers.

How to get started:
Find out more and book online at advance-he.ac.uk/LTLT

I learned a great deal about investment by stakeholders, partnership with students, and the crucial importance of negotiation in relation to the curriculum, besides much else. This is the most exciting, and exacting, leadership course I have ever undertaken.”

James Kelly
Senior Tutor
Queen’s College Cambridge
Teaching Excellence Programme

Overview
The Teaching Excellence Programme is designed to support, develop and inspire excellence in an ever-changing teaching environment, transforming the lives of students in the process. Consisting of four one-day sessions, it is aimed at people in teaching and learning roles who would like to reinvigorate their teaching practice, review current pedagogies and make a real difference to the student learning experience.

Structure
The Teaching Excellence Programme uses a series of four half-day masterclasses, each followed by an action learning workshop to bring together a combination of theory, knowledge from across the sector and practical ideas for leading change:

+ Masterclass one: The Teaching Excellence Framework;
+ Masterclass two: Assessment and feedback;
+ Masterclass three: Retention and attainment; and
+ Masterclass four: Employability.

Benefits
The Teaching Excellence Programme fosters a community among participants from different institutions bonded by a mutual desire to learn and share solutions with their peers. By examining factors contributing to improved student outcomes, including teaching quality, curriculum, learning environment and learning communities, participants develop a repertoire of current approaches to teaching and learning.

Duration:
Four half-day sessions and an action learning set over four months.

Designed for:
Programme Leaders, Course Directors, Senior Lecturers and Principal Lecturers.

How to get started:
Find out how to apply at advance-he.ac.uk/teaching-excellence-programme

My appreciation of the complexity of issues such as assessment, access, retention and employability has been strengthened as a result of the Teaching Excellence Programme.”

Emily Chapman-Waterhouse
Lecturer
Harper Adams University
Programme

Introduction to Head of Department

Overview

Introduction to Head of Department explores the contemporary contexts and challenges of being a Head of Department. It is a short but intensive programme that will give you the survival skills for the first few months in post so that you can hit the ground running. You are invited to prepare a ‘change’ or ‘conflict’ scenario to be worked on during the programme and to identify your individual and institutional learning objectives for the programme.

Structure

Delegates will develop their knowledge and skills in the leadership of people and the management of change over two programme days and an action learning set. The programme includes:

+ Case studies;
+ Diagnostics;
+ Individual and small group work; and
+ Plenary exercises.

Benefits

Introduction to Head of Department is grounded in the strategic issues and choices that institutions are currently facing, while giving you practical leadership preparation. This highly interactive programme includes the use of diagnostic tools, which will enable you to explore your own leadership style and understand more about managing conflict and change. You will leave this programme with a much better understanding of what is needed to excel as a Head of Department, based upon the current contexts of HE.

Duration:
A two-day module and a one-day action learning set over the course of three months.

Designed for:
Aspiring and recently appointed Heads of Department.

How to get started:
Book online at advance-he.ac.uk/ihods
Preparing for Senior Leadership

We understand that moving to a senior leadership role often brings with it a wide range of new challenges. These programmes allow you to identify what good practice looks like in your own role and provide the opportunity to liaise with others to identify shared issues and areas of understanding.

Each equips you with skills such as establishing credibility and trust, and learning how to market your department.

“This course was very insightful. Just having the time away from the university to think about leadership styles is positive but the content of the course really helped to focus me on my key personal developments.”

Nicholas Macarte
Director of Operations, Student Recruitment and Fees
The Open University
Programme

Leadership Matters – Senior women’s development programme

Overview

Leadership Matters is for women and those who identify as women and explores the contemporary contexts and challenges of being a female senior leader. You will develop your knowledge and skills in the leadership of people and the management of change and will leave this programme with a much better understanding of what you need to excel in your new role.

Structure

This highly interactive programme is for women and those identifying as women who are seeking to extend their political and leadership skills by exploring the contemporary contexts and challenges of being a senior leader. Allowing you to hit the ground running it includes:

+ Case studies;
+ Diagnostics;
+ Action learning sets;
+ Individual and small group work; and
+ Access to inspiring speakers at each session.

Benefits

This programme enables you to expand your network of senior influential women and develop a strong learning group who will support and challenge you as you move forward with your career aspirations. You will complete the programme feeling empowered to take your career to the next level of leadership. You are invited to prepare a ‘change’ or ‘conflict’ scenario to be worked on during the programme.

Duration:

Two residential two-day workshops and an action learning set.

Designed for:

Women and those who identify as women who are newly appointed Heads of Departments and those considering stepping into the role.

How to get started:

Find out more and book online at advance-he.ac.uk/leadership-matters

“The programme helped me reconnect with my own leadership purpose and style, and it provided an opportunity to work with some fantastic and inspiring women from across the sector.”

Jane Mortimer
Head of Academic Liaison and Administration
De Montfort University

“L+M”

EDI

Professional Development Courses: Preparing for Senior Leadership

Professional Development Courses:

Preparing for Senior Leadership
Programme

Future Professional Directors

Overview

Future Professional Directors is a unique programme for colleagues in professional services from all areas of the institution. Developed in partnership with nine sector bodies, it builds the confidence and skills needed to lead successfully within and across professional services and the wider institution.

This is a strategically focused programme that responds to the growing emphasis on collaborative working and the need to operate with collective commitment and shared purpose across organisational boundaries.

Structure

This programme has three core residential modules involving case studies, simulations, action learning sets and an online enquiry process. Each module features a centre-piece activity that complements its theme:

+ Module one: Leading in a culture of change;
+ Module two: Leading across the organisation; and
+ Module three: Leading strategic engagement.

Benefits

Future Professional Directors gives you the opportunity to work on three work-based leadership challenges across the lifespan of the programme within self-directed peer groups. Alongside the modules, participants will also take part in a 360-degree diagnostic, personal coaching and action learning sets, as well as hearing from a range of excellent contributors, enabling you to review your personal approach to leading and managing. Several past participants have secured success in director-level roles post completion, which illustrates the power and impact of this valued programme.

Duration:

Different components of the programme will run over the course of eight months.

Designed for:

Professional Heads of Department, Managers, Deputy and Assistant Directors, Project Managers and Administrators.

How to get started:

Get in touch to discuss your application or find out more at advance-he.ac.uk/future-professional-directors
Programme

Leading Departments

Overview

Leading Departments is a development programme designed to engage, support and develop new Heads of Department to meet the operational challenges of leading and managing academic or support teams.

The core feature of the programme is a continuous and progressing simulation, which allows participants to experience the realities of leadership as a Head of Department or school in a risk-free environment.

Structure

This innovative programme takes a practical hands-on approach to learning new skills and behaviours necessary for successful department leadership. The programme runs over two two-day modules:

+ Module one: People and power, including addressing challenging issues such as performance, conflict resolution and self-positioning as a leader as well as a colleague;
+ Module two: ‘Managing up’, influencing outside the line management relationship, and succession planning.

Benefits

The programme allows you to consider ways of improving team working and building the skills of delegation and prioritisation, alongside work in small groups to discuss specific leadership issues and plan actions to address these.

By the end of the programme, you will have identified your leadership styles and preferences and considered the implications of these by reflecting on your 360-degree feedback, giving you insights to apply to your own plan for personal development. You will have explored motivation and the use of intellectual, emotional and political intelligences in facing day-to-day challenges as a way of achieving high performance.

Duration:

Two residential two-day modules set over the course of three to four months.

Designed for:

Heads of Department, Heads of Service, Heads of School.

How to get started:

More information and how to book is available online at advance-he.ac.uk/leading-departments

"It has given me valuable insights into my own leadership strategies, and observing others has left me with clear plans on how I can improve."

Mandy Lee
Head of Department
University of the West of England
Preparing for Senior Strategic Leadership

Overview

Preparing for Senior Strategic Leadership provides a unique opportunity for new and aspiring senior university leaders to explore and develop their leadership identity. Framed by the Connected Leadership model, it is structured around four key leadership intelligences; emotional, social and political, cultural (or narrative) and inclusive.

Through both theoretical and practical application of these, Preparing for Senior Strategic Leadership addresses the question of how to connect people with purpose; a key stratagem to creating successful strategic leadership.

Structure

This course, which is either two two-day modules over the course of three months, or a consecutive four-day format, is highly interactive and includes:

+ Workshops;
+ Group work;
+ Simulation exercises;
+ An interactive forum theatre session; and
+ Action learning sets.

Benefits

As someone who works in environments where time and space to reflect on your leadership is often short, participating in this programme will give you the support, structure and advice needed to explore your leadership potential as you move into, or towards, a more senior level. You will have the opportunity to develop the resilience needed in these roles, while learning about your personal emerging leadership identity.

Duration:
Two two-day modules set over the course of three months, or a consecutive four-day format.

Designed for:
Experienced Heads of Departments, Deans or those leading a professional service area such as HR, Finance, Estates, Marketing, Library or Student Support.

How to get started:
Book online and find out how to prepare at advance-he.ac.uk/pssl

"Preparing for Senior Strategic Leadership is a great programme. I really enjoyed meeting people from across the sector who had very different roles to mine, but who shared a desire to lead well, and a practical interest in developing leadership skills."

Dr Carron Shankland
Deputy Head of the School of Natural Sciences
University of Stirling
Workshop

Equality, Diversity and Inclusion for Leaders

Overview

Confidence and competence in equality, diversity and inclusion is essential to effective leadership in HE. Whether developing the vision and values of your institution, attracting, supporting and inspiring staff and students from a wide diversity of backgrounds, or navigating the complexities of relationships between different stakeholders, an understanding of EDI will strengthen your leadership skills and enable you to become an authentic leader. Equality, Diversity and Inclusion for Leaders explores the current drivers and challenges for EDI in HE and identifies interventions to tackle inequality and promote inclusivity. A dual focus on institutional change and inclusive leadership will enable you to identify the steps you can take to both inspire action and achieve impact.

Structure

This one-day programme is facilitated by specialists experienced in leading EDI change case studies, and this programme includes sessions on:

+ The equality landscape in HE;
+ Leading EDI change; and
+ Inclusive leadership (incorporating intersectionality, privilege and unconscious bias).

Benefits

This programme develops capability that will enhance your contribution to achieving your institution’s strategic EDI objectives. You will gain valuable insights into managing risks and maximising opportunities associated with EDI, and deepen your understanding of the differential experiences of minority groups in HE. You will leave this programme with an improved understanding of how to embed EDI in your leadership practice.

Duration:

One-day workshop.

Designed for:

All those with leadership responsibility for a service area, research or academic team seeking to embed approaches to EDI and enhance their leadership practice in this area.

How to get started:

Book online at advance-he.ac.uk/edi-leaders

Preparing for Senior Leadership Equality, Diversity and Inclusion for Leaders

Professional Development Courses: Preparing for Senior Leadership
Programme

Leading Race Equality in Higher Education

Overview

Effective leaders of race equality combine knowledge and understanding of race and racism with personal insight into their own position within the construct of race. They are confident in negotiating the barriers that impede progress and creative in developing strategic and practical tools for advancing race equality.

They understand the challenges that the work brings and are resilient in tackling them. This programme equips participants to lead work on race equality by developing their skills and understanding within a safe and reflective space.

Structure

This programme provides an intensive opportunity to explore issues of race and racial inequality in a safe and supportive environment. Sessions include:

- An overview of race and racism in the UK;
- Approaches to addressing race equality including Critical Race Theory;
- The mechanisms and impact of racial inequality (racial privilege and disadvantage, micro-aggressions);
- Developing a strategic approach to race equality and practical ideas; and
- Initiatives for advancing race equality.

Benefits

This programme brings together people who are leading work on one of the most significant challenges to equity and inclusion in HE to foster a community of change agents. Through your participation you will build knowledge, skills and resilience to lead effective change on race equality, increase your personal and institutional readiness to engage with racial inequalities and develop appropriate and effective actions and solutions. By the end of the programme you will feel more confident and better equipped to instigate and drive institutional engagement for progress on race equality.

Duration:

Two two-day sessions and one half-day session.

Designed for:

Those leading race equality work in their institutions – this may include EDI specialists, organisational change experts, senior leaders and academic and professional services staff with an interest or responsibility for making progress on race equality, Chairs and members of Race Equality Charter Self-Assessment Teams.

How to get started:

Book online at advance-he.ac.uk/leading-race-equality

“From the training, I developed a greater understanding of issues of race inequalities... and means by which to create the structured change.”

Former participant
Advance HE supports practitioners who implement policy on a daily basis, helping them to turn strategy into action and impact.
Senior Leadership

Programmes for this group have been designed to focus on both the conceptual and practical aspects of maintaining a senior leadership role in an HE environment. Building a community of peers from many different backgrounds, you will review your experience and engage in self-reflection and debate.

“A wonderful experience that has strengthened my ability to lead within my institution, and a course via which I have met some excellent new colleagues to share ideas, knowledge and solutions.”

Dr Rosie Kneafsey
Head of School – Nursing, Midwifery and Health
Coventry University
Programme

Strategic Finance Programme

Overview

The Strategic Finance Programme is for executive and senior managers who are looking to build on their financial and legal literacy in HE to enable them to operate confidently in the complex area of financial resourcing issues. Topics covered include: financial strategy; analysing and understanding accounts; business and resource planning; understanding key sources of university funding; and the risks and benefits of a range of operating models including overseas partnerships.

Structure

Two two-day modules including self-directed learning over the course of two months. As well as networking opportunities and discussion of current challenges at home institutions, delivery across both modules will be a mixture of:

- Facilitated discussion;
- Lecture format;
- Individual and group work around financial scenarios; and
- Guest speakers throughout.

Benefits

The Strategic Finance Programme has been designed to ensure you are prepared to contribute effectively to strategic discussions with financial implications and make informed decisions around complex financial issues including system-wide growth, efficiency and sustainability. By the end of the course, you will have improved your financial knowledge, consolidating your understanding of financial factors and risks in strategic decision-making. You will have been introduced to some of the financial instruments, legal structures and approaches currently available and will have explored the benefits and risks of each, primarily from a financial perspective.

Duration:

Two residential two-day modules.

Designed for:

Deputy Vice-Chancellors, Pro Vice-Chancellors, Deans, members of executive teams.

How to get started:

Find out more about the application process at advance-he.ac.uk/strategic-finance-programme

“...The overall course has given me greater understanding and ability to understand the accounts and accounting process which will allow me to be more involved and engaged in some of the financial planning detail.”

Alistair Finlay
Faculty Director of Operations
Queen’s University Belfast
Programme
Strategic Leadership Programme

Overview
The Strategic Leadership Programme aims to build flexible and resilient leaders, capable of delivering large-scale change, providing opportunities to share insights, work with a support network of peers and reflect on leadership styles and frameworks for life beyond the programme. The programme will help to build your resilience as a flexible future senior executive leader by providing you with an immersive and joined-up inquiry into the leadership response to a rapidly evolving and complex HE environment.

Structure
The key features of the programme include:

+ Practical and experiential learning through case studies and case plays;
+ Networking opportunities;
+ Expert speakers from the sector;
+ An action learning set for attendees to reflect on their personal leadership challenges; and
+ Access to our tailored HE 360-degree transformational leadership assessment tool.

Benefits
The Strategic Leadership Programme will give you the practical tools and insight required to lead successfully within a senior team, working collaboratively across and outside the organisation. You will gain understanding of strategic thinking and decision-making and improve your knowledge of governance and strategic finance.

Duration:
Two residential two-day modules set over the course of two months.

Designed for:
Senior leaders recently appointed with a cross-organisation remit or portfolio – from both academia and professional services.

How to get started:
Book online at advance-he.ac.uk/strategic-leadership-programme

“I found the Strategic Leadership Programme invaluable. It has provided me with actionable learning which has translated into a clear difference back on the ground at my institution. The network the programme creates is a powerful learning tool and sectoral support framework which has life beyond the programme itself.”

Dr Sam Grogan
Pro Vice-Chancellor (Student Experience)
University of Salford
Advance HE’s work in leadership and management provides institutional leaders with advice, guidance, training and support to implement their strategies.
Executive and Strategic Leadership

This stage of the development pathway has been carefully designed to support and guide you through the challenges of leading an institution, including setting institutional direction and leading all aspects of HE, managing large-scale change, and leading on policy issues for your institution.

The programmes allow you to enhance your leadership capacity and consolidate your understanding of the dynamic HE landscape.

“I got a lot out of participating in the Top Management Programme. The high points for me included the session on resilience, having more time to reflect and appraise, and the impact groups embedded throughout the programme.”

Professor Mary Kellett
Acting Vice-Chancellor
The Open University
Programme

Top Management Programme

Overview
The Top Management Programme is designed to equip you, as a senior leader, with the necessary skills to extend your thinking and practice, and to face the challenges of HE leadership using experiential learning, impact groups, coaching and new models of leadership.

As a leader operating in a top-tier role within your HE institution, this programme provides you with a unique development opportunity. Considering leadership at a system level from both a national and international dimension, this programme will challenge and inspire you to develop new and beneficial insights for strategic leadership.

Structure
Taking place over the course of eight months the Top Management Programme consists of:

- An orientation day;
- Three residential weeks, one of which is international;
- Two impact groups;
- Coaching and 360-feedback;
- Sector-leading speakers; and
- Two coaching sessions.

Benefits
The Top Management Programme focuses on the challenges you face as a member of an executive team, developing authentic leadership that achieves improved performance for your institution. This takes the form of active engagement with other top leaders, applying new leadership models, experiential learning activities, and extensive sense-making in impact groups.

You will extend your leadership range and reach, alongside building a network of peers within your cohort to really progress your impact within your university or institution. You will also join a global community and supportive network of Top Management Programme alumni from this long-running and highly valued programme.

Duration:
Different components of the programme will run over the course of eight months.

Designed for:
Senior leaders in HE who are members of their institution’s executive team.

How to get started:
Find out more about how to apply at advance-he.ac.uk/top-management-programme
Governance

A governing body is responsible for taking decisions on all matters of fundamental importance. In the private sector, the Cadbury Report defines governance as “the system by which companies are directed and controlled”.

It is well known that HE institutions are complex businesses, operating in an increasingly competitive market place, so it is crucial that an individual who takes on this responsibility understands every aspect of the role, including the challenges faced by the institution they are joining. This is also true of those involved in the important work to support governance in HE. To support the pursuit of good governance, we offer a range of programmes, events and conferences through our Governance Development Programme.
Governor Development Programme – A suite of events designed to support Governors

The last 12 months have seen major new developments in governance. For Governors and governing bodies the need to be alert to, and assess, a rapidly evolving and less predictable operating environment is critical. In parallel, expectations about the role and responsibilities of Governors and governing bodies continue to increase.

Reflecting the level and breadth of the changes affecting the HE sector, the 2018–19 Governor Development Programme has been substantially refreshed and additional resources made available. It supports governors, senior managers and professional staff supporting governing bodies and senior teams in each of the devolved nations.

The Governor Development Programme was started in 2005 and built on the earlier initiatives of the Committee of University Chairs (CUC). The programme is designed to support Governors in all HE institutions throughout the UK and various events are held throughout the year.

Please note that while particular events may be suggested to be more relevant to Governors with a particular specialism, any Governor is welcome to attend any event.

In addition to the events covered in this programme we will also be adding additional events and conferences as the year develops to address the evolving situation.

How to get started
Find out more about upcoming events at advance-he.ac.uk/governor-development-programme

“An excellent opportunity to develop one’s thinking with colleagues from a broad range of institutions.”
Governance professional
Step onto the Board

Overview
Step onto the Board is a workshop that helps women, or those identifying as women, aspiring to join a board with the practical tools and confidence to step forward. This workshop includes sessions to support you to develop your profile to meet the expectations of hiring boards. This will include advice on the practical tools, networks and organisations available to identify board appointments, and help you develop your leadership presence and purpose.

The workshop will guide you on how to seize opportunities and to ensure that you remain ‘front of mind’ with hiring boards. Additionally, it will include open and honest feedback on the opportunities and challenges of navigating board culture and tips to ensure a board is the right fit for your experience and expertise.

Structure
This event focuses on supporting women to achieve board appointments in both HE and other sectors. It will cover key areas including:

- Board structures, roles and responsibilities;
- Identifying and securing a board appointment;
- Becoming board confident; and
- Navigating board culture.

Find out more
For more information, visit advance-he.ac.uk/step-onto-board

Women onto Boards

Overview
In 2018–19 Women onto Boards events will be held in London, Edinburgh and Dublin. Each event takes the form of a late afternoon/early evening reception, offering the opportunity for those attending to hear from a panel of women speakers, including current governors of HEIs.

Working with Women on Boards and the 30% Club, the Women onto Boards events will showcase the benefits and opportunities for any woman thinking about joining a board or governing body. Participants will hear practical tips and experience from the panel of current board members and have opportunities for questions during the session and at the networking reception.

Structure
Each event will include:

- A panel-led discussion featuring a serving chair and both experienced and new female board members;
- A question and answer session with the panel; and
- Informal networking with participants and panel members.

Find out more
For more information, visit advance-he.ac.uk/women-onto-board
Programme

Governance Professionals in HE

Overview
Clerks, University Secretaries and staff in professional support teams which support institutional governance play a central role in the academic and corporate governance of institutions. The knowledge, expertise and capabilities of such teams, and their members, is a key factor enabling an institution’s system of governance to be both effective and efficient. This programme offers you, as a member of professional staff supporting your institution’s system of governance, the opportunity to advance your knowledge through undertaking professional and personal development.

Structure
The programme content and activities will cover:

- Alternative theories of leadership;
- The application of theories of leadership to the system of governance found in HEIs;
- The role and responsibilities of professional services staff who support and service the institution’s system of governance;
- Interfacing and communicating with Governors and senior post-holders; and
- Managing tensions between Governors and senior post-holders, for example, the role of professional support staff.

Benefits
As a participant you will learn; theories of leadership, the underlying dynamics of how groups work, and how to apply these to your role as Clerk or Secretary. You will cover practical skills such as developing your leadership capacity to complement the other roles of the board, as well as theoretical subjects such as what contributes to good governance. Finally, the programme will allow you to consider and plan your own career trajectory.

Duration:
Three one-day sessions and two additional half-day action learning sets.

Designed for:
Clerks and Secretaries, their deputies and other members of professional service teams who support the operation of academic or corporate governance.

How to get started:
Book a place or find out more online at advance-he.ac.uk/governance-professionals
Online programme

Rethinking Governance

Overview

Rethinking Governance is run in conjunction with the University of York. The course allows you to improve your understanding of the context of HE, and explore some of the key issues demanding the attention of senior leaders and governors.

Access to the course materials and additional resources is via a virtual learning environment. Led by tutors from the University of York, a series of discussion fora allow participants to engage and exchange with your peers in order to examine and discuss key issues.

Structure

Each week the course will require approximately three to four hours of asynchronous study, which will involve:

+ Reading through online materials;
+ Watching a small number of videos and presentations;
+ Additional suggestions for reading; and
+ Online discussion forums facilitated by the course tutor.

Benefits

Through exploring the current context for public service organisations, Rethinking Governance will enable you to develop knowledge and understanding that will enable you, in your role as a Governor, to operate more thoroughly and effectively. You will analyse public service reform trends including the influence of business-focused values and techniques, and then relate these themes and issues to the HE context while debating some of the ‘big questions’ for public service delivery.

Duration:

Online course running over five weeks.

Designed for:

All Governors who are seeking to advance or refresh and consolidate their understanding of the current public service context.

How to get started:

Find out more and apply at advance-he.ac.uk/rethinking-governance

“An excellent programme – it contained very useful, relevant content and it has been great to meet others doing the same role in other institutions.”

Governance professional
Governance events

2018

24 October
New Governors of Scottish Institutions
Glasgow

12 November
Rethinking Governance – Autumn 2018
Online Programme

21 November
The Staff Governor
London

29 November
Governance Conference 2018: Evolution or fundamental change to governance?
London

4 December
Governance Professionals in higher education
London

5 December
Round Table
London

2019

22 January
Women onto Boards – London
London

30 January
Implementing Change
London

13 February
Round Table
London

20 February
Governance in Scotland: What’s changing?
Edinburgh

4 March
Rethinking Governance – Spring 2019
Online Programme

5 March
Women onto Boards – Dublin
Dublin

7 March
The Toolkit for Governors 2019
London

7 March
Women onto Boards – Edinburgh
Edinburgh

14 March
Round Table
London

15 May
Leading and Chairing the Governing Body
London

22 May
Round Table
London

23 May
Governance for Small, Specialist or Independent Providers
London

1 April
Mainstreaming EDI: The role of the governing body
London
As well as our diverse offering of open programmes, conferences and events, we have a range of services to support personal and institutional development.

We support individual professional development in the form of coaching and our Fellowships recognise and celebrate practice in teaching and learning, as well as practice in leadership. Our Charters support institutions by recognising their commitment to, and progress on, equality, diversity and inclusion. We also develop publications, resources and toolkits for our members that provide practical help and guidance.

Many of our open programmes can be delivered in-house; we shape our in-house programmes to your institution’s needs and our portfolio includes some programmes that are exclusively available in-house.
Coaching for Excellence

Coaching takes the form of a series of planned one-to-one interactions between you and a professional coach, quality assured to work with Advance HE and utilising our accredited 360-degree tools.

Whether you are looking for help for that next step, or to aid your transition to a new role, or for developing new perspectives and solutions, we can help.

Key benefits

- Improved sense of direction and focus.
- Increased knowledge of self.
- Improved ability to relate to and influence others.
- Increased motivation.
- Improved personal effectiveness eg focused effort.
- Increased resourcefulness and resilience eg ability to handle change.
In-house and bespoke development opportunities

A wide range of our programmes and workshops can be delivered within your institution. These can be tailored to meet the needs of your institution as a whole or those of a specific faculty or department.

Key benefits

- We focus on your needs, making the delivery specific to you and your organisation’s priorities, its unique culture and challenges.
- We bring your staff together, improving internal networking both between and across teams and departments.
- We come to a location of your choice, you choose the dates, times and schedule.

Find out more
For more information contact our team on:
+44 (0) 3332 001 101
programmes@advance-he.ac.uk

“
A useful way to improve your performance in a particular area is to develop a groundswell of interest and create plenty of stakeholders, so I saw the Teaching Excellence Programme as an opportunity to do just that, at what I felt was an important time.”

Dr Ian Mathieson
Deputy Dean and Director of Learning and Teaching,
School of Health Sciences
Cardiff Metropolitan University
Deans’ Development Programme

Overview
The role of Dean is one which carries a wide range of meanings and contexts in different institutions. Deans often face the competing challenges of providing operational leadership to both academic and professional colleagues, while also being asked to support the development of institutional strategy (and respond to an ever-increasing range of external challenges).

Designed to confront these challenges, the Deans’ Development Programme recognises the role of Deans as senior academics, and managers of significant financial and human resources. Individual sessions will focus on core aspects of the role, including both the conceptual and practical aspects of maintaining a senior leadership role in an HE environment.

Structure
This programme consists of three two-day modules and one one-day module.
+ Module 1: The role of the Dean;
+ Module 2: Strategy and operation;
+ Module 3: Personal development; and
+ Module 4: The external environment – challenges and opportunities.

Find out more
For more information about in-house opportunities for this programme please visit: advance-he.ac.uk/deans-development-programme

Academic Leadership Programme

Overview
Having effective heads of departments and academic sections is vital for all HE providers, yet the opportunities for the professional development of this group of academic staff remain limited. The Academic Leadership Programme is designed to support these colleagues; the next generation of academic leaders.

The emphasis of the programme is on future leadership rather than leaders, reinforcing our belief that leadership can be demonstrated at any level and is value-driven, not hierarchical in nature. The programme moves away from management training practices towards instilling and supporting greater emphasis on values in alignment with the UKPSF.

Structure
+ Module 1: Devolving leadership;
+ Module 2: Making things happen differently – turning problems into opportunities;
+ Module 3: Involving students;
+ Module 4: Rationale for change;
+ Module 5: Reward and recognition – investing in scholarship; and
+ Module 6: Building credibility and trust and marketing the department.

Find out more
For more information about in-house opportunities for this programme please visit: advance-he.ac.uk/academic-leadership-programme
HEA Fellowship –
Supporting individual professional development

HEA Fellowship demonstrates a personal and institutional commitment to professionalism in teaching and learning in HE and is recognised around the world. Across four categories, from Associate to Principal, Fellowship provides you with recognition of your practice, impact and leadership of teaching and learning.

**Key benefits**
- HEA Fellowship is often included in person (or job) specifications as an essential or desirable requirement.
- Personal reflection enables you to plan future professional learning and development.
- Reflection on practice helps you to articulate your commitment and impact on teaching and learning.
- Gain a public demonstration of commitment to learning, teaching and student experience through post-nominals.

**Find out more about HEA Fellowship**
Our programmes and events are aligned to the Professional Standards Framework (UKPSF) and all training will assist either in maintaining good standing against a current Fellowship category, or in moving towards a new one. Visit advance-he.ac.uk/fellowship

**Writing retreats**
We run writing retreats for those working on their Senior and Principal Fellowship applications. These writing retreats enable you to engage in some critical reflection about your professional practice, influence and strategic leadership in HE. It will provide you with an opportunity to discuss experiences with others in the process of completing your own applications. The retreat also allows time and space to process your thoughts and draft your own narrative for your Fellowship submission while receiving expert analysis and feedback in the process.

**LF Fellowship**
LF Fellowship is for leaders in HE who are not leading teaching and learning, but wish to have their practice celebrated. It is a recognition of an individual leader’s commitment to developing their leadership skills and profile beyond the end of an Advance HE leadership programme. Achieving LF Fellowship involves a combination of personal development planning, supporting evidence and one-to-one conversations with a dedicated Fellowship coach. Successfully completing this supported process leads to the award of the title ‘LF Fellow’ and the post-nominals (FLF).

Find out more at advance-he.ac.uk/LFFellowships
We are committed to teaching and learning, providing institutions and individuals with tools and support to improve student outcomes.
Equality Charters

Advance HE’s equality charters enable organisations to apply for an award recognising their commitment to, and progress on, equality, diversity and inclusion.

Athena SWAN

Advance HE’s Athena SWAN Charter was established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine employment in HE and research.

In May 2015 the charter was expanded to recognise work undertaken in arts, humanities, social sciences, business and law, and in professional and support roles, and for transgender staff and students. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women.

Race Equality Charter

Advance HE’s Race Equality Charter (REC) aims to improve the representation, progression and success of minority ethnic staff and students within HE.

REC provides a framework through which institutions work to identify and self-reflect on institutional and cultural barriers standing in the way of minority ethnic staff and students. Member institutions develop initiatives and solutions for action, and can then apply for a Bronze or Silver REC award, depending on their level of progress.
Publications and resources

Advance HE is committed to producing and disseminating research, publications, resources and toolkits for the HE sector that are timely and provide support, whatever your particular focus may be.

Resource highlights

Governing Body Effectiveness Toolkit
This tool supports Advance HE’s publication ‘A framework for supporting governing body effectiveness reviews in higher education’. There are two versions, a full report and a shorter edit of the core issues, both of which enable institutions to move efficiently through the processes and structures of governance.

Research Leaders’ Impact Toolkit
This toolkit guides users through an evidence-based process of getting the most impact for their research programmes and projects.

Diversifying Leadership Sponsors’ Toolkit
Designed to support the sponsors of participants on Diversifying Leadership, Advance HE’s black and minority ethnic leadership programme, this toolkit helps sponsors better encourage participants on the programme and throughout their careers.

Frameworks
The FrameWORK series allows you to address strategic priorities, providing a shared point of reference and common language to discuss and shape policies, practices, processes and partnerships. The frameworks cover areas including: student engagement, employability, assessment, retention and attainment, flexible learning and internationalisation.

Mainstreaming: equality at the heart of further and higher education
This report introduces various approaches being used to mainstream equality in HE, with examples of tools which have proven to be effective in HE or elsewhere. Areas covered by the report include: understanding mainstreaming, approaches to mainstreaming, tools and strategies, and measuring impact.

Find out more
You can view our publications and resources at: advance-he.ac.uk/publications
We are dedicated to helping higher education shape its future with our members.
Contact us

To see the full range of our programmes, conferences and events, please visit:

advance-he.ac.uk/prospectus

If you have any queries, would like to speak to us personally or need any further information, you can contact us using the details below:

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Advance HE was formed through the merger of the Equality Challenge Unit, the Higher Education Academy and the Leadership Foundation for Higher Education. Our combined strengths offer a truly integrated and holistic approach to supporting institutions.

Within the UK and globally, Advance HE provides a range of membership services and benefits; programmes and events, strategic consultancy services, charters, awards, Fellowship, accreditation, recognition and student surveys.