

# Case Study

## Institution

Liverpool John Moores University

## Project title

Governance Effectiveness Review

## Background/Context

Liverpool John Moores University commissioned a strategic independent review of the effectiveness of its governance following an unplanned period without a Vice Chancellor, during which the Chair of the Board stepped up to take a more hands-on role.

This transition highlighted a need to examine the connectivity between the corporate governance and academic governance at the University on an ongoing basis, as well as a requirement to consider the boundary between governance and management and how that could best be shaped.

## Solution

Advance HE used its governance survey, which offers benchmarking data against more than 35 institutions, and carried out a document review and interviews. The survey results were used to establish areas for improvement while the document review and observations were used to draw up priorities for attention.

These activities involved the Board, Academic Board, Chairs' Group, and the Employment, Infrastructure, Finance, Nominations and Audit Committees.

## Outcomes

The review identified six key areas for recommendations, 25 in total, some of which were already in progress.

These included proposals on how to effectively engage the Board in a planned strategic review over the next year to frame future priorities; a clearer separation of governance and management; improved succession planning on the Board, continuance of work to improve Board and committee papers; a reconfiguration of the committee structure over time; and development of the secretariat to allow it to become more strategic and effective in supporting the Board.

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