University of the Highlands and Islands
Oilthigh na Gàidhealtachd agus nan Eilean

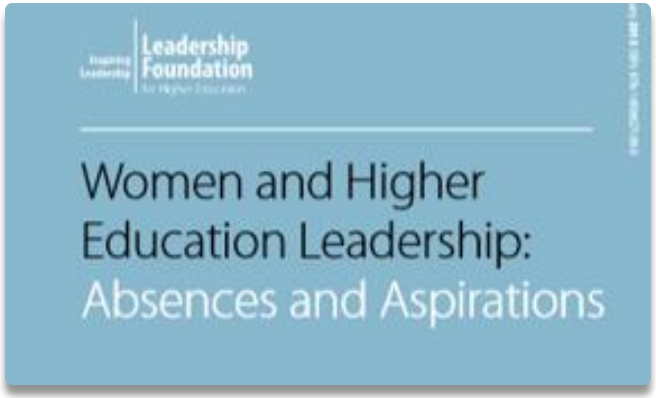
Ann Tilbury

Organisational Learning and Development Lead UHI

#ChooseToChallenge

Compassion, Courage, Cooperation

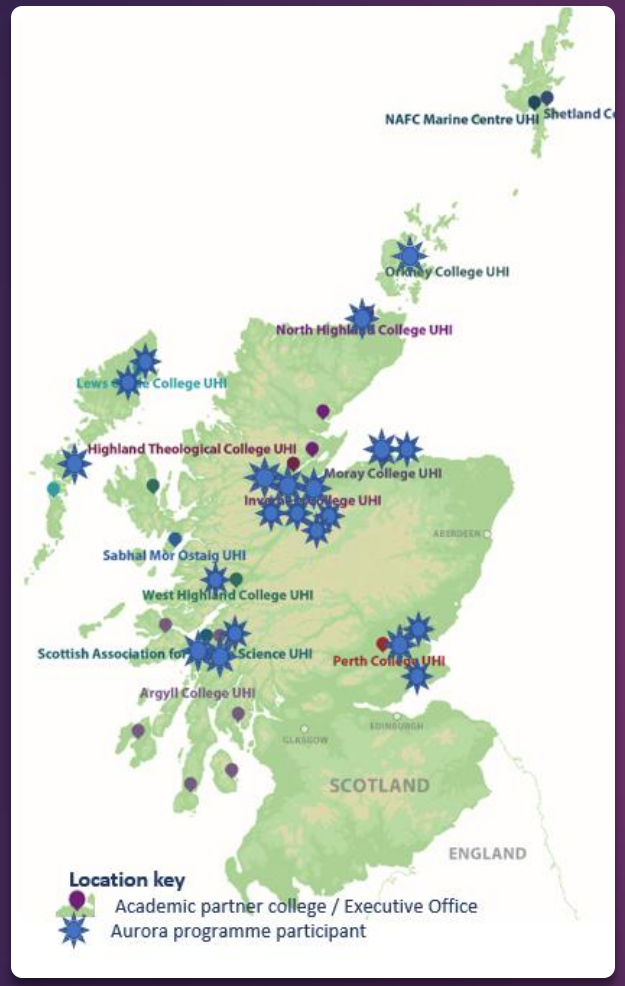
Advance HE Aurora



Stimulus

Founder

#IAMAurora



Aurora at UHI: Inclusive & sustainable

Transparency and openness

Rigorous selection process

Further development opportunities with LTA

Building participant confidence

Belonging to a growing community

Supporting leadership approaches grounded in practice

Building momentum

Participating in evaluation and research

UHI Aurorans

2018/19

2019/20

2020/21

Evaluation and research study

Key findings across the two studies

Emboldening effect of Aurora

- Growth in confidence in their practice of leadership
- A sense of belonging through a new internal network
- An exploration of the nature of leadership (theirs and others)
- Identification as a leader (influencer)

Absence of opportunities

2018/19 Evaluation

- lack of opportunity to utilise new skills developed from the programme,
- lack of supportive institutional workplace culture and practices,
- lack of identification of potential opportunities,
- lack of recognition of the demands of balancing home and working life.

2019/20 Research study

- “those positions don't exist.”
- “There is no obvious trajectory for leadership progression.”
- “There are no obvious institutional opportunities apart from voluntary ones which do not then fit in contracted hours.”
- “it's not about fixing us. It's about fixing structures and cultures.”

Recommendations

- Define what the university values in leadership and how it is rewarded.
- Identify and provide more inclusive approaches to leadership roles including part-time and job share options.
- Review the requirements of senior leadership roles so that they are:
  - not potentially harmful to everyone who does them and
  - potentially differentially harmful and off-putting to some sub-groups of staff
- Define work/life balance and flexible working patterns and how they are supported
- Gather data across the university on recruitment, appointments and professional development
- Explore opportunities for career progression and development into leadership roles
- Continue and build engagement in Aurora as part of building educational leadership capacity

Questions

FEEDBACK