



**ENGAGING
WITH LEADERS
IN HIGHER
EDUCATION**

**GOVERNANCE
REVIEWS**

SUPPORTING EFFECTIVE GOVERNANCE

**Leadership
Foundation**
for Higher Education

GOVERNANCE REVIEWS

SUPPORTING EFFECTIVE GOVERNANCE

In the current political and financial environment, the effective governance of higher education institutions has become a high-profile issue.

Every governing body of an HEI in the UK must undertake a review of its effectiveness every five years. We can help in two major ways:

- Through our leading edge research we have developed a **framework** and **toolkit** to support governing body effectiveness;
- We have a dedicated team of associate consultants available to **help you review** your governing body's effectiveness, and facilitate its development.

REVIEWING GOVERNING BODY EFFECTIVENESS

At the Leadership Foundation, we work hard to support and develop governing bodies:

- We can carry out an independent review of governance at your institution, using our leading edge toolkit;
- We can facilitate a wide range of events such as away days and planning sessions, tailored to the requirements of your governing body.

OUR TOOLKIT AND FRAMEWORK

In partnership with the Committee of University Chairs (CUC), we have produced a toolkit and guide to the factors which contribute to governing body effectiveness, entitled *A Framework for Identifying Governing Body Effectiveness in Higher Education*. It was published in summary form earlier this year (2011) following on from a major research and data gathering project that included 16 volunteer university and higher education college governing bodies. The project was led by Allan Schofield, who also wrote the report.

The report and more information about the whole project can be found online here

www.lfhe.ac.uk/gov/reviewinggovernance/gbeffframework

Through this research, seven factors – the 'enablers' of effective governance were identified:

1. Commitment to effective governance;
2. Effective governance structures and processes;
3. Effective governing body membership;
4. Commitment to organisational vision, culture and values;
5. Effective strategy development and performance measurement;
6. Effective information and communication;
7. Future governance.

You can see that it is not just 'what boards do' that we focus on but also 'how boards work'.

You can find out more information about the project here: www.lfhe.ac.uk/governance/reviewinggovernance/project.html

or download your own copy of the research summary: www.lfhe.ac.uk/governance/reviewinggovernance/gbeffframework.pdf

"In summer 2010, the Board of Governors benefited from a report on Board effectiveness led by Allan Schofield of the Leadership Foundation that prompted a stimulating discussion of the nature of the UEL Board. The result of this has been a clearer understanding of how to strike the appropriate balance between strategic and performance oversight, on the one hand, and stewardship and compliance, on the other."

Mark Stephens Chair of the Board of Governors
University of East London

RECENT PROJECTS

Our consultants have extensive experience of reviewing governance in higher education institutions and have undertaken formal and rigorous evaluations of governance effectiveness to enable a governing body to revise its structure or processes accordingly. In reviewing the institution's performance our consultant will enable the governing body to reflect on the performance of the institution as a whole in meeting long-term strategic objectives and short-term KPIs. Recent examples where we have reviewed and assessed the effectiveness of the governing body include:

- University of East London
- Royal Northern College of Music
- UCAS

We can also provide a whole range of facilitated events and activities for governing body development. These include:

- Strategic Planning and the governors' role given the new climate for HEIs
- Effective working relationships governing bodies, executive groups and academic board/senates
- Fundraising
- Equality and diversity
- Recruitment and induction of new governors
- Recruitment of a new chair of governors
- Skills audit and analysis
- Board development - working as a team

We have also facilitated a wide variety of board development events, for institutions, such as:

- UCL Business – Strategic planning workshop for the governing body
- Canterbury Christ Church University – Board development away-day
- University of Central Lancashire – Governing in a downturn
- University of Limerick – Board development programme covering succession planning, induction and members' skills audit

OUR TEAM

Our team of associate consultants has unrivalled experience of working with governing bodies in higher education.

Allan Schofield



Allan is one of the most experienced consultants in the UK specialising in higher education management and governance, and during the past 20 years has worked in more than 80 universities and colleges. In the last few years he has been heavily involved in many of the national activities to enhance the governance of higher education in the UK, and has been project director of several Leadership Foundation CUC projects.

John Lauwerys



John was the Registrar and the Secretary to the Governing Bodies of two successful universities for twenty years. More recently he has acted as external adviser in the governance reviews at five very different kinds of university. This provides rich experience to support and guide governing bodies in the vital task of ensuring effective governance of their university.

David Fletcher



David is a highly respected and experienced manager and consultant, having been Chief Operating Officer in three universities as well as Secretary of the Committee of University Chairs (2001-09). David has extensive experience as a practitioner and reviewer in all aspects of governance and management effectiveness.

GOVERNANCE REVIEWS

If you would like more information about the Leadership Foundation Governance Reviews please contact:

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"Very valuable contribution - the consultant had a wide knowledge base and experience of direct relevance to our situation and as a result he was able to command respect from attendees and facilitate discussion in a targeted and focussed manner. He was well prepared and professional in every respect."

Roger Sendall Committee Secretary
University of the Highlands and Islands (UHI)

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