



WomenCount

Leaders in Higher Education 2013

A report by Norma Jarboe OBE

Sponsored by



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Key findings

- Almost one-fifth of the boards of governing bodies of HEIs in the UK are considered gender-balanced with 40-60 % men or women members. These gender-balanced boards can be found in every Mission Group, in all income quartiles and in all but one region.
- In the 166 HEIs in the UK, women are 32 % of all governing body members.
- Women are less well represented as Chairs and Vice Chancellors than as governing body members. Women chair only 12 % of all HEIs in the UK and lead only 17 % of them as Vice Chancellors.
- Women on boards and advancing women executive leaders are issues in the private, public, HE and third sectors. There is much to be gained from understanding how progress is being made across sectors.
- Sourcing female board candidates from across sectors expands the talent pool for everyone and provides important leadership development opportunities for executive women.
- Umbrella organisations in the HE sector are grappling with and addressing the issues of women's leadership representation. There is an opportunity to use the rich research capacity of the HE sector to better understand why some HEIs are progressing on these issues faster than others.

Foreword



WomenCount: Leaders in Higher Education 2013 is a welcome addition to our understanding of the leadership roles women play in all sectors of society. Although individual HE Institutions are at various points on their journey to tap the full benefit of women's leadership, I am heartened by the fact that 32% of all members of HE Governing bodies are women. It is even better news that almost a fifth of these governing bodies are gender-balanced with women occupying at least 40% of the board seats.

Hopefully we will soon see other governing bodies progressing towards greater gender balance. A key challenge lies in increasing the number of women leaders who are chairs of governing bodies and Vice-Chancellors. Only 12% of governing bodies are chaired by a woman and only 17% of HE Institutions are led by a woman Vice-Chancellor. This gender profile is also mirrored in the rest of the private sector, where advancing women into the most senior executive positions are where the biggest challenges lie as organisations grapple with the unconscious bias and other barriers preventing them from fostering a gender inclusive leadership team from the very top layers of management.

We should celebrate the fact that 56% of students in the UK are now women and there is a huge talent pool of women to tap and develop in the private, public and education sector. This includes the wealth of female talent that exists in academia. In his Women on Boards report Lord Davies recommended that private sector boards look to non-commercial bodies such as academia when seeking to fill board vacancies. I would urge that publicly-appointed bodies should also do this. It is a win-win situation for everyone. The appointing bodies get the skills, expertise and knowledge of these women while the women expand their own horizons gaining new leadership experiences and networks.

This report shines a new light on the numbers of women in senior leadership positions in higher education. It shows that there is a currently untapped pool of very talented and highly capable women which it would benefit HE institutions and other organisations to access. We want to see the talent of women across all sectors better reflected in the workplace. We must capitalise on the vast leadership skills of women that exist across this sector and further expand the pipeline for women to progress to the most senior roles in society.

A handwritten signature in black ink that reads "Jo Swinson".

Jo Swinson MP
Minister for Women and Equalities

Foreword



We're delighted to have the opportunity to sponsor the publication of this report into women's leadership in higher education. We know first hand what a difference diversity and inclusion make to the day-to-day experience of people in KPMG, and we are convinced the same is true of people studying and working in higher education too. We also know how powerful diversity in leadership in any sector is – not just for its benefits in terms of organisational performance, but because of the enormous motivational impact of seeing people make it to the top irrespective of gender or any other difference.

We recruit around 800 graduates each year, of whom 43 % are women. We have a UK workforce of 11,000, of whom 46 % are women. Talented graduates – both male and female – seek out employers that offer interesting work and great career development, *and* share applicants' values around diversity, inclusion and corporate responsibility. We believe we offer both of these, and we'd like to see a diverse workforce at all levels – people who can bring a wide range of perspectives, experiences, backgrounds and insights to our work with clients.

But with women comprising only 14 % of our Partners we still have some way to go before we can claim to have achieved this. There is plenty we are doing, including supporting women with networks, mentors, coaching and sponsorship on the one hand, and upskilling and informing leaders and managers about the value of diversity and inclusion on the other. But there's also plenty we can learn from other employers and other sectors, including of course, higher education. What the report makes clear is that the higher education sector in general appears to out-perform the corporate world in the representation of women at the top. But at the level of individual institution there is a real range, and HE shares with the corporate world the need to keep this issue high on the agenda. Two examples of this, highlighted in the report, are that men chair 88 % of all higher education governing bodies, and hold 83 % of Vice Chancellor positions.

For all sectors it seems that the pace of change is frustratingly slow. The focus on unconscious bias in recent years, and the great work being done by the 30 % Club, and others in engaging business leaders on diversity are encouraging signs that we may see the pace picking up for the future. Transparency and visibility around the starting point are important catalysts for change – and that's exactly what this report offers. Wherever organisations are – and in whatever sector – it's never too late to do more. We're pleased to be on the journey with you.

A handwritten signature in black ink, appearing to read "Andrew Bush".

Andrew Bush
KPMG, Director

Introduction

Higher Education (HE) is a lynchpin of the knowledge economy of the 21st century. Without a vibrant HE sector, the UK cannot effectively innovate and compete in the global knowledge economy. However, the importance of this sector goes well beyond the creation of wealth through knowledge and innovation. This century is driven by social values and the HE sector makes no less of a contribution to the enlightenment of society today than it has done for centuries. Diversity and equality are key social values of the millennium not only in the UK but globally.

One could argue that the governance of Higher Education Institutions (HEIs) is even more important than that of other institutions given their pivotal role in society and the economy. Historically men have held the vast majority of leadership roles but there is growing awareness that leadership needs to be shared with women if institutions are to reflect the diversity of their students, academic and support staff, the public that invests in them and their host communities. Individual HEIs are at different points on their journeys to create more diverse leadership but this report shows that almost a third of all governing body members are women and that almost a fifth of HEIs have boards with 40% or more women. Increasing the proportion of women chairing governing bodies or leading them as Vice Chancellors is proving more challenging.

Very valuable work in equality and diversity has taken place over the past decade by individual HEIs and their umbrella bodies such as the Equality Challenge Unit, and the Leadership Foundation for Higher Education. This work has primarily focused on building equality and diversity competency within institutions, providing training for future leaders, developing plans and metrics and responding to the needs of a diverse staff and student body. The diversity of the governing body and senior leadership has not been as high on the radar but, as in other sectors of society, it is rising.

WomenCount: Leaders in Higher Education 2013 indexes the representation of women as Chairs, Vice Chancellors and members of HE governing bodies. It analyses the results and raises issues for further discussion and study. The report is intended to support the work of those wishing to create more diverse boards within the HE sector as well as those working across sectors on the women's leadership agenda.

1.0 Governance in Higher Education

1.1 Governance is critical

HEIs vary considerably in terms of their history, size and instruments of governance. However, they are all bodies with either exempt or registered charitable status. They are legally independent corporate institutions accountable through a governing body which carries ultimate responsibility for all aspects of the institution. All HEIs enjoy academic freedom.

HEIs are large and increasingly complex organisations. The Higher Education Statistics Agency (HESA) reports that they have £28 billion in combined income, £30 billion in net assets, employ 378,000 staff and have 2.5 million students. Many have a global reach and are key partners to government and business in research and development.

In **University Governance: Questions for a New Era**, a paper prepared for the Higher Education Policy Institute in 2011, Professor Malcolm Gillies argues that the “ultimate trust” lies with governors. He points out that “beyond being guardians of assets, strategic direction and institutional ethos, what governors are ultimately guarding is the very heart of the system: academic neutrality.” This gives academics the freedom to challenge current thinking and be protected in doing so no matter how unpopular or controversial their ideas are.

Professor Gillies also points out the range of challenging issues that HE governors face. Among these are the reduction and re-focusing of public funding, the shift to students becoming the majority funders, increasing government regulation, the need to be entrepreneurial and the need to connect more directly with stakeholders. Governors need to steer institutions alongside academic boards who ensure academic quality and standards.

Who leads HEIs and how they lead is critical to their success.

1.2 Diversity in governance and leadership matters

The commitment to social justice and the valuing of diversity of thought should be sufficient reasons for HEIs to embrace and mainstream diversity. Diverse leadership also enhances the quality of governance and improves institutional performance:

- Better representation of women aligns HEIs with a large portion of their stakeholders.
 - o Women are 45 % of their academic staff, 53 % of managerial, professional and technical staff and 81 % of clerical staff.
 - o 56 % of students are female which means that an increasing proportion of alumni will be women.
- More balanced boards meet public expectations that diversity will be mainstreamed in the organisation.
 - o HEIs receive £8.3 billion from public funding bodies and more than £2 billion from BIS research councils, central and local authority bodies and health and hospital authorities. All of these bodies are covered by the public duty to eliminate discrimination embodied in the Equality Act 2010.

- o Gender diversity in institutions receiving public money for research has become a consideration in funding. In 2011, the Chief Medical Officer, Professor Dame Sally Davies, announced that the National Institute for Health Research would only expect to shortlist medical schools for biomedical research centre and unit funding if the school holds a Silver Athena SWAN Award, an award indicating the progress being made in advancing women in science, technology, engineering, medicine and mathematics (STEMM). The Athena Swan Charter evolved from work between the Athena Project and the Scientific Women's Network to advance the representation of women in these areas and is now run by the Equality Challenge Unit.
- Numerous studies have demonstrated that gender diversity in leadership improves organisational performance, risk assessment, problem solving and innovation.
 - o **Women Matter**, a study in 2007 by McKinsey & Co measured the organisational excellence of 231 public and private companies as well as non-profit organisations across Europe, Asia and America against nine criteria. They found that those who had three or more women in senior positions scored higher on criteria of organisational excellence including leadership, direction, accountability and control, innovation, work environment and values than those who had none.
 - In **Women Matter2**, published in 2008, they looked at the leadership behaviours considered important to future organisational success. Women had a much higher frequency of behaviours related to: people development, managing expectation and rewards, role modelling and a slightly higher frequency in inspiration and participative decision-making. Both men and women equally applied intellectual stimulation and efficient communication behaviours.
 - o In **Innovative Potential: Men and Women in Teams** (2007), Professor Lynda Gratton and a team of researchers studied 100 teams from 21 companies across Europe. They specifically looked at the gender diversity of teams against the key levers and drivers that unlock innovative potential. They found that equal proportions of men and women in teams positively influence these key levers and drivers and concluded that 50:50 gender diversity on teams is optimal for unlocking innovative potential.
- The board of governors is one of a HEI's key teams and their diversity could improve innovative problem solving when faced with challenges.

1.3 Board composition and gender balance

Who governs and how they are appointed is embodied in each HEI's governing documents. Membership should contain a range of skills and experiences which enables the governing body to meet its statutory responsibilities and ensure stakeholder confidence. Boards vary in size but generally have no more than 25 members. Depending on the history of the university they are called Councils, Boards of Governors and occasionally Courts.

- Governance within HEIs is very collegial with categories of membership appointed by different groups of stakeholders. While exact composition varies from institution to institution, members are:

- o Lay or independent members who normally form a majority of the board.
- o Ex-officio members which include the Vice Chancellor, other senior officers of the University and often the President of the Student Union.
- o Academic representatives normally elected by the academic body.
- o Support staff representatives elected by the staff.
- o Student representatives elected by the student body.
- o Co-opted governors who fill a specific need on the governing body.

• In terms of diversity, women can be found in every category as potential governing body members. However, their representation, networks and status within categories can influence the final outcome:

- o **Lay and independent members.** There is a very large pool of women available for lay or independent members which would include women with executive experience in private sector companies and professional service firms, the public sector and the voluntary sector. Alumni bodies also provide a large pool of prospective governing board members. Lay members are normally recommended through a nominations committee.
- o **Ex-officio members.** This category can currently prove very limiting for women as these appointments are drawn from Vice Chancellors and Pro-Vice Chancellors where women are under-represented compared to men. Being a professor with an established research reputation is a pre-requisite to becoming a Vice Chancellor but only 21 % of professors in the UK are women and only 17 % of Vice Chancellors are women.
- o **Academic representatives.** These representatives are normally elected by the Academic board or equivalent body that is responsible for the academic governance of the institution. The 45 % of academic staff who are women would seem to provide a source of board candidates for this category. However, election could depend on their representation on the academic board and the process for nominations and elections.
- o **Support staff.** These representatives are usually elected by the support staff. As women are 53 % of managerial and professional staff and 81 % clerical staff, one would expect more women in this category of board membership.
- o **Student representatives.** Given that the females are 56 % of all students, there is a sizeable pool from which students can be elected through the student body. Presidents of Student Unions often have an ex-officio position on the governing body. In the process of preparing this report, it was encouraging to see the number of women, as well as ethnic minorities, joining governing bodies from this category.

The absence of women in leadership positions and in the pipeline is an issue of concern to the HE sector. A stimulus paper, **Absences and Aspirations**, produced by Professor Louise Morley for the Leadership Foundation for Higher Education in 2013 extensively documents the issues that may drive or depress women's aspirations and career orientations in relation to HE leadership. Among these are misrecognition of talents and abilities, the gendered bias of work that assumes leaders are free of family or caring responsibilities, masculine models of leadership and work/life balance challenges.

Professor Morley also provides evidence that the issue of women's advancement to leadership roles in HE is a global issue. In 2009, only 28 % of professors in the USA were women and in 2007 only 19 % of women were professors and 9 % were executive heads of institutions in the EU.

“I believe that having more diverse boards is one of the most important ways in which we can help more women become senior university leaders. After all, it is the board that decides who to appoint as head of institution.”

Professor Ruth Farwell, Vice Chancellor, Buckinghamshire New University.

Quoted in “Why are there so few female vice-chancellors?”

Times Higher Education, August 2013

1.4 Guidance in reviews and codes of conduct

Various codes of conduct and reviews of governance have included an equality and diversity dimension in some aspect. A recent review of governance of HEIs in Scotland is the first to make specific recommendations on gender equality on governing bodies. The recommendations of the report have not been fully included in a new, proposed Code of Conduct but have contributed to an important and timely debate that has included elected members, universities, unions and students. In 2013 the Higher Education Funding Council for England (HEFCE) introduced the collection of data on board diversity in its Annual Monitoring Statement.

- **The CUC Code. The Guide for Members of Higher Education Governing Bodies in the UK (2009)** produced by the Committee of University Chairs (CUC) incorporates a Code of Conduct. While the Code does not expressly refer to equality and diversity in the appointment of lay directors, it does refer to the Nolan Principles of Public Life and recommends procedures that are widely recognised as good practice for recruiting diverse candidates:

o The appointment of independent directors shall be managed by a nominations committee, normally chaired by the Chair of the governing body. To ensure rigorous and transparent procedures, the nominations committee shall prepare written descriptions of the role and the capabilities desirable in a new member, based on a full evaluation of the balance of skills and experience of the governing body. When vacancies arise they should be widely publicised both within and outside the institution.

The CUC Code also provides guidance for terms of office for lay members and chairs. These are important in terms of governing body diversity as reappointments tend to favour males because they hold the majority of appointments. Guidance states:

o The renewal of any appointment should not be automatic, but should be recommended by the nominations committee as part of its report on filling vacancies – again subject to satisfactory performance. Continuous service beyond three terms of three years, or two terms of four years, is not desirable (although exceptions, such as retention of a particular skill or expertise, may be permitted). After this point members should normally retire and be replaced by new members. There should be no bar to a particularly valued member returning to office if a vacancy occurs in future years. Where a member of the governing body is elected to serve as chair of the governing body or to some other statutory office such as Pro Chancellor or Treasurer, he/she would automatically begin a new term of membership linked to the office.

- **Scottish Review.** The Scottish Government established a panel in 2011 to review HE governance in Scotland and produce an independent report with recommendations for reform. The **Report of the Review of Higher Education Governance in Scotland**, published in February 2012, covers a broad range of issues and several recommendations relate specifically to embedding equality and diversity into process and outputs. Two expressly address women's representation:

- o Each governing body should be required to ensure (over a specified transition period) that at least 40% of the membership is female. Each governing body should also ensure that the membership reflects the principles of equality and diversity more generally, reflecting the diversity of the wider society.*
 - o There should be a minimum of two students on the governing body, nominated by the students' association/union, one of whom should be the President of the Students Association and at least one of whom should be a woman.*

The Scottish Funding Council will require HEIs to follow the Code of Conduct established following the review as a condition of a grant of public funding. While the proposed code following the review does not specify the percentage of governing body membership who should be female, it does require that:

- o the governing body establish appropriate goals and policies in regard to the balance of its independent members in terms of equality and diversity, and regularly review its performance against those established goals and policies.*

- **Welsh Review.** In 2010 the Welsh Government commissioned a review of HE governance in Wales and the review panel published its findings in 2011 in **Achievement and Accountability: Report of the Independent Review of Higher Education Governance in Wales**. The report refers to the priority the Welsh Government places on equality and diversity in the Task and Finish Group's remit. However, there is no specific recommendation referring to women as there is in the Scottish report, although there is a recommendation that:

- o Institutions should review their appointments processes and ensure that they recognise the importance of balanced selection panels to achieve balanced boards.*

- **HE in England.** The various bodies who fund and/or have regulatory powers over HEIs have not previously monitored the diversity of governing bodies and the Higher Education Statistics Agency does not collect this information. This is now changing. HEFCE has introduced monitoring of board diversity data in its most recent Annual Monitoring Statement. Information requested for 2012-2013 has been expanded to include data on diversity in governing bodies and will be published in HEFCE's Annual Report on its Equality and Diversity Scheme in April 2014. HEIs in England have been asked to supply:

- o any diversity monitoring data that they hold for their governing body or to state if they do not collect it.*
 - o the challenges faced and successes achieved in addressing the diversity of their governing bodies.*

Data provided will be treated as confidential, analysed at a sector level and anonymised before publishing.

2.0 Women's leadership: a cross-sector perspective

Board diversity and women's leadership, has been a high profile international issue for a number of years but the focus has been primarily on private sector companies and publicly appointed bodies. While the representation of women on governing bodies in HE has its own particular historical and governance context, there is much to be gained from a cross-sector perspective on board diversity and women's leadership in terms of understanding the barriers and sharing solutions.

2.1 The private sector

Women are less well represented on the boards of top UK companies listed on Financial Times Stock Exchange Index (FTSE) than they are in the HE sector or on publicly appointed bodies. However, benchmarking institutions in a league table, setting aspirational goals and monitoring performance have resulted in progress which could have resonance for other sectors. Changes to the UK Corporate Governance Code have been integral to this process.

- **Creating an annual league table.** Since 1999 the International Centre for Women Leaders at Cranfield University has spearheaded a discussion of Women on FTSE boards having focused first on the FTSE 100 boards of directors and later incorporated boards of the FTSE 250. The work has extended to looking at executive women within these organisations and the development of the pipeline. Their much publicised **Female FTSE Report** that ranks companies in relation to the percentage of women on their boards of directors has inspired many to take action. Since the first Female FTSE report, the proportion of women on FTSE 100 boards has grown from 5.8 % to 19 % and the proportion on FTSE 250 boards has grown from 7.2 % to 15 % since 2007.

The second annual report of **Women on Boards** in 2013 points out that most of the gains in female representation on FTSE boards is accounted for by non-executive female directors. Executive women hold only 6.1 % of executive directorships in FTSE 100 companies and only 5.4 % of executive directorships in FTSE 250 companies. The report recommends that FTSE 350 Chief Executives set out the percentage of women they aim to have on their executive committees and in senior management levels within their organisation in 2015. It also recommends that executive committee members be released to serve on the boards of other companies as part of the overall executive development plan.

- **Championing, goal setting and monitoring.** The pace of change has quickened since the publication of Lord Mervyn Davies' review and report, **Women on Boards**. He recommended that FTSE 100 companies set aspirational, voluntary targets, that they achieve 25 % female representation on boards by 2015 and that progress be tracked. Since the publication of the report, the increase in the number of women on FTSE 100 boards has jumped from 12.5 % in 2011 to 19 % and from 15 % to 13.2 % for FTSE 250 companies.

- **UK Corporate Governance Code.** In 2010 the Financial Reporting Council revised the UK Corporate Governance Code to include, for the first time, a principle recognising the value of diversity in the boardroom:

o The search for board candidates should be conducted, and appointments made, on merit, against objective criteria and with due regard for the benefits of diversity on the board, including gender.

In 2012 the Code was further revised to require:

o a separate section of the annual report that describes the work of the nominations committee, including the process it has used in relation to board appointments. This section should include a description of the board's policy on diversity, including gender, any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives.

o evaluation of the board that considers the balance of skills, experience, independence and knowledge of the company on the board, its diversity, including gender, how the board works together as a unit, and other factors relevant to its effectiveness.

o the board satisfy itself that plans are in place for orderly succession for appointments to the board and to senior management, so as to maintain an appropriate balance of skills and experience within the company and on the board and to ensure progressive refreshing of the board.

- **Pressure from the EU.** Target setting in the UK has been voluntary but quotas for gender representation on private boards has been gaining ground in the EU. A proposed EU Directive would require a minimum of 40 % on supervisory boards and 33 % on unity boards. The proposal which has been heavily championed by the European Minister for Justice has been passed by a comfortable majority by two separate European Parliamentary Committees. The proposal would have to be passed by the European Parliament and approved by the EU Council of Minister.

While the final fate of the proposed EU Directive is unknown, it does reflect increasing pressures within European countries for greater gender representation on private sector boards.

2.2 Public Appointments

The Commissioner for Public Appointments, Sir David Normington, regulates the processes by which Ministers make appointments to the boards of national and regional public bodies. The Commissioner has a legal responsibility to promote diversity and equality of opportunity in the procedures for making public appointments.

- **Code of practice on Public Appointments.** A new code of practice came into effect in 2012. A key aspect of the new code is the requirement that Public Appointments Assessors chair the selection panels for the appointment of chairs of all public bodies and a small number of equivalent statutory office holders. The Public Appoints Assessors come from a variety of private, public and voluntary sector and have been chosen because of their experience, perspectives and ability to challenge.
- **Target setting.** The UK Government has set a target that 50 % of all new appointments must be women by 2015 to reverse a downward trend over the past ten years where appointments and reappointments of women to public bodies has declined from 39 % to 35.6 % since 2002. The level of reappointments is being carefully monitored in the coming year as reappointments are much more likely to be men and, therefore, to reinforce the present composition of public boards.
- **Diversity strategy.** In 2013 the Commissioner for Public Appointments issued a new diversity strategy that sets out priorities for action. These include promoting accessibility through demonstrating best recruitment practice and challenging practices that discourage or prevent some groups applying for public appointments.

2.3 Tapping female talent across the sectors

Women in the private, public HE and third sector offer a rich talent pool for board appointments that can be tapped for sectors other than their own.

- **Sourcing lay directors for HE governing bodies.** Executive women in the public, private and charitable sector are all possible candidates for lay directors in the academic sector. Appointments are mutually beneficial. The HE governing body adds complementary skills and experiences to those currently on the board and improves its gender balance. The women gain experience of board direction, increase their areas of knowledge and expand their professional networks. Finding these women through recruitment consultants, alumni, professional women's networks and alumni associations should not prove difficult. Every year Cranfield University's International Centre for Women Leaders publishes a list of 100 women to watch that identifies executive women that they consider "board ready". Women on Boards UK also has a substantial membership of women looking for a board appointment particularly in the public and third sectors.
- **Sourcing board candidates from HE for private sector and public board appointments.** Recommendation 9 of Lord Davies' **Women on Boards** is that listed companies seek female board candidates from a more diversified pool outside the corporate mainstream. He specifically mentions women in academia and women with professional services backgrounds. Academic women on the governing body or in the executive management team would make excellent board candidates as would deans of various schools or professors. An earlier review by the London Business School, the **Tyson Report on the Recruitment and Development of Non-Executive Directors**, concluded that successful leaders in the non-commercial sector have the relevant skills

and experiences to be non-executive directors of commercial companies and that large, non-commercial organisations are comparable in scale and complexity to commercial ones. Many universities would have net assets that are similar to the capitalisation of FTSE 250 companies, engage in entrepreneurial activities and have to manage relationships and partnerships with a sizeable number of stakeholders.

Academics have long been on boards of large global companies in North America including Microsoft, Pfizer, AT&T, Nike, Ford Motor Company, Johnson & Johnson, General Electric, Texas Instruments, and General Motors.

2.4 Tackling barriers to female leadership across the sectors

It appears easier in the private and HE sectors to source female non-executive or lay board members than executive ones. The Index that follows indicates the low numbers of women Vice Chancellors which are drawn from a pipeline of only 21 % female professors. Barriers to women's advancement may have particular nuances within different sectors but key barriers appear to be shared.

Common themes are emerging across sectors in terms of advancing women's leadership:

- **Unconscious bias.** Very few people would intentionally discriminate against an individual or group of people but the outcome of many decisions are influenced by unconscious bias. A recent report by recruitment consultants Harvey Nash, **the Balancing Act: A Study of How to Balance the Talent Pipeline in Business**, concluded that unconscious bias is the primary barrier to women's progression. Unconscious bias is instinctive behaviour that involves explicit stereotypes and associations and results in people appointing and promoting others like themselves or those they associate as being more like their in-group. It can translate into leadership styles and experiences being defined in the context of the dominant male culture. Whereas training in equality has had a legal focus for many years, the cutting-edge training today is aimed at getting people to recognise their unconscious biases in making decisions about people, their abilities and the value they bring to an organisation.
- **The need for sponsors and mentors.** Mentoring has long been recognised as essential for women's career development at various levels and many such programmes have been developed in individual institutions in both the HE and the private sectors. There is a growing recognition that mentoring on its own is not enough to advance to the most senior positions and that what is needed is sponsorship. Whilst people derive benefit from mentoring, they need sponsorship from mid-career to beyond as promotion prospects become more competitive. Sponsors are advocates for individuals and help them gain visibility, access to networks and opportunities to demonstrate their abilities. The Centre for Talent Innovation in **Sponsor Effect: UK** (June 2012) found that sponsored women are 52 % more likely to move up the pipeline.
- **Work/life balance.** Women in corporate life often refer to institutional expectations that executives will be available and committed on a 24/7 basis. In her paper **Absences and Aspirations**, Professor Louise Morley' refers to greedy organisations, including academia, in which leadership is an all-consuming activity with intensified working hours. Given that women are still the main carers in society, such demands make it difficult for many women to advance to leadership positions across sectors. Most employers today offer types of flexible working, including part-time working, but those taking them up can be seen as being less committed and less suitable for promotion. Until more flexible and /or part-time working becomes the norm for men as well as women, it is likely to be negatively stereotyped.

3.0 The Index

3.1 Why have an index?

HEIs are well accustomed to league tables and take them very seriously when comparing performance amongst themselves. Good performance in various leagues tables is readily reported on the web-site home page and used in marketing messages to prospective students and funding partners. As the league tables are produced on a regular cycle, they can be an important lever for change within organisations seeking to improve.

3.2 How the Index was created

The Index covers 166 HEIs across England, Wales, Northern Ireland and Scotland. It records by institution, the name of the Chair of the governing body, the name of the Vice Chancellor or equivalent, the number of total directors, the number of female directors and the percentage of female directors.

- The names of individual institutions were taken from the web-sites of the Higher Education Funding Council for England, The Higher Education Funding Council for Wales, the Department for Education and Learning in Northern Ireland and the Scottish Funding Council.
- Information relating to members of the governing bodies was downloaded from individual websites during the last week in July 2013. In the few instances where the information could not be found on the web-site, the HEIs were contacted by email. Chancellors, Clerks to the governing bodies and observers were not included as members.
- The names of the Chairs and Vice Chancellors were rechecked against web-sites the last week in October 2013 and new appointments for 2013/2014 incorporated into the Index.

Vacancies and appointments take place throughout the year, hence the Index is a snapshot of data at a point in time. While the percentage of women governors for the total sample is unlikely to move in the short term, the resignation or appointment of new members to an individual HE governing body can shift its position on the Index quite quickly.

3.3 Representation of Women in HE Leadership Roles in the UK

t

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
53	10	19	Leeds Metropolitan University	Phil White*	Prof Susan Price
53	9	17	Regent's University London	Ian Mehrtens	Prof Aldwyn Cooper
52	12	23	University of Essex	Lord David Currie	Prof Anthony Forster
50	7	14	Sheffield Hallam University	Geoff Dawson	Prof Philip Jones
50	10	20	Trinity Laban Conservatoire of Music and Dance	Lord Lipsey	Prof Anthony Bowne
50	9	18	University of Brighton	Lord John Mogg	Prof Julian Crampton
50	12	24	University of Sussex	Chris Brodie*	Prof Michael Farthing
48	10	21	Glasgow School of Art	Muriel Gray*	Prof Tom Inns+
48	11	23	Institute of Education	Baroness Gillian Shephard	Prof Chris Husbands
47	9	19	Newman University	Sophia Pain	Prof Peter Lutzeier
47	7	15	Ravensbourne	Jonathan Drori*	Prof Robin Baker
45	9	20	University College London	Sir Stephen Wall	Prof Michael Arthur*
44	8	18	Buckinghamshire New University	Prof Dame Christine Beasley	Prof Ruth Farwell
44	7	16	Courtauld Institute of Art	James Hughes-Hallett	Prof Deborah Swallow
44	14	32	Royal College of Art	Sir Neil Cossons	Dr Paul Thompson
44	11	25	University of Chester	Rt Rev Dr Peter Forster	Prof Tim Wheeler
44	11	25	University of Winchester	Richard Wilkinson	Prof Joy Carter
44	7	16	Writtle College	Lise-Lotte Olsen	Dr Stephen Waite

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
43	12	28	Loughborough University	Sir Peter Bonfield	Prof Robert Allison
43	6	14	Oxford Brookes University	Geoffrey Donnelly	Prof Janet Beer
43	6	14	University of Lincoln	Haydn Biddle	Prof Mary Stuart
42	8	19	Royal Central School of Speech and Drama	Paul Taiano	Prof Gavin Henderson
42	10	24	University of St Andrews	Alistair Moffat	Prof Louise Richardson
41	7	17	Southern Regional College	Andrew Saunders	Brian Doran
41	7	17	University of Ulster	Gerry Mallon	Prof Richard Barnett
41	7	17	York St John University	Ann Margaret Green	Prof David Fleming
40	10	25	Brunel University	Jane Kelly	Prof Julia Buckingham
40	6	15	Falmouth University	James Williams	Prof Anne Carlisle
40	10	25	Liverpool Hope University	Monsignor John Devine	Prof Gerald Pillay
40	6	15	London South Bank University	David Longbottom	Prof Dave Phoenix (designate)*
40	8	20	University of Exeter	Sarah Turvill	Prof Sir Steve Smith
39	7	18	University for the Creative Arts	Robert Taylor	Dr Simon Ofield-Kerr
39	9	23	University of St Mark & St John	Dr Juliet Williams	Prof Cara Aitchison
39	9	23	University of Strathclyde	Richard Hunter	Prof Sir Jim McDonald
38	8	21	King's College London	Lord Douro	Prof Sir Rick Trainor
38	8	21	Kingston University	David Edmonds	Prof Julius Weinberg
38	5	13	Leeds College of Art	Mr Peter Yendell	Simone Wonnacott
38	5	13	London Metropolitan University	Clive Jones	Prof Malcolm Gillies

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
38	10	26	London School of Economics and Political Science	Peter Sutherland	Prof Craig Calhoun
38	9	24	Open University	Lord Christopher Haskins	Martin Bean
38	10	26	Queen's University Belfast	His Excellency Kamlesh Sharma	Prof James McElnay*
38	6	16	Rose Bruford College	Rodney Gent	Prof Michael Earley
38	8	21	SOAS, University of London	Dr Tim Miller	Prof Paul Webley
38	8	21	Staffordshire University	Steve Burgin	Prof Michael Gunn
38	8	21	University of Wales Trinity St David	Dr Gerald Lewis	Prof Medwin Hughes
38	8	21	University of Newcastle	Mark I'Anson	Prof Chris Brink
38	5	13	University of Northampton	Milan Shah	Prof Nick Petford
37	7	19	Glasgow Caledonian University	Tony Brian	Prof Pamela Gillies
37	7	19	Northumbria University	Chris Sayers	Prof Andrew Wathey
37	7	19	Royal College of Music	Lord Robert Winston	Prof Colin Lawson
37	7	19	St Mary's University College Belfast	The Most Rev Noel Treanor	Prof Peter Finn
37	7	19	University of East London	Mark Stephens	Prof John Joughin
37	10	27	University of Oxford	Prof Andrew Hamilton	Prof Andrew Hamilton
36	9	25	Cardiff University	John Jeans	Prof Colin Riordan
36	5	14	South Eastern Regional College	Dr Robson Davison	Ken Webb
36	8	22	University of Portsmouth	Stuart Iles	Prof Graham Galbraith*
36	9	25	University of the Arts London	Sir John Sorrell*	Nigel Carrington

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
35	9	26	Bangor University	Lord Mervyn Davies	Prof John Hughes
35	8	23	Canterbury Christ Church University	Peter Hermitage	Prof Rama Thirunamachandran*
35	7	20	Cardiff Metropolitan University	Barbara Wilding	Prof Anthony Chapman
35	8	23	University of Bradford	Paul Jagger	Prof Brian Cantor*
35	8	23	University of Cambridge	Sir Leszek Borysiewicz	Sir Leszek Borysiewicz
35	8	23	University of Dundee	Eric Sanderson	Prof Pete Downes
35	8	23	University of Kent	John Simmonds	Prof Dame Julia Goodfellow
33	8	24	Aberystwyth University	Sir Emry Jones Parry	Prof April McMahon
33	6	18	Bath Spa University	Stella Pirie	Prof Christina Slade
33	8	24	Cranfield University	Dame Deirdre Hutton	Prof Sir Peter Gregson*
33	4	12	De Montfort University	Ian Blatchford	Prof Dominic Shellard
33	7	21	Guildhall School of Music and Drama	David Graves	Prof Barry Ife
33	6	18	Imperial College London	Baroness Manningham-Buller	Prof Sir Keith O'Nions
33	7	21	Queen Mary, University of London	Sir Nicholas Montagu	Prof Simon Gaskell
33	8	24	Royal Holloway, University of London	Stephen Cox	Prof Paul Layzell
33	5	15	Royal Northern College of Music	Nick Prettejohn	Prof Linda Merrick
33	7	21	St George's, University of London	Prof Mike Shyer+	Prof Peter Kopelman
33	7	21	University of Bedfordshire	Alan Cook	Bill Rammell

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
33	7	21	University of Teeside	Sandy Anderson	Prof Graham Henderson
33	7	21	University of York	Sir Christopher O'Donnell	Prof Koen Lamberts
32	7	22	Anglia Ruskin University	Lord John Tomlinson	Prof Michael Thorne
32	6	19	Bishop Grosseteste University	Roger Mosey	Rev Prof Peter Neil
32	7	22	Conservatoire for Dance and Drama	James Smith	Veronica Lewis/ Edward Kemp
32	9	28	Goldsmiths, University of London	Baroness Estelle Morris	Patrick Loughrey
32	7	22	University of Abertay Dundee	Eddie Frizzell	Prof Nigel Seaton
32	7	22	University of Edinburgh	Peter McColl	Prof Sir Timothy O'Shea
32	8	25	University of Manchester	Anil Ruia	Prof Dame Nancy Rothwell
32	8	25	University of Nottingham	John Mills	Prof David Greenaway
31	5	16	Liverpool John Moores University	Rod Hill	Prof Nigel Weatherwill
31	5	16	Norwich University of the Arts	Graham Creelman	Prof John Last
31	4	13	University of Central Lancashire	Brian Harris	Prof Gerry Kelleher*
30	7	23	Aston University	Dr Paul Golby	Prof Dame Julia King
30	6	20	Birbeck, University of London	Harvey McGrath	Prof David Latchman
30	6	20	Glyndwr University	Sir Jon Shortridge	Prof Michael Scott
30	7	23	University of Chichester	David Longmore	Prof Clive Behagg
30	7	23	University of Leeds	David Gray*	Sir Alan Langlands*

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
30	9	30	University of Reading	Christopher Fisher	Sir David Bell
30	7	23	University of Salford	Dr Alan Mawson	Prof Martin Hall
30	8	27	University of Warwick	Sir George Cox	Prof Nigel Thrift
30	6	20	University of West London	Chris Humphries	Prof Peter John
30	6	20	University of Worcester	Julian Pallett	Prof David Green
29	6	21	Bournemouth University	Sue Sutherland	Prof John Vinney
29	6	21	Leeds Trinity University	Ed Anderson	Prof Margaret House
29	6	21	Queen Margaret University	Keir Bloomer	Prof Petra Wend
29	5	17	University of Bolton	Marianne Neville-Rolfe	Dr George Holmes
29	6	21	University of Hull	Barry Dodd	Prof Calie Pistorius
29	6	21	University of Westminster	Peter Kyle	Prof Geoffrey Petts
28	5	18	London School of Hygiene and Tropical Medicine	Sir Tim Lankester	Prof Baron Peter Piot
28	5	18	North West Regional College	Bertie Faulkner	Seamus Murphy
28	5	18	Nottingham Trent University	Richard Bullock	Prof Neil Gorman
28	5	18	Robert Gordon University	Mike Salter	Prof Ferdinand von Prondzynski
28	5	18	Royal Academy of Music	Lord Burns	Jonathan Freeman-Attwood
28	9	32	University of Bristol	Denis Burn	Prof Sir Eric Thomas
28	5	18	University of Derby	Chris Hughes	Prof John Coyne
28	7	25	University of Glasgow	Rt Hon Charles Kennedy	Prof Anton Muscatelli
28	7	25	University of South Wales	Andrew Wilkinson*	Prof Julie Lydon

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
27	4	15	Arts University Bournemouth	Roger Laughton	Prof Stuart Bartholomew
27	4	15	Edge Hill University	Michael Pinfold	Dr John Cater
27	4	15	University College Birmingham	Nigel Moss	Prof Raymond Linforth
27	7	26	University of Bath	Peter Troughton	Prof Dame Glynis Breakwell
27	4	15	University of the West of England	Gillian Camm	Professor Steve West
27	6	22	University of the West of Scotland	Ian Welsh	Prof Craig Mahoney*
26	6	23	Keele University	Malcolm Peckham	Prof Nick Foskett
26	6	23	London Business School	Sir John Ritblat	Prof Sir Andrew Likierman
26	5	19	Southampton Solent University	Jonathan Cheshire*	Prof Van Gore
26	7	27	Swansea University	Sir Roger Jones	Prof Richard Davies
26	5	19	University of Greenwich	Stephen Howlett*	Prof David Maguire
26	7	27	University of Liverpool	David McDonnell	Prof Sir Howard Newby
25	4	16	Belfast Metropolitan College	Richard O'Rawe	Marie-Therese McGivern
25	5	20	Edinburgh Napier University	Very Rev Dr Graham Forbes	Prof Andrea Nolan +
25	3	12	Northern Regional College	Gerry Gilpin	Trevor Neilands
25	5	20	University of Hertfordshire	Richard Beazley+	Prof Quintin McKellar
24	4	17	Harper Adams University	Roger Mercer	Dr David Llewellyn
24	5	21	Manchester Metropolitan University	Malcolm Edge*	Prof John Brooks
24	4	17	University of East Anglia	Richard Jewson	Prof Edward Acton
24	4	17	University of Wolverhampton	Michael Elliott	Prof Geoff Layer

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
23	5	22	Durham University	Robert Gillespie	Prof Christopher Higgins
23	5	22	Lancaster University	Lord Roger Liddle*	Prof Mark Smith
23	3	13	Stranmillis University College	Steve Costello	Dr Anne Heaslett
22	4	18	Birmingham City University	Alex Stephenson	Prof Cliff Allan
22	4	18	Roehampton University	Sir David Bell	Prof Paul O'Prey
22	4	18	South West College	Joseph Martin	Malachy McAleer
22	4	18	University of Gloucestershire	Prof Sir Peter Scott	Stephen Marston
22	4	18	University of Huddersfield	Christopher J Brown	Prof Bob Cryan
22	4	18	University of Plymouth	Judge William Taylor	Prof Wendy Purcell
22	4	18	University of Southampton	Dr Gill Rider	Prof Don Nutbeam
21	3	14	Institute of Cancer Research	Luke Johnson*	Prof Alan Ashworth
21	4	19	Royal Veterinary College	Lord Donald Curry	Prof Stuart Reid
21	6	28	University of Aberdeen	Sir Moir Lockhead	Prof Sir Ian Diamond
21	3	14	University of London	Dame Jenny Abramsky	Prof Sir Adrian Smith
21	4	19	University of Sheffield	Tony Pedder+	Prof Sir Keith Burnett
21	4	19	University of Sunderland	Paul Michael Callaghan	Prof Peter Fidler
20	4	20	City University London	Rob Woodward	Prof Paul Curran
20	5	25	Coventry University	Prof Alan Richardson	Prof Madeleine Atkins
20	5	25	Royal Agricultural University	Brian Hilton	Prof Chris Gaskell
20	4	20	Royal Conservatoire of Scotland	Lord Iain Vallance	Prof John Wallace

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice Chancellor
20	4	20	University of Surrey	Jim Glover*	Prof Sir Christopher Snowden
19	4	21	St Mary's University College Twickenham	Rt Rev Richard Moth	Dr Arthur Naylor
19	4	21	University of Stirling	Alan Gordon Simpson	Prof Gerry McCormac
17	4	24	Heythrop College	Dr William Moyes	Rev Michael Holman
17	2	12	Liverpool School of Tropical Medicine	Mr James Ross	Prof Janet Hemingway
17	4	24	University of Birmingham	Ed Smith	Prof David Eastwood
17	3	18	University of Cumbria	Stephen Henwood	Prof Peter Strike
17	4	23	University of Leicester	Bridget Towle*	Prof Sir Robert Burgess
16	4	25	Heriot-Watt University	Lord George Penrose	Prof Steve Chapman
16	4	25	University of the Highlands and Islands	Prof Matthew MacIver	James Fraser
14	2	14	Liverpool Institute for Performing Arts	Ian Jones	Mark Featherstone-Witty
13	2	15	Middlesex University	Colin Hughes	Prof Michael Driscoll
6	1	18	SRUC	Lord Jamie Lindsay	Prof Bob Webb

*appointment taken up in 2013/14 and previous appointment male

+appointment taken up in 2013/14 and previous appointment female

3.4 The Governing Bodies

There are 1072 female governors out of a total population of 3369 governors.

The average number of board members per HEI is 20. The number of people on governing bodies ranges from 12 to 32 members.

The average number of female board members per HEI is 6. The range is between 1 and 14 women per governing body.

Men hold a clear majority of all seats on HE governing bodies...

- Women hold 32 % of all the board seats on HE governing bodies while men hold 68 %.

...but there is a sizeable range in the percentage of seats held by women

- The representation of women governors in individual institutions ranges from 6 % to 53 %.

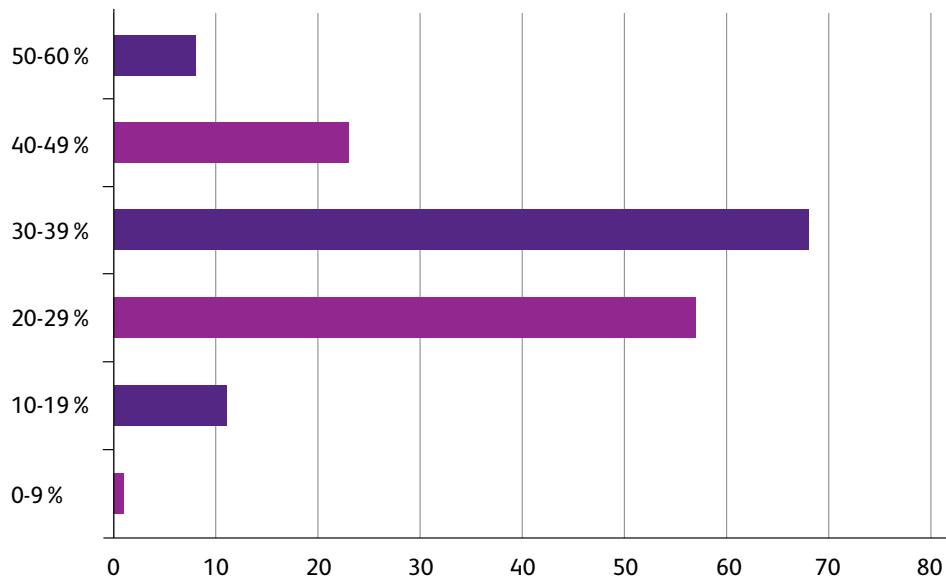
Almost 19 % of HE governing bodies have more than 40 % women on them...

- 31 out of 166 HEIs have more than 40 % women governors (40 % - 60 % female members is referred to as gender-balanced).
- Three HEIs – Leeds Metropolitan University, Regent's University London and the University of Essex – have more than 50 % of female governors.
- A further four have an equal number of male and female governors. These are the University of Brighton, Sheffield Hallam University, University of Sussex and Trinity Laban Conservatoire of Music and Dance.

...but most have between 20-39 % female governors.

- Sixty-seven HEIs have between 30-39 % female governors.
- Fifty-six HEIs have between 20-29 % female governors.
- These two groupings account for three-quarters of all HEIs.

Percentage of women on governing bodies in HEIs



3.5 The Chairs

Men chair 88 % of all HE governing bodies

- There are only 20 female Chairs in the 166 HEIs in the Index.
- Chairs are normally independent or lay members of the governing body.
- Chairs have usually served one or more terms as a member before becoming Chair.

There is a net loss of two female Chairs for the 2013/2014 academic year

- 4 female Chairs and fourteen male Chairs finished their appointments at the end of the 2012-2013 academic year.
- 17 new Chairs and one Acting Chair took up new appointments in the 2013/2014 academic year. Only two of these were females.

Female Chairs are more likely to be found on governing bodies that have 40 % or more women

- While women chair only 12 % of all governing bodies, they chair 26 % of the governing bodies that have 40 % or more female governors.
- There is only one female Chair on the 17 governing bodies that have 20 % or less women on their governing bodies. Women are only 6 % of Chairs in this group compared with the 12 % of Chair positions they hold in the Index.

3.6 The Vice Chancellors

The most senior executive officer in HE Institutions tend to use the title Vice Chancellors. In Scotland and Northern Ireland, they are also referred to as Principals.

83 % of Vice Chancellors are male

- There are only 29 Vice Chancellors who are women while 137 are men.
- Vice Chancellors or Principals are almost all Professors.

There is a net loss of one female Vice Chancellor in the 2013/2014 academic year

- 13 Vice Chancellors took up their new posts in the 2013/2014 academic year. One of these at Queen's University Belfast is an Acting Vice Chancellor.
- 12 of these appointments were men. Ten replaced a male predecessor and one replaced a woman.
- There is one new female Vice Chancellor appointment and she replaced a female predecessor.
- All of the people appointed are either current or previous Vice Chancellors or Deputy Vice Chancellors including those who were most recently at HEFCE or the HEA.
- Other than, the Acting Vice Chancellor at Queen's University Belfast no one was appointed to his or her new role from within the HEIs where they now work.

Similar to female Chairs, female Vice Chancellors are more likely to be found in HEIs with gender-balanced boards

- Women are the most senior executive in 9 of the 31 HEIs with 40 % or more women on their governing bodies.
- Women are therefore 29 % of the most senior executives in this group compared to 17 % for the Index as a whole.
- Women executives head only 11 % of HEIs with 20 % or less females on their governing bodies.

Only three HEIs have both a female Chair and female Vice Chancellor

- Bath Spa University, Buckinghamshire New University and University of St Mark and St John each have a female Chair and a female Vice Chancellor.
- Two of these universities have gender-balanced governing bodies and the third has 39 % females on its governing body.

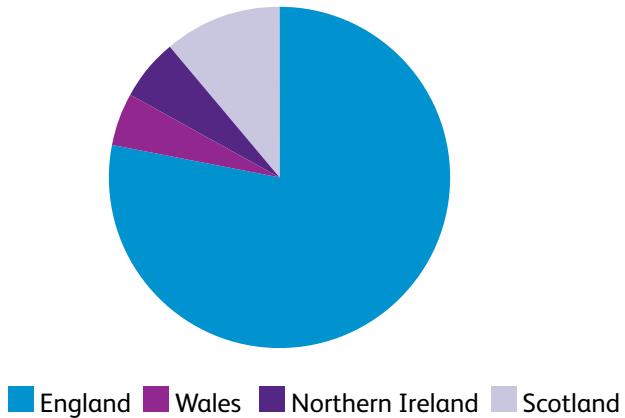
3.7 The Regions

The 166 HEIs in the Index are in England, Northern Ireland, Scotland and Wales and there is variation in women's leadership representation across these regions.

The lion's share of HEIs on the Index is located in England...

- Of the 166 HEIs, 78 % are in England, 11 % are in Scotland, 6 % are in Northern Ireland and 5 % are in Wales.

Regional distribution of HE institutions



...but there is little difference in terms of the overall representation of women on governing bodies in each region

- In HEIs in England, Northern Ireland and Wales women are 32 % of all governors.
- The percentage of female governors in Scotland is 28 %.

England and Northern Ireland perform best in terms of gender-balanced governing bodies

- 21 % of HEIs in England and 20 % of HEIs in Northern Ireland have gender-balanced governing bodies. However, there are far more HEIs in England than in Northern Ireland.
- 11 % of Scotland's HEIs have gender-balanced governing bodies.
- No HEI in Wales has a gender-balanced governing body.

There is great variation in terms of women as Chairs of governing bodies by region

- No HE governing body in Northern Ireland or Scotland has a female Chair.
- 15 % of governing bodies in England are chaired by a woman.
- Wales has 1 female Chair which is 13 % of all Chairs in the region.

Women are better represented as Vice Chancellors in regions with lower percentages of female chairs

- Northern Ireland and Scotland have no female Chairs. However, 22% of Vice Chancellors in Scotland are women and 20% of Northern Irelands' Vice Chancellors are women.
- 13% of HEIs in Wales have a female Chair and 25% of them have a female Vice Chancellor.
- England has the lowest percentage (16%) of women vice chancellors.

Region	% Female Governors	% Female Chairs	% Female Vice Chancellor	% of all HE Institutions
England	32	15	16	78
Wales	32	13	25	5
Northern Ireland	32	0	20	6
Scotland	28	0	22	11
All regions	32	12	17	100

3.8 Mission Groups and the Cathedral Group

The Index has been analysed for women's representation across four separate mission groups and the Cathedral Group. Although the Cathedral Group is not normally referred to as a Mission Group, this association of faith-based HEIs do seem to share a common mission. As this report goes to print, the 1994 Group has ceased to exist, but its data is included as it may still be of interest.

Alliance	23
Cathedral	16
Guild HE	27
Million+	19
Russell	24
1994	11

Each Mission Group scores near the Index average for the representation of women on their governing bodies

- The percentage of women on governing bodies in each group ranges from 30 % to 35 %.
- The 1994 group had the highest representation of women of women on their governing bodies (35 %.)
- The other Mission Groups score at or near the average of 32 %.

Three of the Mission groups score well above the index for gender-balanced governing bodies...

- 19 % of all HEIs have gender-balanced boards. However, 36 % of the 1994 Group members, 33 % of the Guild HE members and 31 % of the Cathedral Group members have gender-balanced boards.

...but three score well below the Index

- Only 1 % of the Million+ members, 8 % of the Russell Group members and 13 % of the Alliance Group members have governing bodies with more than 40 % women.

Mission Groups match or outperform the Index in terms of female Chairs...

- The 1994 Group with 27 % female Chairs is more than double the Index result of 12 % female chairs in all HEIs.
- 19 % of the Guild HE and the Cathedral Group members have a female chair.
- The percentage of female Chairs among Million+, Alliance Group and Russell Group members ranges from 11 % to 13 %.

...but women's share of Vice Chancellor roles is more mixed.

- Women are 17 % of all Vice Chancellors or equivalent on the HE Index. With 27 % and 28 % female Vice Chancellors respectively, the Alliance Group and Guild HE perform best.
- With 16 % and 19 % female Vice Chancellors, the Million+ and Cathedral Groups perform similarly to the HE Index as a whole.
- The Russell Group with 4 % Female Vice Chancellors and the 1994 Group with 0 % women Vice Chancellors have a much lower representation of women Vice Chancellors than all HEIs or the other Mission Groups.

Group	% Female Governors	% Female Chairs	% Female Vice Chancellors
Alliance	31	13	26
Cathedral	33	19	19
Guild HE	30	19	27
Million+	30	11	16
Russell	32	13	4
1994	35	27	0
HE Index	32	12	18

3.9 Analysis by Income

Annual income in 2012 for the HEIs in the Index ranges from £6.8 million to £1.3 billion. The representation of women as governors, Chairs and Vice Chancellors has been analysed by income quartiles.

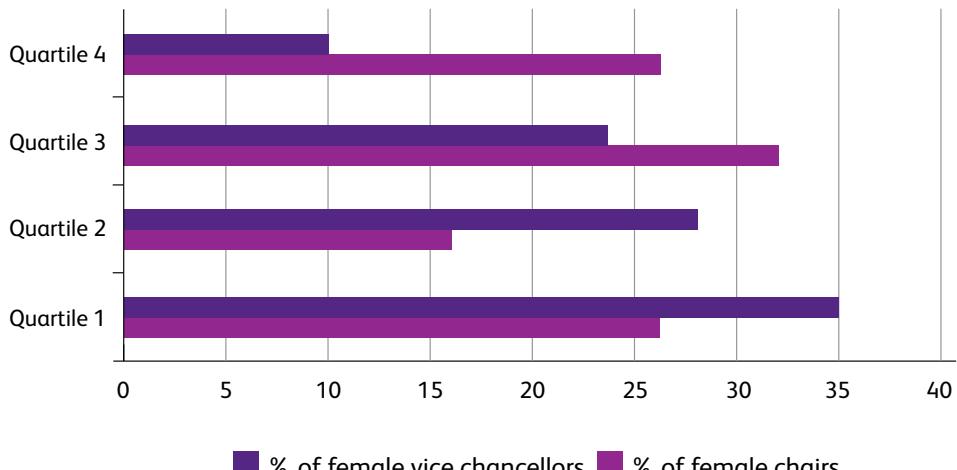
The percentage of female Vice Chancellors decreases as the incomes of the HEIs increases.

10 % of all Vice Chancellors are found in the top income quartile increasing to 35 % in the lowest income quartile.

but the percentage share of female Chairs doesn't show a similar trend or clear pattern.

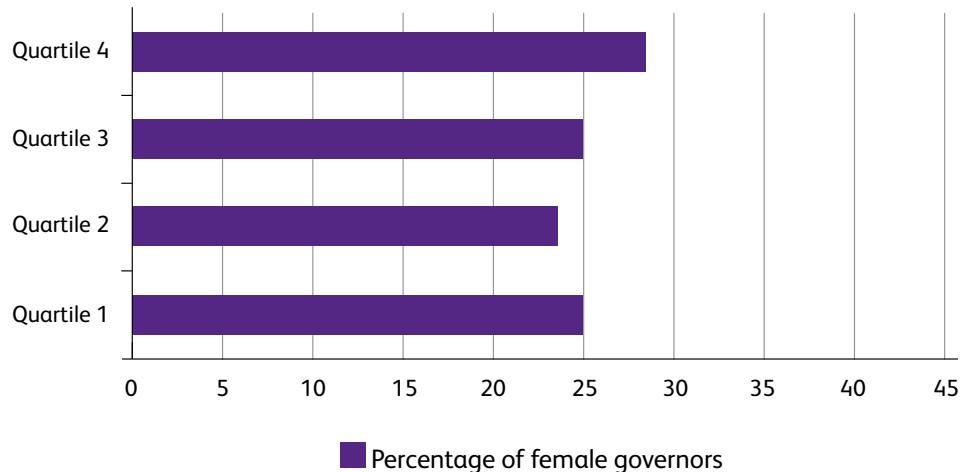
The same percentage of female Chairs is found in the lowest income quartile as in the highest income quartile.

Percentage of female Chairs and Vice Chancellors by income quartiles



Female governors are fairly evenly distributed across income quartiles

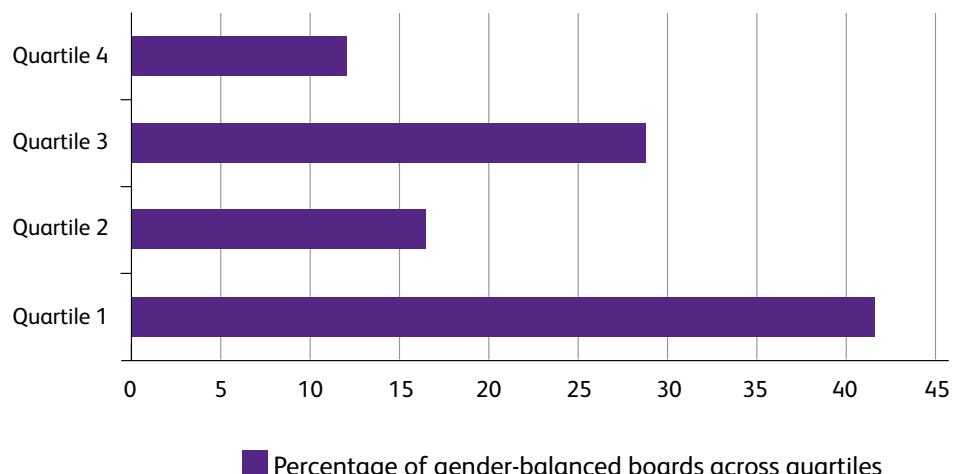
Percentages of female governors by income quartiles



- % of female governors in each quartile ranges from 23 % to 28 %.
- The highest income quartile has the largest percentage of female governors in the Index.

The fewest gender-balanced boards are found in the top income quartile with the most gender-balanced boards found in the lowest income quartile

Distribution of gender-balanced boards across quartiles



4.0 Five talking points on the agenda for change

4.1 Why do some HEIs have more women in leadership roles than others?

Although boards with a gender balance of at least 40 % are more likely to be found in the lower income quartile, they are found in every quartile, in every Mission Group and in every region except one. How they have achieved this balance is important to understand and share but was outside of the scope of this research. Leadership is obviously a key line of enquiry as is organisational culture but there are other factors that could be spurring change. These could be in the openness, transparency and vigour of the recruitment process, whether professional management consultants are used, the way in which the job specification is drawn, whether balanced short-lists are produced, whether there are balanced interviewing panels and whether succession planning has been in place.

HEIs focusing their own rich research capacity on the dynamics of their board diversity would be very powerful and insightful. A starting point could be case studies and possibly peer review to understand why some universities have achieved balanced boards and why others are finding it more challenging. It could also include whether sufficient numbers of qualified women respond to advertised vacancies for lay directors or are nominated internally and their success rates.

4.2 Should the HE sector have its own high profile champion for the women on boards agenda?

The creation of a high level government review chaired by Lord Mervyn Davies and the subsequent report, **Women on Boards**, has had a major impact in the private sector and has had the backing of business umbrella groups, the Secretary of State for Business Industry and Skills and the Minister for Women and Equalities. In the public appointments arena, the Commissioner for Public Appointments has the backing of the Cabinet Office. Reviews and resulting revisions in Codes of Conduct regarding succession planning, monitoring and reporting have been key drivers for change.

Does the HE sector need its own high profile champion to focus attention on the issue of women's representation on governing bodies? Should this person conduct a new review of women's representation in HE governance? Like the Lord Davies Review, it would need participation and endorsement of key umbrella bodies in order to be legitimate and ensure sector ownership of any recommendations. It could provide input to a revised Code of Conduct for HE Institutions that would more explicitly incorporate aspirations and guidance for increasing diversity on boards.

4.3 Should HEIs set aspirational targets for increasing women's representation on governing bodies?

Voluntary aspirational goals and targets are different to quotas which most institutions reject. Such goals and targets are being successfully implemented in some FTSE companies and have been embraced by the Public Appointments Commissioner. When combined with monitoring and reporting, they can be an important determinant of change because they focus institutional attention, processes and resources on achieving the desired outcome. Governing body members

could still be recruited on merit as well as the diversity of skills and experiences required by the governing body.

Aspirational targets are more in keeping with how HEIs would manage other areas of their business in relation to strategies and plans and allows the institution to set its own timeframe. The aspirational goals and targets could fit in well with the use of KPIs recommended by the CUC. One of its recommended top ten, high-level KPIs relates to governance, management and administration. Within this key performance area is the subject of leadership skills which could incorporate diversity. Meeting aspirational targets for board diversity could also be part of the periodic board effectiveness reviews recommended by the CUC.

To realise goals and targets, HEIs may wish to consider the length of time any one member serves on the governing body. Currently a lay governing board member may serve three terms of three years or two terms of four years and exceptions can be made when there is a need to retain specific expertise. When men hold a majority of seats, reappointments of governing body members may reduce opportunities to appoint women.

4.4 Should HEIs take action to increase the number of non-lay directors from the internal pool of female academics and professionals?

Selection process. Non-lay directors are usually ex-officio or elected. The ex-officio members tend to be men by virtue of reaching senior leadership positions as are the academic ones. The election process very much depends on who are the electors and whether women are nominated or encouraged to stand for election. Whilst it may require changes to memorandum and articles of association, could an appointments process be incorporated into the selection process? Governing bodies could advertise posts for internal candidates who could put themselves forward in a competitive manner for appointment. The process would rely on gender-balanced interview panels as well as mentors and sponsors encouraging women to put themselves forward. Consideration could be given for using an independent assessor in all governing body appointments who could challenge unconscious bias.

Benchmarking against peers. The ECU plans to build on the success of the Athena Swan Awards by introducing a new Gender Equality Charter Mark to address gender inequalities and imbalance in the arts, humanities and social sciences, in particular the underrepresentation of women in senior roles. The Charter Mark, which is currently being piloting by ten HEIs and 23 departments, covers academic staff, professional and support staff, men, women and gender identity. The formal launch of the new charter mark is expected in October 2014. This will sit alongside the Athena Swan STEMM Awards programme to which ninety-three universities have signed up.

Training leaders. Appointment to the most senior posts appears to be from the pool of HEIs rather than from within a particular HEI. Thus, shared training programmes for future leaders become particularly important in developing a cadre of diverse leaders for the HE sector. The new Aurora programme launched in 2013 for training women leaders is a particularly interesting opportunity for HEIs. The programme complements the flagship Top Management Programme also offered by the Leadership Foundation for Higher Education. Aurora aims to enable a wider range of women in academic and professional roles to think of themselves as future leaders, to develop the skills they will need, and to help their institutions to maximise the use of the skills they acquire.

4.5 How can all sectors work together to tap and develop the talent of women leaders?

There is scope for the private, public and third sectors to come together with HEIs to develop new collaborative initiatives, such as cross-sector mentoring, and to further develop what is currently on offer.

Sourcing board candidates. HEIs, FTSE 100 companies and publically appointed bodies are all looking for more women candidates for board appointments and often complain that suitable candidates are difficult to find or don't come forward. Widening the pool of candidates through working with intermediaries can expand this pool. Executive search firms are important partners and forty-seven have now signed the Voluntary Code of Conduct that sets out seven principles of best practise for firms to follow and requires that long-lists are made up of 30 % women. Women on Boards UK is a relatively new organisation with which sectors can list board vacancies. They have 2300 paid up subscribers who get access to their vacancies and one-on-one support when applying for roles.

Every year the **Female FTSE Report** includes biographies of "100 Women to Watch" who are deemed to be bored ready. **WomenCount: Charity leaders 2012** provides brief biographies of a number of women Trustees and Charity Executives that could be approached by those seeking to widen the pool of candidates. This publication also contains brief biographies of women who chair HEIs and those who lead them as their most senior executives.

Networks to bring senior women and men together across sectors. Various professional networks exist that provide opportunities for women from all sectors to meet and expand their contacts, skills and knowledge. These include the European Professional Women's Network, the City Women's Network and various women's networks within individual institutions and professions. There is also scope to seek out opportunities for executive men and women to network around inclusive events in all sectors by carefully considering potential guests or delegates and inviting speakers that include both men and women. Some networks require paid membership or payment for events but the amounts can be in line with the benefits gained. Networks to share knowledge across sectors and expand contacts can also be virtual and global.

5.0 Biographies of female Chairs

The biographies of female Chairs indicate that they come from both business and public sector backgrounds, tend to have served on the board of governors before chairing it and have often been trustees of charitable bodies.

Stella Pirie OBE

Bath Spa University

Stella Pirie became Chair of the Board of Governors in 2007 and is a highly experienced finance and board director. She is a Non-Executive Director of Avon Rubber plc, Schroder UK Growth Fund plc and Highcross Group Ltd. An accountant by training, she has held numerous board roles in other organisations. These include GWRGroup/Gcap Media plc where she was Finance Director, and Endeavour International Ltd where she was Chairman and Finance Director. She has also served on the boards of public and charitable bodies including the SW England Regional Development Agency, the Bath Festival Trust and Business Link (West) Ltd. She was Chair of Westec, the Training & Enterprise Council for area formerly known as Avon.

Sue Sutherland OBE

Bournemouth University

A member of the University Board since 2006, Sue Sutherland became its Chair in 2011. Until her retirement in 2010, Sue was Chief Executive of Poole Hospital Trust and former Chief Executive of the UK Transplant Special Health Authority. She trained as a nurse and midwife and, prior to becoming a Chief Executive, she held a number of Executive Director posts in the Royal Devon and Exeter Healthcare NHS Trust including Director of Nursing, Director of Human Resources and Director of Operations. Sue is also a Trustee of Hospiscare, a Devon based charity providing end of life care to patients.

Jane Kelly

Brunel University

Jane Kelly has run her own Management Consultancy for over 20 years alongside a portfolio of non-executive and trustee roles. She has chaired the Northwest London SHA and the West Middlesex University Hospital and has served as a Commissioner for London on the Appointments Commission. Her earlier career in Law in the private sector took her to Hong Kong and Brunei and later to a commercial general management role as Director of a leading healthcare company. Jane is Founder Patron and Trustee of The Mulberry Centre, a cancer charity.

Professor Dame Christine Beasley DBE

Buckinghamshire New University

Prior to becoming Chair of the Council, Dame Christine Beasley held a range of senior posts in the health services and has broad experience of policy development, leadership and general management. Dame Christine was Chief Nursing Officer for England from 2004-2012. She was also the Director General within the Department of Health for Professional Leadership (including Allied Health Professions) and for the Health Visitors' Programme. She is a fellow of the Queen's Nursing Institute and holds a number of honorary degrees. She was awarded an honorary professorship in nursing by the University of West London in 1997 and was Pro Chancellor at that university until the beginning of 2012.

Barbara Wilding CBE QPM

Cardiff Metropolitan University

Barbara Wilding took up her post as Chair of the Board of Governors in 2011 after retiring as Chief Constable of the South Wales Police. She served for 42 years in the police service, mainly in the Metropolitan Police, and was a strategic leader of international, national, regional and local policing. Miss Wilding is also an Honorary Doctor of Glamorgan University, an Honorary Fellow of Cardiff and Swansea Universities, a Member of the Royal College of Defence Studies, the National Executive Institute FBI and the Royal Institute of International Affairs. Miss Wilding is a Non-Executive Director of the Big Lottery Cymru, Vice-President of Age Cymru, and a member of the High Sheriffs Association Council, England and Wales.

Dame Deidre Hutton CBE

Cranfield University

Dame Deirdre Hutton became Pro Vice-Chancellor Chair of Cranfield University in 2012. She also Chairs the Civil Aviation and was previously Chair of the Food Standards Agency, Honorary Vice-President of the Institute of Food Science and Technology and Honorary Vice-President of the Trading Standards Institute. She serves as a Non-Executive member of the HM Treasury Board. She has been Vice-Chair of the European Food Safety Authority Management Board, Deputy Chair of the Financial Services Authority, Chair of the National Consumer Council, Chair of the Scottish Consumer Council, and a member of the Better Regulation Task Force. She has also held a number of positions on a variety of bodies dealing with food issues.

Muriel Gray

Glasgow School of Art

Muriel Gray was appointed the first female Chair of the Glasgow School of Art in 2013. She is an author, journalist and producer and a graphic design graduate of the School. She was Assistant Head of Design at the National Museum of Antiquities in Edinburgh before entering broadcasting. Her television and radio career has spanned 30 years. She began as a presenter of the Channel 4 television series The Tube and The Media Show before setting up her successful own TV production company, Gallus Besom. She is a regular newspapers columnist and has written a range of both factual and fictional books. Muriel is the only woman to have held the post of Rector at the University of Edinburgh.

Baroness Estelle Morris

Goldsmiths, University of London

Baroness Morris became the Chair of Council at Goldsmiths, University of London in 2012 having previously served as a Council member. She taught for 18 years in an inner-city comprehensive school before being elected as a Member of Parliament. She was Secretary of State for Education and Skills from 2001 to 2002 and was subsequently Minister of State for the Department of Media Culture and Sport. She was appointed to the House of Lords in 2005. She is a Trustee of the Roundhouse Trust, the Paul Hamlyn Foundation and the Hotcourses Foundation. She chairs the National Coal Mining Museum and Northern Education. She also chairs the Strategy Board, Institute of Effective Education, University of York.

Baroness Eliza Manningham-Buller DCB

Imperial College London

Baroness Eliza Manningham-Buller became the first woman chair of Imperial College in 2010. She joined the Council in 2009 and took on the role of Deputy Chair after a distinguished career in the Security Services where she was Director-General between 2002 and 2007. She had been Deputy Director-general for the five previous years. Baroness Manningham-Buller began her career as an English teacher at Queen's Gate School before joining the Security Services in the mid seventies. She became a life peer in 2008, sits on the Cross benches in the House of Lords and currently chairs the Sub Committee on Lords' Conduct. She is also a Governor of the Wellcome Trust.

Baroness Gillian Shephard

Institute of Education

Baroness Shephard became Chair of the Institute of Education in 2010 after a distinguished career in government. She entered Parliament in 1987, and became Under-Secretary of State for the Department of Social Security and then Minister of State for HM Treasury before joining the Cabinet in 1992. She was then successively Secretary of State for Employment, then Agriculture Fisheries and Food, Education, and finally Education and Employment. Baroness Shephard's early career was in teaching and education management. She is currently Deputy Chair of the Social Mobility and Child Poverty Commission.

Sophia Pain

Newman University

Sophia Pain has been a Trustee of Newman University since 2006 and chairs its Council. She is an IT Consultant with SMAP Consulting Ltd and prior to that was e-Commerce manager at Oxford University Press. She has a background in financial management, auditing and reporting having been an auditor at KPMG, a finance manager at Deloitte Consulting and on the Finance and Management Reporting Team at Roche Pharmaceuticals. Sophia is a Trustee of the Dawliffe Hall Education Foundation and a member of the Finance Committee of the Charles Plater Trust.

Marianne Neville-Rolfe CB

University of Bolton

Marianne Neville-Rolfe combines being Chair of the Board of Governors at the University of Bolton with a portfolio of consultancy and non-executive roles. She began her career with the Confederation of British Industry and was the first head of its Brussels office before joining the Department of Trade and Industry. She later headed the Civil Service College and the Cabinet Office's Top Management Programme. She was the first Director of the Government Office for the North West and joined the South East England Development Agency as Business and then Strategy Director. She is the owner of P&M Hill Consultants Ltd.

Sarah Turvill

University of Exeter

Sarah Turvill is chair of Willis International Ltd where she is responsible for the Willis Group's 44 subsidiaries worldwide, its investments in associated companies in a further 35 countries and its correspondent partners in 38 countries. A graduate of Exeter and a lawyer by training, she joined Willis in 1978 to establish a legal department. She moved into the operational side of the business in 1991 and progressed to CEO of Willis International in 2001. Ms Turvill joined Exeter's Alumni Network Group in 2011 and became the link between this group and the University Council. She was appointed Chair of Council in 2012 and also chairs the Nominations and Remuneration Committees.

Bridget Towle CBE

University of Leicester

Bridget Towle joined the Council in 2000 and became its Chair in 2013. After graduating from Exeter in Economics, Law and Politics she taught with the VSO in Uganda. On returning home she joined a knitted garment manufacturing plc and became the firm's marketing director and then joint managing director. Later she was elected Chief Guide and Chair of the Board of Girlguiding UK for a period of five years. At present she is a trustee of the RAF Benevolent Fund and also of the College of Optometrists as well as being Vice President of Girlguiding UK. She holds honorary doctorates from the Universities of Exeter and Loughborough.

Dame Jenny Abramsky DCB

University of London

In addition to chairing the Trustees of the University of London, Dame Jenny is Chair of the National Heritage Memorial Fund and Heritage Lottery Fund, Chair of the Royal Ballet Governors, a Trustee of the Shakespeare Schools Festival and Governor of the Birmingham Royal Ballet. She spent her working life at the BBC where she was Director of BBC Audio & Music and a member of the BBC Executive Board, with responsibility for all BBC national radio networks, for the BBC's digital radio services, and for music across television, radio, online and live events. She launched BBC Radio Five Live, BBC News Online and BBC News 24 as well as 5 digital radio stations. She was the first, and to date, only woman editor of the Today programme on Radio 4.

Dr Gill Rider CB

University of Southampton

Dr Gill Rider became Chair of Southampton University's Council following a career in both the public and private sectors. After 27 years at Accenture and its predecessors organisations, she joined the Cabinet Office where she held the top HR post at the Civil Service and was responsible for major transformation projects. She was Global Chief Leadership Officer at Accenture with responsibility for organisational change, HR and leadership development. Dr Rider is President of the Chartered Institute of Personnel and Development (CIPD) and is a Non-Executive Director of De La Rue plc and Pennon Group plc.

Dr Juliet Williams CBE

University of St Mark and St John

Dr Juliet Williams became Chair of the Board of Governors in 2012. She is the owner of Strategic Management Resources Ltd, Group Chair of Golley Slater and Chair of B2B marketing. She is Academy Director at the David Nieper Fashion Academy and Non-Executive Director of Twofour studios in Plymouth. She is a past Chair of the South West Regional Development Agency and a previous Director of the BIS Group Ltd. She holds Honorary Doctorates from Oxford Brookes University and the University of Gloucester and is CEO at Vital Partnerships at the University of Bristol's Graduate School of Education.

Gillian Camm

University of the West of England

Gillian became a member of the Board of Governors in 2002 and was appointed Chair in 2009. She was a partner in Hay Management Consultants, building up a substantial South West regional office. She is an experienced non-executive director and has held a variety of senior and board level appointments in the Home Office, the General Medical Council, Clerical Medical, Rok, Halifax, and ICL. Gillian is a Non-Executive Director of Wessex Water, Chair of Wycliffe College, a Trustee of St Monica Trust and a member of the Society of Merchant Venturers. She holds the position of Deputy Lieutenant for Gloucestershire.

Lise Lotte-Olsen

Writtle College

Lise-Lotte Olsen joined the Board of Governors at Writtle College in 1997 and became its Chair in 2007. She also chairs its Search and Governance Committee and is a member of the Personnel and Remuneration Committee as well as the Finance Purposes Committee. She is a Fellow of the Institute of Chartered Accountants in England and Wales and provides business and training consultancy services to a wide range of clients throughout the UK. She has previously been Treasurer and Commercial Director of the British Equestrian Federation.

Ann Green CBE

York St John University

Ann Green took her up appointment as Pro Chancellor and Chair of the Governing Body in 2011. She has held non-executive directorships in engineering, pharmaceutical manufacturing and security businesses. She is currently on the board of Stag Security Services and chairs Hadrian's Wall Heritage Ltd, a company she set up in 2006 to improve the visitor experience and regenerate the Hadrian Wall corridor from East to West. She has previously chaired the Royal Armouries and is a Board Member of the Frazier International History Museum in Louisville, Kentucky.

6.0 Biographies of female Vice Chancellors

Professor April McMahon

Aberystwyth University

Professor April McMahon joined Aberystwyth as Vice Chancellor in 2011 from Edinburgh University where she was Vice Principal for Planning, Resources and Research Policy. Before progressing to Vice Principal she was Forbes Professor of English, Head of the Department of Linguistics and English Language and subsequently Head of the College of Humanities and Social Science. Earlier in her career, she was Professor of English Language and Linguistics at the University of Sheffield and taught linguistics at Cambridge University where she was a Fellow of Selwyn College. Her academic research in linguistics has focused on comparisons between various English accents, with a particular interest in Scots, how and why languages change, interdisciplinary approaches to family relationships between languages, and the implications of encroaching majority languages. She has authored and co-authored a number of books and is a Fellow of the Royal Society of Edinburgh and of the British Academy.

Professor Dame Julia King DBE

Aston University

Dame Julia became Vice Chancellor of Aston University in 2006 following a career in both academia and the private sector. After sixteen years as an academic researcher and university lecturer at Cambridge and Nottingham universities, she joined Rolls-Royce plc where she held a number of senior executive appointments, including Director of Advanced Engineering for the Industrial Power Group, Managing Director of the Fan Systems Business, and Engineering Director for the Marine Business. In 2002 Dame Julia became Chief Executive of the Institute of Physics and then returned to academia as Principal of the Engineering Faculty at Imperial College, London. She has held numerous public appointments and is a member of the Committee on Climate Change, the UAE-UK Business Council and the Airports Commission, and is the UK's Low Carbon Business Ambassador. She is also a Non-Executive Director of Angel Trains and the Green Investment Bank, and a member of the Greater Birmingham & Solihull Local Enterprise Partnership.

Professor Christina Slade

Bath Spa University

Professor Christina Slade took the helm of Bath Spa University in 2012 and is leading it through a world-class campus development project. She brought with her a wealth of experience from her former roles as Dean of the Schools of Arts and of Social Sciences at City University London, Dean of Humanities at Macquarie University and Professor of Media Theory at the University of Utrecht where she led a seven nation EU-funded FP7 project entitled Media & Citizenship: Transnational Television Cultures: Reshaping Political Identities in the European Union. At the University of Canberra she was Head of School for Creative Communication and developed a suite of modularised online Masters in New Media. Trained as a philosopher of logic and language, her research has focused on issues of the media since 1990.

Marie-Therese McGivern

Belfast Metropolitan College

Marie-Therese McGivern became Chief Executive and Principal of Belfast Metropolitan College in 2009. She joined the College from Belfast City Council where was Director of Development. Having begun her career as a teacher in further education, she moved to develop policy for the youth service in Northern Ireland and in 1995 joined the Civil Service as a secondee to the Urban Regeneration Initiative, Making Belfast Work. After working as a Team Leader in West Belfast, she set up and headed the Central Policy, Planning and Research Unit for the Initiative. She has spoken all over the world on the issue of urban regeneration and held numerous advisory, visiting and honorary posts. In 2003 she was appointed as a Visiting Professor in the Faculty of Engineering and the Built Environment at the University of Ulster and has served on the Board of the British Urban Regeneration Association.

Professor Julia Buckingham

Brunel University

Professor Julia Buckingham took up her post as Brunel University's Vice-Chancellor and Principal in 2012 and is the first woman to hold this post. She joined Brunel from Imperial College London, where she was Pro-Rector for Education and Academic Affairs. At Imperial College she held the posts of Professor of Pharmacology, Head of the Division of Neuroscience and Mental Health and College Dean for Non-Clinical Medicine. Prior to joining Imperial College Professor Buckingham was employed at Charing Cross and Westminster Medical School, University of London, as Professor of Pharmacology, Head of the Department of Pharmacology and Assistant Dean (Preclinical). A specialist in Pharmacology, she is currently a Trustee of the Royal Institution and the Society of Biology, and Chairman (designate) of SCORE. She is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce, British Pharmacological Society, Higher Education Academy, City and Guilds Institute and the Society of Biology.

Professor Ruth Farwell

Buckinghamshire New University

Professor Ruth Farwell joined Buckinghamshire New University as its Vice Chancellor in 2006 from London South Bank University where she had previously been Pro Vice Chancellor (Students and Quality) and, before that, Dean (Academic Affairs). She was at Brighton College from 1990 to 1998 where she held the roles of Director of Studies in the Faculty of Information Technology, University Modular Coordinator and finally Head of Strategic Planning. Before moving to Brighton University, she was senior lecturer and then head of the Department of Mathematics at St Mary's University College. Current or previous Board memberships include Laser Learning Awards, National Open College Network, Skills Funding Agency Advisory Board, Buckinghamshire Business First, Buckinghamshire Thames Valley Local Enterprise Partnership, Higher Education Funding Council for England, Guild HE, Universities and Colleges Employers Association, Worthing.

Professor Veronica Lewis MBE

Conservatoire for Dance and Drama

Professor Veronica Lewis is Joint Principal of the Conservatoire of Dance and Drama which she founded in 2001 to form a new Higher Education Institution and allow students for the first time to access full funding for their degree programmes. She is also the Director of the London Contemporary Dance School and is recognised as pioneer of dance and dance education in the UK. Professor Lewis was the Director of Cheshire Dance Workshop and Advisory Dance Teacher for Cheshire County Council for 22 years. She has served as Vice Chair of the English National Ballet, Chair of the Royal Ballet's education committee and Member of the Board of the Rambert Dance Company. She was a founding member of the North West Arts Board and was appointed Honorary Professor of the University of Kent in 2012.

Professor Deborah Swallow

Courtauld Institute of Art

Professor Deborah Swallow came to The Courtauld as its Director in 2004 after a museum career, firstly at the Cambridge University Museum of Archaeology and Anthropology and then at the Victoria and Albert Museum where she was the Keeper of the Asian Department and Director of Collections. After taking a first degree in English literature, a year teaching in India gave her a deep interest in the arts, culture and religion of the Subcontinent, initially explored through the discipline of social anthropology and subsequently as a curator within the context of an art museum. As head of the Indian Department at the V&A, Professor Swallow oversaw the creation of the Nehru Gallery of Art and a series of major exhibitions on the arts of different regions and communities of the Subcontinent. She established close working relationships both with the South Asian communities in the UK and colleagues and institutions in the Subcontinent. She continues to work on issues relating to the arts and cultural heritage in contemporary India.

Professor Madeleine Atkins CBE

Coventry University

Professor Madeleine Atkins became Vice Chancellor of Coventry University in 2004 and will leave this position in January 2014 to take up the position of Chief Executive at HEFCE. Prior to moving to Coventry University, she held the positions of Head of Department and Dean and Pro Vice-Chancellor at Newcastle University. Professor Atkins is currently a Board member of HEFCE and sits on its Audit Committee. Internationally, she is Deputy Chairman and Council Member of The Association of Commonwealth Universities (ACU). Nationally, she is a Trustee of NESTA and is also a Director of the National Centre for Universities and Business. In addition she is an Associate of The Engineering Council, and a Member of Universities UK's Longer Term Strategy Network and its Employability, Business and Industry Policy Network. Professor Atkins is a Companion of the Chartered Management Institute and a Fellow of the RSA. Regionally, she is a Board Member of Coventry and Warwickshire Local Enterprise Board, having previously been a Board Member of Advantage West Midlands (an earlier RDA).

Professor Andrea Nolan OBE

Edinburgh Napier University

Professor Andrea Nolan became the new Principal and Vice Chancellor of Edinburgh Napier University in 2013. Previously she was at Glasgow University where she developed an institutional leadership career following her appointment as Head of Division of Veterinary Pharmacology. She then took up the post of Dean of the Faculty of Veterinary Medicine and was later appointed Vice

Principal for Learning & Teaching . In 2009 she was appointed Senior Vice-Principal & Deputy Vice Chancellor. She chairs the Scottish Higher Education Enhancement Committee, is a member of the QAA Scotland Committee and the UUK International and Europe Unit Board. Professor Nolan is a Fellow of the Royal Society of Edinburgh, a Fellow of the Royal Agricultural Societies and is an honorary life member of the Association for Veterinary Teachers & Research Workers. She is a member of the World Small Animal Veterinary Association's Global Pain Council and a Trustee of two animal charities.

Professor Anne Carlisle

Falmouth University

Professor Anne Carlisle joined the University as Vice-Chancellor and CEO in 2009 and has led it through a major phase of development to gain full University Title in December 2012. Her previous role was Deputy Vice-Chancellor of the University of Wales, Newport where she led research and innovation, which included establishment of the Institute of Advanced Broadcasting and the Entrepreneurship Foundation. In this role she was particularly committed to developing the creative and digital industries as a key driver in the economic regeneration of the region. She is a Director on the Cornwall & Isles of Scilly Local Enterprise Board, Chair of the Cornwall & Isles of Scilly Local Enterprise Partnership Innovation & Knowledge Strategy Board, Chair of Combined Universities in Cornwall (CUC) Steering Group, a member of the Strategy Board of Superfast Broadband and a member of Tate St Ives Advisory Board.

Professor Pamela Gillies CBE

Glasgow Caledonian University

Professor Pamela Gillies was appointed Principal and Vice Chancellor of Glasgow Caledonian University in March 2006. She had previously been Pro Vice-Chancellor at the University of Nottingham which she joined as a Lecturer in Public Health in 1984. She has worked in San Francisco on an Abbott Fellowship for AIDS Research, in Geneva as a member of the World Health Organisation's Global Programme on AIDS, at Harvard University as a Harkness Fellow and Visiting Professor in Health and Human Rights. Professor Gillies is currently Board member of the British Council, a Trustee of the Saltire Foundation and a Trustee of the Carnegie Trust for the Universities of Scotland. She is Chair of the Glasgow Health Commission. She is also a member of the UK Research Policy Committee, the Universities Scotland's Health Committee and Funding Policy Group and the Scottish Funding Council's Advisory Group on the Review of Teaching Funding Methodologies. In addition Professor Gillies sits on the of the Scottish Enterprise West Regional Advisory Board and the Board of CBI Scotland.

Simone Wonnacott

Leeds College of Art

Simone Wonnacott was appointed Principal of Leeds College of Art in 2009, having previously served as Vice Principal since 2004. An MBA graduate of the University of Leeds with a background in HR, she is a Fellow of the Chartered Institute of Personnel and Development. Having led a number of significant management and workforce re-structuring projects during her career, in August 2011 Simone steered the College through its transition to the HE sector. She is a board member of HEART, a partnership to provide a single voice for Higher Education in the West Yorkshire region.

Professor Susan Price

Leeds Metropolitan University

Professor Susan Price became the first female Vice Chancellor in the history of Leeds Metropolitan in 2010. She was previously Deputy Vice-Chancellor and Acting Vice-Chancellor at the University of East London. She has also held the posts of Director of Academic Affairs in Modern Languages at the University of Bradford, Associate Dean at the University of the West of England and ESRC Fellow in International Business at the University of Manchester Business School. Professor Price has a First Class degree in Modern Languages from the University of Salford, and completed her PhD in Linguistics at University College London and Salford. She also has an MBA from the University of Bradford. She sits on the Boards of Leeds and Partners, Yorkshire Universities and is a member of the International and Europe Strategic Advisory Board. She is also a member of the Executive of Million+.

Professor Margaret House

Leeds Trinity University

Professor Margaret House was appointed as the Vice Chancellor at Leeds Trinity University in 2013. Previous to this she was the Deputy Vice-Chancellor Academic at Middlesex University where she had worked since 1986. She was appointed Dean of the School of Social Sciences in 2000, Dean of Health and Social Sciences in 2002 and became Deputy Vice-Chancellor Academic in September 2005. Professor House has gained a national and international reputation for research into the management and monitoring of river water quality. She was responsible for the development of the House Index of Water Quality. Her present research ranges between modelling the impact of forestry on Loch Ness and water harvesting in Spain. As Deputy Vice Chancellor Academic she led projects on the student experience and employability in addition to her role as academic leader for the University.

Professor Janet Hemingway CBE

Liverpool School of Tropical Medicine

Professor Janet Hemmingway took up her post as the first woman Director of the Liverpool School of Tropical Medicine in 2001 and is also Professor of Insect Molecular Biology at the School. Before taking up the post, she was Professor of Molecular Entomology at Cardiff University and was the youngest scientist ever to be appointed as a Professor in science in the UK. Professor Hemmingway is CEO of the Innovative Vector Control Consortium and the International Director of the Joint Centre for Infectious Diseases Research, Jezan, Saudi Arabia. She is distinguished as the international authority on insecticide resistance in insect vectors of disease and is Principal Investigator on current projects well in excess of £55 million including the Bill and Melinda Gates Foundation funded Innovative Vector Control Consortium. She is a Fellow of the Academy of Medical Sciences, a Fellow of the Royal College of Physicians, Foreign Associate to the National Academy of Scientists in the USA, Fellow to the American Academy of Microbiology and a Fellow of The Royal Society.

Professor Janet Beer

Oxford Brookes University

Professor Janet Beer took up her role as Vice Chancellor of Oxford Brookes University in 2007. She worked for the Inner London Education Authority earlier in her career and has fulfilled academic and leadership roles at Warwick, Roehampton and Manchester Metropolitan. Professor Beer is Chair of the Equality Challenge Unit and the current Chair of the Higher Education Public Information Steering Group which has oversight of the National Student Survey. She sits on the Advisory Board

of the Higher Education Policy Institute, is vice-president of UUK England and Northern Ireland, a Board member of UCAS, Chair of SPA (Supporting Professionalism in Admissions) and is a member of HEFCE's Financial Sustainability Strategy Group. In 2011 she was elected as a Visiting Fellow at Nuffield College. Professor Beer has an established record of research in late nineteenth and early twentieth century American literature and culture and contemporary Canadian women's writing.

Professor Petra Wend

Queen Margaret University

Professor Petra Wend took up her post as Principal and Vice Chancellor of Queen Margaret University in 2009. Prior to that, she was Deputy Vice-Chancellor (Academic) and Deputy Chief-Executive at Oxford Brookes University. She joined Oxford Brookes from the University of North London (now London Metropolitan University) where she held the posts of Dean of the Faculty of Humanities and Education and Pro Vice Chancellor (Learning and Teaching). She has held a number of formal advisory roles on UK and international committees and boards. She is the Vice Convener of Universities Scotland and is a member of the Board of the Quality Assurance Agency for Higher Education (QAAHE) (UK) and the QAA's Scotland Committee, the Edinburgh Business Forum and the Edinburgh Partnership Board. She is also a member of the British Council Scotland Advisory Committee and a member of the Goodison Group Forum. She was also a member of the joint Government and Scottish Funding Council's Skills Committee from 2010 to 2013.

Professor Linda Merrick

Royal Northern College of Music

Professor Linda Merrick holds the positions of Principal and Professor at the RNCM. She joined the RNCM in 2001 as Director of Performance Studies and Senior Tutor in Clarinet, becoming its Vice Principal in 2006. She was acting Principal during an extensive international search for a replacement for her predecessor and was appointed Principal in 2013. In addition to her academic career, she has an international profile as a clarinet soloist, recording artist and clinician. Linda has broadcast for BBC Radio 3, Radio France, DRS1 Switzerland, CKWR Canada and Arte TV South Korea. She has performed as a concerto soloist across America, Asia, Australia, Europe, South America, the UAE, and throughout the UK. Professor Merrick has a catalogue of over 20 solo recordings and is a founder member of the contemporary ensemble 'Sounds Positive with whom she has premiered over 70 works of British composers. She is the UK representative for Howarth Clarinets.

Dr Anne Heaslett

Stranmillis University College

Dr Anne Heaslett is the first woman Principal of Stranmillis University College. She took up her post in 2007 after having been the Director at Limavady College for the previous seven years where she led a transformational period of change which included major building projects and two major inspections. Earlier in her career she was head of the Arts and Social Studies Department in Coleraine Technical College before being appointed to Deputy Director in the Causeway Institute of Further and Higher Education. Dr Heaslett has a PhD from Ulster University and an MSC in Executive Leadership (International Programme) which involved studying at the International Institute in Lausanne, Switzerland.

Professor Dame Glynis Breakwell DBE DL

University of Bath

Dame Glynis was appointed Vice Chancellor of the University of Bath in 2001. Prior to taking up this post, she was at the University of Surrey where she had held the posts of Professor of Psychology, Head of Department of Psychology, Pro Vice-Chancellor (Staff Development and Continuing Education) and Head of School of Human Sciences. Dame Glynis holds a number of senior positions both nationally and internationally, acting as an advisor to the higher education sector, government organisations, multi-national corporations and not-for-profit organisations. She currently chairs the UUK Funding Policy Network, the ESRC Research Committee and the Daphne Jackson Trust. She is a Director of Universities UK, the Student Loans Company, the Universities Superannuation Scheme and the West of England Local Enterprise Partnership. She has an Honorary Doctorate of Law from the University of Bristol and is an Honorary Professor at the University of Shangdong in China. She is Deputy Lieutenant of Somerset.

Professor Julie Lydon

University of Glamorgan

Professor Julie Lydon took up the position of Vice Chancellor of the University of Glamorgan in 2010 before it merged with the University of Wales Newport. She was previously the Deputy Vice-Chancellor and the Pro Vice-Chancellor (Academic Development) at the University. Prior to joining the University of Glamorgan she was Assistant Vice-Chancellor at the University of the West of England and was Associate Dean of the Business School at the University of Wolverhampton. With a strong personal interest in standards and quality in higher education, she was previously an auditor for the Quality Assurance Agency for Higher Education and is currently a member of the QAA Advisory Panel for Wales. Her representational roles include board membership of UCEA, HECSU, University Alliance, Higher Education Wales, HEFCW Student Experience, Teaching & Quality Committee and she is a member of the Editorial Board for the Journal of Applied Research in Higher Education.

Professor Dame Julia Goodfellow DBE CBE

University of Kent

Dame Julia became Vice Chancellor at the University of Kent in 2007. She had previously been the Chief Executive of the Biotechnology and Biological Sciences Research Council where she was responsible for government funding for the biosciences in universities and in seven sponsored research institutes. She had been a member of the BBSRC council prior to this. Before joining the BBSRC, she was at Birkbeck, University of London where she held the posts of Professor of Biomolecular Sciences, Head of the Department of Crystallography and Vice Master. She is a Fellow of the Academy of Medical Sciences, the Institute of Physics and the Institute of Biology. Her scientific studies pioneered the use of computational methods to study the structures of large biologically important molecules and she used this to probe their function and dynamics. She is also the Equality and Diversity champion for Sex (Gender) and Lesbian, Gay, Bisexual, Transgender (LGBT).

Professor Mary Stuart

University of Lincoln

Professor Mary Stuart joined the University of Lincoln in 2009 from Kingston University where she was Deputy Vice-Chancellor. Prior to moving to Kingston University, she was Pro Vice-Chancellor at the University of Sussex. She has extensive experience of developing partnership working between institutions and leading change within universities. She is a member of HEFCE's Teaching Quality and Student Experience strategic committee and previously acted as Associate Director Research for the National co-ordinating team for widening participation for HEFCE, the LSC and the DfES. Professor Stuart also has international links and acts as a higher education advisor for the World Council for Total Quality and Excellence in Education. She is a graduate of the University of Cape Town and the Open University where she obtained her Doctorate in Social Policy in 1998. Her research interests are focused on life histories, social mobility, higher education students and community development.

Professor Dame Nancy Rothwell DBE DL

University of Manchester

Professor Rothwell took up the post of President & Vice-Chancellor of the University in July 2010. She is the first woman to lead The University of Manchester or either of its two predecessor institutions. She is also Professor of Physiology, and has previously held an MRC Research Chair, as well as holding University positions as Vice-President for Research and as Deputy President & Deputy Vice-Chancellor. Professor Rothwell's research in the field of neuroscience has contributed towards major advances in the understanding and treatment of brain damage in stroke and head injury. She was elected Fellow of the Royal Society in June 2004 and made Dame Commander of the Order of the British Empire in June 2005, in recognition of her services to science. She is the founding President of the Society of Biology, a non-executive Director of AstraZeneca, co-Chair of the Prime Minister's Council for Science and Technology, a Royal Society Council member, a Deputy Lieutenant for Greater Manchester and a member of the Greater Manchester Local Enterprise Partnership (LEP) Board. Professor Rothwell takes a strong and active interest in public communication of science and regularly gives talks to schools and the public and contributes to television, radio and press, particular on sensitive issues in science.

Professor Wendy Purcell

University of Plymouth

Professor Wendy Purcell was appointed as Vice Chancellor and Chief Executive of the University in 2007. Previously Deputy Vice-Chancellor at the University of Hertfordshire, Pro Vice-Chancellor (Research) and Dean of Applied Sciences at the University of the West of England. Professor Purcell has an international reputation in her field of biomedical research and is Chair of the Healthcare Science Council in Higher Education and a member of the Health Education England (HEE) Genomics Advisory Board and HEE Healthcare Science Implementation Network Group. She is Trustee and Director of the Environmental Association of Universities and Colleges, a member of Universities UK (UUK) Long-term Strategy Group, a member of two UUK Policy Networks, a member of the National Centre for Universities and Business and a Board member of the Heart of the South West Local Enterprise Partnership. Professor Purcell is on the CBI South West Council and the SW Science and Industry Council. She is also Trustee of the National Marine Aquarium, the Drake Foundation and The Lord Caradon Lectures Trust.

Professor Louise Richardson

University of St Andrews

In January 2009, Professor Richardson became the first female Principal and Vice Chancellor of the University of St Andrews and is the first female Principal of any of the ancient Scottish Universities. Her tenure has been marked by a refocus on the core academic mission of the organisation. Prior to her appointment as Principal, Professor Richardson served as Executive Dean of the Radcliffe Institute for Advanced Study at Harvard University and was instrumental in the transformation of Radcliffe, once a women's college, into an interdisciplinary centre. During this time she continued to publish and to teach, both at Harvard College and Harvard Law School. Her research on international security and terrorist movements is internationally recognised and she has received many awards for her research as well as her teaching. She is a Trustee of a number of non-profit organisations including the Carnegie Corporation of New York and the East West Institute. She is a Fellow of the Royal Society of Edinburgh.

Professor Cara Aitchison

University of St Mark & St John

Professor Cara Aitchison took up the post of Vice Chancellor and CEO in 2013. Prior to this she was Head of Moray House School of Education and Chair in Social and Environmental Justice at the University of Edinburgh. Previous posts include Dean of the Faculty of Education and Sport, Professor in Leisure and Tourism Studies and Director of the Institute for Sport and Physical Activity Research at the University of Bedfordshire. She has been a Professor in Human Geography and Director of the Centre for Leisure, Tourism and Society at the University of the West of England. She chairs the UK Research Excellence Framework Sub-Panel on Sport and Exercise Sciences, Leisure and Tourism and is a member of the Main Panel for Social Sciences for REF 2014. As a Principal Investigator she has managed over 25 funded research projects including needs analyses, community consultations, feasibility studies, impact assessments, policy evaluation studies and research networks.

Professor Joy Carter

University of Winchester

Professor Joy Carter was appointed as Vice Chancellor at the University of Winchester in 2006. Her research field is Environmental Geochemistry and Health and her studies began as a student at the University of Durham before undertaking a PhD at the University of Lancaster. Prior to joining Winchester, Professor Carter was Pro Vice-Chancellor (Academic) at the University of Glamorgan. She was Dean of Science and Professor of Environmental Geochemistry and Health at the University of Derby, and Reader in Environmental Geochemistry and Health at the University of Reading. Professor Carter is Chair of the Cathedrals Group of Universities, Chair Elect of Guild HE and Board Member of UCAS and QAA. Other national roles include Chair of the University Vocational Awards Council (UVAC) and member of the Ministerial Advisory Group, FE & Skills. She is also a member of the Hence Leadership, Governance and Management Strategic Advisory Committee. Professor Carter became a Deputy Lieutenant of Hampshire in 2013.

About Women Count

Norma Jarboe OBE is the author of **Women Count: Leaders in Higher Education 2013**. Norma is founder and Director of Women Count, a not-for-profit enterprise focussed on indexing women's participation in the third sector and public bodies and addressing issues that result in their under-representation. Its first publication, **Women:Count: Charity leaders 2012**, was launched by the Rt Hon Theresa May, the then Home Secretary and Minister for Women and Equalities. A second publication, **WomenCount: Charity leaders in Wales 2012**, was launched at the Women in Public Life Conference hosted by Rosemary Butler, the Presiding Officer of the National Assembly for Wales.

Norma was formerly Director of Opportunity Now, the leading employer membership organisation in the UK to advance women in the workplace and has many years of experience in women's development and diversity. She has worked at senior levels in the private sector, in public/private sector partnerships and in the charitable sector. She is a member of the Defra Equality Scrutiny and Advisory Group and was formerly Chair of its Gender Equality Scrutiny and Advisory Group. Authored reports for Opportunity Now include **Tomorrow's Workplace: Are you fit for the future?**, **Leadership for Change: Aligning organisations for the future**, **The Responsible Workplace: How to survive and thrive** and **Balancing Boards**.

Norma has an MA in International Studies from the University of Denver and a Diploma from the Stonier Graduate School of Banking at Rutgers University. She was awarded an OBE in 2008 for her work on social inclusion.

WomenCount Leaders in Higher Education 2013

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