Shaping educational leadership, inspiring enhancement.
Reflections and future action

Julie Blackwell Young, University of Abertay
Martha Caddell, Heriot-Watt University
"Leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen."

-Bennis & Nanus 1985
Exploring Leadership & Change

- Quality Enhancement
- Theory of Change
- Privileged Voices
- Leadership Culture

SHEEC

Theme Leaders

Student Leaders
Diversifying, diffusing ... and supporting leadership of enhancement.

From 'stuff development' to 'staff development' (Bamber 2023).
Spotlight: 2003-2008

Building confidence and collaboration within & between institutions.

- Learning at pace.
- Limited time for reflection and depth of engagement.
- Defining Scottish connections and distinctiveness.
Spotlight: 2008-2017

Expanding the enhancement community.

- Nexus of policy interests and funding availability.
- Specialist skills & enhancement.
- Growth of participation: within and across institutions.
Spotlight: 2017-2023


- Amplifying collective action within institutions and creating new spaces for sector collaboration.
- Emergency response drives strategic shift.
- Practical collaboration as the 'new normal'.

Data-Driven Enhancement

Leading with Compassion

Resilient leadership, collaborative action.
No Longer Invisible Superheroes
Programme Leadership in the Spotlight

Collaborative Cluster activities (2017-23) amplified appreciation of programme as locus of enhancement & PLs as educational leaders.

✓ Amplifying voices.
✓ Connecting community.
✓ Driving sector change.
✓ Shaping institutional practice.
Programme Leadership in Focus

Spheres of impact & influence

Opening space to connect, recognise and amplify the pivotal role of programme leadership and share insight into how to harness this for institutional and sector learning and development.

Securing institutional appreciation of the role of the programme leader and team within the enhancement process, including the multiple voices and evidence that converge at this nexus.

Creating effective and dynamic programme teams that harness the strengths of diverse voices to support enhancement.

Exploring the programme leader role and their position as navigator and creator of evidence for enhancement.
Programme Leadership: Snapshots

Recent research highlights the hopeful exhaustion of programme leaders, situated at the nexus of institutional policy & action.

1. Don't.
2. Seriously... don't.
3. Refer to 1 and 2.

Rewards: genuine collaboration, realising abstract conversations, plans and designs in teaching/curriculum, and helping and supporting colleagues' development.

Never really knowing when the job is done. I am at the mercy of another emailed request to do something for somebody.
Institutional Landscapes of Support

Need to move beyond sense of resilience as 'individual bounce-backability' to creating supportive institutional culture – backed with support.

Shift in landscape of support for programme leadership. Sector conversation ---> Institutional actions.

Role recognition & Reward.
Toolkits.
Community & Connection.
# Programme Leadership: A Practical Manifesto

| Programme Leadership is Educational Leadership. | • Role descriptions, recognition and reward.  
  • Workload: Time & Temporality |
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<td>Programme Leadership is Team Leadership.</td>
<td>• Strengthening teaching team culture and practice.</td>
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| Empower Leadership through Institutional Support. | • Induction, mentoring, networks.  
  • Toolkits & resources.                          |
| Programme Leaders open a gateway to enhancement. | • Involving PLs in institutional decision-making.  
  • Amplify and encourage PL voices.               |
| Sector collaboration matters.                    | • Shape and share policy, practice, research.                                                     |
Identifying & Supporting Connectors

2003-04
Responding to Student Needs Assessment

2005-06
Integrative Assessment

2008–11
Graduates for the 21st Century

2014–17
Student Transitions

2020–23
Resilient Learning Communities

Flexible Delivery Employability
2004-06

The First Year Experience Research Teaching Linkages
2006-08

Developing & Supporting the Curriculum
2011–14

Evidence for Enhancement
2017–20

(Re)Centering Enhancement (Re)framing Leadership

2023 and beyond

Addressing the Challenge
Connecting layers of leadership and key enablers of enhancement.
Maintaining a focus on people, development and culture of support.
Clarity on Theory of Change & Culture of Leadership.
And so, where next?

- Release Manifesto for Programme Leadership.
- Amplifying action to support programme leadership.
- Celebrating & supporting culture of enhancement.
- Champion collaboration: institutional and sector.
References and Resources

The extensive suite of resources produced by the Collaborative Cluster on Programme Leadership is available on the QAA Scotland Enhancement Themes sites. Resources cross-cut two Themes:

• **Resilient Learning Communities - Programme Leadership** (enhancementthemes.ac.uk)

• **Enhancing programme leadership - Evidence for Enhancement** (enhancementthemes.ac.uk)

Additional Reading

Bamber, V. (2023) From student representation to student partnership | Wonkhe


Thank you