
**GOVERNOR
DEVELOPMENT
PROGRAMME &
GOVERNANCE
SUPPORT**

www.advance-he.ac.uk/gdp

www.advance-he.ac.uk/governance

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1819

WELCOME

INTRODUCTION AND OVERVIEW

For governors, senior managers and professional staff supporting governing bodies and senior teams in each of the devolved nations, the last 12 months have seen major new developments.

In England, a new regulator, the Office for Students, and a new regulatory framework have been introduced. During the same period a new Scottish Code of Good Higher Education Governance has been published. Scottish institutions continue to implement the provisions of the Higher Education Governance (Scotland) Act 2006 to ensure they are fully compliant by the deadline of December 2020. In Wales, discussion on the introduction of a new regulator is underway. For Northern Ireland there is considerable political uncertainty over the future of the devolved government.

ABOUT ADVANCE HE

Advance HE is a not-for-profit organisation created from the merger of the Equality Challenge Unit, the Higher Education Academy and the Leadership Foundation for Higher Education in March 2018. Our purpose is to advance the professional practice of higher education to improve outcomes for the benefit of students, staff and society.



Changes to the policy and regulatory environment have been only one aspect of the challenges facing governors. At a time when demographic trends make the recruitment of home undergraduate students more difficult, there is fierce competition between institutions to secure their student numbers. Against this context, the stewardship of institutions by governors has never been more important.

Nor is it expected that the challenges will end soon. For example, in England a review of post-18 education is to be completed in the forthcoming year, offering the prospect of further change.

For governors and governing bodies the need to be alert to, and assess, a rapidly evolving and less predictable operating environment is critical. In parallel, expectations about the role and responsibilities of governors and governing bodies continue to increase.

Reflecting the level and breadth of the changes affecting the higher education sector, the 2018/19 Governor Development Programme (GDP) has been substantially refreshed and additional resources made available through the website: www.advance-he.ac.uk/gdp and www.advance-he.ac.uk/governance respectively.

The revised GDP and the development of new resources have been informed by the following principles:

- The content must be up-to-date, relevant and of the highest-quality.
- There is a focus on areas of change with activities designed to accommodate issues that emerge during the year.

In step with the changing landscape of providers, the refreshed proposition is open to governors, board members and non-executive directors involved in both the traditional higher education sector and the alternative for-profit and not-for-profit providers.

Similarly, activities are designed to appeal to those involved with large multi-faculty institutions as well as those involved with small, specialist or independent providers.

SUPPORT FOR THE GOVERNANCE COMMUNITY

GOVERNOR DEVELOPMENT PROGRAMME

At the core of the support for the governance community is GDP. The programme offers a series of face-to-face events for governors, professional support staff and senior post-holders of higher education institutions. The programme includes events targeted at specific categories of governors, including student governors, new governors and staff governors. It also includes dedicated events for the devolved nations of the United Kingdom.

In addition to the GDP, a portfolio of services and resources to support the governance community is available.

These include:

- Activities to support personal development
- Publications offering information and guidance
- Tools for assessing governance effectiveness
- The equality and diversity toolkit providing easy to follow advice and guidance on these issues
- Academic governance resources and guides



SUPPORT FOR PERSONAL DEVELOPMENT

- **The Self-Assessment Tool:** an online assessment tool enabling governors to test their knowledge of governance and identify gaps for subsequent development.
- **Rethinking Governance:** an online programme allowing participants to explore major issues influencing leadership and governance in the higher education context. Ideal for governors new to higher education but with previous governance experience in other sectors.
- **Clerks, Secretaries and Governance Professionals in Higher Education:** offers a professional development journey for professional staff working in the area of governance.
- **Women onto Boards:** an evening event for women thinking about joining a higher education governing body, providing insights and reflections from current board members to assist the decision-making process about making that first step towards being a board member. This is supported by a JISCList used as a discussion forum.
- **NEW Step onto the Board:** building on the Women onto Boards events these one-day workshops will help participants develop the relevant skillset to apply for their first board position.

PUBLICATIONS OFFERING ADVICE AND GUIDANCE

Details can be found in the Governance Resource Bank advance-he.ac.uk/governancepublications

- **Getting to Grips guides:** these provide in-depth information on specific aspects of higher education where governors seek assurance or have responsibilities, e.g. audit, finance, procurement, trustee responsibilities and efficiency.
- **Governor briefing notes:** a series of short and easy-to-read summaries on a wide range of issues and aspects of higher education governance.
- **Roundtable notes:** to facilitate the wider dissemination of the key points discussed at each roundtable, a summary note is released following each event.
- **Illustrative practice notes:** produced in partnership with the Committee of University Chairs (CUC) these are designed to support and share practice on specific areas of governance.
- **Governance innovation reports:** reports from our research section, **Governance, academic and financial risks**, including outputs from our Small Development Projects.
- **General support:** in addition to the publications listed above, the website contains pages looking at the work of: (1) governors; (2) governing bodies; and (3) the operating context. The website also has a resource bank of materials containing useful websites, links to codes of governance and book reviews.



ACADEMIC GOVERNANCE SUPPORT

How do governing bodies engage with academic assurance within their institutions? In this section of the website we have published a range of guidance and case studies from our findings.

The essential requirement for a successful set of arrangements is the development of a culture within the leadership team of openness, trust and respect. There needs to be an integrated and embedded culture that understands and accepts different duties in that part of institutional life where corporate and academic governance meet. Culture sits at the heart of the six enablers and the culture described in the case studies was present (although to variable extents) across the institutions that participated in our review.

The resulting resource is designed to support the new assurance requirements for governing bodies relating to the enhancement of the student experience and to academic standards. Included is support for new governors, providing easy to use resources and there is also practical advice for all governors and three new supporting publications.

www.advance-he.ac.uk/academicgov



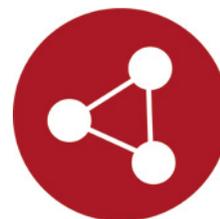
Enablers



Insight Guide



Case Studies



Framework



New Governors



Practical Advice

GOVERNANCE

- **Governance effectiveness framework and survey tools** to assess the effectiveness of governing bodies are available. The survey tools can be used in a number of different ways and linked, if required, to tailored support for an institution. The framework can be accessed at www.advance-he.ac.uk/GBeffectiveness
- **Governance effectiveness reviews and tailored support for institutions:** Advance HE's consultancy teams undertake bespoke effectiveness reviews and are on hand to provide strategic support to governors and governing bodies. Everything from a full scale review through to light touch observation, or facilitating a board away day or strategic session, is available. Support is tailored to meet the client's specific requirements while drawing on comparative data and an in-depth understanding of institutional governance. This allows practice at the institution to be benchmarked against the rest of the sector. www.advance-he.ac.uk/governance-effectiveness

ACHIEVING EQUALITY AND DIVERSITY

An Equality and Diversity (E&D) Toolkit is available for higher education institutions and governors. It provides an introduction and overview of the topic along with specific information and guidance on:

- Overseeing compliance
- Using E&D for competitive advantage
- Specific E&D issues and challenges facing higher education institutions
- The value of having a diverse governing body

The toolkit also contains the following supporting materials:

- A checklist of questions
- Additional resources

The E&D toolkit can be accessed at www.advance-he.ac.uk/EandDToolkit

NEW Board Vacancies portal (currently being piloted as part of our 2017/18 funder-commissioned activity) – register your interest at governance@advance-he.ac.uk

NEW A framework, launching in July 2018, is being developed in partnership with a number of executive search firms and higher education providers. The framework will provide hiring institutions and executive search firms with a guide for best practice when conducting searches for board level vacancies in higher education.

THE EARLY WARNING SYSTEM

The governance team provides early warnings on matters likely to affect the governance of institutions. Regular news alerts are posted on the governance section of the Advance HE website and emailed notifications sent to those who have joined the News Alert email list. If you would like to join the email list, please contact governance@Advance-he.ac.uk or select **Governance news and other updates** in your MyLF preference centre.

At the end of each month a bulletin containing information about new governance resources, the month's news alerts and information about forthcoming governance events is released to those on the mailing list.

OTHER INFORMATION AND SUPPORT

Other information channels include:

- **GOVERNANCE JISCMail group**

This email forum is intended for those working in higher education governance support. The mail group allows members to exchange views and ideas, and thereby to help to develop and disseminate best practice. It provides a network of support and builds on the resources available through the governance website. The GOVERNANCE JISCMail group will be of interest and use to governance practitioners, including clerks and secretaries.

To subscribe go to www.jiscmail.ac.uk/GOVERNANCE

- **IndependentHEGovernance JISCMail group**

This email forum is for independent higher education providers to exchange views and ideas that are particular to their provision and, as with the Governance list will help to disseminate good practice. The IndependentHEGovernance JISCMail group will be of interest and use to governance practitioners, including clerks and secretaries.

To subscribe go to www.jiscmail.ac.uk/IndependentHEGovernance

- **Follow the governance conversation** 

#AdvanceHE_Gov is the home of our governance twitter feed @AdvanceHE

CONTINUITY AND CHANGE

Looking at higher education governance in 2018/19, how much will stay the same? How much will change? Where along the spectrum of continuity and change will governance be located a year from now?

As each of the devolved nations of the United Kingdom is separately responsible for higher education, the pace and focus of change is likely to vary between nation states. It is highly likely there will be greater or different forms of change in some nations when compared to the others. Nevertheless it can confidently be predicted that there will be change in each.

GDP offers activities encompassing common areas of interest for the devolved nations, but also incorporates opportunities to look at governance within a single national context.

Activities in the programme are grouped by following categories:

- New governors
- Identifying and responding to change
- Governance in the devolved nations
- Personal development

KEY

1 DAY EVENT



½ DAY EVENT



EARLY EVENING



Note: Prices shown are for Advance HE: Leadership, Governance and Management members

NEW GOVERNORS

£295

THE STAFF GOVERNOR

When: Wednesday 21 November 2018

Where: central London



Format and focus

'Staff governor' is a standard membership category for governing bodies. Staff governors are typically elected by their peers or appointed by the senate/academic board. There will often be at least two staff governors on a governing body.

Staff governors provide a direct link between the staff of the institution and the governing body. However, they are not a 'representative' of the constituency from whom they have been elected or appointed. As governors, they should act at all times in the best interests of the institution and accept collective responsibility for the decisions agreed by the governing body. Independent governors may 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 discuss the role of staff governors and how they can best make an effective contribution to the work of the governing body; look at the importance of building good relationships with other members of the governing body; and explore how difficult issues can be raised, and the balance between supporting and challenging the executive.

Who should attend?

The event is for staff governors and those considering whether they would like to become a staff governor.

£295

THE STUDENT GOVERNOR



When: Wednesday 5 September 2018

Where: central London

Format

Run in partnership with the National Union of Students, this conference is placed at the beginning of the academic year to prepare newly-appointed student governors for their first term as a member of the governing body.

For the first time this year there is a dedicated strand of activity and content for returning student governors, with a chance to reflect on the experiences of the previous year with expert facilitation and advice to maximise your contribution in your second year, as well as an opportunity to understand and influence the forthcoming review of the CUC HE Governance Code.

This will be a highly participative event, with case studies and discussion groups and will provide many opportunities for delegates to raise their concerns and queries.

Focus

Typically, student governors are elected representatives of the institution's students' union or guild who find that, as part of their responsibilities, they are appointed an 'ex officio' governor.

They tend to face a steep learning curve in understanding and contributing to the work of the governing body.

This event is placed at the beginning of the academic year to prepare newly appointed student governors for their first term as a member of the governing body. The event will explore:

- Expectations of a student governor
- The structure of a governing body
- The collective responsibility of governing bodies
- Managing conflicts of interest
- How to be an effective student governor

Who should attend?

This event is for newly elected presidents of students' unions or guilds, other senior officers of unions who have recently been appointed student governors, and officers of unions or guilds who may in future become members of a governing body. It will also be of value for continuing student members who face new, second-term challenges and those individuals who, in future, wish to gain elected office.

Join the conversation [#AdvanceHE_Gov](#)



“ Inspirational and motivational, Great insight into the role! ”
Student governor 2017-18

£195

INDUCTION FOR NEW GOVERNORS

When: Wednesday 10 October 2018

Where: central London

Format

Using newly developed guidance for new governors this event will be delivered as a professional workshop, allowing participants to receive expert information and guidance and also consider and reflect on how their role and responsibilities might be best discharged in their institutional setting.

Focus

Even for individuals with extensive experience of other sectors, learning about the role and responsibility of a governor or director of a higher education institution can be a challenge.

This session will give a particular focus for governors who are new to the higher education sector.

Designed for new governors/trustees/directors from all types of higher education provider this half-day event aims to complement the induction for new governors provided by their institution. Following consideration of the needs of new governors, it will offer an overview of the policy landscape (e.g. who's who in higher education, the key terms) and the regulatory environment, and offer the opportunity to meet and network with other new governors from across the UK.

Who should attend?

This event is for new governors/trustees/directors of higher education providers.



“ An informative day, well worth attending ”
Staff governor 2017-18

IDENTIFYING AND RESPONDING TO CHANGE

£50

BRIDGING THE CAPABILITY–EXPECTATION GAP: UNIVERSITY GOVERNANCE IN AN AGE OF NEW REGULATION

When: Monday 17 September 2018

Where: central London

Format

A joint seminar run in conjunction with the Higher Education Policy Institute (HEPI). The seminar will consist of a panel of national figures who will offer their views. Members of the audience will have the opportunity to raise issues with members of the panel.

Focus

The first event of the governance year is an opportunity to hear from national figures involved in higher education and other sectors about how they see the year ahead unfolding, and the issues with which governing bodies in higher education may well need to grapple. Given the changing landscape and increasing public scrutiny facing institutions, the seminar will consider whether the existing governance arrangements are likely to prove to be fit for purpose.

Topics to be considered in the seminar will include:

- Developing the knowledge and expertise of university governors
- Ensuring the right skillsets are represented on university boards
- Enhancing the diversity of university boards
- Promoting training and development in this area, particularly concerning board apprenticeships
- Developing membership of university boards as an attractive option for professionals from other key sectors from which there is much to learn

Who should attend?

This event is designed for chairs/presidents, governors/trustees, heads of institution, deputy and pro-vice-chancellors, chief operating officers/registrars and senior governance professionals.

£150

GETTING TO GRIPS WITH THE TEF: FOR STUDENT GOVERNORS AND STUDENT LEADERS

When: Thursday 11 October 2018

Where: central London

Format

This half-day workshop, piloted in 2017/18, was developed in response to the Leadership Foundation's (now Advance HE) Governance 2020 survey which identified the TEF as a priority for governors, and student governors in particular. The event will be delivered in partnership with the Student Engagement Partnership (TSEP/NUS), harnessing our expertise and focus on student engagement linked to TEF and academic excellence. It will provide a better understanding of how TEF operates now and in the future, why it matters, and what is the role of student governors/representatives in regard to institutional (and in the future, subject level) TEF responses.

Focus

Participants will leave with knowledge and insight and also practical approaches such as the right questions to ask, what to look for in a quality TEF submission, and how to ensure student engagement is meaningfully applied as an integral dimension of TEF within HEIs. Institutions will benefit from having more effective student governors and representatives with an understanding of best practice insights that can benefit TEF at both institutional and subject level.

Who should attend?

Any student governor/leader involved in/interested in their institution's TEF submission process.

“ A very worthwhile soul-searching opportunity for Universities in particular and HE providers in general ”

Joint HEPI seminar 2017-18

“ The event stimulated much debate and discussion with my colleagues on return to the office the next day, and got me and the rest of my team motivated to explore further certain topics that were explored at the event. I thought the speakers were superb, very engaging and made some really interesting points that gave me food for thought. It is also nice to speak to others who understand the work that I do and can share their experiences and opinions. ”

National network 2017-18

£245

EVOLUTION OR FUNDAMENTAL CHANGE TO GOVERNANCE? THE SECOND NATIONAL CONFERENCE ON GOVERNANCE

When: Thursday 29 November 2018

Where: central London

Format

The national conference will allow participants to hear from a selection of national speakers on key areas of change affecting the workings of higher education and governance of institutions. During the event participants can attend workshops on specific areas of change. There will also be the opportunity to network with peers with similar roles and responsibilities.

Focus

With a keynote from Sir Michael Barber (Chair, Office for Students Board) who will set his view on what governing bodies can expect from the Office for Students, other speakers will examine to what extent governance in higher education is experiencing evolutionary or fundamental change. Are the changes affecting higher education governance an extension of processes, which have been in play for some time? Alternatively, are the current changes very different from what has gone before? The recurring theme of continuity or change will be central to the content of the conference.

Who should attend?

The event is designed for chairs/presidents, governors/trustees of higher education institutions, heads of institution and professional staff who support the work of governors and governing bodies. The event will also be interest to policymakers and journalists whose work includes higher education.



£295

IMPLEMENTING CHANGE: CLERKS, SECRETARIES AND GOVERNANCE PROFESSIONALS' NATIONAL NETWORK

When: Wednesday 30 January 2019

Where: central London

Format

The network event is organised in partnership with the Association of Heads of University Administration (AHUA), and will offer the opportunity to hear presentations from leading figures in the area of governance and participate in break-out sessions enabling participants to actively engage in discussion of, and share emerging practice on, key areas of change with regard to institutional governance.

Focus

The meeting of the national network of governance professionals brings together the individuals who are normally expected to inform and advice governing bodies on changes affecting their role responsibilities. Governing bodies and senior management teams frequently depend on the same individuals to manage the changes required to meet the needs of an evolving operating environment.

Who should attend?

The Annual National Network Event is for professional staff, including clerks and secretaries, who support higher education governance in higher education institutions.



£295

THE 2019 TOOLKIT FOR GOVERNORS

When: Thursday 7 March 2019

Where: central London

Format

This event is organised into three separate, but interlinked, seminars. Collectively the seminars provide an up-to-date toolkit to inform and influence the work of governors in discharging their responsibilities. The day begins by looking at how the operating environment for higher education is changing and considering some of the key factors influencing the strategic decisions and positioning of institutions. The next session of the day will explore governing body/board effectiveness and how this can be improved and enhanced internally or with external support. The final session will pick up a topical issue and provide a briefing for the governors in attendance.

Focus

- **Seminar 1** - The changing policy landscape: hear from sector leaders responsible for shaping and interpreting higher education policy who will share their thoughts on what this means for governors and governing bodies.
- **Seminar 2** - Exploring governing body effectiveness. What are some of the common approaches undertaken internally to support highly performing boards. What are typical key findings from external reviews.
- **Seminar 3** - Governors will be briefed on a topical issue which will be determined during the academic year.

Who should attend?

The toolkit for governors is designed for all members of a higher education governing body, whether recently appointed or longer standing.



£195

MAINSTREAMING EDI: THE ROLE OF THE GOVERNING BODY



When: Wednesday 3 April 2019
Where: central London

Format

This workshop will bring together those within the governance community and executive leads with oversight for equality, diversity and inclusion (EDI) to discuss and debate how to mainstream EDI at a strategic level for the benefit of the organisation and its stakeholders, particularly students and staff.

Focus

This workshop builds on Advance HE's work to support and promote diversity at all levels of leadership and governance within HEIs. It will explore the key areas that chairs, governors and governance professionals need to engage with to ensure that EDI is at the heart of institutional strategy and that executive teams are accountable for promoting and supporting a diverse student and staff population and an organisational culture that embraces EDI values. The session will be facilitated by those with knowledge and understanding of the relevant issues and experience of working with senior teams and governing bodies.

Who should attend?

This event is aimed at chairs and their deputies, governors, EDI executives and senior governance professionals with oversight and commitment to EDI at a strategic level.

“ A hugely informative and highly topical event with first class speakers. A great success for the first Annual Governance Conference. I hope there will be similar events in the future. ”

Governance conference 2017-18

£295

LEADING AND CHAIRING THE GOVERNING BODY



When: Wednesday 15 May 2019
Where: central London

Format and focus

Board leadership is a key determinate of governing body effectiveness. The event is designed to support those who lead, or aspire to lead, a governing body. It will provide an opportunity to discuss and examine the role of the chair in leading the board and the importance of creating a boardroom culture to allow openness and debate. As part of this aim, it will examine the importance of establishing effective working relationships with the head of institution, governors and the clerk or secretary, as well as considering how to deal with difficult issues.

The event is expected to explore:

- The role of the chair in leading the board
- The culture of the boardroom and how to encourage openness and debate
- How to encourage and manage the participation of all governors
- The importance of balancing the agenda and ensuring governors receive adequate and timely information to inform their decision-making
- Managing relationships with the head of institution, deputy/vice-chair, committee chairs, governors and clerk or secretary
- Recruiting a head of institutions and new governors
- Appraising governors
- Dealing with difficult issues
- Knowing if the governing body is effective

Who should attend?

This event is for chairs and vice-chairs of governing bodies and committee chairs, as well governors who are thinking about taking up one of these roles in the future.

CUC

Committee of University Chairs

£295

GOVERNANCE FOR SMALL, SPECIALIST OR INDEPENDENT PROVIDERS

When: Thursday 23 May 2019
Where: central London

Format and focus

Small, specialist and independent providers are an important part of the increasingly diverse higher education system in the UK. Run in conjunction with GuildHE, this event will explore some of the governance issues and challenges facing such institutions, including the strategic positioning of institutions and achieving good governance. The event will encourage participant networking and the sharing of best practice.

The event will examine:

- What is the place of small and specialist institutions in the emerging system of higher education?
- Governance in small and specialist institutions: making it proportional and effective
- The composition of governing bodies and their effectiveness: what balance of skills is required in specialist institutions? How big a challenge is securing a diverse (in all senses of the term) membership?

Who should attend?

The event is for governors, senior leaders and clerks and secretaries working in small, specialist and independent provider institutions.



£75

TOPICAL ROUNDTABLE DISCUSSIONS

When: Thursday 1 November 2018	5:00pm
Wednesday 5 December 2018	8:30am
Wednesday 13 February 2019	5:00pm
Thursday 14 March 2019	5:00pm
Wednesday 22 May 2019	8:30am

Where: central London

Advance HE, working in conjunction with other sector bodies, offers a programme of roundtable events. The events provide an opportunity for a small number of participants (governors, governance professionals and senior managers) to discuss topical or emerging issues relating to the governance of HEIs. Typically, the events are a mix of morning and evening activities beginning at either 8.30am or 5pm and lasting for no more than 90 minutes. The roundtable discussions take place under the Chatham House rule.

Roundtable topics will be confirmed at least two months before the event.

Who should attend?

Chairs, vice-chairs, governors and those supporting governors should attend the roundtable discussions. In order to allow all participants to contribute, numbers for each roundtable event are normally restricted to 20.

Registering your interest

If you would like to register your interest in securing a place on a forthcoming roundtable discussion, please contact governance@advance-he.ac.uk

You can find more detail at

www.advance-he.ac.uk/govroundtable

“An excellent opportunity to develop one’s thinking with colleagues from a broad range of institutions in an informal and confidential environment”

Roundtable 2017-18

GOVERNANCE IN THE DEVOLVED NATIONS

Higher education is the responsibility of the devolved administrations across the United Kingdom. There are important differences in how the different administrations operate the national systems of higher education and, in turn, governance.

£295

NEW GOVERNORS OF SCOTTISH INSTITUTIONS

When: Wednesday 24 October 2018
Where: Glasgow

Format

The event will include a keynote address and offer the opportunity for break-out sessions to allow participants to explore issues of concern and share practice.

Focus

Scottish institutions are covered by the Scottish Code of Governance (updated in 2017) and subject to the Higher Education Governance (Scotland) Act, 2016. Institutions have until December 2020 to ensure they are fully compliant with the provisions of the Act.

The event is expected to consider:

- The evolving policy landscape in Scotland
- The impact of the revised Scottish code of governance and the Higher Education Governance (Scotland) Act, 2016
- Changes to the role and responsibilities of governors of Scottish institutions

Who should attend?

This event supports new student, staff and independent governors who have recently joined the governing bodies of Scottish institutions.



£295

GOVERNANCE IN SCOTLAND: WHAT'S CHANGING?

When: Wednesday 20 February 2019
Where: Edinburgh

Format

Addressing topical issues in the Scottish higher education sector relevant to court and board members with a mixture of keynote presentations and an opportunity to exchange practice and ideas with fellow court members.

Focus

This event offers an opportunity for governors of Scottish institutions to examine some of the distinctive features of the Scottish higher education system and the evolution of governance.

An indicative programme for the event will include:

- **The election of university chairs:** approaching the new statutory requirement, considerations and practical implications.
- The realities of having a new **composition of the university courts including mandated trade union representatives.**
- **The diversity of boards** and how far we have come and further steps to continue to diversify Scottish university courts.

Who should attend?

This event is for governors of Scottish higher education institutions and further education colleges which offer higher education programmes in Scotland. The day is designed for all categories of governors in these institutions, and offers something for both new and longer-standing members of a governing body.



“Excellent event: a good overview of HE governance and finance, and valuable discussions with colleagues from other HEIs.”

Scottish new governors 2017-18

“I expected a seminar on the Scottish HE (Education) Act and the implications for governors of HEIs - and an update/refresh on that would have been perfectly acceptable. Instead was delighted to listen to four good and topical speakers. Enjoyed as always, chance to meet both new people and old friends across the sector - networking opportunity.”

Governance in Scotland 2017-18

TBC

GOVERNANCE IN WALES: THE CHANGING AGENDA

When: Wednesday 10 April 2019

Where: Cardiff

Format

The event will include keynote presentations and break-out sessions to allow participants to explore issues of concern and share practice.

Focus

The day will provide an opportunity to explore the changing policy context and the impact on governance for higher education in Wales. The session content will respond to the latest higher education governance matters and will include:

- The governance of Welsh institutions and the impact of latest policies
- The latest view on the implications and impacts of the Diamond, Hazelkorn and Reid reviews on university funding and governance
- Key policy agendas for the Welsh government, and the impact of the England higher education political and funding landscape
- QAA Quality enhancement review - the role for governors
- University transformation programmes - insights and case studies from across the UK

Who should attend?

This event is for governors of Welsh HEIs and FECs who offer higher education programmes in Wales.



“ Useful open discussions between universities. Useful reading in advance of the day (I’ve already passed this on to others). Great to hear that the issues I’ve been trying to promote for years are now been seen as important and should be considered more strategically. ”

Wales governance 2017-18

“ Great start to my career as a lay governor with an opportunity to not only learn more about the role but to network and build the relationship with colleagues ”

Governance in Wales 2017-18

PERSONAL DEVELOPMENT

Every governor should assess and manage their own developmental journey. In addition to the GDP and roundtable events, Advance HE offers mix of online toolkits and personal and professional development programmes.

A **self-assessment tool** enables governors to test their knowledge of governance, while in **Rethinking Governance** participants use online learning to explore some of the major factors influencing the leadership and governance of HEIs. The **Clerks, Secretaries and Governance Leaders in Higher Education** programme provides a professional development journey for staff who work in the area of governance and support governing bodies.

FREE

SELF-ASSESSMENT TOOL

The self-assessment tool allows users to test their knowledge and understanding of governance. It helps the user to identify areas where they may wish to consider undertaking further development.

The tool is easy to access and use, and structured into 16 areas of knowledge (e.g. compliance and regulation, strategic work). Using a scale of 0 (no knowledge) to 10 (strong knowledge), the user is asked to self-assess their knowledge and understanding for each area. The tool allows users to complete the assessment of the individual areas at your convenience, and the self-assessment does not need to be completed in one go.

To enable the user to strengthen their knowledge, there is a comprehensive set of resources linked to each area.

A video introducing the self-assessment tool and a link to access to the tool can be found at www.advance-he.ac.uk/govsat

“ Brilliant online course. Covered a wide range of issues in a concise and engaging way. The support from the tutor was excellent. The course covered some fascinating aspects of HE. ”

Rethinking governance 2017-18

£505

RETHINKING GOVERNANCE

When:

Autumn cohort starts Monday 12 November 2018

Spring cohort starts Monday 4 March 2019

Where: online programme

Format and focus

Rethinking Governance is a five-week online course run in conjunction with the University of York.

The course allows participants to improve their understanding of the context to higher education, and explore some of the key issues demanding the attention of senior leaders and governors.

Access to the course materials and additional resources is via a virtual learning environment. Led by tutors from the University of York, a series of discussion forums allow participants to engage and exchange with their peers in order to examine and discuss key issues.

Specifically, the content covers the following areas:

- Public sector reform
- The external context
- Performance management
- Collaboration
- Networks and partnerships
- Future directions

The study time required to complete the course is typically three to four hours per week for the five-week duration, ie up to 20 hours. Completion of the course is designed to allow participants to accommodate other demands on their time. Participants do not need to be online at any set times, and can elect to engage in the discussion forums as and when they choose.

Who should enroll on the programme?

Governors who are seeking to advance, refresh or consolidate their understanding of recent changes to the operating environment for 'public' services and higher education.

£1,995

CLERKS, SECRETARIES AND GOVERNANCE PROFESSIONALS

When: Starts Tuesday 4 December 2018
Final session Thursday 16 May 2019

Where: central London

Clerks, secretaries and staff in the professional support teams which support institutional governance play a central role in the academic and corporate governance of institutions. The knowledge, expertise and capabilities of such teams, and their members, is a key factor enabling an institution's system of governance to be both effective and efficient. A lack of capable and well-trained professional support staff can seriously undermine institutional governance.

This programme offers the opportunity for members of an institution's professional staff who support and service the institution's system of governance to advance their knowledge through undertaking professional and personal development.

In order to maximise the benefits of the programme for each participant, the cohort size is limited to no more than 12 participants.

Working with the course facilitators and staff in similar professional roles in other institutions, participants engage in a range of activities. Membership of the programme also allows participants to form a network of like-minded professionals to share and exchange best practice and discuss challenging issues. Typically the network continues beyond the duration of the programme, offering its members a source of mutual support and advice.

The content and activities are expected to cover:

- Alternative theories of leadership
- The application of theories of leadership to the system of governance found in HEIs
- The role and responsibilities of professional services staff who support and service the institution's system of governance
- Interfacing and communicating with governors and senior post-holders
- Managing tensions between governors and senior post-holders: what is the role of professional support staff?

Delivery is structured around five face-to-face meetings, comprising three full-day events and two half-day action learning sets.

Mod 1 - Tuesday 4 December 2018

ALS 1 - Wednesday 16 January 2019

Mod 2 - Wednesday 27 February 2019

ALS 2 - Thursday 4 April 2019

Mod 3 - Thursday 16 May 2019

Who should join the programme?

The programme is designed for clerks and secretaries, their deputies and other members of professional service teams who support the operation of academic or corporate governance at the institution.

“Excellent programme - it contained very useful relevant content and it has been great to meet others doing the same role in other institutions.”

Governance professionals 2017-18

£50

WOMEN ONTO BOARDS

Where/when:

London: Tuesday 22 January 2019

Dublin: Tuesday 5 March 2019

Edinburgh: Thursday 7 March 2019

Format

Starting with a panel-led discussion featuring a serving chair and both experienced and new female board members, the event will also include a Q&A and informal networking with participants and panel members.

In 2018/19 Women onto Boards events will be held in London, Edinburgh, and Dublin. Each event takes the form of a late afternoon/early evening reception, offering the opportunity for those attending to hear from a panel of women speakers, including current governors of HEIs.

Focus

Advance HE is committed to working towards gender equality with our innovative interventions such as Aurora, Leadership Matters, and Athena SWAN. As part of this commitment we are also seeking to support the diversification of boards within higher education and colleges by encouraging more women to take up board positions, whether as an independent or staff governor, a board member or trustee. Working with *Women on Boards* and the 30% Club, the Women onto Boards events will showcase the benefits and opportunities for any woman thinking about joining a board or governing body. Participants will hear practical tips and experience from the panel of current board members and have opportunity for questions, during the session and at the networking reception.

Who should attend?

Women of all backgrounds who are considering seeking a non-executive role on a board or who are interested in finding out more about such roles.

To find out more about the events go to www.advance-he.ac.uk/women

£TBC

STEP ONTO THE BOARD

When:

Board Ready 1: Wednesday 13 February 2019

Board Ready 2: Wednesday 3 April 2019

Where: central London

As part of Advance HE's funder-commissioned activity we are piloting two board ready workshops in June 2018 and, having reviewed the pilot run results, will roll out these workshops for 2018-19. The focus of these events will be on supporting women to achieve board appointments in both higher education and other sectors. These skills development workshops will cover key areas including:

1. Board structures, roles and responsibilities
2. Identifying and securing a board appointment
3. Becoming board confident
4. Navigating board culture

NEW These two development opportunities for women will be complemented by a new **Board Vacancies Portal** (currently being piloted as part of our 2017/18 funder commissioned activity). Register your interest at governance@advance-he.ac.uk

“ The panel was diverse and extremely well-selected, representing a range of cultural backgrounds and professions. Their advice was useful, relatable and insightful, and I enjoyed the personal nature of the talks. ”

Women onto Boards 2017-18

RESOURCES

Advance HE sponsors and produces a range of publications on the practice of governance:

GETTING TO GRIPS GUIDES

www.advance-he.ac.uk/g2g

The Getting to Grips (G2G) guides provide in-depth information and guidance for governors about specific areas where the governing body needs to seek assurance or exercises oversight. Topics covered:

- Audit
- Being a new governor
- Finance
- Human resources
- Information and communications technology
- Internationalisation
- Procurement
- Research and knowledge transfer
- Risk
- Efficiency
- Trustee responsibilities in higher education
- **NEW for 2018/19** Student safeguarding

GOVERNOR BRIEFING NOTES

www.advance-he.ac.uk/govbriefings

The governor briefing notes are short, downloadable four-page summaries covering key issues and questions. They offer practical, useful information and include links to additional information. Briefing notes on the following topics are available:

- **Becoming a governor**
 1. Becoming a governor
- **What is governance?**
 2. Governance and management
 3. The workings of a governing body
- **Governor responsibilities**
 4. Academic governance and quality
 5. Regulations and compliance
 6. Commercial operations
 7. International students and collaboration
 8. Risk management
 9. Students
 10. Strategic plan
 11. Monitoring performance
 27. Governing bodies and culture
- **Membership, operation and effectiveness**
 12. Size, composition and skills available to a governing body
 13. The governance system and assessing effectiveness
 25. The factors that influence whether governance is effective
- **Committees**
 14. Audit
 15. Nominations committee
 16. Remuneration
 17. Employment
 18. Finance
 19. Estates
- **Operating context**
 20. Legal requirements and regulation
 23. Competitive pressures
 26. The new regulatory approach to higher education in England
- **Ethics and values**
 21. Personal ethics and values
 22. Corporate ethics and values
- **Benefits and impact**
 24. Private and public benefits of higher education and their impact

ROUNDTABLE NOTES

www.advance-he.ac.uk/roundtablenotes

Summary notes of the roundtable events held in 2017/18 are available. Each note is aimed at facilitating the wider dissemination of some of the key points discussed at each roundtable event.

ILLUSTRATIVE PRACTICE NOTES

www.advance-he.ac.uk/IPN

CUC

Committee of University Chairs

In partnership with the Committee of University Chairs (CUC), Advance HE has developed seven Illustrative Practice Notes (IPNs) on a range of themes to support governors and share practice from governing bodies across the United Kingdom: Remuneration committees; Counter-terrorism and the Prevent Agenda; Academic governance; Institutional sustainability; Recruiting a vice-chancellor; Governing body responsibility for recruiting a chair; and Role of the nominations committee.

NEW PUBLICATIONS FOR 2018/19

The G2G series is continuously updated with guides covering new topics added. During 2018/19 Advance HE expects to release:

- Getting to Grips with student safeguarding
- Governance Insight – lessons learnt from other forms of corporate governance
- Induction guide for new governors
- Induction guide for student governors

OTHER RESOURCES

www.advance-he.ac.uk/researchgovernance

- Small Development Projects outputs:
 - Governance and risk disclosure practices in UK higher education institutions in an era of austerity and reform: main report
 - A simple best practice guide for making governance and risk management disclosures by governing boards and senior managers
 - The quality of board decision-making processes in higher education institutions: UK and European experiences
- **COMING SOON** Governor Dialogue talking heads videos exploring various aspects of governance including board effectiveness and board culture.

WEBSITE RESOURCES

www.advance-he.ac.uk/govdev

- **Governors:** Bcoming a governor; What is governance?; and Governor responsibilities
- **Governing bodies:** Audit committees; Nominations committees; Remuneration; Employment; Finance; Estates.
- **Operating context**

CALENDAR

Wed 05-Sep	The Student Governor	6-7
Mon 17-Sep	Bridging The Capability - Expectation Gap Advance HE/HEPI Lecture	8
Wed 10-Oct	Induction for New Governors	7
Thu 11-Oct	Getting to Grips with The TEF	8
Wed 24-Oct	New Governors of Scottish Institutions	12
Thu 01-Nov	Roundtable 1	11
Mon 12-Nov	Rethinking Governance 1	14
Wed 21-Nov	The Staff Governor	6
Thu 29-Nov	Evolution or Fundamental Change to Governance? National Governance Conference	9
Tue 04-Dec	Clerks, Secretaries and Governance Professionals in Higher Education Commencement of Programme	15
Wed 05-Dec	Roundtable 2	11
Tue 22-Jan	Women onto Boards (London)	16
Wed 30 Jan	Implementing Change: Clerks, Secretaries And Governance Professionals' National Network	9
Wed 13-Feb	Roundtable 3	11
Wed 13-Feb	Step onto the Board 1	16
Wed 20-Feb	Governance in Scotland: What's Changing?	12
Mon 04-Mar	Rethinking Governance 2	14
Tue 05-Mar	Women onto Boards (Dublin)	16
Thu 07-Mar	Women onto Boards (Edinburgh)	16
Thu 07-Mar	The 2019 Toolkit for Governors	9
Thu 14-Mar	Roundtable 4	11
Wed 03-Apr	Step onto the Board 2	16
Wed 03-Apr	Mainstreaming EDI: The Role Of The Governing Body	10
Wed 10-Apr	Governance in Wales: The Changing Agenda	13
Thu 15-May	Leading and Chairing The Governing Body	10
Wed 22-May	Roundtable 5	11
Thu 23-May	Governance for Small or Specialist Providers	11

 Welsh event

 Scottish event

 Irish event

Other events for governors or those interested in higher education governance issues will be announced throughout the year. You can see what's currently available at www.advance-he.ac.uk/gdp

FURTHER INFORMATION

If you would like more information about our governance services please contact:

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For the Governor Development Programme please contact:

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HOW TO BOOK

GDP bookings can be made online at www.advance-he.ac.uk/gdp. To book GDP places online you must be logged into MyLF using your own MyLF identity. Once you are logged into MyLF participants from your institution for each event can be selected from a drop-down list or new names can be added, providing quick and easy booking for multiple governors.

MYLF

MyLF provides information on your engagement with the Advance HE in six key areas:

About me: allowing you to update personal contact and diversity information which then prefills when online booking.

My events: to enable you to quickly see what programmes/ events you are booked to attend or have previously attended.

My status: check out information such as your fellowship or alumni status.

My interests: tell us what areas of the Advance HE's work interests you.

My preferences: ensure our contact is tailored to your requirements.

My address: an accurate postal address so you receive mailings such as our new research.



Leadership Governance and Management

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