

CORE MODULE

This is the starter module which comprises the following activity:

- Day 1 First meeting with senior academic leaders to introduce the programme and agree focus for leadership mini-projects
- Day 2 First meeting with core participants to introduce the programme
- Day 3 Second meeting with core participants to finalise and plan mini-project topics
- Days 4 to 8 Intensive week working on site with you
- Days 9 & 10 We return to support project groups to present mini-project ideas to relevant institutional decision makers
- Day 11 We undertake a final reflective session with core participants and provide a report on the programme for senior academic leaders

Additional options available:

GRADUATED SUPPORT

One you have experienced the core module of ACADEMY Plus with a group of academics you may want to re-run the programme with another team at a later date. We are happy for you to do this – but if you feel you need a little support for this process we can offer this. In discussion with you we will agree where you would like the Bibby Rumbelow team to support and where you feel confident to 'go it alone'.

PREPARING FOR ASSESSMENT

Although we do not include formal assessment of the leadership skills developed by ACADEMY Plus we recognise that some participants may want to record their progress and development, perhaps to count towards accreditation for a PGCE or an evidence based or professional qualification. We can offer additional support to help participants in this process during the intensive week or as a separate event afterwards.

ACADEMYplus

an intensive learning programme for individual institutions to develop leadership skills in academic staff in Higher Education

Recognising the special nature of academic responsibility, and increasing demands for successful leadership on the university academic, this learning programme is designed to support academic staff in HE to develop the skills required to lead modules, courses and programmes effectively.

Our knowledge and expertise is a very special blend of commercial work with university academic experience

BIBBY **b RUMBELOW**

Providing practical solutions that work

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ACADEMYplus

An intensive and practical learning programme to develop the skills, and techniques for successful leadership of academic programmes and teams. Supports succession planning and progression in your academic team.

ACADEMY Plus recognises the considerable demands that leadership of an academic programme makes on both experienced and less experienced academics. Our programme covers:

- Organisational skills for academic leadership
- Leading a commitment to quality
- Getting the most from an academic team
- Leading students
- Enterprise and innovation in course and programme leadership

ACADEMY Plus can be readily customised to emphasise particular approaches that an individual institution or department might want its academic team to develop. Alongside the core programme to enhance and practise skills using your institution's current academic challenges, we include opportunities for debate and wider ranging development of related teaching and learning skills.

Here's how it works...

3 phases – 6 steps. We spend up to 12 days working closely with your academic team including a one week intensive spell with extended development opportunities.

Phase 1: agreeing the work and preparing participants	<p>STEP 1 – our first meeting to understand your priorities for academic leadership</p> <p>STEP 2 – we meet and prepare participants in ACADEMY Plus</p> <p>STEP 3 – we define and action plan projects with participants as a whole group</p>	<p>We meet your senior academic leaders (e.g. Associate Deans) to discuss and learn more about your key priorities for academic leaders. After this meeting we prepare a customised brief for ACADEMY Plus</p> <p>We meet core participants, explain the ACADEMY Plus programme to them and help them to identify real time group mini-projects within which they will develop and demonstrate leadership skills</p> <p>Together we negotiate projects with core participants to give co-ordinated coverage of institutional academic leadership challenges. We action plan work for the intensive week</p>
Phase 2: intensive delivery at work	<p>STEP 4 – one week later we join participants for an intensive week's work on leadership projects and developing leadership skills</p>	<p>Our team works alongside your core participants giving guidance, advice and support to small groups working on leadership mini-projects. We deliver input sessions on leadership skills and facilitate debate and reflective opportunities in parallel with the opportunity to practise existing or newly learned techniques for academic leadership. At the end of the week we draw project groups together to share learning and prepare for phase 3</p>
Phase 3: continued support, reflection and reporting	<p>STEP 5 – approximately two weeks later we facilitate sessions for project groups to present leadership mini-projects to appropriate university decision makers</p> <p>STEP 6 – we report on the ACADEMY Plus process to senior academic leaders and conclude reflective activity with participants</p>	<p>Phase 3 of the programme provides the opportunity to practise moving participants' leadership mini-project ideas into the mainstream of institutional practice using accepted channels</p> <p>We provide a full report of projects and a summary of whole group progress against leadership challenges identified at step 1. We also hold a concluding reflective event with participants to ensure they have planned next steps for developing leadership mini-project ideas further</p>

STRENGTHS OF ACADEMYplus

ACADEMY Plus differs from other leadership development programmes for academics in that it explicitly emphasises a learning through doing approach which is customised and contextualised to their own institution. Participants address real leadership challenges from their own organisation and find solutions.

Applied leadership theory is derived from and considered through the medium of practice. The programme also acknowledges the important balance a successful leader must have between organisational skills and creativity and innovation, and provides opportunities to demonstrate and explore both areas.

ACADEMY Plus:

- Develops the skills, approaches and techniques needed to be a successful academic leader. The programme recognises that in many cases academics will be required to lead teams for which they do not have line management responsibility and explores the particular challenges of this situation
- Emphasises the importance of academics modelling strong leadership to their students to help prepare students for the world of work
- Harnesses the power of the academic team to address the real challenges of the institution and provide solutions in a short period of time. Supports academics to take these solutions through established institutional decision making channels and guide them into the mainstream as appropriate
- Recognises the important balance that a successful academic leader must achieve between excellence in organisation and creativity and innovation. Balances opportunities for reflection, debate and learning with practical support to address real time academic leadership challenges
- Is delivered over a short intense period to provide minimal disruption to teaching schedules – the intensive week can be delivered in a reading week or prior to or after term
- Is designed to support succession planning and to provide relevant development for those seeking promotion
- Can be used as a cost-effective, dual purpose staff development event providing an intensive experience for core participants and open development sessions for a wider academic team
- Is delivered by HE specialists with extensive experience in academic leadership and management

TO FIND OUT MORE ABOUT ACADEMY Plus

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FAQs

How does the process of selecting leadership mini-projects work?

Initially we will discuss with your senior academic leaders what type of projects you would like your core participants to work on. We can offer guidance and examples of projects which might be particularly suitable, but you will have the opportunity to direct the focus of projects to your specific and pressing challenges. Although we will be guided by you we would like to retain some flexibility to allow participants to shape their choice of and approach to projects. Leadership mini-projects will be agreed before the intensive week.

How can my institution use ACADEMY Plus as a dual purpose staff development event?

There are two key elements of ACADEMY Plus. First we support small groups of academics up to a total of 30 participants to address real work leadership challenges – these are the core participants. Alongside this we offer staff development sessions on relevant leadership topics during the intensive week. These are open to all core participants, but we are happy to open these to a wider academic audience.

How do the core participants develop the skills of academic leadership from working on mini-projects?

Bibby Rumbelow tutors mentor, coach and support core participants as they select and plan mini-projects, work towards project goals and present solutions to project challenges. A strong reflective element to the programme encourages participants to draw learning from their informed practice working on projects which they can then apply in new situations. More formal staff development sessions formalise and extend that knowledge.

What is the theoretical focus of ACADEMY Plus?

ACADEMY Plus is foremost a practical programme which helps people to learn and use skills to make them successful academic leaders. It does, however, have a strong theoretical underpinning which derives from an understanding of the processes of developing theory from informed practice. ACADEMY Plus also demonstrates the importance of reflection on performance and aims to encourage core participants to extend the reflective skills they already possess.

How can we build on learning from ACADEMY Plus?

ACADEMY Plus is a learning package that introduces a specific approach to staff development. We believe its strength lies in the intensive nature of learning and a balanced commitment to practical skills development and reflection. After we have delivered ACADEMY Plus we are happy to hand over the 'shape' of the ACADEMY Plus learning package for you to deliver again yourselves to a new group of participants and so cascade the learning. We can also support you to use the package again through our graduated support module.

BIBBY RUMBELOW

Bibby Rumbelow is a consulting and training company specialising in organisational learning and staff development for higher education staff. Our knowledge and expertise is a very special blend of commercial work with high level university academic experience.