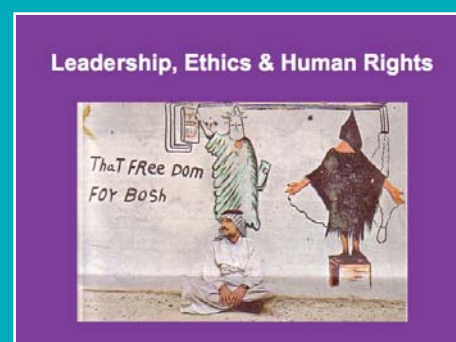
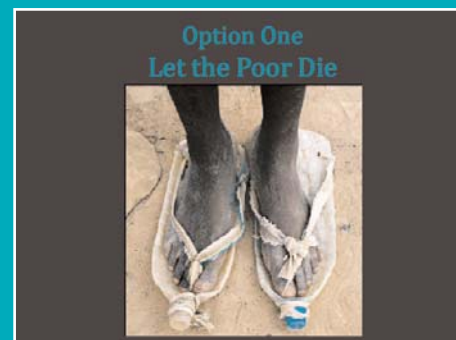


Changing Futures

Insights into the Manchester Leadership Programme



Welcome

Welcome to the second edition of *Changing Futures*, designed to introduce the Manchester Leadership Programme (MLP) to new audiences, as well as to update readers, already familiar with the programme, with recent developments.

The University of Manchester aims to produce highly employable graduates who understand the important role they play as global citizens and who have a strong sense of personal and social responsibility. The MLP has been developed to help us deliver this ambition.

The programme addresses many of the key challenges facing 21st century society, such as how to meet our energy needs with minimum damage to the environment; how to create economic wealth and build fair and inclusive communities; how to mitigate the impact of war and conflict on people already living in extreme poverty; how to promote healthy communities, and how best to improve the quality of children's education.

MLP students gain an insight into the ways in which leaders and socially-minded citizens are tackling such issues through both an academic Leadership in Action Unit, which students complete as part of their degree, and up to 60 hours of volunteering. By volunteering, students make a positive contribution to a wide range of communities in the Manchester City Region and beyond.

Students who complete both the unit and the volunteering receive the prestigious Manchester Leadership Award.

The MLP was launched in 2005 with 80 students and this number has risen to 900 in 2009/10. The university is fully committed to the ongoing growth and development of the MLP so that by 2015, more than 3,000 students each year will have completed the programme.

MLP students are drawn from all academic schools at the university, bringing together undergraduates from diverse disciplines including: economics, medicine, history of art, physics, geography, engineering, English and law. International students, drawn from all corners of the globe from the US to China, New Zealand to Nigeria, make up over 30% of the MLP student population and bring valuable perspectives to the programme.

We hope that *Changing Futures* will inspire you to find out more about the MLP and how you may contribute to its continued success.

MLP Perspectives

University Leader



"The Manchester Leadership Programme is a flagship strategy to achieve the University's goal of producing graduates who are not only outstanding professionals but also informed, ethically aware, and socially responsible citizens. By networking students with a diverse range of organisations and employers, and empowering

students to address societal issues, the programme has an enormous developmental impact."

Professor Martin Humphries
Vice President & Dean of Faculty of Life Sciences
The University of Manchester

Employer

"The Manchester Leadership Programme is one of the most outstanding and innovative employability initiatives offered by a UK university and has a growing reputation amongst graduate recruiters. It equips students with many of the higher skills, knowledge and insights sought by employers and, as a result, helps Manchester students to stand out in a highly competitive recruitment market."

Carl Gilleard
Chief Executive
Association of Graduate Recruiters



the leading voice of graduate recruitment and development

Student



"I chose the MLP because I wanted to diversify my course even further and I also thought it would be a great way to meet students from other disciplines and gain new perspectives. On both counts the course has exceeded my expectations. I've enjoyed the volunteering aspect – lots of variety and really fun. The MLP

has also encouraged me to look at how I am spending my time here at Manchester, and the positive impact I can have on both my local community and the wider world."

Caroline Booth
2nd Year Student
MML French and German

Voluntary Organisation

"Our charity has been a major beneficiary of the MLP. The students are a key source of volunteers to help our small team with both fundraising events and administration. Many of our events have been successful due to the excellent quality of MLP volunteers. They demonstrate excellent communication and persuasion skills and have boosted the income of some of our fundraising campaigns by a third."

Katy Crinnion
Community & Events Officer
Royal Manchester Children's Hospital Charity



royal manchester
children's hospital charity

Bringing Leaders onto Campus

Leaders drawn from all sections of society have been eager to come onto campus to engage with MLP students.

The MLP explores the leadership needed to build economic, social and environmentally sustainable communities in the 21st century. While MLP students are given a basic introduction to leadership theory, the main focus of the programme is on the practical ways in which leaders from the public, private and voluntary sectors confront key challenges facing their organisations and which test their leadership mettle.

Some of these leaders operate on a global platform, and others are grass roots activists trying to bring about change in their local area; students can listen one week to the work of the CEO of a multinational charity and the next week hear from the co-ordinator of a community radio station in a deprived part of Manchester.

Presenters are encouraged to share their leadership journeys with the students, to be honest about the difficult times, as well as the successes, and to give them a real-life insight into what it is like to be a leader in contemporary society.

Students do not always agree with the opinions or actions of the presenters and every lecture includes a lively question and answer

session. Challenging students' existing views and preconceptions of the world is a fundamental ambition of the MLP.

Alumni have proved a rich source of presenters. They welcome the opportunity to return to the university to speak to current students. Many of the alumni who are listed below are regular contributors to the MLP.



As the reputation of the MLP grows, high profile speakers are keen to take part. Yachtswoman, Dame Ellen MacArthur, is a new speaker for the 2010/11 MLP.

Ellen advises many blue chip companies, including E.ON and Renault, on leadership & sustainability. She will talk to the students about why she decided to set up a new foundation to work with the public, business, government and NGOs to find and communicate ways to live more sustainably.

Alumni Presenters on the MLP



David Buckley
BSc Electronic & Electrical Engineering 1984;
MSc Electrical & Electronic Engineering 1990
Managing Director & International Treasurer – Morgan Stanley
Lecture: Running a Global Business: Leadership & Ethical Challenges



Terry Leahy
BSc Management Sciences 1977; Hon LLD 2008
Chief Executive Officer – Tesco
Lecture: Creating a Business of Leaders



Janette Faherty
BA Politics & Modern History 1971
Chief Executive Officer – Avanta Enterprises
Lecture: Leadership, Women & Entrepreneurship



Amelia Lee
BA Combined Studies 2004
Youth Participation Programme Coordinator – Institute of Cultural Affairs-UK
Lecture: Leadership for Sustainable Communities



Christine Farnish
BSc Botany and Geography 1971
Head of Public Policy – Barclays
Lecture: Leadership & Business Ethics



Jon Lovell
MA Landscape, Planning and Management 2000
Head of Sustainability, Drivers Jonas Deloitte
Lecture: Leadership & Sustainable Urban Development



Brian Gilvary
MSc Pure Mathematics 1984;
PhD Mathematics 1987
Group Vice President & Commercial Director – BP
Lecture: Leadership & Business Ethics



David Regan
MSc Community Medicine 1988
Acting Director of Public Health – Manchester NHS/Manchester City Council
Lecture: Leadership & Public Health

Innovation in Assessment. Example 1: ePosters

Innovation in Assessment

Leadership in Action units are available as 10 or 20 credits of the 120 credits that students are required to complete each year as part of their degree programmes. Students can complete the units through traditional lectures or using a totally online format. All units make extensive use of Blackboard, the university's Virtual Learning Environment.

The units are assessed via 100% coursework and one of the main challenges in designing the assessment for a large, university-wide programme was how to appeal to students' disparate learning styles and experiences of assessment; for example, how not to disadvantage students whose degree programmes do not involve writing essays.

Given the large number of students taking part we also wanted to develop high quality and cost-effective assessment tools which capitalised on the university's eLearning strategy.

Assessment methods developed include:

- ePosters and
- assessed online discussions.

ePosters

Students work in interdisciplinary ePoster groups of 4-5 students and are guided throughout by eTutors. The ePoster task requires students to research a topic and present the results of their findings and recommendations in an interactive series of electronic slides, produced

using PowerPoint. As well as text, ePosters may include charts, images, embedded videos and links to websites.

ePoster Topics

ePosters cover a broad range of topics which address challenges facing leaders today, such as: Health & Childhood Obesity; Sustainable Energy Sources, and Poverty & Social Exclusion.

Students must address the following leadership questions in their ePosters:

- Who are the leaders who can influence change and what challenges do they face?
- What actions have leaders taken? How effective have they been? What else could they do?
- What actions could members of your team take to influence change?

What the External Examiner Says

"The ePosters in particular are really challenging for groups of students and work of a high standard has been produced."

External Examiner – Professor Carolyn Roberts
Director, Environmental Sustainability Knowledge Transfer Network
University of Oxford

Student Feedback

"The ePoster was a good form of assessment, very different to the usual forms of assessment in university – and meeting new people from different courses was also a good aspect."

MLP Student: School of Mechanical, Aerospace & Civil Engineering

"The ePoster was definitely a test of teamwork and leadership – I learned many things from it."

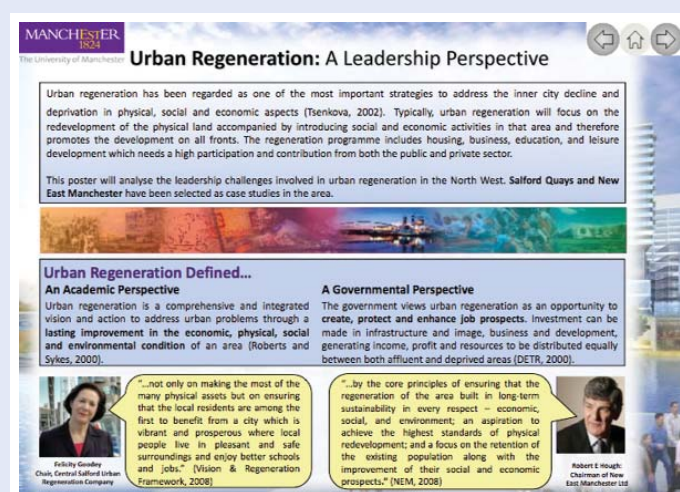
MLP Student: School of Earth, Atmospheric and Environmental Sciences

"The ePoster went well above my expectations; I did not think I would enjoy it. However, I was wrong – my group were fun and inventive with our ideas. We chose globalisation and I became passionate about the subject which was exciting."

MLP Student: School of Psychological Sciences

"When doing our ePoster we learnt more about the topic at hand which broadened our understanding about the Nigerian oil crisis. Overall I feel as though the course went beyond my expectations and it was a very valuable experience."

MLP Student: School of Languages, Linguistics and Cultures



Slide taken from an ePoster looking at the challenges posed by urban regeneration for a variety of leaders and key stakeholders.

Innovation in Assessment. Example 2: Online Assessed Discussions

Assessed Online Discussions

Online discussions form an important part of the assessment for both the lecture-based and online Leadership in Action units. Assessed discussions within Blackboard allow eTutors to monitor and assess student progress, as well as provide prompt feedback online. Students work in interdisciplinary groups of approximately 25 students with a dedicated eTutor.

After each lecture, or upon completion of an online unit module, an eTutor begins the discussion by posing a question online. Students are then required to respond to the question and engage with the responses of other students in order to develop their arguments. They are encouraged by eTutors to challenge their own values and engage critically with the material. They must also demonstrate keen analytical skills and support their views with evidence.

Examples of discussion questions:

“Does leadership bring moral obligations? How should we balance organisational and cultural diversity?”

Questions posed following a lecture on Leadership Theory, delivered by Prof. Mel West, Head of School of Education.

“What actions could be taken to mitigate the impacts of the recession on those experiencing extreme poverty around the world?”

Question from Module 5 of the online unit, The Challenge of Global Poverty.

Benefits of Online Discussions

Online discussions have proved to be a very successful method of getting students to engage with peers from a broad range of disciplines and nationalities, resulting in rich and lively debates. They also provide students with an opportunity to hone their communication skills.

Skills Development

At the beginning of the online unit, 43% of students reported that they were “confident” or “very confident” in their written communication skills; this number rose to 80% at the end of the online unit.

Student Feedback

“My confidence has definitely elevated when considering discussions with my peers, and this has transferred to my face-to-face tutorials as well!”

MLP Student: School of Social Sciences

“I enjoyed the discussion group, it was interesting to see other people’s views on the same subject and how they interacted to resolve these differences.”

MLP Student: School of Psychological Sciences

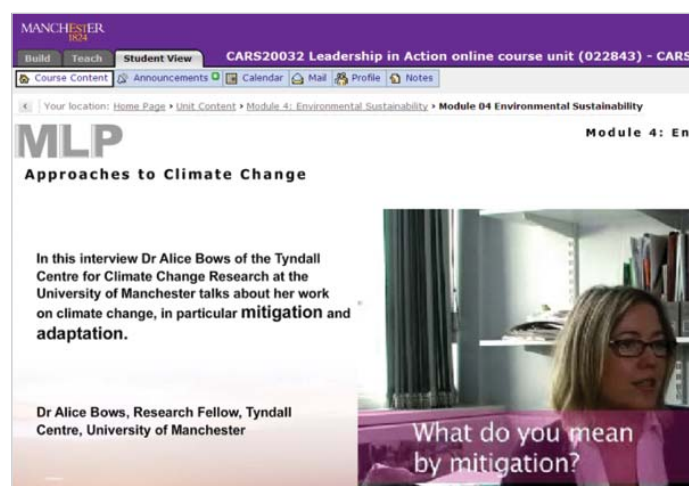
“The discussions are really thought-provoking and I saw an improvement in my discussions as the course developed.”

MLP Student: Faculty of Life Sciences

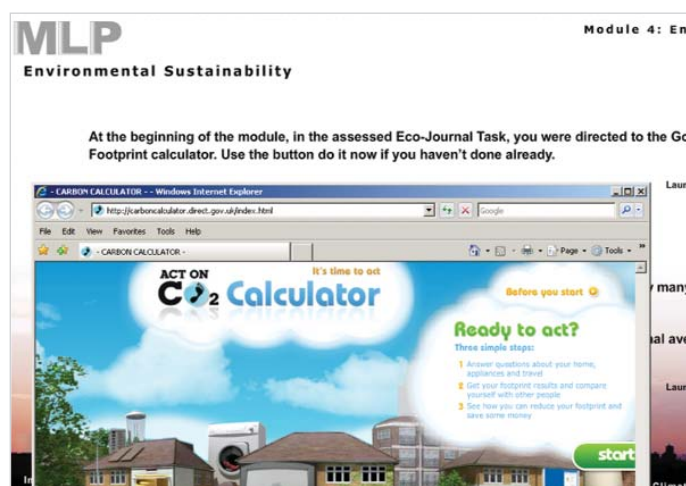
Blackboard and the Online Unit

The online unit is delivered entirely via Blackboard. The MLP student interface was completely redesigned for 2009-10, resulting in a more user-friendly and clear format. The online unit is highly interactive and uses original online content including audio/video inputs from high profile speakers, case studies, games and quizzes.

These elements have been well received by students. As one MLP student from the School of Chemistry said: *“I really liked how interaction varied between each module. In some modules you had podcasts and you could follow the content with a series of bullet points and in others, there were games that helped you to understand the content more. I thought that this really kept the module interesting and fun yet keeping in line with the topic.”*



Module 4: Environmental Sustainability – Interview with Dr Alice Bows on approaches to climate change.



Module 4: Environmental Sustainability – Link to online game.

6 Volunteering

Social Responsibility

MLP students develop their understanding of what it means to be a socially responsible citizen through volunteering. They are working with hundreds of organisations in a variety of initiatives to benefit communities in Manchester and beyond, and can achieve Bronze, Silver and Gold Manchester Leadership Awards for 20, 40 and 60 hours of volunteering, respectively.

The first Gold Award recipient this year is Charlene Goh who worked as a personal carer in a residential holiday home for people with disabilities. She gained valuable experience and enjoyed meeting new and memorable people. Since fulfilling her volunteering commitment for the MLP, Charlene has continued volunteering as a Peer Assisted Study Leader, as treasurer of the Manchester Shaolin Kung Fu Society and as a teacher at the Adult Learning Centre in Moss Side. She says: *"Since starting volunteering with MLP, I got the volunteering bug and haven't really stopped. I will continue volunteering because it's fun, you meet new people and it really does make a difference."*

Students identify volunteering opportunities in a range of ways. Many like Charlene find an organisation that they want to support, either through the MLP database of 300 organisations or by sourcing their own opportunity.

Others prefer to take part in one-day events, known as "MLP Challenges" which are organised by the MLP team. They range from renovating and decorating buildings to stewarding charity events. Each event is run in partnership with a community organisation and addresses a specific need of that charity.

The benefits of volunteering are two-way. For the organisations involved, it is possible to quantify the results – money raised, issues resolved and services improved, for example. MLP students consistently talk about their personal benefits – skills development, new opportunities, greater understanding of societal issues and an increased connection with the city that they have chosen as their student home.



MLP volunteers have worked in a range of countries including: Peru, Kenya, Thailand, Sri Lanka, Honduras, South Africa and Australia. MLP 2009 student, Jack Williams, (shown above, centre), took on a leadership role supporting other volunteers teaching English in a local community in Zanzibar, Tanzania. He says: *"The MLP really helped me to approach my role as a leader in a confident and able manner, helping me to use some of the skills that I had become familiar with during the semester."*



MLP students on Operation Impact

Operation Impact

One of the priorities of volunteering this year has been to develop better relationships with local neighbourhoods in Manchester. Some permanent residents in areas such as Fallowfield and Rusholme have negative perceptions of university students living in their midst. We hoped to change this attitude by involving students in activities that could bring about positive benefits to the local area.

One such initiative, called Operation Impact, was a series of activities which took place over one week in October and involved hundreds of students giving a total of over 1,000 volunteering hours.

All the projects had immediate positive outcomes for the local communities, including the renovation of a school playing field in Rusholme, the clearing of alleyways in Fallowfield, a rejuvenated park in Moss Side and freshly painted gates in Victoria Park.

The residents, who observed the students at work, were impressed by, (and some even expressed their surprise at), the students' enthusiasm to improve the local area. Everyone involved felt that Operation Impact was a positive step toward improving community cohesion and it will become an annual event.

Volunteering Fact File

Total MLP volunteering hours to date = 87,106

Total value to communities* = £404,598

*based on minimum wage

Meet the MLP Volunteer: Sam El-Grew

Sam El-Grew, who graduated with a BSc in International Management, is currently a Territory Manager with Nestlé, and is very proud of his achievements whilst at university as an MLP volunteer. The charity he chose to support was Henshaws Society for Blind People who were seeking new sources of income.

After discussions with Henshaws, Sam decided to organise a social fundraising event and led an eight-member student team to manage all aspects of the event, including finding a venue, negotiating corporate sponsorship and student marketing. In addition, he recruited and coordinated a larger team of 30 MLP student volunteers to help carry out specific tasks.

The experience helped Sam understand team roles and how best to match responsibilities according to individuals' skills and interests.

The social event was a massive success by all accounts, with 350 students attending and an impressive £1,300 raised for Henshaws through ticket sales and online donations.

Sam says: *"The MLP has helped incredibly in advancing my career and my ambitions. After graduation I got to over ten final stage assessment centres and received three job offers in a tough year. I attribute a lot of this success to the MLP and the competencies the volunteering and programme allowed me to demonstrate, which included using initiative, working in teams and showing leadership."*



"We have had some fantastic volunteers recruited from the MLP. Their enthusiasm spreads throughout the project!"

Annette Crane, Outreach Officer, Get Walking Keep Walking

"Some of my best volunteers have come through the MLP. The students have enthusiasm in abundance, excellent presentation skills and unrivalled versatility."

Christopher Campbell, Programme Manager, Young Enterprise North West



Meet the Team: Lindsay Gilbert, Head of Volunteering & Community Engagement

Lindsay manages a team which is responsible for the volunteering element of the MLP. *"The academic unit and the volunteering are really the opposite sides of the same coin,"* she says. *"We work to ensure that the volunteering activities largely follow the themes of the unit and are well integrated within the programme."*

Lindsay's team sources hundreds of volunteering opportunities from both large and small charities based in Manchester and the North West. They also provide training sessions on topics such as child protection, fundraising and first aid. She feels that one of her major challenges is trying to satisfy the growing student demand for volunteering opportunities.

The best parts of the job, she says, are seeing the students' enthusiasm and sense of achievement, especially those students who have never volunteered before and who may initially feel anxious. She finds it equally rewarding to see the real difference made to local charities and receive their positive feedback about MLP student volunteers.

Lindsay's current role builds on her background in youth work and a career working for several charities, including ChildLine. In her spare time, she is a keen traveller and yes, she finds time to volunteer herself, teaching young people to rock climb.

She finds the role satisfying and sees a growing student interest in volunteering. She says: *"Most students volunteer for altruistic reasons because they want to make a difference. Others start with more individual motives, such as the wish to boost their CV, but then find the experience exceeds their expectations and provides a great deal of personal fulfilment."*

Skills for Career Success

"I am now aware of my strengths and interests which will come in handy in the future. The MLP also gave me a lot of opportunities to do different things that otherwise I would not have done. It enhanced my university experience."

Esther Sanni: MPharm Pharmacy 2010
Pre-registration year, Bolton Hospital

"I currently work in the construction industry and can say that the programme has definitely helped me in terms of presentation skills, organisation and teamwork. I will always have with me the life lessons learned."

Fausto Santos Marcigot: MEng Mechanical Engineering with Management 2009
Assistant Project Engineer, SPIE Matthew Hall

"The programme gives you so many examples of skills that are crucial to career success. It also gives you the confidence in your own leadership abilities after completing the tasks necessary for the module."

Chloe Green: BSc Management (Marketing) 2009
Marketing Assistant, UKFast

"The volunteering helped me to gain confidence and develop strong transferable skills. The people I met in the process also encouraged me to aim higher which was a strong influence in my eventual decision to apply for PhD programmes."

Helen Troilo: BSc Biochemistry 2009
PhD Biochemistry student, The University of Manchester

Standing out from the Crowd

"Gaining new experiences on the MLP helped me when applying for jobs. It provided me with strong examples for my CV and interviews and having the Manchester Leadership Award on the CV also helped."

Alistair Howarth: BSc International Management 2009
International Manager, HSBC

"I always mention the MLP in job interviews, and interviewers are always impressed. They always mention that fact they've never heard of anything like this before, inevitably helping to set me apart from other potential candidates."

Pete Vlahos: BA Geography 2008
Project Delivery Officer, British Council

"The volunteering has been of great benefit for my career and was a major talking point at interviews, in particular my interview for my MA in Social Work. The skills I learnt and developed during my volunteering have proved invaluable."

Laith Gibani: BSocSc Social Anthropology 2007
Student Social Worker

"The MLP definitely helped me in my career. I did many hours of volunteering at Oxfam which was very enjoyable and good work experience. Furthermore, a good reference from Oxfam helped me secure a place on the Mountbatten Internship Programme in New York."

Samer Karouni: BSc Business Management with International Studies 2008



Leadership at Work

"The MLP had encouraged me to think as a leader [in order] to get results from others. The strongest message I got from the course was about the importance of making people follow you. This is something I have successfully implemented within the team I am leading at the moment."

Vincent Mulgrew: BEng Mechanical Engineering 2008
Process Engineer, Jaguar Land Rover

"The experience of working in a team with people from different backgrounds and disciplines was very helpful. I now work with scientists, engineers and researchers and always refer back to my experience from the MLP course."

Jean-Fernand Lech Castanon: BSc International Business Economics 2009
Postgraduate student, University of Cambridge

For more information about the Manchester Leadership Programme please contact:

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The Manchester Leadership Programme: *Change your future; Change the world*