

Governance in Higher Education

Support, development programmes, conferences and events

AdvanceHE
5 YEARS SUPPORTING THE SECTOR

5
YEAR
ANNIVERSARY

Evolving higher education governance

2023–24



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Evolving higher education governance



I am delighted to introduce Advance HE's portfolio of governance development services for 2023-24.

This year marks the 20th anniversary of our support for governance effectiveness and academic governance, something we are immensely proud of at Advance HE. In this time, we have helped the sector navigate through changes – such as the increased focus on diversity and inclusion, student outcomes, sustainability and freedom of speech – to progress governance in HE. There are still improvements to be made, and Advance HE is fully committed to partnering with the sector to do so.

We are a member-led charity with more than 420 members around the world; our overarching charitable objective is to promote higher education for the public benefit. As experts in HE, we have a particular focus on effective governance, enhancing teaching and learning, leadership development, and tackling inequalities through our equality, diversity and inclusion work.

The HE landscape will continue to evolve with new policy and regulatory demands, and institutional governance needs to be prepared to navigate the challenges and the opportunities that a changing operating context presents. As our institutions continue to work towards effective governance that adds real value to students, staff and society, we are able to provide guidance, support and expertise.

In our strategy we have committed to support higher education governance through:

- + **providing a foundation for a step change in board diversity and the inclusive culture needed to maximise its impact**
- + **developing and supporting agile models of governance that meet the needs of higher education in the 21st Century, including realising the potential of approaches such as environmental, social and governance (ESG) principles**
- + **our ability to convene and share insights and innovation for effective governance from around the world.**

Our portfolio will drive forward these commitments and meet the needs we see emerging across the sector. Our highly knowledgeable and skilled governance experts, from a wide range of backgrounds and experiences, are ready to help and look forward to working with you.

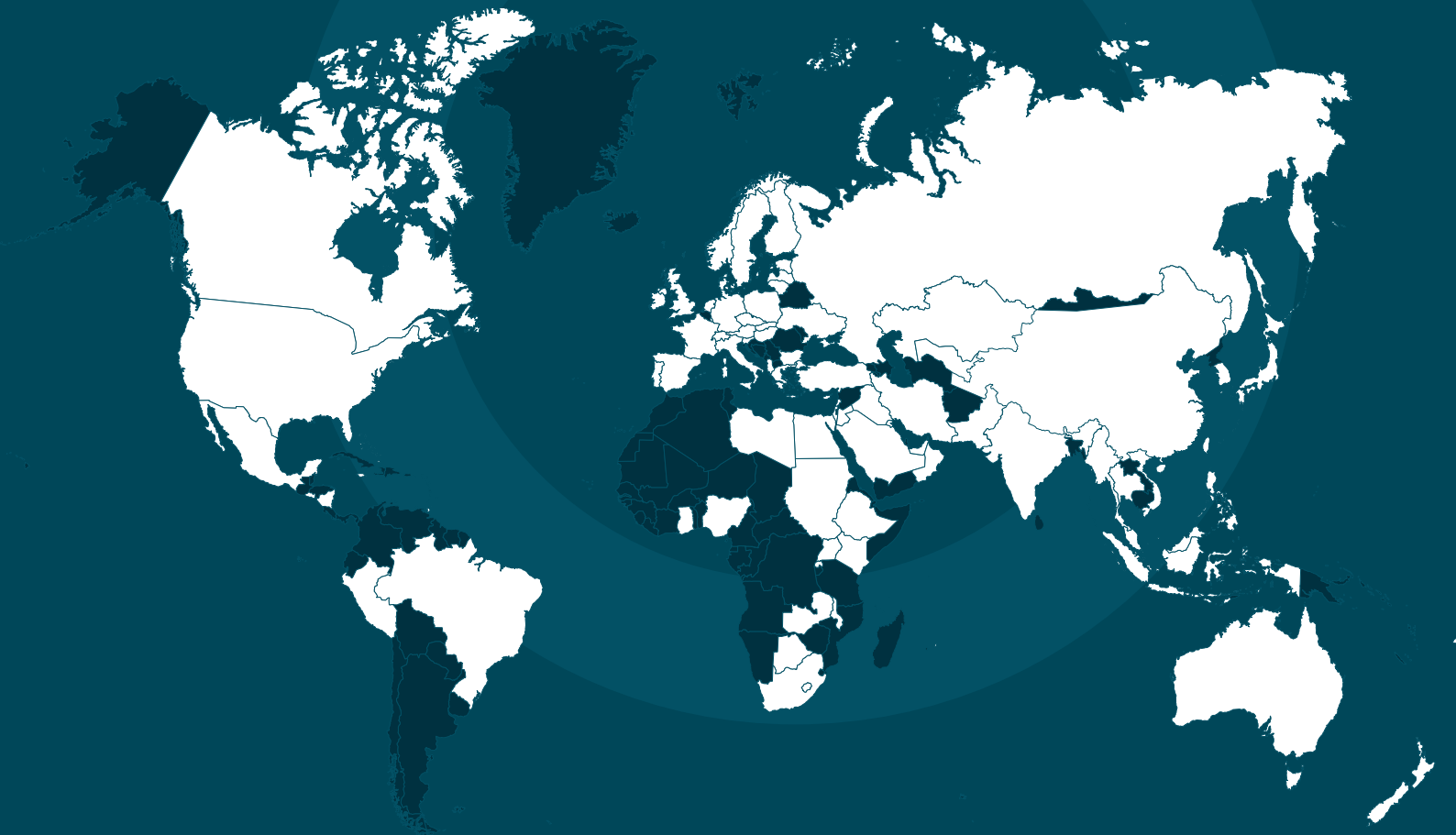
Alison Johns

Chief Executive, Advance HE

Adding invaluable insight to your governance

Through working with Advance HE, institutions have reported tangible impacts, including:

- + raising the importance of – and offering support around – equality, diversity and inclusion
- + becoming more strategically focused and forward-thinking
- + helping to foster a more ‘can do’ attitude for the Secretariat
- + helping to foster buy-in and engagement by Board members
- + creating an environment where the Board is more comfortable in taking action
- + helping foster an environment of continuous improvement and responsiveness to feedback
- + creating a better understanding of members’ roles and contributions
- + improving member recruitment and induction.



400+
members across the world

16,000+
users on Advance HE Connect

3000+
Governor Development Programme
participants since 2015

Global good practice

Advance HE's membership base spans the world. This provides us with access to intelligence on the latest thinking and good practice being seen in governance across the globe. This valuable and enriching insight forms the backbone of Advance HE's service development so we can support HE to evolve for the future world.

Our People

Our team of governance experts and associates have the breadth and diversity in experience and understanding in the development of effective governance that you would expect from an organisation that has spent two decades working in the HE sector.



Victoria Holbrook

Assistant Director, Consulting, Governance and Insights, Advance HE

Victoria oversees and 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.



Dr Colette Fletcher

Head of Governance and Consulting, Advance HE

Colette joined Advance HE in May 2023. As the Head of Governance & Consulting, she is responsible for leading Advance HE’s existing governance advisory portfolio and developing the wider consultancy business. She is passionate about advising and supporting senior leaders in UK HE on governance and other critical issues and supporting the boards of higher education providers to be as effective as possible.



Daniel Tinkler

Governance Development Manager, Advance HE

Dan works on developing our approach to supporting Advance HE’s member needs across our governance portfolio of work. He has also undertaken governance effectiveness reviews leading projects with students’ unions and working with specialist providers. Before, he worked to support leaders in college HE, independent providers and specialist institutions.



Kim Ansell

Senior Adviser, Governance and Leadership

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.



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.

Our associates include:



Tessé Akpeki



Alison Allden



Keith Bartlett



Samantha Budd



Carol Burns



Jo Chaffer



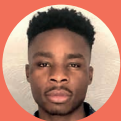
Professor
Elizabeth Cleaver



Sarah Connerty



Diane Dimond



Zulum Elumogo



Marion Fanthorpe



Ruth Fee



Hillary Gyebi-Ababio



Tony Haren



Jan Juillerat



Rex Knight



David Langley



Trusha Lakhani



Lydia McClelland



Suzanne O'Brien



Kay Renfrew



Professor
Ella Ritchie OBE



Lynn Robinson



John Rushforth



Professor
Jon Scott



Nick Smith



Josie Stephens



Sharon Tuersley



Alison Wheaton



Professor
Paul White OBE



Find out more about our experts and associates, visit:
advance-he.ac.uk/governance-experts

Services to support 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.

Whichever Code of Governance you adopt across the higher or further education landscape we work with you to evaluate the effectiveness of your governance in context and offer wider support and development.

We 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 sensitive and developmental reviews from a range of settings.



Find out more, visit:

advance-he.ac.uk/governance-consultancy

“

The Governance Effectiveness Review conducted by Advance HE has been the perfect catalyst for refreshing our university Governance arrangements. The higher education landscape across the sector is showing signs of continuous change with several challenges ahead. So now more than ever it is essential that the Board are made fully aware of those challenges and are well prepared going forward. The recommendations received as a result of the review have given the institution the opportunity to actively work towards a set of actions for implementation, which will continue to demonstrate a positive level of progress in accordance with our strategic plan.”

MICHAEL THOMPSON

Clerk to the Board,
Liverpool John Moores University

Governance Effectiveness and Benchmarking

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.

Reviews help boards to foster an environment of continuous improvement and responsiveness. They can help governors to become more engaged, strategically focused and forward-thinking, helping them to better understand their roles and contributions. They can highlight aspects of effectiveness in academic governance arrangements and in helping to raise the profile and importance of equality, diversity and inclusion (EDI).



The review met our needs fully and has left us with a clear action plan as we move towards our aims. It has been helpful, constructive and excellent value. This would have been a much more difficult process without input from Advance HE. Having external input has given the recommendations gravitas and authority."

JOAN MATTHEWS

Clerk to the Board,

Northern School of Contemporary Dance

Governance Effectiveness Reviews

Advance HE offers bespoke reviews to suit your needs and institutional context while maintaining the use of a robust process that triangulates the evidence collated, for example, through paper-based review and self-assessment. Reviews can range from facilitated workshops to a full data-driven comparative exercise delivered on location or remotely to suit your requirements.

Reviews can be adapted to the governance code or regulatory environment that your institution operates in.

The breadth of our reviews is valued by institutions for the understanding of governance issues that go beyond a narrow view of governance and encompass areas including academic issues, board diversity and recruitment.

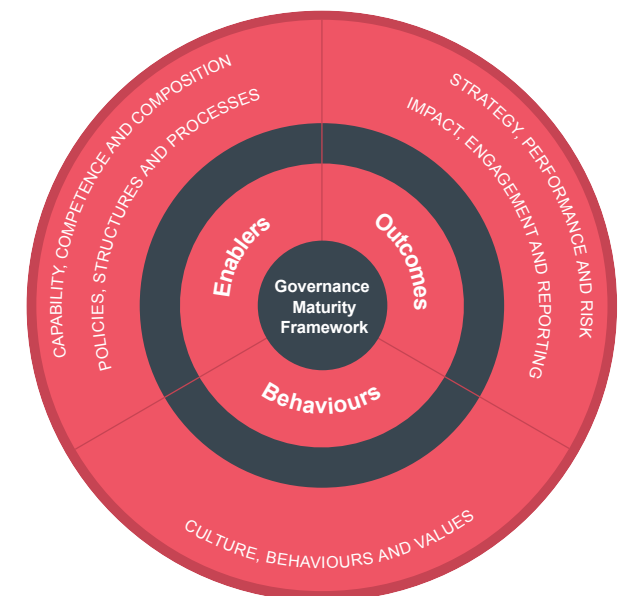
 **Find out more, visit:**
advance-he.ac.uk/governance-reviews

Framework for HE Governance Effectiveness

Our Framework for HE Governance Effectiveness enables all higher education providers, regardless of their form, to understand the key components of good governance practice and their current performance in relation to them. The framework is centred on three inter-related elements, which provide the foundation of our reviews. 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.

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





Benchmarking

We offer a unique Governance Effectiveness Benchmarking service through 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 work with over 50 different providers, enables us to provide insight and analysis. Advance HE members have free access to our Governance Effectiveness e-Survey. Benchmarking against the sector can be purchased in addition to this.

Deep-dive single committee reviews

Committees of the Board play a crucial role in the 'heavy lifting' of governance. They are where much of the scrutiny of performance and plans is focused. We offer a deep-dive review of specific committees against their relevant Code and sector good practice – these can take place at any time. For example, we can assess your audit committee through the lens of the CUC Audit Committees Code of Practice or remuneration committee against the CUC HE Senior Staff Remuneration Code, as well as drawing on our insights into practice from HE and elsewhere.



Find out more, visit:

advance-he.ac.uk/governance-reviews



Case study

Northumbria University, Governance Effectiveness Review



Advance HE was appointed to carry out Northumbria's Governance Effectiveness Review in 2020. The sector understanding of Advance HE and the expertise of the nominated review team were key factors in the decision to appoint.

The aims of the review were to establish a baseline of information about the effectiveness of governance arrangements already in place and areas where improvements could take place. The review was to also acknowledge the impact of the Covid pandemic on governance effectiveness and to further develop the current governance arrangements.

Advance HE's report set out 27 recommendations and suggestions "which together offer Northumbria opportunities for enhancing performance with the ambition to move from good to excellent."

A number of the recommendations and suggestions focused on continuous improvement and plans that were already in place, but the review helped drive elements of significant change.

 **View the case study:**
advance-he.ac.uk/northumbria-governance

We have worked with over 50 institutions since 2018 including:

- + Aberystwyth University
- + Athlone Institute of Technology
- + Institute of Health and Management (Australia)
- + Manchester Metropolitan University
- + Northern School of Contemporary Dance
- + Nottingham Trent University
- + Queen Mary University of London
- + Ulster University
- + University of Essex
- + University of Hertfordshire
- + University of Hull
- + University of Warwick



Bespoke governance turnaround support

We are adept at providing highly bespoke, confidential and sensitive support to boards and executives to resolve and move on from challenging governance scenarios.

Useful resources and publications

Governance guidance webpages

Advance HE has curated a number of guidance documents, reports, resources, news and opportunities for development across the range of areas HE governance covers aimed at supporting those in governance roles within institutions.

 **Access the guidance:**
advance-he.ac.uk/governance

Academic assurance and understanding student experience

Institutions are delivering considerable change in teaching and learning. Continued and new regulatory measures, digital advances and meeting the skills needs of today and tomorrow, are just a few of the pressures felt by institutions.

Effective academic governance is key to giving students, staff and wider stakeholders confidence in the system and innovating well. The quality of the relationship and information shared between the academic board/Senate and the institution's governing body is paramount for the governing body to fulfil its role.

Our work supports governors and governing bodies to navigate these roles and deliver regulatory requirements, using insight from our national-level work and in-depth understanding from working with providers of all shapes and sizes. We can support institutions to review their academic governance overall or develop their governors and governance professionals through tailored solutions.

“

The governing body must actively seek and receive assurance that academic governance is robust and effective.”

CUC HE Code Of Governance



Reviews of academic board/Senate and the academic governance system

Drawing upon our extensive pool of governance experts we work with you to review academic governance and assurance by taking an in-depth look at your academic board/Senate and the arrangements which support academic governance and assurance from student to board. This can be part of a wider effectiveness review. Our systems-thinking approach is based on our Framework for Academic Governance developed for the funding agencies and covers areas such as culture, 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

Understanding academic governance and assurance bespoke board sessions

We deliver tailored academic governance development sessions for your governors. These are contextualised for your institution, delivered either on-site or remotely and provide time and space to develop your institution's vision, nurture relationships between members and encourage new approaches. All sessions are delivered by our governance experts.



Find out more, visit:

advance-he.ac.uk/board-development-sessions



Student Experience and Academic Assurance – national Governor Development Programme event

This virtual event is specifically designed for Chairs and all governors who wish to understand more about how they can assure the quality of education and the student experience appropriately. The event will be an interactive session with opportunity for governors to network in an online environment and share their views as well as ask questions of speakers and each other.


 **Find out more, visit:**
advance-he.ac.uk/gdp-academic-assurance



Useful resources and publications

Academic Governance Effectiveness Framework

This Framework sets out some key factors for the consideration of academic governance effectiveness and is intended as a tool to support higher education institutions and further education colleges delivering higher education in their own effectiveness reviews. It draws on work by Advance HE and the Committee of University Chairs (CUC).

 **Access the framework:**
advance-he.ac.uk/academic-governance-fw

An introduction to Academic Governance in Higher Education for new Governors

This brief guide intends to help new governors acclimatise to some of the language, acronyms and terminology relevant to academic governance in UK higher education.

 **Access the guide:**
advance-he.ac.uk/intro-academic-governance

Academic Governance in Higher Education guidance webpage

Providing assurance about academic governance – the oversight of teaching, learning and research - is a core function of the governing body. Advance HE has curated a number of guides, frameworks, blogs and opportunities for development on our website.

 **Access the guidance:**
advance-he.ac.uk/academic-governance

Equality, diversity and inclusion

Most institutions have issues to address such as widening participation of students from different groups; ensuring fair degree outcomes; addressing pay gaps; supporting pipelines of diverse teaching and research talent or connecting with and serving their wider communities. Boards need to be equipped with a range of perspectives and skills to navigate and challenge these issues. With that in mind, we support providers with a range of resources and advice to improve their diversity.

Equality, diversity and inclusion are at the heart of our values as an organisation and provide the framework for the work that we do with our members and clients.



We are leading work in UK HE on enhancing EDI perspectives within institutional governance, in terms of both board diversity and board assurance, including partnering with other sector groups such as the global 30% Club for gender diversity and the global search firm Perrett Laver. We draw on insights from developing and running the internationally recognised Charters accreditation schemes in race equality and gender equality for universities.

Diversity of governors in higher education 2022 report

In this report, Advance HE offers evidence that diverse and inclusive governing bodies which comprise different opinions, experiences and insights can better support strategic decision-making that address the needs, interests and expectations of all stakeholders. Findings from the report include:

- + the proportion of women on governing bodies increased by just 0.2% to 42.4%, a slowing of the positive trend recorded over the past decade
- + 12.2% of governors were from racially minoritised ethnic groups, very similar to the proportion within UK HE academic staff (12.1%)
- + over half (54.0%) of governors were aged 56 or over, with this being the least diverse age group, though still contributing significantly to the diversity of the governor population as a whole.

Access the report at:
advance-he.ac.uk/governor-diversity-report

The HE Board Diversity and Inclusion Toolkit

An Advance HE member benefit, the HE Board Diversity and Inclusion Toolkit, was launched in November 2021. The Toolkit is designed to help member institutions to improve the diversity and inclusivity of their governing bodies, whether as a Secretary, Chair of Governors, Governance and Nominations Committee member, or anyone interested in tackling under-representation and aiming for inclusion at the Board level in the higher education sector.

The project was run by the University of Gloucestershire, in collaboration with the international executive search firm Perrett Laver, as part of Advance HE's 2020-21 Collaborative Development Fund.

Find out more, visit:
advance-he.ac.uk/board-diversity-toolkit



Helping boards to build confidence in their assurance of EDI matters

We often find that board members individually and collectively lack the understanding and confidence to challenge and assure progress on EDI matters relating to staff and students at their institution. This is a significant issue for the sector if we are to address the systemic barriers that we know exist for different groups in society.

We offer bespoke sessions to develop boards in this regard. We can provide your governors with a workshop and guidance tailored to your institution's context. We can provide an introduction across all protected characteristics, an overview of practices in the sector and some tailored steps for your institutions to take, working with you in a safe yet developmental way.

 **Find out more, visit:**
advance-he.ac.uk/board-development-sessions

Supporting effective processes and strategies for board diversity and inclusion

As the data shows, diversity on boards in the UK sector is lacking. We provide bespoke reviews and support towards effective board recruitment and succession plans, working with secretaries and nominations committees and drawing on our Toolkit. In 2021- 22 we undertook a pan-Wales project supporting every university to develop or make progress towards an action plan.

Useful resources and publications

The HE Board Diversity and Inclusion Toolkit

This Toolkit is designed to help member institutions to improve the diversity and inclusivity of their governing bodies.

 **Find out more, visit:**
advance-he.ac.uk/board-diversity-toolkit

Board diversity framework

This framework provides guidance for executive search firms and higher education providers working together on board appointments. It reflects the needs and priorities of the higher education sector in regard to ensuring broadening diversity within sector boards.

 **Find out more, visit:**
advance-he.ac.uk/board-diversity-fw

Board recruitment framework

In line with the diversity principles framework, Advance HE has launched a board recruitment framework as part of the project. This includes guidelines for preparing job descriptions, person specifications and advert texts for board roles that are inclusive.

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

The Role of Governance in Equality in Higher Education guidance webpage

Governance should influence - and drive progress in – equality, diversity and inclusion (EDI) for students and staff, and wider society. Advance HE has curated a number of guides, frameworks, blogs and opportunities for development on our website.

 **Access the guidance:**
advance-he.ac.uk/governance-edi

Value, performance measurement and integrated thinking and reporting

Integrated thinking and reporting is a strategic approach to communicating how an organisation uses different resources (capitals) to create value for its stakeholders beyond their financial inputs.

Advance HE has been challenging leaders to be more holistic and to demonstrate the value, beyond financial, that universities create for students, society and the economy. We are at the forefront of supporting institutions to explore integrated thinking and reporting and bring in diverse, global perspectives on governance, strategy and stakeholder engagement.

Measuring what matters

Measuring what matters – a collaboration with the Higher Education Policy Institute (HEPI).

Building on our roundtable hosted with HEPI in 2022, we are undertaking research into the performance measures used by boards and how value is reported. With a steering group comprising CUC, AHUA, UUK and GuildHE, we will disseminate the findings and develop next steps to shape thinking on this agenda.

Supporting your institutional narrative

We can support your institution by providing bespoke consultancy (such as preparing for and reviewing your published annual report) or tailored board development sessions exploring the board's understanding of its stakeholders and operating environment.

 **Find out more, visit:**
advance-he.ac.uk/value-and-itr

Useful resources and publications


Student Academic Experience Survey

The Student Academic Experience Survey 2023 (SAES), developed in partnership with HEPI, shows the expectations, perceptions and experiences of full-time undergraduate students in higher education.

 **Access the report:**
advance-he.ac.uk/saes-2023

Why explore integrated thinking and reporting?

Ten universities participated in a year-long project to explore integrated thinking and reporting in HE. Kim Ansell from Advance HE asked Richard Dale from Newcastle University why they are taking part, what they have already learned and what they expect to gain from it.

 **Access the interview:**
advance-he.ac.uk/why-ITR



Tailored inductions, insight and development sessions

We provide tailored, in-house induction or facilitate development sessions to suit the needs of your board drawing on our extensive work. This might be particularly helpful if you have had a significant number of new appointees or are wanting to develop the board's collective thinking around a new strategic future for the institution perhaps with a new Vice-Chancellor or Chair, bringing insights from across the HE sector. We are very happy to discuss your requirements and develop a solution to suit you.

Examples recently delivered include:

- + group inductions to higher education governance
- + understanding HE governance effectiveness and practices (tailored to the context)
- + facilitating a shared understanding of the board's vision and the institution's strategy
- + understanding academic governance and assurance
- + understanding and assuring equality, diversity and inclusion
- + navigating the regulatory environment and understanding the regulator (e.g. Office for Students).

“

Advance HE facilitated the Board's development day on the imprecise subject of culture. They provided structure and space (not an easy task) to navigate this nebulous topic. Advance HE was flexible in their approach and use of different media. This work has led to open and deep discussions across the institution and is now bearing fruit.”

RASHI JAIN

University Secretary and General Counsel,
Cardiff University

Support for achieving Degree Awarding Powers

Applying for Degree Awarding Powers (DAPs) is a significant undertaking for any provider and requires them to evidence effective institutional governance and assurance of quality and standards through a robust and intense process involving regulatory bodies.

Our support – using specialist experts with experience of navigating and advising providers through the process – might include:

- + facilitation of academic vision and strategy
- + gap analysis/audit of evidence against requirements with developmental recommendations
- + development and testing of the Critical Self Analysis
- + coaching and preparation for scrutiny
- + supporting implementation and the journey to DAPs maturity.



Find out more, visit:

advance-he.ac.uk/degree-awarding-powers



Advance HE has been invaluable in their support of our application for Taught Degree Awarding Powers. Their constant advice and critical friend work has facilitated confidence and enabled us to ensure our application is as robust as possible, while retaining our unique institutional identity.”

DR PAULINE HANESWORTH
SRUC



Supporting Students' Unions governance

The effective governance of students' unions is equally as important to the success of higher education and delivery for students as that of institutions themselves. As separate legal entities and charities, operating under the Education Act 1994, Charities Act 2011 and in some cases the Companies Act 2006 there is much that makes their governance complex.

The Education Act 1994 requires that the Governing Body takes fair and reasonable steps to ensure that students' union governance, finance and democratic processes are effective, resulting in a Code of Practice that defines this relationship. Some of the key challenges include working in a member-led environment, ensuring pursuit of charitable objectives for their members as beneficiaries, having a high turnover of sabbatical officers and student trustees and balancing the need to be financially robust and risk-aware organisations whilst ensuring progression and inclusivity of their members.

Reviewing effectiveness

We review the effectiveness of students' union Boards of Trustees or equivalent, using multi-disciplinary teams with governance expertise across the HE, charity and corporate sectors, as well as deep understanding and first-hand experience of SU legalities, frameworks, practices and cultures. Lines of enquiry might include examining the effectiveness of the students' union and higher education institution governance arrangements, trustee training and development, pursuit of charitable objectives and compliance with relevant legislation.



Find out more, visit:

advance-he.ac.uk/SU-governance



Working with Advance HE on our governance review has been an absolute pleasure. They have a comprehensive understanding of the democratic and governance workings of Students' Unions, which meant that we did not have to spend time explaining our structures to them. As we were their first SU client we were able to structure the work with them that will definitely benefit any other SU who works with them in the future. I would absolutely work with them in the future on similar projects."

CRAIG STEPHENS

Chief Executive,
University of Essex Students' Union



We recently commissioned Advance HE to undertake two external governance reviews at the University, including a collaborative piece of work with the trustees of our Students' Union on the SU's governance arrangements. The team at Advance HE demonstrated an extensive knowledge of governance within the UK higher education sector, and their professional, flexible and inclusive approach ensured that the projects were delivered on time and on budget, and met the agreed scope in full. The final reports and recommendations were presented clearly and easy for the governing body to engage with. We would welcome the opportunity to work with Advance HE again."

BRYN MORRIS

Registrar & Secretary,
University of Essex

Development and national networking for governors and governance professionals

Governor Development Programme (GDP)

GDP has been designed to address a broad range of needs across governance; it provides an opportunity to network and meet others who work in their field of expertise and explore in detail key issues that are impacting the HE sector and institutions.

The GDP portfolio is designed to support governors and governance professionals in all HE institutions with various events held throughout the year. The events are also tailored to the policy landscape and the distinct circumstances in each home nation.

We are here to support HE institutions and ensure that governors have the right tools and necessary support in place to fulfil their needs. The portfolio considers:

- + individuals who are thinking about joining a governing body
- + the induction and orientation of new governors
- + developing 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.



Thinking about becoming a governor:

- + We have events and guidance to support those who are thinking about becoming a governor. We also offer additional support with governor applications.



New governor:

- + Student Governor
- + Induction to HE Governance Event
- + Role and Responsibilities of Staff Governors
- + Induction to Scottish HE Governance
- + Audit and Risk Committees, Assuring Academic Outcomes and Student Experience, Nominations and Governance Committees.



Developing governor:

- + Governance Conference 2023
- + Scottish Governance Symposium
- + Governance in Wales
- + Audit and Risk Committees, Assuring Academic Outcomes and Student Experience. Nominations and Governance Committee.



Experienced governor/chair:

- + Chairs Development Programme
- + Leading the Board
- + Governance Conference 2023
- + Audit and Risk Committees, Assuring Academic Outcomes and Student Experience. Nominations and Governance Committee.

Governance Conference 2023: Governance Culture: Navigating policy, politics and people

📅 23 Nov 2023 📍 De Vere Grand Connaught Rooms, London

This year, Advance HE is celebrating 20 years leading and supporting effective governance in HE. Culture is the key factor that underpins effectiveness no matter what the operating context throws at higher education providers. With that in mind, the 2023 conference will look at board culture through the lens of navigating policy, politics and people. We will reflect on what the past 20 years has sharpened our focus on, as well as look ahead to the prospect of further governmental and regulatory change in order to stimulate thinking on how healthy board culture can thrive to benefit all.

We will be joined by high profile speakers from the world of politics, higher education and looking beyond to other sectors for a series of keynotes, panels and interactive sessions. The conference is an ideal opportunity to connect with fellow Governors in higher education, Governance Professionals or Executives and learn about developments across the higher education sector with a focus spanning higher education in the UK and internationally.

Keynote speakers



Julia Gillard
Former Prime Minister of Australia (2010-13) and Chair of Wellcome



Jane Hamilton
Chair of NHS Property Services Ltd, Chair of Council of the University of Essex and Chair of the Committee of University Chairs



Susan Lapworth
Chief Executive, Office for Students (OfS)

🖱️ Find out more, visit:
advance-he.ac.uk/gov-conf-23

How we support higher education governance professionals

Crucial to the success of effective governance, we aim to provide a range of ways to support governance professionals to carry out their roles effectively and learn from practice across and beyond the sector. This includes:

Governance Professionals in HE Programme

📅 First workshop starts 23 Jan 2024

Designed to improve participants' understanding and knowledge to help facilitate the effective operation of academic and corporate governance of higher education institutions.

Advance HE Clerks and Secretaries Network Event

📅 15 May 2024 🗣️ Face-to-face

The success of the board depends on secretaries and clerks. This event gives those who are new to the position and those who are already in it the chance to collaborate on issues that are crucial to their governors and their own professional contributions.

Member benefits

- + Supporting Inclusive Boards Community
- + Research collaboration with HEPI – measuring what matters
- + Board Diversity Toolkit and other online resources.

Dates for the diary

Governor Development Programme

GDP: Student Governor 1

7 Sep 2023 Face-to-face [Find out more](#)

GDP: Induction to HE Governance for New Governors

11 Oct 2023 Virtual [Find out more](#)

GDP: Induction to HE Governance for New Governors in the Scottish sector

25 Oct 2023 Virtual [Find out more](#)

GDP: Role and Responsibilities of Staff Governors

15 Nov 2023 Virtual [Find out more](#)

GDP: Nominations Committee - Skills and Diversity on the Board

13 Dec 2023 Virtual [Find out more](#)

Governance Professionals in HE - Workshop 1

23 Jan 2024 Virtual [Find out more](#)

GDP: Student Governor 2

24 Jan 2024 Face-to-face [Find out more](#)

Governance Professionals in HE – workshop 2

20 Feb 2024 Virtual [Find out more](#)

GDP: Leading the Board

28 Feb 2024 Virtual [Find out more](#)

GDP: Nominations Committee - Audit and Risk

13 Mar 2024 Virtual [Find out more](#)

Governance Professionals in HE - ALS 1

26 Mar 2024 Virtual [Find out more](#)

GDP: Induction to HE Governance for New Governors 2

10 Apr 2024 Virtual [Find out more](#)

GDP: Governance in Wales

17 Apr 2024 Virtual [Find out more](#)

Governance Professionals in HE - Workshop 3

24 Apr 2024 Virtual [Find out more](#)

Advance HE Clerks and Secretaries Network Event

15 May 2024 Face-to-face [Find out more](#)

Governance Professionals in HE - ALS 2

15 May 2024 Virtual [Find out more](#)

GDP: Governance in Scotland

22 May 2024 Virtual [Find out more](#)

GDP: Understanding and Assuring Academic Outcomes and the Student Experience

26 June 2024 Virtual [Find out more](#)



Find out more about our
GDP events and download
our brochure:

advance-he.ac.uk/gdp

Member governance benefits for 23–24

Membership of Advance HE grants you access to sector-leading services that will support you and your institution in shaping your future in today's highly challenging HE sector. Our 2023-24 member benefits package has been designed in collaboration with our members, addressing key priorities and challenges.

Advance HE members – staff and board members – are able to make use of a range of additional benefits, as well as receiving discounts on our services and development programmes. 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 around the world.

For 23-24, our work will include:

Measuring what matters: understanding how Boards assess performance and value

Building on our roundtable hosted with HEPI in 2022 we are undertaking research into the performance measures used by Boards and how value is reported. With a steering group comprising CUC, AHUA, UUK and GuildHE, we will disseminate the findings and develop next steps to shape thinking on this agenda.

The Future is Now: sandpit series for the Board and Executive

Members identified four priority themes for member-benefit support this year:

- + Innovative models of HE
- + Generative AI: Beyond assessment
- + Creating a culture for strategic EDI change
- + Growing the HE workforce of the future.

We will host a series of virtual sandpit-style events relating to the findings from our work under each theme, providing a predicted strategic question or scenario that the Board and executive might need to grapple with. Attendees, guided by Advance HE, will work through the implications and share their insights.

Academic governance and assurance: next steps

Following our work with UUK, GuildHE and CUC during 2022-23 we will determine what outputs will be of most impact to support the work of the sector in this vital area. This will be complemented by a refreshed offer from Advance HE to support individual institutions with review and enhancement.

Reflections from the Supporting Inclusive Boards Community

During 2021-22 and 2022-23, we hosted two cohorts of a Supporting Inclusive Boards Community for governance professionals aiming to build confidence and competence in improving inclusive board practices. This was underpinned by our HE Board Diversity and Inclusion Toolkit. We will host a virtual event to reflect on the lessons from this work, the impact it has had and what else is needed to continue to drive progress.





You can continue to access previous benefits and wider resources:

HE Board Diversity and Inclusion Toolkit

Developed in partnership with Advance HE, Perrett Laver and the University of Gloucestershire, this Toolkit is designed to help member institutions to improve the diversity and inclusivity of their governing bodies, whether as a Secretary, Chair of Governors, Governance and Nominations Committee member, or anyone interested in tackling under-representation and aiming for inclusion at the Board level in the higher education sector.

 **Find out more, visit:**
advance-he.ac.uk/board-diversity-toolkit

Governance in Higher Education: Understanding Governance Performance and Future Challenges

This is the first of our insight reports on the effectiveness of governance of UK universities drawing from our benchmarking dataset.

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



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/new-governor-induction

Access to Governance Effectiveness e-Survey

Advance HE members have free access to our Governance Effectiveness e-Survey. An additional sector benchmarking service can be purchased in addition to this.

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

Keep up-to-date with Advance HE

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 are 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.

Regular Governance News Alerts

Our News Alerts provide regular updates from across the sector on the latest policy changes or introductions, updated guidance and news. We provide an at-a-glance view of the piece along with the implications for boards and governors.

 **Sign up for the Governance Bulletin and News Alerts:**
advance-he.ac.uk/hear-from-us


Governance guidance webpages

Advance HE is committed to producing and sharing news, guidance, research, publications, resources and toolkits to support good governance. We have curated these pieces in our Governance guidance webpages that are updated regularly.


 **Access our guidance webpages at:**
advance-he.ac.uk/governance

Governor Competencies Map

The Advance HE Governor Competencies Map has been designed as a practical tool to support board members with mapping their own individual progression and development needs as well as that of the board as a whole.

 **Access the map at:**
advance-he.ac.uk/governor-competencies-map

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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Helping HE be the best it can be by unlocking the potential of its people and institutions

Advance HE is a member-led, sector-owned charity that works with institutions and higher education across the world to improve higher education for staff, students and society. We are proud to have a distinctive role helping higher education and research be the best it can be worldwide, founded on a deep-rooted partnership with the sector.

advance-he.ac.uk

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