

## **Facilitator sought for new Development Programme for Directors of Engagement (DPDOE) 2022/2023**

Applications are invited for the role of Facilitator of the new BAM Development Programme for Directors of Engagement (DPDOE). The purpose of the cohort programme is to build capacity in the management and leadership of engagement in UK business schools and schools of management. The successful candidate will have strong facilitation skills and current knowledge of relevant issues.

This new programme has been developed by an international group of higher education business and management scholars and leaders and will complement our long-running flagship Development Programme for Directors of Research. It will be an engaged, action-oriented, peer-learning programme designed to help HEI engagement leads develop and implement an engagement strategy for their school.

### **Programme structure**

DPDOE is constructed as a series of four learning sessions including an end of course Showcase. The first and last session will be held in in-person format, with two online sessions in-between – these are aimed at supporting peer networking, while minimising cost to participants and carbon footprint, as well as the likely ongoing risk of winter infection periods. Further details of each session are found below. The sessions will run across 2 days, from lunchtime to lunchtime, with an evening dinner for the in-person events to support the creation of a self-supporting cohort.

### **Programme Size**

Conceptualised as a peer learning community, we envisage cohorts of no more than 25 participants. This is consistent with what we know works well on our Development Programme for Directors of Research (DPDOR).

## **ROLE BRIEF**

### **Facilitator: Development Programme for Directors of Engagement (DPDOE)**

The DPDOE Facilitator will be working, or have been working recently, in the role of engagement or impact lead for their department, school or faculty. They will have credibility and standing, with a strong academic profile. They will have experience in teaching and a proven ability to inspire, motivate and engage an audience, and will have demonstrated commitment and passion.

The purpose of the role of the facilitator is to develop the programme content, facilitate the sessions, liaise with the relevant BAM members of staff to support participants, and evaluate the programme upon completion.

In particular, the Facilitator is required:

1. To agree aims and activities for the design of each session (including pre-session preparation by delegates) to deliver a coherent, interesting and topical programme at least one month before the programme starts.
2. To agree with BAM the key themes for promotional materials at least three months before the programme starts.
3. To recommend approaches to, and assist in, the recruitment of guest speakers for each session. To fill in for guest speakers if required at short notice in exceptional circumstances by giving a presentation or facilitating group work. The majority of guest speakers need to be confirmed at least three months before the start of the programme to assist with marketing activity. In order to meet BAM commitment to diversity and inclusivity there must be ethnicity and gender balance among guest speakers.
4. To suggest reference materials which will be sent out prior to the first session and further information that will be distributed by email during the programme.
5. To adapt the programme during and between sessions in response to delegates development needs and interests and to keep abreast of changes in the higher education environment.
6. To attend all sessions and dinners.
7. To create and sustain a supportive, open and inclusive learning environment and discussion under the Chatham House rule.
8. To consult BAM regarding requests for expenditure. No expenditure will be reimbursed without prior approval by BAM. A budget for the programme and for each event will be drawn up by BAM and shared with the facilitator.
9. To alert the relevant BAM member of staff proactively of any issues within the cohort or relating to the programme that may require prompt attention.

10. To encourage and respond to feedback and to comment on the completed evaluation forms following each session and the final programme evaluation.
11. To make recommendations to changes for future and new programmes at an annual review of the programme with BAM.

The Facilitator is contracted on an annual basis. This will normally be renewed for a second and third year subject to mutual agreement.

A total fee for delivering the programme of £4,000 is payable to the DPDOE Facilitator on completion of the programme.

## **TO APPLY**

Please email a covering letter with a two-page CV as a single document in confidence to: Madeleine Barrows, CEO on [mbarrows@bam.ac.uk](mailto:mbarrows@bam.ac.uk)

Prospective candidates are welcome to discuss the role with Professor Katy Mason, Chair of BAM.

**Closing date: 11<sup>th</sup> July 2022**

**Interviews will be held in late July or early August.**

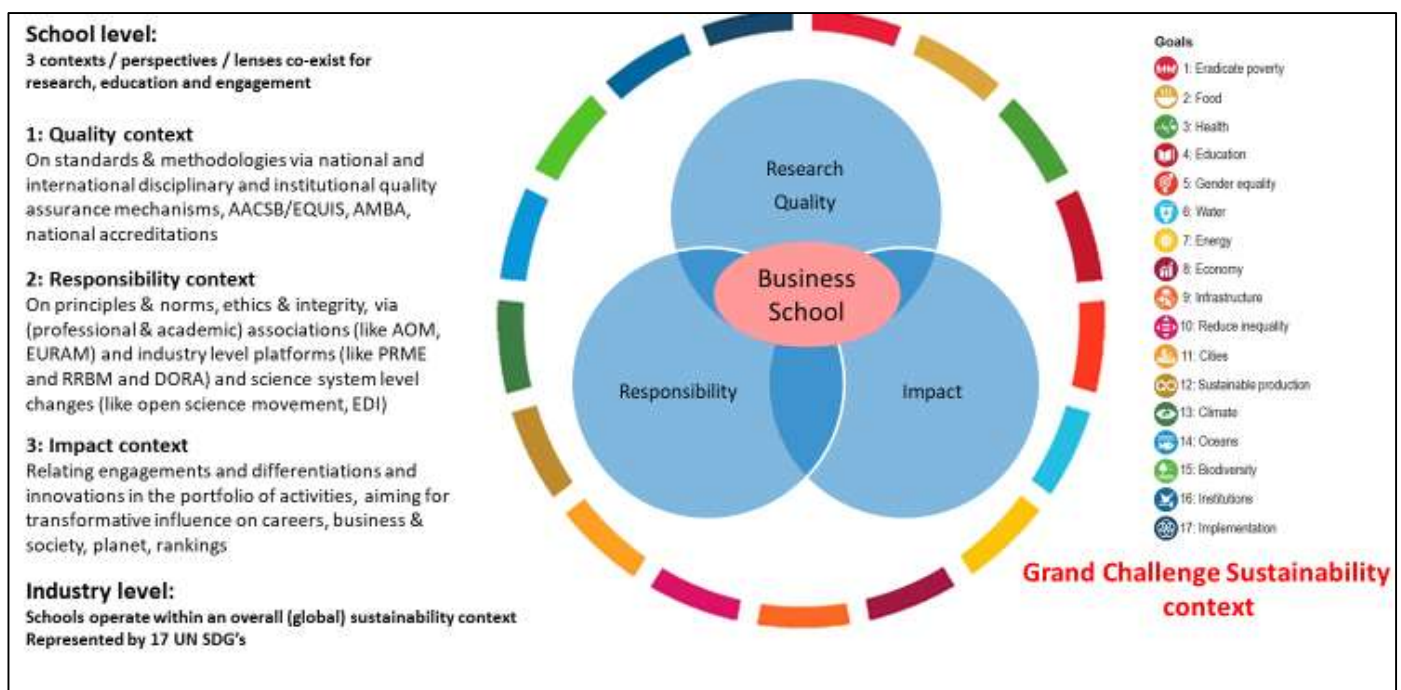
***Further details of the programme are below.***

## FURTHER DETAILS

### Programme Concept

Business and Management Schools around the world are working to engage external stakeholders in research and teaching, in ways that address the world's Grand Challenges – from sustainable business and a circular economy to a fairer and just society (Figure 1). The aim is to bring about real-world, positive, impactful change at a local, regional, national and international scale. As the Responsible Research in Management Research agenda grows, business and management schools are looking for new leaders of engagement to develop and implement strategy for their institutions, and to nurture and grow an institutional culture that enables business and management Higher Education Institutions (HEIs) to deliver real value for society and for our planet through engagement.

**Figure 1: Multi-dimensionality of contexts at school level: Business schools are confronted with growing external multi-dimensionality**

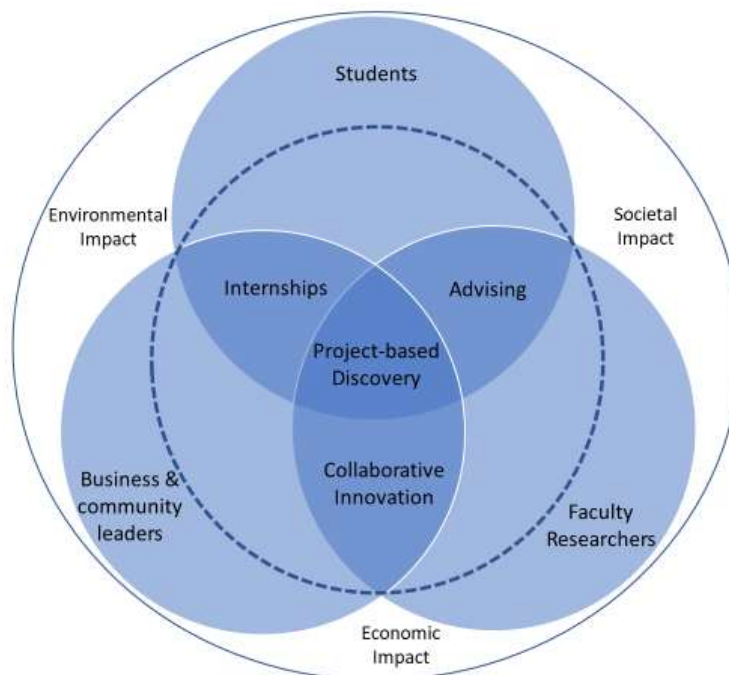


The Development Programme for Directors of Engagement (DPDOE) is a capacity building and peer learning programme developed by the British Academy of Management, that brings together those from a variety of international business and management HEIs working to drive engagement and deliver real-world impact through engagement.

### Why this course? Why now?

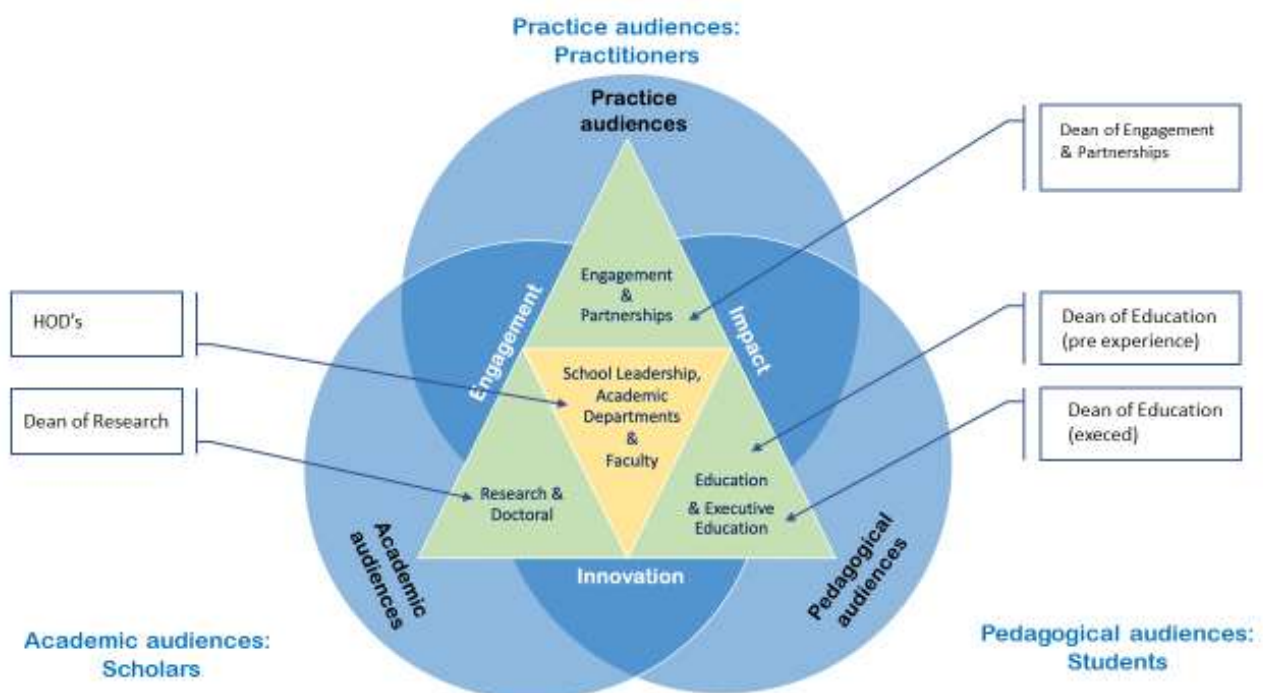
The Grand Challenges that our society faces have led to governments, research funders and multiple public stakeholder groups to call for HEIs to demonstrate clearly deliver and demonstrate the value they offer to society through their activities. HEIs - and specifically business and management schools - are perfectly placed to generate environmental, social and economic impact through their current business models (Figure 2).

**Figure 2: Opportunities for Value Generation and Impact for Different Stakeholder Groups Through HEI Engagement**



But, as Business and Management School activities have scaled, the need to systematise, coordinate and strategically manage their impact has increased. This is leading to governance models being introduced to our Schools and faculties – and with many Schools introducing engagement leadership roles for the first time. These new roles not only require engagement leaders to embed and coordinated their strategies and activities with other institutional leaders, but to develop their role ‘from the ground’ up (Figure 3).

**Figure 3: Governance Structures for Engagement Leads**



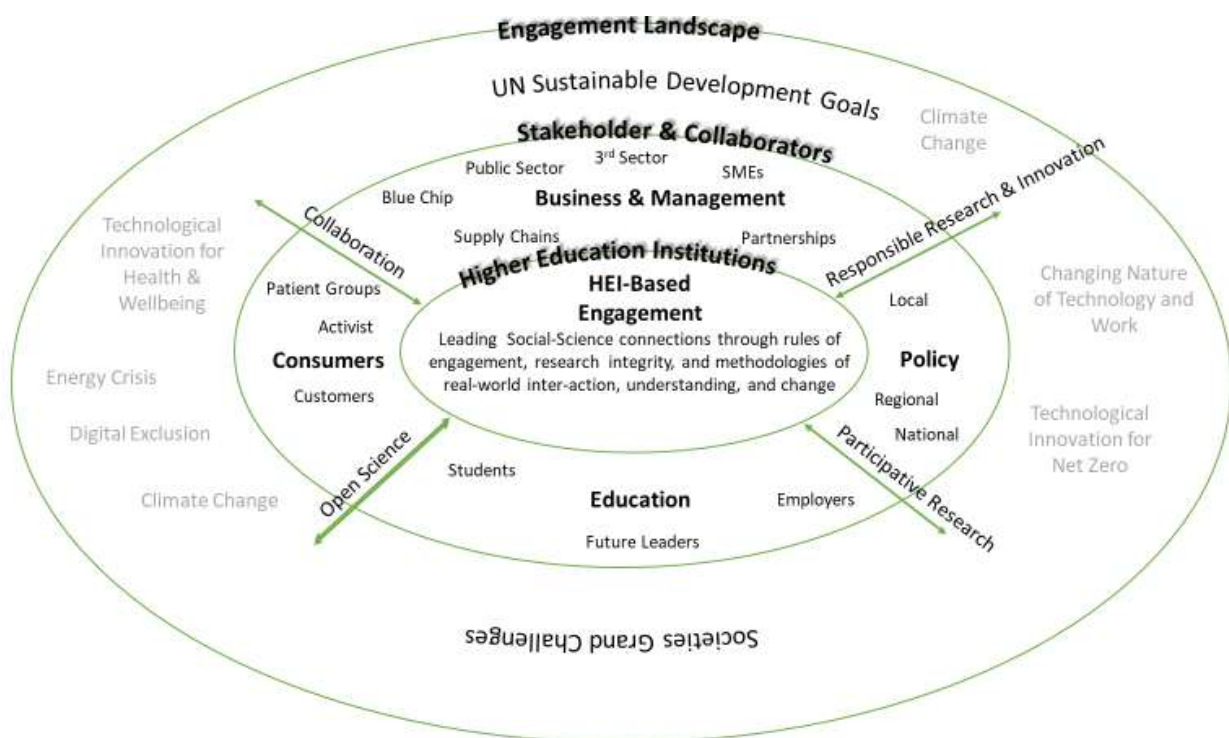


The BAM DPDOE programme is designed to support this evolution of our Schools, by fostering peer learning networks through a structured programme of activities that will better equip these leaders to understand the skills they want to develop, develop a vision and ambition for their institutions and create new mechanisms and practices for their delivery.

## Conceptualising Engagement in an HEI Business and Management Setting

The British Academy of Management understands engagement as the forging of productive and informative, dialogic connections between the scientific world of business and management scholarship and the social world of consumers, organisations, markets and policymakers. We see engagement leadership in HEIs as requiring the development of rules of engagement, research integrity and methodologies of real-world inter-action, understanding and change. By equipping engagement leaders with the reflexive skills to explore the key stakeholders with whom they want their School to engage, the capabilities to conceptualise and build platforms that enable scholars to actively and productively engage with multiple and varied stakeholder groups, and doing this in ways that delivers real impact, this programme aims to help engagement leaders drive the social value that their School can deliver in relation to local, regional, national and international agenda (Figure 4).

**Figure 4: The Engagement Leader's Agenda**



## Outline Programme

The DPDOE programme will adopt a hybrid format, beginning with a two-day, in-person session to enable the group to meet and get to know each other, as well as explore the engagement landscapes in different organisations and in different countries. The next three sessions are delivered via two-

day online sessions, with an optional in-person conference, where participants showcase the work they have been doing in their own institutions and their plans for future development.

## Session One: Understanding the Engagement Landscape

### Day One:

- Welcome and exploration of expectation
- Exploration of what good engagement looks like
- Exploration of key national and international agenda that are shaping the engagement landscape (research funding, social movements such as RRI and RRBm, accreditation systems, performance assessment systems)

### Day Two:

- How engagement with the external landscape can enhance the external image of your HEI.
- Exploration of knowledge and skills needed to develop and deliver HEI strategies for business and management within this unfolding landscape
- Your journey as an engagement leader: Skills gap analysis including using analytical tools such as the Network QI tool

## Session Two: Exploring Different Stakeholder Groups and Engagement Opportunities and Outcomes

### Day One:

- Setting the engagement agenda: Who do you need/want to work with and why (working across different stakeholder groups)
- Managing the external relationships with different types of stakeholders
- Developing and delivering projects with external stakeholders

### Day Two:

- Engagement as open science

## Session Three: Developing a Framework and Strategy for Action for Your Institution

### Day One:

- How engagement with the external landscape can enhance the external image of your HEI
- Strategies and frameworks that will shape your engagement strategy
- Putting your strategy into practice: managing projects and delivering valuable outputs
- Developing the right rules of engagement, platforms, and methods to deliver on your strategy
- Evaluating success

### Day Two:

- Living engagement lab: participants to work in groups to develop an engagement strategy for one of their HEIs (identify problems that have come up (maybe four or five)
- Planning your journey plan for the future: Raising awareness; creating interest; securing commitment; performing engagement

## Session Four: Showcasing Success and Future Plans

Day One:

- What Works: participants to present an engagement showcase to the group

Day Two:

- My Vision: participants to present and their engagement strategy for their HEI to the group.