



CASE STUDY SERIES

The University of Liverpool

SUMMARY

Strategically planning an institution's online training provision is a key factor to successful uptake. There are various methods of approach to online learning that translate to higher completion rates. Here we present The University of Liverpool's Human Resources (HR) Organisational Development (OD) Team's Leadership and Management blended learning programme using the Epigeum University Leadership & Management (ULM) programme, for new leaders and managers at the University of Liverpool. The programme is designed to support leaders in their continuing professional development and developing their skills and confidence as advocates for change, improvement and innovation in a challenging Higher Education environment. The programme is also endorsed by the Institute of Leadership and Management (ILM).

ABOUT THE UNIVERSITY

The University of Liverpool was established in 1881 as is one of the six original 'red brick' universities. It is a founding member of the Russell Group of universities and has over 20,000 full-time students. Notable alumni include eight Nobel Prize winners and notable figures such as Jon Snow (Channel 4 presenter), Clive Barker (horror writer) and Dame Stella Rimington (first female head of MI5).

The OD Team has developed an OD framework to support the staff at the University towards achievement in institutional excellence by creating an environment that is built on sound values and behaviours, and one that ensures we provide a high quality academic experience for all. At the core of the framework are the University of Liverpool's five key strategic objectives of: Research Excellence - Global Opportunities – Quality Student Experience - Teaching Excellence

– Widening Participation. The implementation of the framework is harnessed through five key enabling themes: People Management - People Development - Leadership Capability - Developing Talent - Employee Engagement. The Leadership Programme is delivered as part of the of the Leadership Capability and Developing Talent themes.

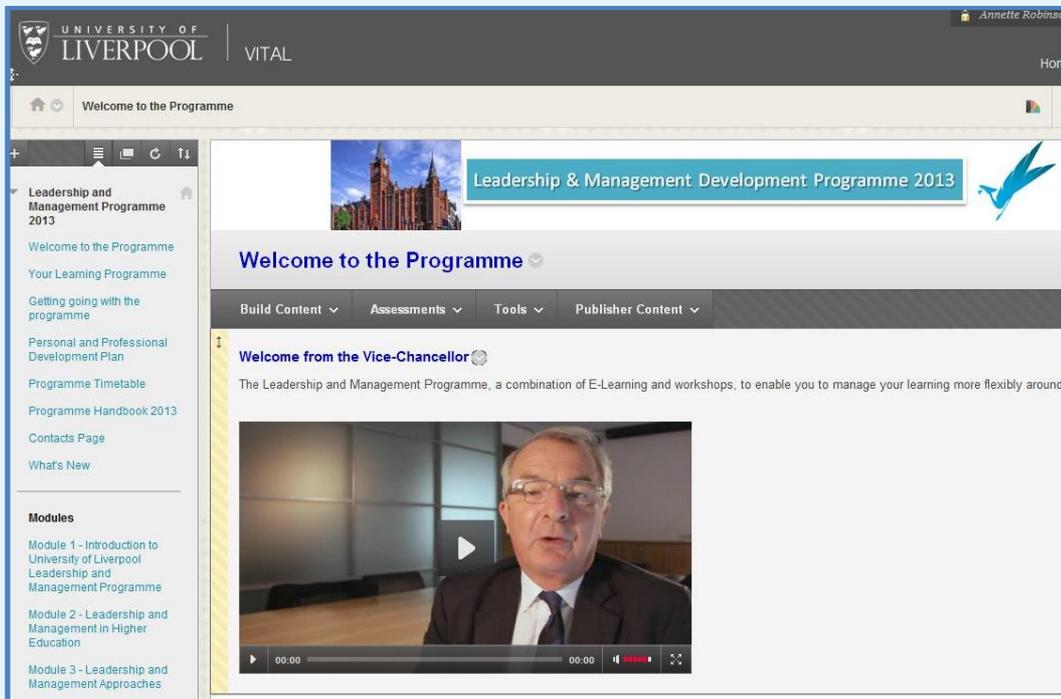
THE CHALLENGES

- Designing an appropriate blended learning approach for the Leadership Development Programme
- Making sure there was a Liverpool perspective to the programme
- Establishing a strategy for effective uptake and evaluation of the new online programme
- Localising and introducing new online learning concepts to unfamiliar participants

THE ACTIVITY

- The Organisation Development (OD) Team addressed these challenges by:
 - Designing the Programme using the suite of ULM modules available as a foundation
 - Building an introductory session at the start of the programme to set the context and introduce the participants to each other
 - Facilitating a learning environment to build a sense of a leadership community
- Ensuring smooth delivery
 - OD advisors approach new in-post leaders to promote the programme
 - Tailoring the courses to a 'Liverpool' brand
 - Personal advice sessions to review the learning on the programme and facilitate personal development planning
- Careful selection of contributors

- Speakers on the Leadership Development Programme who were willing to give back their time and share experiences
- Key senior leaders who are able to provide the strategic and practical aspects to the way in which the University works and does its business



Above: Vice-Chancellor Professor Sir Howard Newby features in a welcome video to the new Leadership & Management Development Programme 2013

THE OUTCOMES

- Created an online programme in the University's VLE (Blackboard).
- A blended Leadership Development programme which contains ten online modules, including the Epigeum ULM modules and some statutory basics and six workshops has been rolled out with a cohort of 34 leaders from academic and professional services areas.
- A customised University of Liverpool online provision with a welcome video from the Vice-Chancellor and the Organisational Manager explaining the context of the programme. A video explaining how to make use of the course materials kindly shared by the University of Durham.

- The programme started in December 2012 and will form the basis of all leadership programmes in the future, ensuring that a central and consistent message is in place. It is intended to use the core programme with bespoke workshops for specific leadership groups such as the Research Leader and Aspiring Leader Programmes. Elements of the Epigeum ULM programme have also been used in the design of programmes for Faculties and Departments that are tailored to their specific needs – for example team leaders who are less focussed on strategy and more on management and delivery.

THE IMPACT

- An evaluation strategy is in place and this will be executed by the OD Team following the course-end in July. Monitoring of usage is underway via the University of Liverpool VLE (VITAL).
- Early indicators are that the materials have been well received and are considered of good quality. Some commented on the surprising philosophical content but that the straight forward hints and tips are welcomed. Some concerns have been expressed about the time it takes from the day job, a common response in our busy HE environments.

USEFUL LINKS

<http://www.liv.ac.uk/organisational-development> (University of Liverpool's OD Team website)

<http://ulm.epigeum.com> (University Leadership & Management course programme)



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Wendy Harbottle, Sales & Marketing Manager

Tel: +44 (0)7970 546524

wendy.harbottle@epigeum.com

Epigeum Ltd

1 Kensington Cloisters

5 Kensington Church Street

London W8 4LD

Tel: +44 (0)20 3440 2220 (switchboard)

Epigeum Inc

One Broadway, 14th Floor

Kendall Square

Cambridge, MA 02142

USA

Tel: +1 617 401 3337

www.epigeum.com

Twitter: @Epigeum