

Governance

Consultancy + Development
2020-21



Supporting effective governance in higher education



Governance is concerned with ensuring accountability, control and scrutiny; approving future direction, institutional strategy and mission; measuring and monitoring institutional performance; and appointing and ensuring the effectiveness of the head of the institution and the senior management team.

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Professionalising Governance in Higher Education

I am delighted to introduce Advance HE's portfolio of governance development services for 2020-21.

The complex dynamics of the external environment, including the significant impact of the coronavirus Covid-19, mounting financial challenges, competition and increasing demands for value, capped by intense stakeholder scrutiny, means the need for good governance has never been more critical.

We know that strategies are being reformed, scenario planning is paramount and risk oversight is critical – all to ensure that institutions not only survive the current storm but thrive in the new normal and beyond. We also know that governance practice is changing as a result, as it surely they must for Boards to be professionalised and increasingly effective as a 'critical friend' of their respective executive teams.

With this in mind, our services have been carefully shaped – with the input of the Committee of University Chairs, AHUA, our Governor Development Advisory Group and national agencies, funders and regulators. I am sure you will note the strong thread of 'Equality, Diversity and Inclusion' (EDI) running through our offer. Not only is there a moral imperative for Boards to champion EDI, the evidence business benefit of Board diversity is overwhelming.

Over the last few months our teams have worked hard to adapt and deliver our governance services to continue to support our members in these challenging times. Our work is dynamic, and later this year we will be launching an updated Governance Effectiveness Framework for Higher Education, drawing on the latest developments in governance policy and practice, regulation and expectations.

Our governance experts, from a wide range of backgrounds, stand ready to help and look forward to working with you.

Alison Johns

Chief Executive Advance HE

Supporting you in effective governance

In a turbulent operating environment all providers need high performing governing bodies that are equipped to determine the strategic course of the organisation. The effectiveness of a board and its committees depends on strong foundations.

At Advance HE we use three key lenses to explore effectiveness, based on years of research and experience evaluating governance in higher education. These are enablers; behaviours; and outcomes. By looking through these three lenses we are able to explore the processes and policies, skills, culture and relationships and impact that add up to deliver good governance. Our programmes, events and bespoke consultancy all use this approach to ensure that your governance is as effective as it can be, drawing on the latest practice and insights from HE and beyond.

So why choose us? Advance HE is at the forefront of providing support to boards, individual Governors and staff such as Clerks and Secretaries to improve governance effectiveness and has been for more than 15 years. We support good governance throughout HE by:

- + **improving understanding of the latest governance developments**
- + **facilitating the sharing of practice**
- + **upskilling and professionalising support with a focus on behaviours as well as process**
- + **providing benchmarked, independent challenge and advice, and other bespoke support**
- + **drawing on expertise from both within and beyond the HE sector.**

We do this through a range of programmes, events and consultancy services including Governance Effectiveness Reviews. Last year alone, we supported over 800 Governors across the UK and Ireland. We also facilitate board away days, provide guidance on board recruitment and carry out additional bespoke services.

Our intention is to support everyone involved in HE governance whatever their role and experience:

- + **new Governors need briefing and orientation to understand the separation of management and governance, and their responsibilities as trustees**
- + **student Governors need specific support to equip them for their period of office**
- + **experienced Chairs need opportunities to network and share learning with their peers**
- + **governance professionals need to be able to refresh their skills**
- + **institutions need to gain assurance that their approach to governance is well founded, robust and effective.**

Our experience and capabilities encompass all facets of institutional governance, from organisational Governance Effectiveness Reviews, evaluating specific aspects such as academic governance, examination of specific issues, conducting readiness reviews relating to regulatory expectations, and providing bespoke workshops and seminars on issues of topical interest. We draw on up-to-date information from many sources, including the corporate and charitable sectors nationally and internationally.

In addition to our well-respected Governor Development Programme we are embedded in the governance policy landscape through our direct engagement with individual Governors, Chairs and national bodies such as the Committee of University Chairs (CUC), the Committee of Scottish Chairs (CSC), Association of Heads of University Administration (AHUA), Universities UK, GuildHE and Universities Scotland and HEFCW.



Member only governance benefits for 20-21

If your institution is a member of Advance HE, as well as receiving discounts on our services and development programmes, you are able to make use of a range of exclusive member-only additional benefits. These have been developed to ensure that we tackle some of the most challenging governance issues of the day in real time by sharing, connecting and collaborating with our members who are based in 100 countries around the world.

For 20-21 we will offer:

- + a body of work exploring 'preparing for successful transformation' looking at the relationship between governance, inclusive leadership and management with webinars, guidance and sharing of practice between members
- + an insight report using the latest official data looking at the progress made on equality, diversity and inclusion on governing bodies and sharing emerging practice
- + a briefing covering the governance questions members of governing bodies should be asking in academic year 20-21, given our understanding of the impact of Covid-19 on HE institutions around the world.

 Sign up for the Governance Bulletin at: advance-he.ac.uk/hear-from-us



You can continue to access benefits delivered in 19-20:

- + A report drawing on our benchmarked data set from self-assessment surveys which paints a picture of how effective members view their own performance and the governance of their institution.

 [Find out more](#)

- + Recording of 'Culture – the key to good governance' webinar
- + Recording of Global perspectives webinars
- + The 'Creating Socially Distanced Campus and Education' series of Leadership reports focused on the themes of:

Induction

The induction, socialisation and engagement of students (new student cohorts and student transitions)

 [Find out more](#)

Space and Place

Modifying learning and social spaces, physical and blended on-line and whole-person student support

 [Find out more](#)

Design and Delivery

Re-structuring and delivering teaching (and assessment) differentiated across courses and disciplines

 [Find out more](#)

Quality

Sustaining quality and good practice, and revising policy frameworks (teaching and assessment)

 [Find out more](#)

Inclusion

The challenge of access, inclusion, belonging and supporting vulnerable groups

 [Find out more](#)

Final Capstone report

Overarching report including governance considerations

 [Find out more](#)

The Advance HE Governance Team

Our team of governance enhancement specialists have the breadth and diversity in experience and understanding in the development of effective governance that you would expect from a provider who has spent close to two decades working in the HE sector.

Andy Shenstone

Director and Executive Lead for Governance, Advance HE

Andy offers a deep understanding and experience of UK and international HE policy, governance and management. He is Advance HE's Director of Business Development and Delivery, and an experienced HE consultant with 20 years' track record of successfully working with Universities, sector agencies and Ministries in the UK and overseas.



Victoria Holbrook

Assistant Director, Governance, Advance HE

Victoria leads the development and delivery of Advance HE's approach and work to support good governance to ensure it meets the needs of its members and clients in their rapidly evolving operating environments. She has expertise in HE policy and regulation from her 11 years at HEFCE and the Office for Students, as well as perspectives from serving on the Boards of a Multi-Academy Trust and Plymouth Marjon University.



Aaron Porter

Associate Director, Governance

Aaron leads on the delivery of our Governor Development Programme which engages with over 900 governors across the UK each year. He has extensive experience leading reviews of governing boards and currently is Chair at both BPP University and Nelson College London, as well as being a Governor at Goldsmiths University.



Kim Ansell

Senior Adviser, Advance HE

An MBA graduate, Kim combines strategic insight with a sound understanding of operational excellence and specialises in Integrated Thinking and Reporting. She has worked across HE providing support to both senior leadership teams and Boards, to facilitate strategic planning and performance improvement.



Mary Joyce

Advance HE Associate

Mary is a leadership and governance consultant, executive and team coach, and Director of Leading Minds Consulting. She has over 15 years' experience of leading strategic change at board level in the education and health sectors and has designed leadership development programmes for CEOs and non-executive directors focusing on leading change and the emotional dynamics of boardroom behaviour for good governance.



Keith Bartlett

Advance HE Senior Associate

Keith has over thirty years' experience in HE and the creative industries and provides consultancy in the areas of strategy development/implementation; governance and management; organisational development and change management; application/scrutiny for Degree-Awarding Powers (including review of academic governance in relation to the criteria/evidence requirements); and quality assurance and enhancement (including preparation for external review).



Suzanne O'Brien

Advance HE Associate

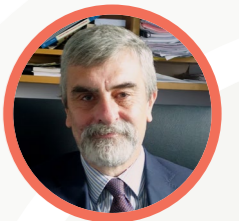
Suzanne is a qualified accountant and tax consultant with over thirty years' experience in business, primarily Financial Services. She moved to HE by taking on a part-time "associate" lecturer role teaching accounting, progressing Director of Student Experience and Student Recruitment at Canterbury Christ Church University. A Senior Fellow she now works part-time as Principal Lecturer.



John Rushforth

Advance HE Senior Associate

John is a nationally recognised expert on UK University governance. He is responsible for the key documents that underpin the governance of all publicly funded UK HE institutions namely the CUC HE Code of Governance, the HE Senior Staff Remuneration Code, a range of illustrative practice notes e.g. Academic Assurance, Recruitment of VCs, etc and a publication on the relationship between Vice-Chancellors and Chairs.



Paul White OBE

Advance HE Associate

Paul has over 40 years' experience in the HE sector. He has had extensive roles providing external expertise in university governance and has mentored newly-appointed Vice-chancellors and senior leaders since 2013. He was on the Academic Advisory Panel in 2016-17 for our 'Reviewing Academic Governance' work and a Reviewer for the QAA-led review of sub-degree programmes at the University of Hong Kong in 2018.



Professor Ella Ritchie OBE

Emerita Professor of Politics and former Deputy Vice-Chancellor at Newcastle University and Advance HE Associate

Ella is an experienced higher education academic, senior manager, consultant and advisor in the areas of university governance, values and structures, widening access to higher education, academic structure, the student experience and university partnerships, working across UK, Europe and Asia.



Kay Renfrew

Advance HE Associate

Kay is an experienced consultant and researcher with a Masters in information management and works with the public, private and not-for-profit sectors. Kay has wide-ranging experience of consulting with stakeholders, particularly in HE sector and has expertise in data analysis and reporting, to assess project impact and performance.



Olympia Petrou

Based in Wales, Olympia has experience of board and senior leadership development with a focus on diversity and inclusion.

Jan Juillerat

Following her role as Executive Director People and Development at the Research Councils (UKRI), Jan is now an HR consultant and executive coach as well as Vice Chair of Council at Cardiff University.

Lydia McClelland

Based in Northern Ireland, Lydia is an executive coach and governance reviewer working with boards in a range of sectors following senior roles in marketing and business transformation including at Ulster University.

Sheena Stewart

Based in Scotland, Sheena is Secretary to Court and Head of Secretariat at Abertay University and has experience in complex governance arrangements, due diligence and board-executive development.



To read more about the team, [click here](#)



Services for governing bodies

Supporting tailored improvements in HE governance

We know that every provider of higher education is different and the requirements upon you will be different as a result.

Whether you subscribe to the HE Code of Governance by CUC, the corporate governance Code or another; whether you are regulated by the Office for Students in England or operate under another system, we work with you to evaluate the effectiveness of your governance in context and offer wider support and development.

We can provide tailored services to universities, private providers or further education colleges offering HE to ensure that Governors and governance professionals have the resources they need to promote good governance in their institutions. Our consultants offer a range of expertise in the delivery of these sensitive and important reviews from a range of settings.

We recognise the diversity of the sector by making sure our reviews are customised to the characteristics and context of each institution whether you are in the UK, Ireland or further afield – so reviews can range from facilitated workshops to a full data-driven comparative exercise delivered on location or remotely to suit your requirements.

An example of this is the specific approach we developed to fulfil the requirement of the Code of Good Governance for Scotland's colleges to have externally-facilitated effectiveness reviews.

 **Find out more, visit:**
advance-he.ac.uk/governance-consultancy



“
We embarked on the review because we wanted to refine our governance in the context of a very different environment for higher education. Advance HE's comprehensive understanding of the sector, the challenges facing governing bodies and best practice in the sector, meant that their work was extremely productive and their report insightful.”
University Registrar
and Secretary

Governance Effectiveness Reviews

An accepted trait of good governance practice in any sector is to periodically review the effectiveness of that governance in an organisation. This helps provide confidence both internally and externally that governance arrangements are fit for purpose and help deliver the organisation's intended outcomes.

Every governing body which adopts and complies with the CUC HE Code of Governance should undertake a regular (every three years) review of its effectiveness, except in Scotland, where governing bodies of universities and colleges are expected under the terms of the Scottish Governance Code to review their own effectiveness every year with an externally facilitated evaluation every five years.

The CUC HE Code 2020 states that: "HEIs must conduct a regular, full and robust review of governance effectiveness with some degree of independent input. This will provide assurance to internal and external stakeholders and allow a mechanism to focus on improvement and chart progress towards achieving any outstanding actions arising from the last effectiveness review. It is recommended this review takes place every three years."

HE regulators also usually require registered providers to undertake effectiveness reviews. The Office for Students in England outlines that externally-informed review is one way to help demonstrate the 'adequacy and effectiveness' of governance arrangements. The Tertiary Education Quality and Standards Agency (TEQSA) in Australia has similar requirements.

In Wales, the recent government-commissioned Camm Review identified a number of ways in which governance needed to be improved and that external reviews have a part to play in this. An external perspective can therefore not only provide developmental support but provide improved accountability and transparency for stakeholders, increasing public trust in institutions.



It's a tough report but I hope it will give us the basis for moving forward in a positive way so that we achieve real improvements in our governance that will benefit the institution."

The Right Honourable
Dame Margaret Hodge, DBE, MP
Chair, College Council, Royal Holloway,
University of London

Drawing on our network of experts, we provide this external perspective through our Framework for Identifying and Supporting Governing Body Effectiveness Reviews in HE. The framework is centred on three inter-related elements, which provide the foundation of the review.

These three key elements are:

- + **enablers - provide the foundations for effective governance and the building blocks on which governance rests**
- + **working relationships and behaviours - encompass the relationship between the governing body Chair, the head of the organisation and the Secretary to the governing body and the wider aspects of boardroom behaviour**
- + **outcomes and impact - evidence governance effectiveness and a governing body's added value to its stakeholders.**

We can tailor the exact review process used to suit you and to work remotely given the ongoing requirements to social distance for the foreseeable future. We are adept at adapting our reviews to suit your needs while maintaining the use of a robust process which triangulates the evidence collated e.g. through paper-based review and self-assessment survey, interviews or focus groups, and observation of meetings, as far as possible.



Find out more, visit:
advance-he.ac.uk/governance-reviews



Governance Effectiveness Benchmarking

We also offer a unique Governance Effectiveness Benchmarking service with our governance effectiveness surveys, which can be undertaken on their own or as part of a fuller review. Our extensive anonymous dataset, created from our previous work with a wide variety of different providers, enables us to provide insight and analysis including:

- + **insights on key themes or trends, such as succession planning for diversity or member participation**
- + **comparative analysis against a set of core indicators with other anonymised providers, or by mission group, size or location. The dataset also allows you to compare whether similarities or differences in views between your lay and staff members are similar to other providers.**



Find out more, visit:

advance-he.ac.uk/governance-effectiveness-benchmarking

Academic Governance Reviews

The impact of the COVID-19 pandemic on the HEI's ability to deliver learning and teaching will increase attention on academic governance and assurance and its role in navigating the transformations needed for years to come.

Members of governing bodies in all HE providers need to have confidence in their academic governance, especially given their duty to provide academic assurance, which requires members to rely on the institution's academic governance arrangements.

Drawing upon our extensive pool of governance experts we work with you to review academic governance provision. Our approach is based on our Framework for Academic Governance and covers areas such as; the maintenance of academic standards, defining and monitoring academic quality and continuous improvement in quality of provision.



Find out more, visit:

advance-he.ac.uk/academic-governance-reviews



Board Away Days

A Board Away Day, which can be conducted on site or remotely, can provide much needed time and space to develop an institution's vision, nurture relationships between members and encourage new approaches.

We facilitate and lead away days that focus on strategy, training and induction, allowing Governors to concentrate on key points for your institution, including:

- + **exploring key sector-wide issues and their implications for your institution**
- + **reviewing the effectiveness of governing body and senior team relations and ways of working**
- + **institutional ethos and culture**
- + **responding to the changing regulatory approach to HE e.g. in England**
- + **developing the effectiveness of committees such as remuneration, estates, finance, or audit**
- + **monitoring performance against strategic plans**
- + **striking the balance between governance and management.**



Find out more, visit:

advance-he.ac.uk/board-away-days

Understanding Governance Performance and Future Challenges report

We published an insight report for members in April 2020 drawing on our large dataset of providers' governance effectiveness self-assessment survey outcomes. This enabled us to provide a unique view of themes and trends across the sector and identify key areas which providers will wish to watch closely and improve upon. As the dataset continues to grow, we will repeat this analysis to ensure that governing bodies are well informed and focussed on continuous improvement.

Insights from the report reveal that governing bodies must:

- + improve their approach to performance reviews of members, including Chairs
- + improve their approach to overseeing the performance of their universities and better engage with the development of the long-term institutional strategy to be more proactive and less reactive
- + better support student members
- + improve diversity.

“

We know from our work with the sector that a lack of diversity and the monoculture that it can foster can undermine university governance.”

Andy Shenstone

Director and Executive Lead for Governance, Advance HE



View the full report:
[Click here](#)



Services for governors and governance professionals

Governor Development Programme

With over 800 participants last year, GDP provides an opportunity for Governors to hear from sector experts, to network with peers from other institutions and to explore in detail key issues impacting the sector and institutions.

Over the last few months our teams have worked hard to adapt and successfully deliver our GDP events remotely to continue to support those working in governance related roles in higher education.

The GDP portfolio is designed to support all Governors, including Student and Staff Governors, board Chairs and those with oversight for governance of HE providers. Events are also tailored to the policy landscape and the distinct circumstances in each home nation.

GDP benefits institutions through better informed and equipped Governors and supports:

- + individuals thinking about joining a governing body
- + induction and orientation
- + developing the effective skills for those on the board
- + more tailored support for more experienced Governors, Chairs of sub-committees and the full board.

Governor's Pathway

To help you to find the programme or event that best suits your needs, our Governor's Pathway describes which stage of development each is aimed at.



We have events and guidance to support those thinking about becoming a Governor and help with their Governor applications.



Student Governor, Governor Induction Event, Role and Responsibilities of Staff Governors, Scotland New Governors.



Governance Conference 2020
Scottish Governance Symposium
Governance in Wales



Chairs Development Programme
Leading the Board Governance
Conference 2020

'Effective Governance for a new normal' Governance Conference 2020

📅 20 Nov 2020 📺 ONLINE

This year, our virtual conference will focus on the theme 'Effective Governance for a new normal'. This is the must attend event for:

- + **Chairs of Governing Bodies**
- + **Independent, student and staff members of governing bodies**
- + **Vice-Chancellors their Executive staff who regular engage and interact with governing bodies**
- + **Governance professionals and their support teams.**

Our sector inhabits a dynamic and extremely challenging environment – this is our 'new normal'. The conference offers the first opportunity since the advent of Covid-19 for those with key roles in the governance of our sector to come together, share learning and exchange perspectives. The conference will combine live plenary sessions, live Q&A and participative workshops.

The key themes of the 2020 conference include:

- + **driving diversity into the Board room, the challenge our sector has still to address**
- + **the role of governance in a new normal – establishing a new paradigm for governance in an era where Covid-19 never goes away**
- + **devising new strategies that will be resilient in a time of prolonged and unprecedented turbulence**
- + **looking beyond the sector to listen to and learn from others**
- + **keeping up to date about the latest developments in sector guidance and good practice.**

What to expect from an online conference

We will be using our new virtual conference platform – used for our Teaching and Learning Conference (over 450 delegates). Attendees will enjoy live-streamed keynote sessions and panel discussions, access to content after the event as well as a virtual exhibition and networking space where attendees can interact with each other.

📍 **Find out more, visit:**
advance-he.ac.uk/governance-conference-2020

With speakers including:

Lord Simon Woolley CBE

Founder and Director of Operation Black Vote and Chair of the government's Race Disparity Unit's advisory group

Michael Queen

Chair of the Committee of University Chairs and Chair University of Surrey

Nicola Owen

Deputy Chief Executive (Operations) at Lancaster University

Professor Eunice Simmons

Vice-Chancellor at the University of Chester



The speakers were excellent and it was pitched just right."

Governance Conference
2019 delegate



Professional Development Programmes

For those in executive teams, our Senior Leadership Programme and Top Management Programme include aspects of governance ensuring that the executive team and the board are able to work well together.

📍 **Find out more, visit:**
advance-he.ac.uk/strategic-leadership-programme
advance-he.ac.uk/top-management-programme

Supporting the Nations

Scottish Governance Symposium

📅 21 May 2021

For Governors of Scottish HE providers and members of the professional support teams who work with Governors.

The Scottish Governance Symposium will provide a state of the nation view on governance in HE, with a particular take on the emerging impact of the legislation on governance in Scottish HE institutions, considering progress on outcome agreements and a wider analysis of the funding landscape. We will hear from leaders in the sector, as well as court members and there will be opportunities to network and share practice.

👉 **Find out more, visit:**
advance-he.ac.uk/scottish-governance-symposium-2021

GDP New Governors of Scottish HEIs

📅 20 Oct 2020 📺 ONLINE

For new and Student Governors of Scottish HE institutions and FE colleges offering HE programmes in Scotland.

Learning about the distinctive features of the role of court members in Scottish HE can be daunting for those stepping into the role, even for those with extensive experience in other areas. This virtual event offers an opportunity for those new to the position to examine these facets, exchange good practice and network with peers from other institutions.

The event also represents the first steps for new governors, whether they are stepping into governance for the first time or have been a Governor in another sector and need to know more about the specifics of governance for HE in Scotland.

👉 **Find out more, visit:**
advance-he.ac.uk/scotland-new-governors

Governance in Wales

📅 28 Apr 2021 📺 ONLINE

For Governors and governance professionals in Welsh HEIs.

Our Governance in Wales event reflects the shared identity and diverse needs of the Welsh HE sector. The day will provide an opportunity to explore topical features of governance in the Welsh HE landscape, allowing attendees to explore issues and challenges and respond to the latest developments. The event will include live-streamed keynote presentations and virtual break-out sessions covering a range of areas to allow participants to explore issues of concern and share good practice.

👉 **Find out more, visit:**
advance-he.ac.uk/governance-in-wales



Governance Programmes

Student Governor

📅 09 Sep 2020 📅 27 Jan 2021 🖥️ ONLINE

For new and returning Student Governors.

The Student Governor is split into two separate digital events. The events can be booked separately and are standalone but we strongly recommend that participants are booked on both sessions, this also attracts discounted prices.

Day one will take place on 9 September 2020 and will equip incoming Student Governors with the skills to thrive in their new role as well as providing an update and networking space for returning Student Governors.

Day two will take place on 27 January 2021 and will allow new and returning student governors to reflect on their year to date, provide further skills development and network mapping as well as preparing them for their end of year.

🖱️ **Find out more, visit:**
advance-he.ac.uk/student-governor



Induction to Higher Education Governance for new Governors

📅 15 Oct 2020 🖥️ ONLINE

For new Governors (staff, independent and new governance professionals).

This one-day virtual event has been designed to provide an opportunity for new Governors to come together to understand their roles and responsibilities as members of the governing body. We will consider the policy landscape, the delineation between governance and management and consider how best to hit the ground running as an effective Governor.

🖱️ **Find out more, visit:**
advance-he.ac.uk/governor-induction-event



Governance Professionals in HE

📅 02 Dec 2020 – 21 Apr 2021 🖥️ ONLINE

For Clerks and Secretaries, their deputies and other members of professional service teams who support the operation of academic or corporate governance.

Clerks, Secretaries and Directors of Governance and their teams who support institutional governance play a central role in ensuring quality academic and corporate governance of institutions. Their knowledge, expertise and capabilities are key factors in enabling efficient and effective governance. This five-month digital programme provides a unique and vital opportunity for HE institutions to advance the knowledge and insights of those in roles focused on governance and to build useful and long standing professional networks of benefit at an individual and institutional level.

👉 **Find out more, visit:**
advance-he.ac.uk/governance-professionals



“
The role of Clerk/Secretary can at times feel like a lonely one as there is often only one of us in each institution. For that reason the Clerks and Secretaries Network event is a fixture in my annual development calendar. I value the opportunity to hear from sector practitioners and theorists and to discuss pertinent issues with others who are also looking for answers or can offer a solution.”

Delegate,
Clerks and Secretaries Network Event

Role and Responsibilities of Staff Governors

📅 12 Nov 2020 🖥️ ONLINE

For new and continuing Staff Governors and those considering whether they would like to become a Staff Governor.

This one-day virtual event will consider the role of Staff Governors and how they can best make an effective contribution to the work of the governing body. Staff Governors provide a direct link between the staff of the institution and the governing body, yet a balance must be struck as they are not acting as a representative of the constituency from whom they have been elected or appointed.

As Governors, they should act in the best interests of the institution and accept collective responsibility for the decisions agreed by the governing body. Independent Governors may also look to Staff Governors as a source of information to help their understanding of the institution, and to gain insights into how it operates.

The event will look at the importance of building good relationships with other members of the governing body, explore how difficult issues can be raised, and the balance between supporting and challenging the executive.

👉 **Find out more, visit:**
advance-he.ac.uk/staff-governors





Clerks and Secretaries Network Event

📅 13 May 2021

For Registrars, Clerks, Secretaries and governance professionals.

Governing bodies and senior management teams depend on professional staff, including Clerks and Secretaries to manage the changes required to meet the needs of an evolving operating environment.

Secretaries and Clerks are pivotal to board success. This event provides those new and continuing in the role an opportunity to work together on issues critical for their own professional contribution and that of their governors.

The event will consist of presentations from leading figures in governance and breakout sessions which are designed to enable discussion and the sharing of emerging practice on key areas of change in institutional governance.



Find out more, visit:

advance-he.ac.uk/clerks-secretaries-network



Chairs Development Programme

📅 TBC

For Chairs of the Board, whether new to the role or planning ahead for a future Chair role in HE.

This programme is a dedicated development opportunity and a 'thinking space' for incoming and recently appointed chairs to explore their role, and to support them in developing their practice as chair of the board/council.

It has been designed to support Chairs develop their skills as the role of the governing body in the governance of HE faces increased scrutiny, as higher education institutions adapt to the implications of Covid-19 as well as the evolving tensions and pressures in the external political, financial and policy landscape.

As well as creating a strong, supportive cohort with other participant Chairs, the programme will focus on the latest policy and practice, and behavioural dynamics and relationships, such as developing and building productive relationships between the Chair, Vice-Chancellor, and Board Secretary, between members of the board, and with the Executive, and Senate. There is also a strong focus on the professional development of the Chair, the origins and exercise of authority, diversity and unconscious bias, and the 'shadow side' of leadership and potential derailment.

It comprises a 24 hour residential, as well as two separate development days in the following months.



Find out more, visit:

advance-he.ac.uk/governor-development-programme-gdp/chairs-development-programme

Governance resources and information

In partnership with experts from the sector, agencies and funders, we produce a range of resources to ensure that Governors and governance professionals have everything they need to promote good governance in their institutions.

Our resources are available to help with a range of challenges that Governors and those supporting good governance face. These may be about understanding the distinctive way the system of governance works in HE for new Governors, or disseminating the latest news and research to those who have been in their positions for some time. They include briefing notes, toolkits and practice notes.

We also have a range of exclusive member benefits such as insight reports, briefings webinars and work streams. These are available to you if your institution is a member of Advance HE, further details are on page 3.



Governance Effectiveness Framework

Advance HE published A Framework for Supporting Governing Body Effectiveness Reviews in HE which sets out the key factors for consideration of HE governing body effectiveness, and offers a tool to support our members, in all parts of the UK, when they are conducting their effectiveness reviews. Two versions of a corresponding survey tool are also available for our members to use or adapt as they see fit and to tailor the content to the requirements of their specific review. These are:

- + a full version of the survey which covers the entire Framework
- + a short version of the survey based on a core set of issues with fewer questions about the enablers (the processes and structures) of governance.

Use of the survey also provides the opportunity for you to participate in our Governance Effectiveness Benchmarking service.



Diversity Principles Framework

We have published a Diversity Principles Framework to support greater diversity in board appointments. The framework was constructed by consulting executive search firms in the HE sector along with HR representatives. The framework builds on recommendations from Professor Manfredi's report combined with the outcomes from the consultation. Executive search firms and hiring institutions can use the document for support when working together on board appointments.

Reports and Publications

With over 15 years of resources to access and as convener of current thinking, knowledge and insight into the key sector opportunities and challenges, Advance HE's exists to help higher education shape its future. An examples of our work in supporting effective governance is the report *Increasing the Diversity of Senior Leaders in Higher Education: The Role of Executive Search Firms* by Professor Simonetta Manfredi (2017).

Find out more, visit: advance-he.ac.uk/diversity-principles-framework

Read the report: [Click here](#)


Board Recruitment Framework

In line with the Diversity Principles Framework, Advance HE has also launched a Board Recruitment Framework. This includes guidelines for preparing job descriptions, person specifications and advert texts for board roles which are inclusive. This framework was constructed by combining resources from Advance HE with the Core Skills framework co-produced by the Scottish government Public Appointments Team and Commissioner for Ethical Standards in Public Life in Scotland's office.

 **Find out more, visit:**
advance-he.ac.uk/board-recruitment-framework


Guidance to Support the Induction of New Governors

This guide has been written to provide a supporting document for institutions in the induction of new Governors, or for anyone wanting to understand more about the key elements of being a Governor and the governance landscape of HE.

 **Find out more, visit:**
advance-he.ac.uk/governance-resources

Getting to Grips Guides


As the governance of universities and HE colleges in the UK evolves, there are major implications for members of governing bodies. These include increasing expectations about how they undertake their role, a greater focus on measuring institutional performance and coming to terms with an increasingly complex environment. All this means that Governors need to be well prepared for their roles so that they can contribute effectively to their boards from the outset. The Getting to Grips guides provide a comprehensive introduction and overview of key areas of HE and the responsibilities of Governors.

 **Find out more, visit:**
advance-he.ac.uk/governance-resources




Governance Briefing Notes

These downloadable summaries have been designed to support you in addressing different aspects of governance and can be disseminated as a helpful resource to colleagues who are new to particular areas of governance. Each draws on the latest thinking and legalisation, providing a helpful guide to re-familiarise yourself with specific issues as they arise.

 **Find out more, visit:**
advance-he.ac.uk/governance-resources

Governor Dialogues

Three films on the theme of good governance to build on the 2015 Governor Dialogues Project undertaken by Mary Joyce, Advance HE Governance Associate. In these films, experts from across the sector explore questions such as, what contributes to an effective board culture, how can boards ensure that they are in touch with the experiences of students studying in their universities and how can boards improve their diversity.

 **Find out more, visit:**
advance-he.ac.uk/governance-resources

Board Vacancies Portal

HE is a dynamic and rewarding sector and joining a university or college board is an opportunity to use your knowledge and expertise and make a difference. In a diverse and competitive world, it is essential to bring the best talent to our boards.

While recent years have seen great improvement in the diversity of those taking on these roles, there is still some way to go to ensure HE boards are reflecting the diversity of backgrounds and perspectives of staff, students and the wider community.

In response to this, Advance HE and CUC, in collaboration with AHUA and the 30% Club, launched a central repository for board vacancies in HE via CUC's website. This portal is designed to provide a central place to locate Governor, board and Non-Executive Director vacancies in the HE sector, and to support greater diversity and transparency in the hiring process.

The portal forms part of the Board Diversification Project at Advance HE which supports education boards and those applying for board roles, both in HE and outside the sector.

You can visit the portal to view current vacancies and post new vacancies here:



advance-he.ac.uk/board-vacancies-portal

Monthly Governance Bulletin

Every month we send out a newsletter that collates the latest news from the month and our most recent resources, including blogs and Advance HE reports. If you're interested in development opportunities for yourself or your team, the newsletter also highlights upcoming dates for key events and programmes within the Advance HE portfolio.



Sign up for the Governance Bulletin at:

advance-he.ac.uk/hear-from-us

Contact Us



To see the full range of our governance programmes, conferences and events, please visit:

advance-he.ac.uk/GDP



You can find a summary of our consultancy offer at:

advance-he.ac.uk/governance-consultancy

If you have any queries, would like to speak to us personally or need any further information, you can contact us using the details below:



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Advance HE enables excellence in higher education, helping it shape its future.

Within the UK and globally, Advance HE supports institutions in the areas of excellence in education, transformative leadership, equity and inclusion, and effective governance. This is delivered through membership benefits (including accreditation of teaching, equality charters, research, knowledge and resources), programmes and events, Fellowships, awards, consultancy and enhancement services, and student surveys.

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