



Birmingham City University, AURIL and the Leadership Foundation programme

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Background - a bit of serendipity

- *HEFCE strategic plan - Business and community: third stream as second mission* (Circular letter number 05/2006)
 - successful bid: Service by Design
- AURIL CPD
 - Held contract with HEFCE for 1 year to develop CPD on AURIL's behalf
 - Commissioned research from Shine

Birmingham City University

- 22,000 students
- 6 faculties:
 - Birmingham Institute for Art & Design
 - Business School
 - Health
 - Education, Law & Social Sciences
 - Performance, Media & English (includes Birmingham Conservatoire)
 - Technology, Innovation & Development
- Centre for Excellence in Teaching & Learning (CETL)
 - partnership with hospitals

Service by Design programme

- Service design approach
- Move dependency from large funded development programmes
- Engender culture change
 - Develop a broader range of academics
 - Engender an interdisciplinary/inter-faculty collaborative approach
- Develop strategic partnerships – deeper, long term, £

The project's desired outcomes

- Improved model of 'post-92 HEI/SME' engagement
- Develop 50 academics
- Establish how to link 3rd stream activity into core mission
 - Developing a leading edge professional practice based curriculum
 - Learning & teaching
 - Student/graduate opportunities
- Recruit and profile ca. 200 SMEs and work in depth with 25
- Establish a research project to investigate more suitable forms of metrics

Foundations for culture change

- What went well
 - Academics - ca. 39 successful Innovation Mentors out of 55
 - more ENTHUSIASTIC, more confident, more alert to opportunities ▶ better ambassadors
 - Enjoy meeting & working with people in other faculties ▶ trust
 - Enhancing learning, research and/or professional practice
 - Engendering interdisciplinary / interfaculty working – new projects
 - Reward vouchers
 - Buying out academic time!
 - Very good central/faculty collaboration
 - In-house method of screening companies
- What needs developing internally
 - Building this inter-faculty approach into business-as-usual

Birmingham City University – future

- New mission & vision/ambitious growth plans
- 6 new faculties
- Newly appointed Executive and Associate Deans
- Employer engagement agenda
- Sector based approach vs. faculty structure
- Broadening internal capability and capacity for external engagement

- Need a leadership programme to develop senior management

Project Delia Debrief

Presentation to: AURIL

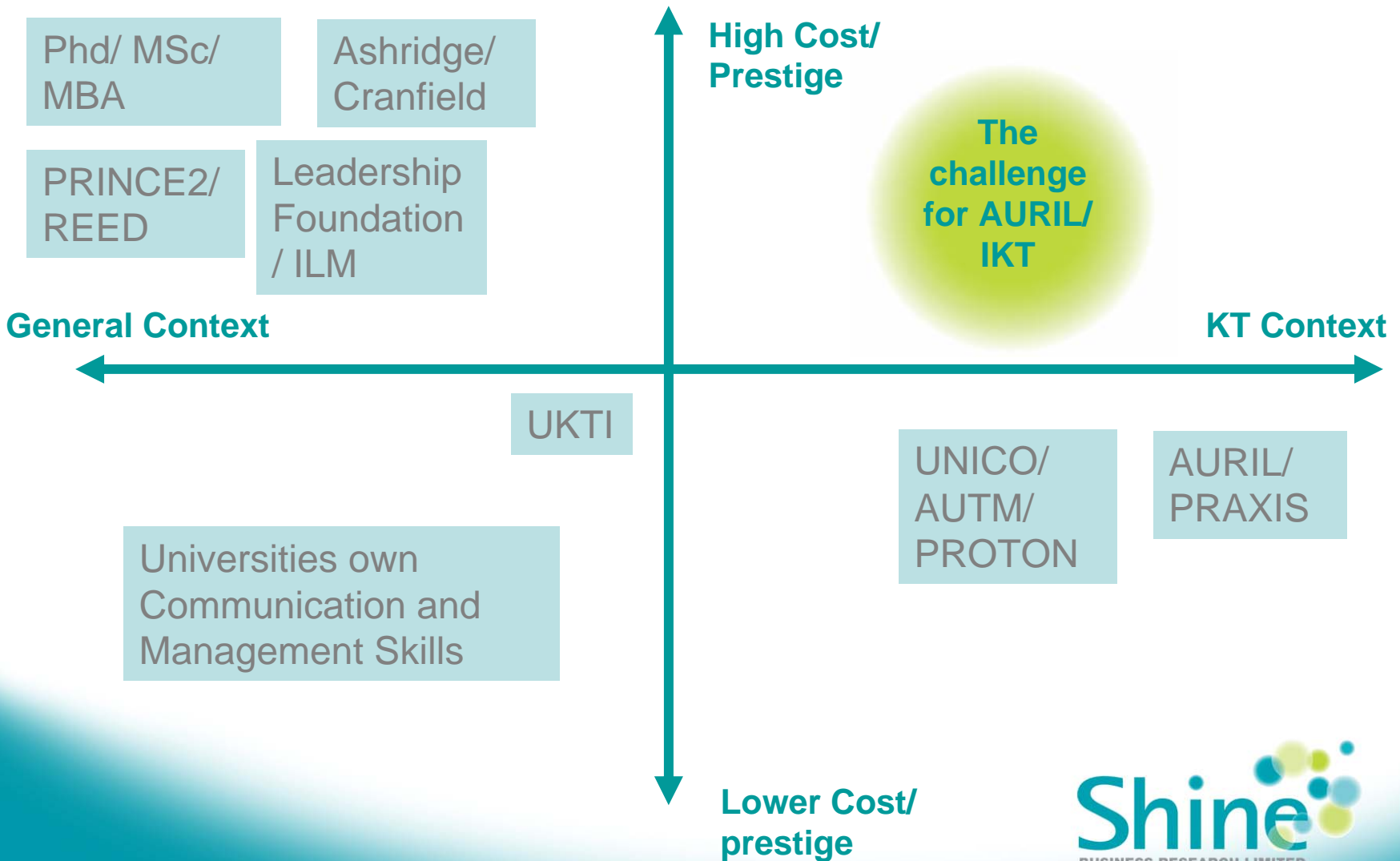
23rd June 2008



Objectives



Context - Competitors



Leadership Programme

- General acceptance that there is a need to improve Leadership skills within KT Profession. Not just team management, but
 - Improving KT's reputation and importance within institutes
 - 'Leading outside authority'= influencing institutes + biz
- Target level options
 - **PVC** – to inform and increase income stream from KT
 - But course would need to be more focussed/ shorter and high powered
 - **KT Team leader** – to strengthen KT role within institute
 - But most prefer non-KT context, as peer group not KT, and ambitions are roles elsewhere in University.
 - **KT Team leader aspirants** – to develop management and leadership skills
 - KT context and networking most valuable
 - But some have broader ambitions and tempted by generic context
 - Affordability of £7500 for non team leaders?

Leadership Programme recommendations

- Current Course format not focused enough and too long/expensive for high take up. Offer specific courses for different target groups;
 - **PVC / University Management**
 - 2 day event focussed on increasing income stream from KT
 - **KT Team leader** – offer general Leadership Foundation course?
 - **KT Team leader aspirants**
 - Team management and leadership skills course within KT context
 - 2-3 day- reconvened to establish supportive peer group?
- Leadership courses are aspirational -so credentials of course provider is critical
 - Leadership Foundation has excellent reputation; ‘*nothing but praise*’, (but for some not as good on CV as Ashridge or Cranfield)
- Avoid potential pitfalls of insularity and comfort zone (‘*same old faces*’)
 - Bring in outside speakers (eg Captains of Industry)
 - Ensure course content looks ‘*a bit scary*’- important to do