

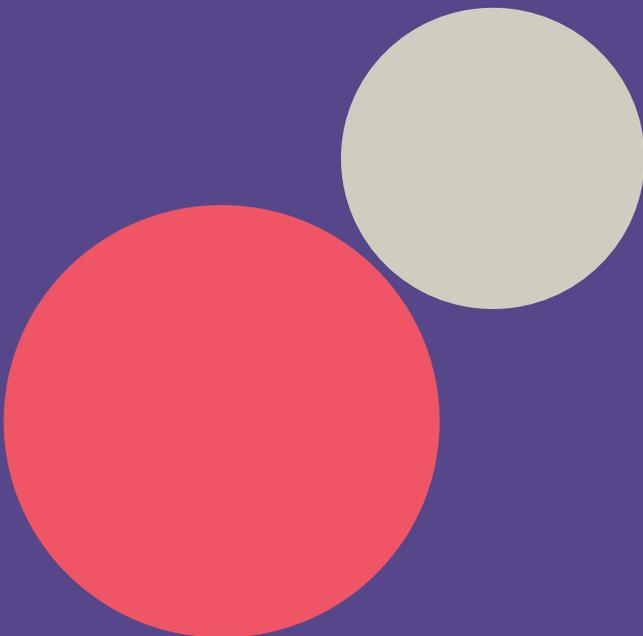
Governance

Consultancy + Development
2019–20

AdvanceHE



Supporting
effective
governance
in higher
education



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



The key ingredients for an effective board are people, the right papers and culture.”

Chair, Russell Group University





Alison Johns
Chief Executive
Advance HE

Professionalising Governance in Higher Education

I am delighted to introduce Advance HE's portfolio of governance development services for 2019–20. Supporting effective governance is central to our mission.

Advance HE supports the professionalisation of governance across all forms of higher education (HE) provision by providing tailored support to people and organisations.

The complex dynamics of the external environment means the need for good governance has never been more critical. Providers need to find approaches to emerging developments such as new regulatory frameworks, changing relationships with current and prospective students and income dislocation and disruption, alongside increased costs and constrained funding. At the same time the HE sector needs to evidence a continued drive for greater value for money.

With this in mind, our services have been carefully shaped to meet the diverse needs of institutions, individual Governors and whole boards, and are delivered by a range of experts from both within the sector and outside HE.

As a **Governor** you can access bespoke programmes at any stage of your personal development; from considering joining a board through to taking on the responsibility of being Chair. Specialised support is also available to meet the needs of Student and Staff Governors.

Governance professionals (such as Clerks and Secretaries) can access a wide spectrum of support including executive coaching, technical workshops and specialist training.

Institutions can access our expertise across a variety of services, including undertaking independent Governance Effectiveness Reviews and sector-wide benchmarking.

Our extensive library of governance advisory publications is freely available to Governors and staff of our members. Encompassing introductory guides for new Governors to detailed reports on topical issues, they represent dozens of years of accumulated expertise and knowledge.

I look forward to meeting you as we work together over the coming year.

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How we support you

Good governance in HE has never been more important

In today's turbulent environment all providers need high performing boards that are equipped to determine the strategic course of the organisation. The effectiveness of a board depends on strong foundations, exhibiting the right behaviours, high quality information, sound processes and skilled governance professionals.

Effective working relationships – especially between the Chair, the head of the organisation and the Secretary to the governing body – are crucial, and executive teams need to engage transparently and make timely and effective use of their board's accumulated experience, insight and wisdom. Good governance is critical to securing institutional resilience and success, and demands a commitment to deliver added value.

Our purpose is to support everyone involved in HE governance whatever their role. New Governors need briefing and orientation to understand the separation of management and governance, and their responsibilities as trustees. Student Governors need specific support to equip them for their period of office. Experienced Chairs need opportunities to network and share learning with their peers. Governance professionals need to be able to refresh their skills. Institutions need to gain assurance that their approach to

governance is well founded, robust and effective. The sector needs to be able to share learning and developing practice.

Advance HE's governance portfolio meets these needs by:

- Improving understanding of the latest governance developments for all;
- Facilitating the sharing of practice in safe spaces;
- Upskilling and professionalising support with a focus on behaviours as well as process; and
- Providing benchmarked, independent challenge and advice, and other bespoke support.



Sign up for email alerts at: advance-he.ac.uk/hear-from-us



Consultancy + Advice

Supporting improvements in HE governance

Advance HE is at the forefront of providing support to boards, individual Governors and staff such as Clerks and Secretaries to improve governance effectiveness. We support good governance throughout HE by:

- Improving understanding of the latest governance developments;
- Facilitating the sharing of practice;
- Upskilling and professionalising support with a focus on behaviours as well as process;
- Providing benchmarked, independent challenge and advice, and other bespoke support; and
- Drawing on expertise from both within and beyond the HE sector.

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

We provide tailored services to ensure that Governors and governance professionals have the resources they need to promote good governance in their institutions. Our consultants offer a range of expertise in the delivery of these sensitive and important reviews. We recognise the diversity of the sector by making sure our reviews are customised to the characteristics and context of each institution – so reviews can range from facilitated workshops to a full data-driven comparative exercise.



Find out more, visit
advance-he.ac.uk/Governance-Consultancy



“

We were impressed by the ability of the team to work with us to achieve desired outcomes.”

Senior executive, research intensive university, Scotland

Why choose Advance HE?

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

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

“

We engaged Advance HE to assist us with a review of communications, governance and organisational effectiveness. The approach adopted by the consultancy team was one of partnership. We were impressed by the ability of the team to work with us to achieve desired outcomes. Colleagues at all levels and across multiple roles were able to engage with the project; key to this was the approach of the consultancy team, who were adept at communicating in a way which engaged colleagues, rather than any sense of falling into ‘consultancy speak’ or pushing pre-determined outcomes.”

Senior executive, research intensive university, Scotland



The role of a board in HE is distinct from the role of a corporate board, as institutions meet the diverse needs of performing as private sector charities, public sector commercial organisations and places of academic learning and research.



Services for Governing Bodies



Governance Effectiveness Reviews

Every governing body of a HE provider in the UK should undertake a review of its effectiveness every four years, except in Scotland, where governing bodies are expected to review their own effectiveness every year with an externally facilitated evaluation every five years.

The CUC Code of Governance suggests that 'many governing bodies find an external perspective in this process useful'. This external perspective can provide improved accountability and transparency for stakeholders, increasing public trust in institutions.

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

These three key elements are:

- 1. Enablers** that provide the foundations for effective governance and the building blocks on which governance rests.
- 2. Working relationships and behaviours** that 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.
- 3. Outcomes and impact** to evidence governance effectiveness and a governing body's added value to its stakeholders.



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



Governance Effectiveness Benchmarking

We also offer a unique Governance Effectiveness Benchmarking service. Our extensive anonymous dataset, created from our previous reviews of a wide variety of different providers, enables us to provide insight and analysis including:

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



Find out more, visit
advance-he.ac.uk/governance-effectiveness-benchmarking



Board Away Days

A Board Away Day can provide much needed time and space to develop an institution's vision, nurture relationships between members and encourage new approaches.

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

- Exploring key sector-wide issues and their implications for your institution;
- Reviewing the effectiveness of governing body and senior team relations and ways of working;
- Institutional ethos and culture;
- Responding to the changing regulatory approach to HE in England;
- Developing the effectiveness of committees such as remuneration, estates, finance, or audit;
- Monitoring performance against strategic plans; and
- Striking the balance between governance and management.



Find out more, visit
advance-he.ac.uk/board-away-days



Academic Governance Reviews

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

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



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



The Challenge of Academic Quality Governance Programme

We also support in-depth appraisals of the more technical aspects of academic quality in partnership with QAA. Our joint team of experts works with individual or groups of providers to examine challenges of academic quality governance.

Key areas include:

- Features of the quality landscape;
- OfS conditions of registration;
- UK Quality Code;
- Teaching Excellence Framework;
- The data challenge; and
- Working together: governing body and senate.



Find out more, visit
advance-he.ac.uk/CAQGP



College-based Higher Education Providers

College-based higher education (CBHE) providers are faced with distinctive challenges to their governance structures and effectiveness, arising from having to operate to two regulatory regimes – further and higher education – which are markedly different in their needs.

In response to demand, Advance HE has initiated a collaborative project with the Mixed Economy Group. This will bring CBHE providers together to jointly focus on establishing stronger governance and the development of a CBHE governance framework for the wider sector.



Find out more, visit
advance-he.ac.uk/governance-in-CBHE



This was a very useful and authoritative assessment of our governance arrangements focusing on the work of our governing body. The availability of comparative information and the informed approach from the review team helped win confidence. The outcome is a useful set of recommendations which we are working to implement over a twelve month period.”

Senior governance professional, Russell Group University



Services for Individuals

Governor Development Programme

The Governor Development Programme (GDP) is a long-running national portfolio designed to support Governors, board members and professionals from all HE providers across the UK.

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

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

The full calendar of events is available on page 21. Prices are available online. Advance HE member institutions benefit from a discounted price.

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

- Individuals thinking about joining a governing body;
- Induction and orientation;
- Developing the effective skills for those on the board; and
- More tailored support for more experienced Governors, Chairs of sub-committees and the full board.



I will be staying in touch with some of the governance professionals that I met during the Clerks and Secretaries Network event to share ideas, thoughts and anything that is perplexing us! Something that wouldn't have been possible without attending the event."

Governance officer, Million+ University



Find out more, visit
advance-he.ac.uk/GDP

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 thinking about becoming a Governor and help with their Governor applications



New Governor

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



Developing Governor

Rethinking Governance, Governor Toolkit, Talking Points, Mainstreaming EDI



Experienced Governor/Chair

Leading the board, Chair-VC Relationship, Talking Points, Mainstreaming EDI



Clerks, University Secretaries and Registrars

To support governance professionals, such as Clerks, University Secretaries and Registrars we have our **Governance Professionals in HE** programme, our new **Talking Points** series and our **Clerks and Secretaries Network** event.

“

*A very interesting and useful day.
A great opportunity to meet others
working in governance and
exchange ideas.”*

**Governance professional,
University Alliance University**





Governance Conference 2019: Professionalising Governance in Higher Education

For Governors, professional support staff and policymakers, the conference provides a forum to share practice and discuss key and emerging areas of governance

The conference will look beyond the sector, addressing practice, developments and insights and exploring whether and how these can be adopted in HE.

With a mix of plenary, workshop and panel sessions the event offers an opportunity for those committed to professionalising governance to network with senior peers, engage with the issues of the moment and take new ideas and insights back to their institution.

Delegates will hear from senior leaders who are at the forefront of challenging and changing practice including:

- David Isaacs, Chair, University of the Arts London and Chair, Equality and Human Rights Commission; and
- Charlotte Valeur, Chair, Institute of Directors.



I found the Governance Conference stimulating and informative. The agenda was packed with relevant information immediately applicable to my role as Chair of the Board of Governors.”

Chair, Million+ University



Find out more, visit
advance-he.ac.uk/governance-conference-2019

28 Nov
2019

Professional Development Programmes

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



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

Events for Nations

NEW

Scottish Governance Symposium

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

Our inaugural Scottish Governance Symposium will provide a state of the nation view on governance in HE, with a particular take on the emerging impact of the legislation on governance in Scottish HE institutions, considering progress on outcome agreements and a wider analysis of the funding landscape.

We will hear from leaders in the sector, as well as court members, with a chance to network and share practice.



Find out more, visit
advance-he.ac.uk/scottish-governance-symposium-2019

27 Feb
2020

Scotland New Governors

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

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

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



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

15 Oct
2019

Governance in Wales

For Governors and governance professionals in Welsh HEIs

Our Governance in Wales event reflects the shared identity and diverse needs of the Welsh HE sector. The day will provide an opportunity to explore topical features of governance in the Welsh HE landscape, allowing attendees to explore issues and challenges and respond to

the latest developments. The event will include keynote presentations and break-out sessions covering a range of areas to allow participants to explore issues of concern and share good practice.



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

22 Apr
2020

Governance Programmes



Governance Professionals in HE

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

Clerks, Secretaries and Directors of Governance and their teams who support institutional governance play a central role in ensuring quality academic and corporate governance of institutions. Their knowledge, expertise and capabilities are key factors in enabling efficient and effective governance.

The programme, which consists of three one-day sessions and two additional action learning sets, provides a unique and vital opportunity for HE institutions to advance the knowledge and insights of those in roles focused on governance and to build useful and long standing professional networks of benefit at an individual and institutional level.

The programme provides a stimulating opportunity to discuss and explore contextual challenges over an academic year.

Content covered includes theories of leadership, underlying dynamics of how groups work and how to apply these to their role as Clerk or Secretary, as well as practical and theoretical frameworks that develop leadership capacity and aid good governance. Attendees can also reflect on and plan for their own future career trajectory.



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

04 Dec
2020



Rethinking Governance (online)

For new and continuing Governors, Clerks and Secretaries

Rethinking Governance is an online programme run in conjunction with the University of York that runs over the course of five weeks. The course allows participants to improve their understanding of the context of HE, and explore some of the key issues demanding the attention of senior leaders and Governors. Participants will analyse public service reform trends including the influence of business-focused values and techniques, and then relate these themes and issues to the HE context while debating some of the 'big questions' for public service delivery.

Through exploring the current context for public service organisations, Rethinking Governance will enable you to develop knowledge and understanding that will allow you, in your role as a Governor, to operate more thoroughly and effectively.



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

11 Nov
2019 24 Feb
2020



This was an excellent event and I'd recommend it to any new Governor."

Governor, University Alliance University





Student Governor

For new and returning Student Governors

Comprising two standalone days and a webinar this programme empowers Student Governors to make a major contribution to governing bodies. Placed at the beginning of the academic year, the programme prepares newly-appointed Student Governors for their first term as a member of the governing body.

For returning Student Governors there is a dedicated strand of activity and content 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.

This will be a highly participative event, with case studies and discussion groups and will provide many opportunities for delegates to debate and discuss. The programme will feature a number of nationally-known keynote speakers, interactive exercises and an opportunity for participants to network with other Student Governors.

This event is for Student Governors in England, Wales and Northern Ireland. A separate event is scheduled for Scottish Student Governors: Scotland New Governors.



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

10 Sep 2019 23 Jan 2020



Governor Induction Event

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

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

Using recently developed guidance for new Governors, this event will be delivered as a professional workshop, allowing participants to receive expert information and advice that complements the induction for new Governors provided by their institution. It will offer an overview of the policy landscape and regulatory environment and offer the opportunity to meet and network with other new Governors.



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

10 Oct 2019



Role and Responsibilities of Staff Governors

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

This one-day event will consider the role of Staff Governors and how they can best make an effective contribution to the work of the governing body. Staff Governors provide a direct link between the staff of the institution and the governing body, yet a balance must be struck as they are not acting as a representative of the constituency from whom they have been elected or appointed. As Governors, they should act in the best interests of the institution and accept collective responsibility for the decisions agreed by the governing body. Independent Governors

may also look to Staff Governors as a source of information to help their understanding of the institution, and to gain insights into how it operates.

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



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

26 Nov 2019



Clerks and Secretaries Network Event

For Registrars, Clerks, Secretaries and governance professionals

Governing bodies and senior management teams depend on professional staff, including Clerks and Secretaries to manage the changes required to meet the needs of an evolving operating environment. The meeting of the national network of governance professionals brings together these individuals, who are often expected to inform and advise governing bodies on changes affecting their roles and responsibilities.

This annual networking event is organised in partnership with AHUA. The event will consist of presentations from leading figures in governance and breakout sessions which are designed to enable discussion and the sharing of emerging practice on key areas of change in institutional governance.



Find out more, visit
advance-he.ac.uk/clerks-secretaries-network

06 Feb
2020



Governor Toolkit

For new, continuing and experienced Governors

Each year we hold an event designed to provide an up-to-date toolkit that Governors and those supporting governance can use throughout the year. The day is based around seminars that reflect the transition and change happening in the HE sector to inform the work of Governors.

Key elements of the Governor role and governance challenges are brought together in this intensive study day where fundamental topics for the boards get a 'fresh take' in the world of HE. Participants have the opportunity to debate and discuss aspects of their roles with both the speakers and fellow participants.



Find out more, visit
advance-he.ac.uk/governor-toolkit

04 Mar
2020



Mainstreaming EDI

For Chairs and their Deputies, Governors and EDI Executives

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.



Find out more, visit
advance-he.ac.uk/mainstreaming-edi

12 Mar
2020



I've learned a lot and feel better prepared for my year on the board of Governors!"

Student Governor, Million+ University



NEW

Talking Points

For Governors, Chairs, Clerks and Secretaries

Building on our successful Round Table series, we will be offering three expanded Talking Points events across the 2019-20 academic year. These will offer an opportunity to:

- Consider contemporary topical or emerging issues relevant to HE governance;
- Hear from expert and informed contributors;
- Debate and discuss issues under 'Chatham House' rules; and
- Meet as a peer network of HE Governors



To register your interest in this event email: governance@advance-he.ac.uk

10 Dec 2019

26 Mar 2020

10 Jun 2020

Leading the Board

For Chairs, sub-committee Chairs and aspiring Chairs

The event is designed to support those who lead, or aspire to lead, a governing body. The Chair is responsible for the leadership of the governing body or sub-committee and ensuring it operates effectively and efficiently. Those who take on the responsibility play a central role in establishing the culture by which the governing body operates and the extent to which openness and debate at its meetings is encouraged.

Delivered with the support of the CUC, this event will provide an opportunity to discuss and examine the role of the Chair in leading the board and deliberate the importance of creating a boardroom culture that allows openness and debate. It will also focus on the leadership of the board as a key determinate of governing body effectiveness.



Find out more, visit advance-he.ac.uk/leading-the-board

13 May 2020

NEW

The Role of the Chair

For Chairs of governing bodies

While many Chairs often have long standing and extensive experience of governance, frequently from across a number of sectors, the recent increased focus on the role has emphasised the need to provide enhanced, effective and relevant support.

A good working relationship necessitates a healthy balance of support and challenge from the Chair to the head of the institution and a respect for the separation between the role of the executive and that of governance.

There are two key dimensions to supporting Chairs in this critical and vital role. The first is a focus on this relationship between the Chair and the Vice-Chancellor or Principal, a relationship that is fundamental to the continued success and sustainability of the institution.

Secondly, Chairs need to have the opportunity to explore and understand their role and responsibilities, particularly in relation to a challenging policy, regulatory and economic environment.

Advance HE has long standing experience in both areas and during 2019-20 we intend to develop this expertise further with two new development opportunities.

Chair's Development Programme

A development programme designed specifically for Chairs of the Board, whether new to the role or planning ahead for a future Chair role in HE.

This programme will feature content and stimulus from expert governance professionals in a 'safe space' environment set against consideration of current and future trends and issues relevant to UK HE.

The Chair and VC Partnership

This 24-hour residential retreat event is designed for new Chair-VC partnerships, or those looking to refresh and review an existing partnership. It is essential both parties attend.



Both options will run in the Spring of 2019-20. If you are interested in either option please register your interest by emailing: governance@advance-he.ac.uk



2019–20 Calendar of Events

We've listed the dates of our networking events and conferences below so you can easily view the portfolio. We've designed events to support you, whether you are thinking of being a Governor, have recently become one or are looking to develop skills in your existing role as a Governor, governance professional or board member. If you work for/with our member institutions you will receive a member discount when you book. Prices are available online.

Event	Date
Student Governor 1	10 September 2019
Governor Induction Event	10 October 2019
Scotland New Governors	15 October 2019
Rethinking Governance 1	11 November 2019
Role and Responsibilities of Staff Governors	26 November 2019
Governance Conference 2019	28 November 2019
Talking Points 1	10 December 2019
Student Governor 2	23 January 2020
Clerks and Secretaries Network Event	06 February 2020
Rethinking Governance 2	24 February 2020
Scottish Governance Symposium	27 February 2020
Governor Toolkit	04 March 2020
Mainstreaming EDI	12 March 2020
Talking Points 2	26 March 2020
Governance in Wales	22 April 2020
Leading the Board	13 May 2020
Talking Points 3	10 June 2020
Governance Professionals in HE	04 December 2020
The Chair and VC Partnership	TBC
Chair's Development Programme	TBC



To book places on one of our events visit:
advance-he.ac.uk/governance-events



Member Resources

We use our expertise in governance to support and convene governing bodies throughout HE, aiding with board effectiveness, Governor development, strategic sessions and wider support for the governance community.

In partnership with experts from the sector, we produce a range of materials, collate helpful information and provide tailored services to ensure that Governors and governance professionals have everything they need to promote good governance in their institutions.

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



Sign up for email alerts at:
advance-he.ac.uk/hear-from-us

Frameworks



Governance Effectiveness Framework

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

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

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



Find out more, visit:

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

Supporting governance diversity



Diversity Principles Framework

We have published a **Diversity Principles Framework** to support greater diversity in board appointments. The framework was constructed by consulting executive search firms in the HE sector along with HR representatives. The framework builds on recommendations from

Professor Manfredi's report combined with the outcomes from the consultation. Executive search firms and hiring institutions can use the document for support when working together on board appointments.



Find out more, visit:

advance-he.ac.uk/diversity-principles-framework



Board Recruitment Framework

In line with the Diversity Principles Framework, Advance HE has also launched a **Board Recruitment Framework**. This includes guidelines for preparing job descriptions, person specifications and advert texts for board roles which are inclusive. This framework was

constructed by combining resources from Advance HE with the Core Skills framework co-produced by the Scottish government Public Appointments Team and Commissioner for Ethical Standards in Public Life in Scotland's office.



Find out more, visit:

advance-he.ac.uk/board-recruitment-framework



Self-Assessment Toolkit

The Self-Assessment Toolkit is an open-access online programme designed to assist you in assessing your continuing effectiveness as a HE Governor.

It is designed to enable you as a Governor, with the help of your Chair and/or Clerk/Secretary, to identify and review your strengths, together

with any areas to concentrate on for future development in support of good governance at your institution.

This free toolkit offers a clear framework based on topics, skills and the understanding of university governance to help shape the Governor development journey.



Explore the toolkit, visit:

advance-he.ac.uk/governance-self-assessment-toolkit

Other member resources

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.

Governance Briefing Notes

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

Getting to Grips Guides

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

Governor Dialogues

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



Find out more:

advance-he.ac.uk/governance-resources



Board Vacancies Portal

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

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

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

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



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

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



News Alerts

Our **Governance News Alerts** are designed for Governors, Secretaries and Clerks as well as all those supporting or interested in governance in HE. Our Governance Editor regularly posts summaries and links to the latest governance news and reports. Signing up to our Governance News Alerts ensures you receive this news directly to your inbox, allowing you to stay up-to-date with the latest information and changes.

Monthly Governance Bulletin

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



Sign up for email alerts at:

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



Our Governance Development Advisory Forum consists of experts from the sector who advise us on our governance work.

Contact Us

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

advance-he.ac.uk/GDP

You can find a summary of our consultancy offer at:

advance-he.ac.uk/governance-consultancy

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

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

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

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