



Top Management Programme for Higher Education (TMP HE)

A tried and tested development opportunity specifically created for those in Australia and New Zealand, in an executive role in a higher education institution

The challenges facing higher education in both Australia and New Zealand continue to grow in their scale and complexity; this emphasises the need for institutions to have confident, forward thinking and effective executive leadership with the agility and innovation to respond.

Executive leaders also need space and opportunity to think differently and build effective networks, skills and insights to sustain their roles and contribution for both their personal benefit and be a fully contributing member of the Executive team.

Overview

Programme Duration

Delivered over a six-month period with a total of 15 delivery days that include:

- + Two, residential weeks held at two different locations in Australia
- + A residential week held in Singapore
- + Two, one-day impact group days
- + 360-degree feedback
- + A team diagnostic
- + One-to-one coaching

Who is the programme for?

Executive Team members looking to further their executive role and/or skills, insights and knowledge as a strategic leader.





Developing the next generation of Vice-Chancellors

The Top Management Programme for Higher Education, which has run for some 15 years in the UK, has now been adapted intelligently for delivery to senior HE leaders in Australia and New Zealand. It is designed to equip senior leaders with the necessary skills to extend your thinking and practice, and to face the challenges of HE leadership.

- + The core curriculum of the programme is based on what makes an effective executive leader in HE.
- + A truly agile learning experience drawn from exposure to new ideas and new ways of delivering innovation and change.
- + Programme participants are a “true” peer group, currently working as part of or about to become part of an executive team or in a role with significant cross-institution responsibility.
- + The programme supports innovation skill development in HE.
- + Learning and development is placed within a real time context, is immersive and the participants inform the learning throughout in a responsive and co-created approach.
- + The international module takes participants outside their immediate perspective on the sector, providing an opportunity to reflect on approaches in another country/region.
- + As a cohort of influential figures TMP HE alumni and guest contributors collaborate within the “cohort community”, influencing and shaping debate in the sector.



I thoroughly recommend the programme as a fantastic pathway for those who aspire to top leadership positions in higher education.”

PROFESSOR ROMY LAWSON
PROVOST
MURDOCH UNIVERSITY





Diversity is a critical part of the programme's approach and so we are keen to accept applications from a range of different institutions and demographics. International applicants are also welcomed.

Who is TMP HE for

Applications for TMP HE are welcome from the following:

- + Executive team members in HE providers
- + Those who are preparing to become Vice-Chancellors
- + Those in roles with significant cross-institution responsibility at a strategic level

What are the programme outcomes

Successful completion of TMP HE benefits the participant and their institution. The institution benefits from the building of confident leaders who are nuanced and effective, to achieve improved performance, gain the tools to shape institutional strategy, position or culture and develop a reflective/strategic approach to supporting and challenging others to lead.

Participants develop the skills and experience to bring about change through engaging people, work through collaboration and diversity and gain experience by applying their learning through a personal leadership project which benefits the sponsoring institution as it develops the individual leader.

Participants will join the TMP HE global alumni community (currently over 900 members) and continue to benefit from a vibrant support network, informing and steering debate in the sector, developing collective leadership.





How is the programme delivered

TMP HE is an open programme delivered in a cohort structure. There is a strong emphasis on ensuring that each cohort is a diverse peer group, enhancing the learning experience. The programme is split over the three residential weeks with an impact day during modules one and three.

TMP HE's truly agile delivery method means that the programme content and delivery is shaped by its participants whilst ensuring delivery of the defined curriculum. Providing timely value to the participants, this is achieved through continuous review and feedback.

The first week is delivered at a location in Australia as part of a strong and relevant curriculum. It begins with understanding the contextual challenges and how they can be addressed, supported by the programme facilitators and guest speakers.

During the week the impact groups are created – these act as a simulated executive teams and continue throughout TMP HE using the principles of peer critique and challenge to stimulate new thinking and potential solutions within a safe environment.

The International module forms the second week, with a different location selected for each cohort. The week includes visits to multiple host organisations, both from within and outside of the higher education sector to understand the challenges each has met and overcome with a particular emphasis on innovation.

The third week is delivered at another location in Australia or New Zealand, usually to look at a range of factors including civic mission and the impact of policy on this. The student leader and governance perspective on the strategic planning role of executive teams is also examined, with input from guest speakers.





The programme structure

Before week one: Diagnostic

A diagnostic to assess participants impact as an effective leader of others is completed prior to week one.

Week one: Leadership, Strategy and Change (Melbourne, 17 - 21 February 2020)

Delivered by the TMP HE facilitators and supported by guest speakers from the Vice Chancellor or senior executive community. Themes include:

- + Horizon scanning, strategic thinking and planning
- + Strategic engagement
- + Leading organisational change
- + Developing personal presence and impact;
- + Deepening self-awareness and self-management
- + Communicating strategy, leadership communication (internal and external)
- + Developing and contributing to an effective executive team
- + Strengthening strategic financial understanding
- + A full day Impact Group Session

Week one participants also complete a 360 diagnostic designed specifically for higher education executive leaders; feedback and coaching connected to this is provided between week one and week two.





The programme structure

Week two: International visit (Singapore, 1 - 5 June 2020)

Participants spend a significant part of the week being hosted by a range of carefully selected institutions from within and outside of HE providing contrasting approaches to organisational leadership, strategic positioning and leading change:

- + How to respond to change
- + Leading HE in a global context – responding to challenges
 - Change
 - Innovation
 - Developing global sector awareness

Week three: Leading across and beyond an institution (Sydney, 14 - 18 September 2020)

Delivered by the TMP HE facilitators and supported by guest speakers from the governance and student communities.

- + Developing political skills - internal and external
- + Place, civic responsibility and corporate social responsibility with guest speaker input
- + Revisit week one theme (leading institutional change) through the perspective of student leaders and staff union leaders guest speakers
- + Personal resilience, self-management (networking)
- + University Executive Team performance
- + Governance and the Executive – active impact: guest speaker from University Board/Council
- + Conclusion, celebration





Who delivers the programme

TMP HE is delivered by a group of experienced executive level core facilitators accompanied by diverse speakers and contributors from within and outside the HE Sector. The facilitators are:

Robin Ryde – An author, leadership and organisation development expert, and former Chief Executive of the UK National School of Government. Robin has been a director with the UK Cabinet Office, director with the UK National Audit Office and he currently holds the role of programme director with the Australia and New Zealand School of Government (ANZSOG).

Judyth Sachs – Judyth has a long standing and highly respected profile within Australian higher education. She has previously worked as an executive coach at Australia National University, University of Canberra, University of South Australia and University of Technology Sydney and as a consultant in HE with KPMG.

Why Advance HE?

- + Advance HE was created to provide dedicated support to the HE sector. 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.
- + Our development 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.
- + In common with all of our programmes TMP HE is characterised by active participation, where sharing and learning from experience provokes debate, builds confidence and promotes best practice.





What can participants do next?

Participants will join the global TMP HE alumni network and be invited to future events targeted at this community held by Advance HE, as well as be invited to act as a speaker or contributor to Advance HE events.

Advance HE also has a TMP HE Reference Group which meets twice yearly and seeks to add to its members from more recent cohorts where opportunity arises.

Advance HE is also currently undertaking a longitudinal study due to report in 2019 to assess the impact of TMP HE and shape insights that will inform future development for executive level development.

We are also setting up an advisory group for TMP HE Australia and New Zealand to guide and inform the programme design and delivery to align both to the regional HE context.

Find out more about

Top Management Programme for Higher Education Australia and New Zealand

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