



A new Co-designed Programme for Emerging Leaders in Higher Education Institutions

Minerva

What are we Offering?

Growing out of intelligence from discussions with leaders in the sector and based on what we see through our search activities, we have established a new stream of work focused on organizational development. Central to this, we are offering a programme for new middle managers who often find themselves thrown into the role, without any background in the complexity of leadership. We are calling this group of staff '**Emerging Leaders**'. We offer a practical programme that addresses their day-to-day work needs and provides tips and ideas to lead successfully at the start of their journey as leaders.

Who is the Emerging Leaders Course for?

The programme has been specifically designed with colleagues who are new to their leadership post, whether in the academic realm, as heads of departments or schools of study, or deputies of areas such as learning and teaching or research, or in the professional services area as a new head of department or with new management responsibilities in academic schools or colleges. We define new as being in post for no more than two years.

"The course came at just the right time for me, as I was taking on a significant new role as Head of School. It was so useful and interesting to discuss common issues and experiences with colleagues from other institutions across the country and to have the opportunity for really valuable 1:1 discussions."

*Dr William Purkis, Head of School of History and Cultures,
University of Birmingham*

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3 Reasons why THIS course?

- ✓ Led and taught by Former Vice Chancellor Mary Stuart who has over 30 years' experience in the sector, has worked in different types of institutions and who has successfully led the transformation of an institution over 12 years, the course is based on real knowledge of and background in the HE sector.
- ✓ Designed with participants on the course who provide regular contact and feedback to shape content and activities to ensure they benefit in real time including working on live projects.
- ✓ Beyond the course an alumni group enables on-going support and a broad network of HE leaders from across the sector to continue developing and growing over their career.

“There was a good mix of different kinds of sessions. The action learning sets were useful, both to get to know people better and to discuss things that matter to each participant. It was great to see plenty of opportunity to contribute and discuss at every step.”

Dr Thomas Jansen, Head of Department of Computer Science, Aberystwyth University

The Development of the Course

To make this programme truly useful to institutions and the participants, we have developed content working with two advisory groups.

1. A group of new or emerging leaders recommended by their senior managers from different institutions across the sector
2. A Senior Leaders sounding board made up of Vice Chancellors, Chairs of Council/ Governors and Deputy Vice Chancellors from different parts of the sector, to check in on ideas emerging during the co-production period.

We are committed to continuing engaging with both cohorts to ensure the course remains fresh and directly relevant.

“I think that the programme as a whole worked really well and there is no element that I would take out or not have in. I really enjoyed the policy and university finance sessions. It was great to have an external come in and talk about the sector challenges and how policy is created too.”

Sarah Thomson, Director of Social Impact and Engagement, De Montfort University

Key Outcomes from the Course

The course is designed around key themes which our test group have identified and from our experience are central to a successful introduction to leadership. It will bring:

- Practical advice on a new role, with tips for dealing with challenges and introducing ideas
- Clear direction on how to lead in an HE environment getting advice from a range of senior leaders from the sector
- A network of fellow new leaders from across the sector to test and share ideas on an on-going basis
- An opportunity to work on and get support for a specific live project for each participant
- An understanding of the HE policy environment and how to support colleagues through change

Time Commitment

The Course is offered through a mix of face-to-face engagement and online learning. There are 2 face-to-face full days in London and 5 (2 hour) online sessions, plus 2 facilitated Action Learning sessions over a period of 5 months. The course will start in March, 2023.

The Cost

We believe that to ensure all parts of the sector can participate in the programme we have set the fee at a rate to enable cross-sector participation. The cost of the course is £2,900 + VAT per participant.

“I found it hugely valuable to have an experienced senior leader providing input on this course and to hear reflections from that individual on the contributions provided by group members. It can sometimes feel in this role that we are simply expected to know what to do and to be able to handle whatever situation we might face. This course provided the space to hear about the fundamental aspects of the job from someone who has faced the situations we are trying to navigate as emerging leaders.”

*Dr Steven Lyttle, Head of School of Applied Social Sciences,
De Montfort University*

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How to Apply

We are looking for senior leaders and HR Directors to recommend staff for this programme or for individuals to put themselves forward for the course if they wish.

Applications are now open for the next cohort of the course. Please send through names and role titles with contact details and a short summary of CVs to date to the course administrator, **Sheena Ohene**, sheena@minervasearch.com by the **31st of December, 2022** to secure a place.

Programme Leadership



Mary Stuart

The course is led by someone who has 'been there and done that'. Professor Mary Stuart has joined Minerva to lead our Organisational Development arm. Mary has over 30 years' experience in HE, working from being a junior lecturer on a temporary contract through the ranks, at the University of Sussex, to PVC, followed by 4 years as DVC at Kingston University, to then take on the VC role at the University of Lincoln 2009-2021 where she led the successful transformation of the University. She also has considerable experience of staff development and leadership development

for companies such as the Body Shop and Siemens. She has mentored several current Vice Chancellors and taught on the UCL MBA in Higher Education.



Ben Tucker



Kerry Shepherd

Mary is joined by Ben Tucker and Kerry Shepherd, founding partners at Minerva. Ben and Kerry bring a wealth of experience of Higher Education search, having particular expertise both in supporting organisations find appropriate candidates for these new leadership roles and in supporting potential candidates as they prepare to take on these roles. They have provided organisational and staffing support to a range of different organisations,

including senior teams and governing bodies. During the course the team will bring in a range of key experts to add diversity and different voices for the participants to hear from the sector, including Vice Chancellors and other senior leaders.

If you have any questions or want to know more in advance of applying, please contact Mary Stuart mstuart@minervasearch.com

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