



Healthy Universities: whole university leadership for health, wellbeing and sustainability

Professor Mark Dooris and Dr Alan Farrier, University of Central Lancashire
and Professor Sue Powell, Manchester Metropolitan University



Prepared for:
The Leadership Foundation

Report date:
01/05/18

Leadership for Health Promoting Universities: Insights from UK Research Project – Aim & Objectives

Aim:

To facilitate higher education institutions in securing leadership to implement a whole university approach to health, wellbeing and sustainability.

Objectives:

- To explore vice-chancellors' and network members' understanding of and commitment to a whole university approach to health, wellbeing and sustainability.
- To explore network members' perspectives on and experiences of senior-level leadership for Healthy Universities.
- To examine the potential of the Okanagan International Charter for Health Promoting Universities and Colleges to serve as a catalyst to whole university leadership and change.
- To develop a guide for developing and securing effective leadership for Healthy Universities that can underpin whole university transformational change for health, wellbeing and sustainability.

Leadership for Health Promoting Universities: Insights from UK Research Project – Research Methods

Multi-methods qualitative approach:

- Focus group and semi-structured interviews with vice-chancellors
- Focus group with members of the UK Healthy Universities Network
- Online questionnaire for non-UK national network co-ordinators/chairs.
- Online questionnaire for non-UK Healthy University co-ordinators.
- Telephone interviews with Healthy University Co-ordinators from the UK and other countries (leading to development of case studies)



- ➔ Report of themed findings
- ➔ Development of set of five case studies (UK and international)
- ➔ Development of a 'guide' to securing effective high-level leadership for Healthy Universities

Leadership for Health Promoting Universities: Insights from UK Research Project – Key Emerging Themes

- Responsibility for health and wellbeing
- Understanding and framing of health
- Understanding of ‘whole university approach’
- Securing and maintaining effective senior-level leadership
- Okanagan Charter: awareness and engagement
- Potential role of UK Healthy University Network

Leadership for Health Promoting Universities: Insights from UK Research Project – Case Studies

-  University of the West of England
-  Cardiff Metropolitan
-  University of Central Lancashire
-  University of British Columbia
-  University of Sydney

Leadership for Health Promoting Universities: Insights from UK Research Project – Guide

**Opportunities to
Secure and
Sustain Senior-
Level Leadership**

**Characteristics of
Effective Senior-
Level Leadership**

**Implementing a
Whole University
and Whole
System Approach**

Guide to Securing Effective High-level Leadership for Healthy Universities

Opportunities to Secure and Sustain Senior-Level Leadership

Opportunities to Secure and Sustain Senior-Level Leadership

- Align Healthy University work with core business priorities, so that a commitment to health, wellbeing and sustainability becomes a 'must-do' and overarching priority.
- Harness the interest, understanding and passion of senior-level advocates.
- Use external charters, strategies and policy drivers as levers to engage.

**Characteristics
of Effective
Senior-Level
Leadership**

**Implementing
a Whole
University and
Whole System
Approach**

Leadership for Health Promoting Universities: Insights from UK Research Project – Guide

Characteristics of Effective Senior-Level Leadership

**Opportunities to
Secure and
Sustain Senior-
Level Leadership**

Characteristics of Effective Senior- Level Leadership

- Health & wellbeing key strategic priority, underpinning core university business & productivity.
- Action for health & wellbeing joined up with parallel agendas.
- Top-down commitment balanced with distributed leadership model.
- Strategic leadership complemented by cultural change & mindset shift.
- Co-ordination enabled by resourcing dedicated post/team.
- Response to high-profile issues in context of Healthy Universities.
- Whole university approach.

**Implementing
a Whole
University
Approach**

Guide to Securing Effective High-level Leadership for Healthy Universities

Implementing a Whole University & Whole System Approach

Opportunities to Secure and Sustain Senior-Level Leadership

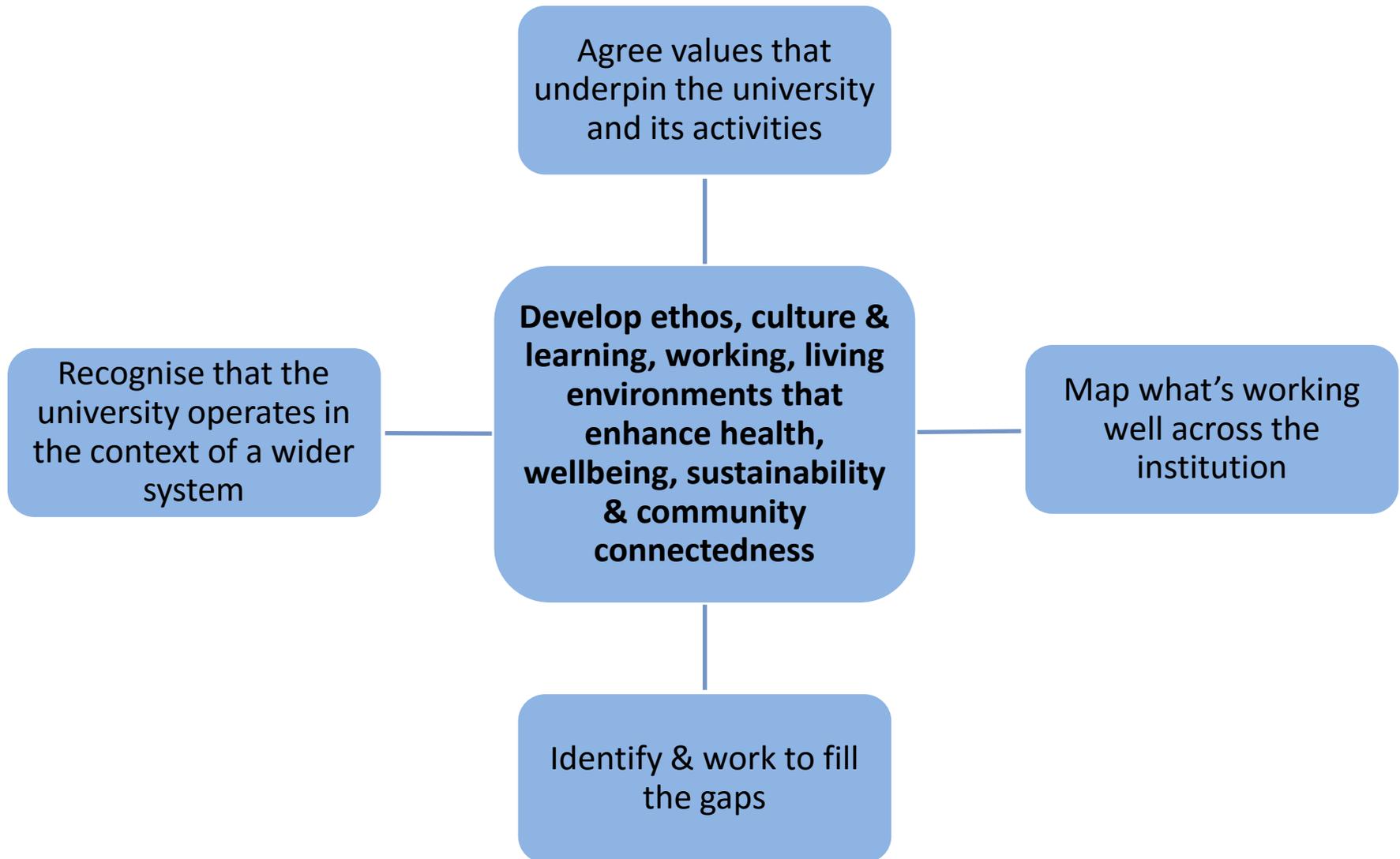
Characteristics of Effective Senior-Level Leadership

Implementing a Whole University and Whole System Approach

- Develop an ethos, organisational culture, and learning, working, living environments that support and enhance health, wellbeing, sustainability and community connectedness.
- Embed health into every aspect of the university's business.
- Focus on the whole university population, promoting the health and wellbeing of students, staff and the wider community.

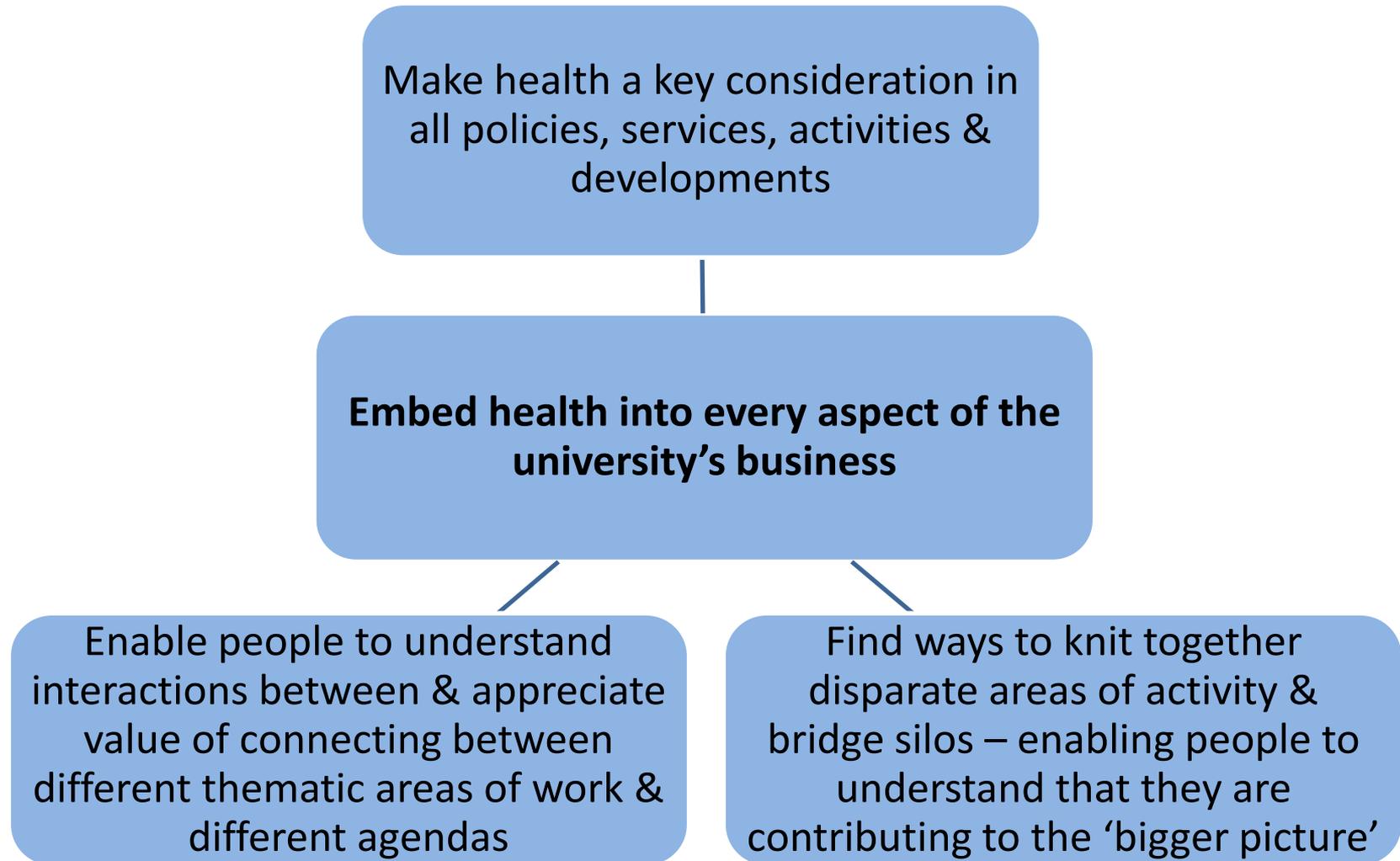
Guide to Securing Effective High-level Leadership for Healthy Universities

Implementing a Whole University & Whole System Approach



Guide to Securing Effective High-level Leadership for Healthy Universities

Implementing a Whole University & Whole System Approach



Guide to Securing Effective High-level Leadership for Healthy Universities

Implementing a Whole University & Whole System Approach

