Meeting the good governance challenge

GOVERNOR DEVELOPMENT PROGRAMME

2014/15

#LFgov
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The Leadership Foundation is delighted to offer a national programme of training, development and networking to bring together governors from across UK higher education.

When you take part in a leadership event from the Governor Development Programme, you will gain confidence and competence in the challenging role(s) demanded by the turbulent world of UK higher education, from both our programme presenters and from your fellow governors.

We offer you the opportunity to:

- Work with and learn from leading edge thinkers and practitioners in governance
- Use the event to create your own developmental journey
- Share experiences with like-minded individuals from across the UK
- Join a network of resourceful and experienced individuals
- Access our up-to-date, online governance resource and a series of easy-to-use guides and publications

Lower prices

In collaboration with the CUC, and as part of our 2014/15 membership offer, we have kept our promise of lower prices for the majority of our events, giving our members a further saving well beyond the current 25% reduction that being a member already provides.

The new member price for most of the GDP events will be £210 per delegate; each of our Governor Toolkit events will be £400 per delegate and our two board effectiveness and leading the board events will be £250 per delegate.

Non-member prices for each of our events can be found on our website.

Getting the best from our programme

Every governor will need to assess and manage their own developmental journey. Here we offer a mix of induction and development of knowledge, skills and understanding via toolkits; specialist sessions for student leaders, for staff and for Scotland and Wales; hot topics to capture the immediacy of new agenda; and sessions to support everyone involved in governance in higher education institutions. All supported by our governance section on our website.

Extremely valuable to exchange views with eminent presenters and programme colleagues.

A great opportunity to meet fellow governors and share experiences... both good and bad!

This was a very constructive and enjoyable seminar, one of the best of its kind that I have attended before.
Self-assessment toolkit

In January 2015 we will be launching the Self-Assessment Toolkit; an open-access online programme, design to assist any and all governors to assess their own continuing effectiveness as a governor in higher education.

This toolkit will enable all governors with the help of their chairs and/or their clerks/secretaries to help identify and review their strengths in higher education governance matters together with any areas for future development.

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

Look out for our new online assessment toolkit for governors to help assess knowledge of higher education governance.

Tweet, tweet...

Follow the governance conversation on Twitter.

#LFgov

MORE INFO

Book online: www.lfhe.ac.uk/gdp1415

*Member price. Non member prices can be found on the booking form.
Governor toolkit part 1
When: Thursday 23 October 2014
Where: Birmingham

Key elements of the governor role and governance challenges are brought together in this intensive study day where fundamental topics for boards get a ‘fresh take’ in the new world of higher education. The day will work effectively as stand-alone or it could form part of your own self-assessed governor journey.

Overview
Essentially it is ‘a three in one’ governor day! We’ve split one day into three separate sessions covering fundamental topics that are key for the current climate facing both new and experienced governors.

Focussed short sessions will cover aspects which may be needed for newly appointed governors as well as supporting those wanting to reacquaint themselves with key governance issues - at a time of great change for the sector. Delegates can elect to attend one, two or all three sessions in the day.

1: What makes governors effective
In order to be an effective governor, what do you need to know? How might you source activity/information to enhance your performance? By what criteria and how might you judge ‘effectiveness’? In this evidence-based session, new research on governor needs highlights the diverse categories of development governors may seek and different ways to support this over time.

2: Developing our governor skillset
The psychology of board behaviour is attracting more attention as a vital element in our understanding of what contributes to good and poor performance. This session uses the research on group behaviour to identify the factors that can affect a board’s behaviour and its capacity to work effectively e.g. optimum size for group working, the relationship between the chair, secretary and vice-chancellor, handling the psychological dimension of the relationships between the board and its sub-committees. The focus will be on identifying the skills we need to develop more fully to fulfil our obligations as governors and mitigate the behaviours that can adversely affect board performance.

3: Big data, information and technology
Big data and the use of information and technology have the opportunity to revolutionise higher education and therefore our individual universities and higher education providers. This session will consider what governors needs to know about data and technology and apply that knowledge in a local setting to inform and discuss strategic developments for your institution.

Who should attend
These events will be of interest to all governors - including those in leadership roles and possibly secretary/clerks - and whether attending one or more of these sessions the delegates will be provided with the opportunity to debate and discuss aspects of their roles with both the speakers and fellow delegates.

£400*

Being an effective governor
When: Thursday 6 November 2014
Where: South Wales

Governors face the difficult challenge of horizon-scanning to ensure the long term sustainability of their universities and higher education colleges. At the same time, they confront the immediacy of governance responsibilities with respect to public accountability; serving the public good; promoting and protecting reputation - all in a climate of competition and turbulent change. This induction seminar for governors in Welsh institutions will cover all these issues.

Overview
This induction workshop will familiarise you with key perspectives on the task in hand and will enable you to accelerate your journey to becoming an effective governor, confident and capable in dealing with board issues and deploying appropriately the skills and experience you bring to the board. The workshop will also consider the changing landscape for governance in higher education and how this impacts on board decisions and decision making.

Topics will be shaped to include:
• How do you contribute (early and appropriately) to effective board decision making?
• Horizon-scanning: The sustainability question. How should boards be safeguarding the future of the institution? How do you identify and mitigate key risks?
• Relationships: How do you build key relationships with fellow governors and, particularly, with the chair and the secretary or clerk?
• How do you build up your knowledge base? What are the key sources of information?

Aims and objectives
Governors will leave this seminar better able to question:
• The proper role and boundaries of good governance
• The ways in which big decisions are taken at universities and higher education colleges
• The proper role for committees and working groups in a higher education context
• Consider how the changing landscape for higher education will impact your board
• The relationships with key stakeholders; and
• The information available to governors

Who should attend
The day is designed for those early in post to explore and develop knowledge and skills of higher education governance. It will also benefit those who wish to revisit governance issues in a contemporary context. It represents the first step in governors assessing their personal development needs.

Format
This seminar has been planned with opportunities to voice governance queries and worries, big or small, before and during the event. Afterwards you can continue to connect and encourage others to become interested in the agenda for good governance.

FREE

FREE
Rethinking governance

When: Friday 7 November to Thursday 11 December 2014
Where: Online with the University of York
Application Deadline for launch: 7 October 2014

Rethinking governance is a five-week course delivered online through a tutor-led peer group. After the welcome and introduction unit, delegates will take part in 4 units. The units are: Public Service Reform: The Big Picture; Performance Management; Collaboration; Networks and Partnerships and Future Directions and The ‘Big Questions’ for higher education.

Overview
This is a five-week online course, designed to give delegates a greater understanding of the pressures and challenges currently facing higher education, and their implications for leadership and governance. The course aims to build confidence through a greater understanding of this big picture view, and to enable governors to provide a deeper level of challenge to their board.

Rethinking governance takes place in a virtual learning environment which provides access to the course materials, additional optional resources and a series of tutor-led discussion forums which underpin the course and enable governors to reflect on and debate the issues with their peers. Once delegates have registered with the Leadership Foundation, the University of York will contact delegates and enrol them ready for the start date.

Aims and objectives
- Explore the current context for public service organisations
- Analyse public service reform trends including the influence of business-focused values and techniques
- Debate some of the ‘big questions’ for public service delivery
- Relate these themes and issues to the university and higher education college context
- Develop knowledge and understanding that will enable governors to operate more thoroughly and effectively

Who should attend
This online course has been devised for all governors who are seeking to advance or refresh and consolidate their understanding of the current public service context.

Format
Rethinking governance is a five-week online course. The course tutor is a member of the University of York staff. Each week the course will require approximately 3 - 4 hours of study, and will involve: reading through online materials; watching a small number of videos and presentations; additional suggestions for reading; online discussion forums - facilitated by the course tutor.

After the initial discussion in the welcome and introduction unit, there will be discussion across units 2 - 3 and units 4 - 5. Please note that it will be possible to join these discussions at any time during the week - rethinking governance does not require you to be online at set times. Finally, in order to review understanding of what has been learnt - there are quizzes throughout the units. The results of the quizzes will not be made public.

“ A really useful event with excellent speakers.”

Making governance work

When: Thursday 13 November 2014
Where: Central London

We know that staff governors bring unique knowledge and insight to their role, yet they can face a range of special and complex challenges as they work to contribute specialist expertise as part of the collective responsibility of the governing body. This staff-focused session offers an opportunity to open up these key challenges.

Overview
Fully securing the important contribution of staff governors is a live challenge for both universities and higher education colleges and for the governors themselves. They are well-placed to convey messages from the wider academic community into the boardroom and to engage in appropriate communication with colleagues outside. They often bring particular and relevant subject expertise and scholarly interpretation. Yet there are issues of responsibilities and accountability accruing specifically to their corporate role which may bring tensions and perceived conflicts of interest. Learning how experienced staff governors and their independent governor colleagues and chairs address this agenda effectively will be a major focus for the day. It will also be relevant for staff working in institutions providing support to the board and governors such as the clerk or secretary.

Aims and objectives
Delegates will leave with an improved understanding of:
- Key aspects of the basic principles of good governance
- Diverse aspects of the role and responsibilities of governors
- How to bring their understanding and the perspectives of the staff body appropriately to bear on the corporate governance of the institution
- How to raise difficult issues
- Building good relationships and links with other governors, and with the clerk and the chair

Who should attend
Staff governors (both new and experienced), or anyone considering becoming a governor together with those experienced staff governors who wish to revisit core governance business against contemporary challenges.

Format
There will be guest contributors and facilitated workshops together with an expert panel. Delegates will be able to debate and discuss the fundamental aspects of their roles with both the speakers and their fellow delegates.
Governors face the difficult challenge of horizon-scanning to ensure the long term sustainability of their universities or higher education colleges. At the same time, they confront the immediacy of governance responsibilities with respect to public accountability; serving the public good; promoting and protecting reputation - all in a climate of competition and turbulent change.

Overview
Higher education governors in post-referendum Scotland are confronting both the immediacy of their governance responsibilities and the emerging challenges of future-proofing the long-term sustainability of their institutions. Public accountability and reputation management are set alongside the challenges of a likely raft of new legislation, and the issues of tuition fees, outcome agreements, the changing shape of the university campus, technology and competitiveness in global markets. This induction workshop will help to inform you about the key perspectives for the sector and enable you to deploy with increasing confidence and capability the skills and experience you bring to the role of governor.

Aims and objectives
Governors will take with them an enhanced understanding of and ability to engage with:
- The role and boundaries of good governance
- Balancing conflicts of interest
- The ways in which major decisions are taken in institutions
- The role of committees and working groups
- The higher education context in post-referendum Scotland
- Relationships with key stakeholders
- Information and support available to governors

Who should attend
The day is designed for those early in post to explore and develop knowledge and skills of higher education governance. It will also benefit those who wish to revisit governance issues in a contemporary context. It represents the first step in governors assessing their personal development needs.

Format
This seminar has been planned with opportunities to voice governance queries and worries, big or small, before and during the event. Afterwards you can continue to connect and encourage others to become interested in the agenda for good governance.

Great opportunities.

Book online: www.lfhe.ac.uk/gdp1415

A changing agenda
When: Thursday 22 January 2015
Where: Central London

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

Overview
As public interest in governance matters increases, the critical role played by secretaries and clerks becomes ever more visible and demanding. Dialogue with staff, student and independent governors confirms secretary/clerks in their trusted role as the ‘go to’ person. In support of that position, and with a clear remit to build on knowledge, skills and understanding of the expanding higher education agenda, this meeting will address shifts in policy-responsiveness and ways of best securing public confidence.

Aims and objectives
It is intended that the event will provide an opportunity to:
- Discuss developments in governance and the new regulatory environment
- Hear about progress with the higher education code of governance and the impact this will have for institutions and boards
- Listen to new voices on governance matters - particularly those from student leadership
- Enable the Leadership Foundation to discuss its work on governance with secretaries and clerks
- Consider additional ways that the Leadership Foundation can support secretaries and clerks
- Enable the secretaries and clerks to shape future development programmes for your governing bodies
- Provide an opportunity for secretaries and clerks to get together and network in order to discuss some common issues for them to support good governance at their universities and colleges

Who should attend
This one-day annual event is for secretaries and clerks of governing bodies of universities and higher education colleges in the UK. It is hoped that a wide and diverse audience will participate.

Format
There will be presentations from secretaries, clerks and other leaders on topical issues and examples of relevant good practice. Building on what has worked best in previous sessions the day will ensure an excellent environment for a productive exchange of ideas and good practice.
# Opportunities and challenges for governors in London

**When:** Thursday 12 February 2015  
**Where:** Central London  

The higher education eco-system in London is particularly distinctive. There are opportunities and challenges for universities and higher education colleges to co-operate and learn from one another, whilst considering how the policy landscape has particular implications for institutions in the city.

## Overview

There are distinct challenges and opportunities for institutions in London. This means that governing bodies will benefit from the chance to hear from and share experiences with other governors of London based institutions. For London, there are some common themes such as significant international recruitment, the chance for cost sharing on back office functions and in particular circumstances there has consideration given to mergers or stronger partnerships. Equipping governors to ask the right questions, and offer sound guidance in relation to these will be important.

## Aims and objectives

- Develop a greater understanding of the specific challenges and opportunities that come with being a governor in a university in London
- Establish stronger networks between governors in London
- Consider how the policy landscape has particular implications for institutions in London
- Discuss the possibilities of co-operation between institutions and governing bodies in London
- Learn about the wider contribution that institutions in London make to the economy

## Who should attend

All governors, clerks or secretaries can attend, noting that this event is specifically designed for the London region - but it will have lessons that may translate more widely. Participants from all parts of the UK would also find it an informative day.

## Format

There will be guest speakers and facilitated workshops from key governors and leaders in partnership and collaboration. Delegates will be able to debate and discuss the challenges of their roles with both the speakers and fellow participants from across the region and beyond.

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*Member price. Non member prices can be found on the booking form.*
Governor toolkit part 2

When: Thursday 19 February 2015
Where: Central London

Additional key elements of the governor role and governance challenges are brought together in this second intensive study day where fundamental topics for boards get a ‘fresh take’ in the new world of higher education.

Overview
Following the format and the developmental journey of the Governor toolkit: part 1, (see page 4) this is another three in one governor day. We’ve split our day into three separate sessions covering fundamental skills-related topics that are core to best board practice in the current climate - facing both new and experienced governors.

These focussed sessions will cover aspects which have traditionally been provided for newly appointed governors as well as those wanting to reacquaint themselves with the issues facing universities and colleges - but at a time of great change for the sector. Delegates can elect to attend one, two or all three parts of the day.

1: The big picture
The first session will span: Challenges and opportunities; the role and its relationships with executive leadership; with communities of interest; with funders and regulators; and the emerging new higher education code of governance.

2: Financial health
This seminar will cover financial health, providing governors with worked examples of what they should be looking for in national and local financial data, and consider how financial certainty can be adequately forecast in an increasingly marketised and volatile higher education system.

3: Internationalisation
The final session will look at diverse manifestations of globalisation; what might be referred to as internationalisation at home and overseas; what it means in terms of UK campus life for both overseas and home students; and how we deliver our UK curriculum overseas. How can governors be empowered to make informed decisions about the international footprint of your institution.

Who should attend
These events will be of interest to all governors. Whether attending one or more of these sessions the delegates will be provided with the opportunity to debate and discuss aspects of their roles with both the speakers and fellow delegates.

A toolkit for effective governance

When: Thursday 5 March 2015
Where: Glasgow

How is the emerging economic and political climate in Scotland challenging higher education?

Overview
This workshop develops the big picture for governors in Scottish institutions, exploring developments in the legislative process and their impact. Sessions focus on equipping governors to understand and meet the challenges of financial risk management, internationalisation, collaborations and partnerships and positioning multi-national research and development.

Aims and objectives
Governors will take with them from this event a clearer perspective on the challenges for Scottish institutions and better equipped to take a practical view on:
- Effective engagement with the Scottish government
- Financial risk management
- The use of big data, information and technology
- Collaborations and partnerships, both nationally and internationally
- Enablers and barriers to implementation

Who should attend
This seminar is for all members of governing bodies in Scotland. It is especially relevant to chairs, secretaries, clerks of governing bodies and finance directors.

There is always value in sharing experiences with peers. When this is structured and facilitated by experts the learning opportunities are immense.
Board improvement and effectiveness

When: Thursday 12 March 2015
Where: Central London

This is an opportunity for chairs and their governors to share ideas about ensuring ongoing board improvement, and discuss aspirations and achievements around new-style boards linked to innovative ways of working more effectively. It also presents opportunities for secretaries and clerks to help shape this dialogue and provide appropriate support to governors.

Overview

A key question which all members of boards in all universities and colleges of higher education are constantly revisiting as part of a critical health check might be framed as: ‘Is my board fit for purpose?’ There is an active concern that the size, structure, composition and standing orders of boards are appropriate for effective governance in the new and complex world of diverse institutions - where public expectations have been raised and regulatory arrangements strengthened. In this dynamic scenario many boards have changed or are changing their governance arrangements - hence, it is timely to review what lessons we can learn to enable boards to discharge their responsibilities with due diligence. How might we obviate weak practices and protect that which we value.

Aims and objectives

This session should enable diverse participants to identify more clearly:
- The necessary skills and knowledge base for effective governance at both board and individual level
- How to make best use of the diverse contributions from different governors
- Changing models for boards in terms of size, composition and ways of working
- Behaviours that optimise best-value contributions from governors
- Strategies for avoidance of board breakdown and dysfunctional behaviour

Who should attend

All governors and their chairs with an interest in board effectiveness; equally, the session will be of interest to clerks and secretaries who will be keeping under review the strategic development of their board.

Format

There will be leading examples of emerging good practice both from within higher education and from other sectors sharing similar governance challenges. Delegates will be able to discuss the fundamental requirements for effective boards and those structures and ways of working that promote effectiveness.

£250*

Invaluable experience.

Governor toolkit part 3

When: Thursday 23 April 2015
Where: Manchester

As a further stage in the governor development journey, additional key elements of the governor role and governance challenges are brought together in this third intensive study day where fundamental topics for boards get a ‘fresh take’ in the new world of higher education.

Overview

Following the format of the Governor toolkit: part 1 and 2 (see pages 4 and 8) this is a three in one governor day. We’ve split our day into three separate sessions covering a further set of topics that are key for the current climate facing both new and experienced governors.

Focussed short sessions will cover aspects which have traditionally been provided for newly appointed governors as well as those wanting to reacquaint themselves with the issues facing universities and colleges; but at a time of great change for the sector. Delegates can elect to attend one, two or all three sessions.

1: Strategy and measuring performance

Considers the central responsibilities of governors and governing bodies: approving strategy and measuring institutional performance; reflecting progress on sustainability metrics.

2: Legal-charity-statutory

This seminar will take governors beyond compliance towards full engagement with statutory responsibilities. It will span freedom of information, the bribery act, equality and diversity and health and safety.

3: Protecting reputation, positioning for success

At a time of turbulence and globalisation both for the UK economy and for higher education, the reputation of our universities and higher education colleges is arguably a significant national asset as well as being a vital element in institutional success. Here we look at case studies of building distinctiveness in a crowded market place and managing risks to reputation, particularly in the context of recent changes to higher education funding.

Who should attend

These events will be of interest to all governors and whether attending one or more of these sessions the delegates will be provided with the opportunity to debate and discuss aspects of their roles with both the speakers and fellow delegates.

£400*

Manchester

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Where: Manchester

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Focussed short sessions will cover aspects which have traditionally been provided for newly appointed governors as well as those wanting to reacquaint themselves with the issues facing universities and colleges; but at a time of great change for the sector. Delegates can elect to attend one, two or all three sessions.

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Who should attend

These events will be of interest to all governors and whether attending one or more of these sessions the delegates will be provided with the opportunity to debate and discuss aspects of their roles with both the speakers and fellow delegates.

£400*
Shaping the agenda in Wales
When: Thursday 7 May 2015
Where: North Wales

Overview
The shifting landscape of social, economic and political change in Wales provides the backdrop to this meeting where delegates will have the opportunity to listen to and debate emerging policy themes and their practical implications for the university sector. Leading voices in governance and diverse perspectives in higher education leadership will contribute to dialogue with new and continuing governors.

Aims and objectives
The session should enable participants to explore:
• Stewardship and sustainability challenges
• Managing and mitigating risk
• Progress on addressing equality and diversity challenges
• Strategic directions shaped by Hefcw
• Progress with student engagement
• Progress with new forms of collaboration

Who should attend
All governors from independent, staff or student leader backgrounds. Governors who seek to explore contemporary issues that impact on the strategic development of their institution.

Format
There will be guest contributions from leaders in policy and practice together with workshops, as appropriate. Delegates will be able to debate and discuss the fundamental aspects of their roles with both the speakers and with their fellow delegates.

£210*

“A worthwhile event for any student serving as a governor of a University.”

Leading the board
When: Thursday 21 May 2015
Where: Central London

Overview
This annual event is a special one for chairs of governors, committee chairs or those who might take on such a role at their university or higher education college in future.

Aims and objectives
This event will cover core roles and contemporary challenges such as:
• Getting the best out of your diverse board membership
• Working effectively the triad of chair, vice-chancellor and secretary
• The challenge of developing and/or re-structuring your board against heightened expectations of governance
• The ever-present issue of sustainability in the new climate
• The psychodynamics of effective board working

Who should attend
The workshop is directed towards chairs of governing bodies and those who deputise, or who may be preparing for board leadership via a committee chair role.

Format
Highly focussed inputs from leading governors and governance leaders will facilitate dialogue and debate on topics designed to enhance confidence and capability in discharging the increasingly demanding role of chair of governors/council.

£250*

Stimulated new ways of thinking about the role of governors and the need to question the institution more about the bigger picture - how governors can ask about the external benchmarks. In short - be more analytical about what the University does.”
Student as governor

When: Thursday 11 September 2014
Where: Central London

Empowering student governors to make a major contribution to governing bodies benefits everyone. This seminar, the first of two linked sessions, is designed for new and continuing student board members to work together to forge an effective governance role that will serve all stakeholders.

Overview
Student governors face the difficult task of balancing traditional responsibilities towards the student body with new responsibilities for corporate governance of the institution, at a time when universities and colleges are recognising a new contract with their students. Run in partnership with the National Union of Students, this seminar will help students to become effective governors quickly and to develop confidence in dealing with board issues. This Student as Governor seminar 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.

We have planned this seminar with networking before and during the event, and hope that afterwards students will continue to connect and encourage others to become interested in the work of their governing body. The seminar complements the acclaimed NUS summer training programme.

Aims and objectives
Topics will be shaped by student feedback to include:
• Student governance and institutional progress towards fully engaging student governors; committee presence; reserved business; and decision making powers
• Horizon scanning: The sustainability question. How should boards be safeguarding the future of the institution?
• Conflicts: how can student governors balance competing interests?
• Relationships: How do you build key relationships with fellow governors and, importantly, the chair and the secretary or clerk?

Who should attend
This event is particularly designed for newly appointed student members of governing bodies but will also be valuable for continuing student members who face new, second-term challenges.

£210*

Book online: www.lfhe.ac.uk/gdp1415
Preparing for life after the students’ union

When: Thursday 4 June 2015
Where: Central London

Student leaders exiting their union and their boardroom roles take with them into the wider community a powerful legacy of skills and experiences. This session captures and recreates that learning in ways that will benefit them as alumni and future leaders ‘out there’.

Overview
This workshop focuses on providing support for outgoing student governors. It will help student governors work through the transition into future careers and plan for diverse roles in employment, in entrepreneurship, in volunteering and in governance. Specifically it will help articulate emerging potential and skills. Sessions will also address any feelings of ‘redundancy’ following the year in office, and focus on resilience, helping to maximise progression for the future - with benefits both for citizenship and for a future role as alumnus governor.

Aims and objectives
Participants will leave this session:
• Articulate and engage around the process of career transition
• Competent and confident to demonstrate their higher skills development
• Ability to ‘market’ their skill-set to diverse audiences including employers
• Reflect on the skills and accrued during their time as a student representative and governor

Who should attend
This event has been designed for outgoing student leaders who have been governors at their universities or colleges of higher education.

Format
In order to gain most from the highly interactive day, delegates will be asked to complete profile materials in advance of attending the seminar. This will enable practical workshops geared to individual needs, alongside debate and dialogue around the processes of successful exit strategies and effective career development.

£210*

Don’t fall into the trap of being a ‘nodding dog’ in meetings. Speak up and make a real difference for students.

Think towards the future and what’s next after being the president... interesting!
Research: Contemporary issues in governance

The Leadership Foundation has launched a series of publications for governors which aim to address some of the emerging issues and ideas of importance to governors across the (increasingly diverse) UK higher education sector.

The first few in the series are:

- Governance in a changing environment: thought piece, Dr Geoffrey Copland. A ‘reflection’ informed by interviews, about some key current issues and themes for UK governance including ethics; the composition of governing bodies; risk; internationalisation and learning from governance failures.

- Governance in a changing environment: literature review, Professor David Greatbatch. A literature review undertaken alongside, and based on the issues arising from, the Copland piece.

- The governance of private higher education providers in the UK, John Fielden. This includes an overview of the way that 16 regulatory agencies throughout the world review governance issues and an analysis of the 12 interviews undertaken with private providers about their governance arrangements and challenges.

The findings from relevant Leadership Foundation research are used to inform and enrich the content of the Governor Development Programme. All Leadership Foundation research can be found at:

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