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A Welcome from the Club

Welcome to our second higher-education newsletter, in which we share recent successes and initiatives, and update you on new research. In this issue, we outline the findings of *Changing Places*, a study led by Professor Simonetta Manfredi that delved into the experiences of women on both corporate and university boards. We also share new developments and networking opportunities from Board Apprentice and the New Schools Network, and introduce a new network for women in STEM careers. Last but not least, we introduce and welcome recent joiners to the HE working group.

Our Higher Education 30% Club mission:

to increase consensus across the UK higher education sector on the value of diverse and transferable leadership skills, particularly between companies and universities.
Our objectives for 2017

We’re undertaking several initiatives this year to build consensus across the UK higher education sector on the value of diverse and transferable leadership skills, particularly between corporates and universities.

We’re hosting a workshop, open to the 42 university members of the 30% Club (and hosted by Universities UK at its September conference), to create an action plan based on ideas raised at the launch of Professor Manfredi’s Changing Places research (see following article). One idea up for discussion is a single point of contact to disseminate those research findings.

And with support from UCL’s Equality and Diversity team, we’re mapping the landscape of UK organisations with a mission to improve gender diversity in the leadership of UK higher education institutions.

For further details, contact Mieke Tyrrell (mtyrrell@brookes.ac.uk).

Our successes to date

The 30% Club launched as a UK campaign in 2010, with a goal of achieving a minimum of 30% women on FTSE-100 boards.

Currently, that figure stands at 27%, up from 12.5%. We have achieved accelerated progress through the leadership of our member Chairs and CEOs. As well as the critical recognition that better gender balance leads to better results, five factors created a replicable formula for success. These were:

- a measurable goal with a defined timetable
- a supportive public policy that acknowledged that the status quo was unacceptable
- change driven by those in power
- openness to collaborate
- a concerted and consistent series of actions and programmes, from schoolrooms to boardrooms

"The 30% Club launched as a UK campaign in 2010, with a goal of achieving a minimum of 30% women on FTSE-100 boards"
Supporting diversity in governance

Does the gender of board members make a difference to institutional performance? Despite all the evidence showing that it does, we’re on a long journey to improve the gender balance on boards. What we do know is that in a diverse and competitive world, it is essential to bring the best talent to our boards regardless of characteristics such as race, gender, disability or social background.

To break down the barriers facing women who want to enter the boardroom, the Leadership Foundation ran a series of evening events called Women onto Boards. These events aimed to showcase the current benefits and opportunities for any woman thinking about serving on a higher/further education board, or on a non-executive body in other sectors, whether as an independent or staff governor.

A total of 180 women from diverse roles and institutions attended these events in locations across the four nations, including London, Cardiff, Belfast, Edinburgh and Leeds. Panel members included serving chairs and both experienced and new female board members.

A new series of events is scheduled for 2017–18. As evening networking events, they will run from 5.30pm until 8.00pm and cost £75 (drinks and canapés are included).

Click on each event for more information.

London: Monday 29 January 2018

Edinburgh: Tuesday 6 February 2018

Birmingham: Tuesday 20 February 2018

Cardiff: Wednesday 28 February 2018

We would encourage you to circulate this information to any woman you think might be interested or who you think would make a good board member.

Give us your insights: why are women under-represented in spin-out companies?

Since 2000, over 1700 spin-out companies have been created to commercialise intellectual property created from research in UK universities. Although these companies make a key contribution to innovation and competitiveness in the UK economy, women’s leadership appears to be under-represented in the various stages of the spin-out process. To explore this issue, Oxford Brookes University is researching the participation of women in the spin-out process and the barriers they encounter. Professor Simonetta Manfredi, Associate Dean, Research and Knowledge Exchange and Director, Centre for Diversity Policy Research & Practice, would welcome insights from 30% Club members in the university, professional services, technology, industry or venture capital sectors to determine the scope and content of the research. If you have an interest in this research or views to contribute, please contact Norma Jarboe (njarboe1@aol.com) who is working with Oxford Brookes on the initial stages of this research.
Changing places: why board-level female talent should move between academia and businesses

As we know, better gender diversity at board level is a priority for UK’s businesses and universities. And while both sectors have made big improvements, the latest data shows that women are still under-represented at board level. Consequently, there is a strong case for companies and universities to draw on each other’s female talent. The result would be two-fold – a boost for both gender and professional diversity.

The five-year Davies review, set up to increase women’s representation on the boards of FTSE companies, suggested that companies should be looking beyond the corporate mainstream to women from other sectors – including academia – to widen the talent pool. Nonetheless, this remains a largely untapped talent pool, as highlighted by the latest Davies’ report, published in 2015.

"Companies should be looking beyond the corporate mainstream to women from other sectors – including academia – to widen the talent pool."

Responding to these findings, KPMG and the 30% Club commissioned the Oxford Brookes University Centre for Diversity Policy Research and Practice to undertake a study into this issue. Led by Professor Simonetta Manfredi, Director of the Centre, the study began by researching the status quo. It then asked senior women from both sectors to talk about their experiences on boards. The goal was to answer important questions, such as what skills and experiences do boards require? What can senior women contribute? Is female expertise from both businesses and academia being put to full and effective use?

The UK trails the US in terms of academic participation on company boards

We launched the study’s findings in August 2016. A key finding indicated that while the number of business women taking roles as independent members of academic boards is comparatively strong, academia remains a largely untapped pool for corporate board appointments.

Academic participation on company boards, for men and women, is much lower in the UK than in the USA. When this research was undertaken, there were only 19 academic non-executive directors among the FTSE 350. Women made up 42% of this number, suggesting that gender is not the major barrier to the appointment of academic non-executive directors on company boards. Instead, the major barrier appears to be a lack of awareness about the value of senior academics’ capabilities.

Chairs of FTSE companies who took part in this study acknowledged that there might be some informal bias against academics. This could reflect a view that academics’ tendency to argue on intellectual lines may hamper board discussions. However, some chairs were generally supportive of the Davies’ recommendation to look for board candidates outside the corporate mainstream. Some of them had direct experience of boards, both in the UK and in the USA, which included academic non-executive directors. Two key benefits were identified with regard to the contribution that academics could make to company boards. This first related to possible matches between specific academic expertise and company services or products, especially in the case of science and technology-based organisations. The second benefit related to the experience of senior leadership that academics, for example Vice-Chancellors, could bring to a company board. As one FTSE Chairman said:

“Some academics are like CEOs...for example Head of Colleges or Vice-Chancellors...so I think we are denying ourselves perhaps the broader management and organisational and charismatic skills that some of these people have to get teams to work together”. 
### How do women academics benefit?

Meanwhile, senior female academics with experience of serving on company boards felt that there were many benefits for academics who became involved with company boards. These included gaining a better understanding of the “hard realities of commercial life”, of companies’ priorities and how these could be addressed through academic research. There was consensus among these women that there is much latent female talent for UK businesses to explore. One female university executive who took part in this study commented that “the hardest non-executive directorship to get is your first one. So since I’ve had this one I’ve had head-hunters coming to me saying ‘are you interested in potentially going for others’, and that’s never happened to me before. Once you have proved that you can do it, it becomes easier.”

### Business women on university boards

Increasingly, universities in the UK operate in an international environment. University boards need to avoid ‘groupthink’, adopt a commercial mind set and ensure they are diverse. Attracting senior business women to university boards can further all these goals. This study reviewed the careers of independent board members across the Russell, Universities Alliance and GuildHE groups of universities. Of the 874 board members identified, nearly 40% of them are women. The career history of this group of women showed a mixture of private and public sector experiences. The largest proportion had careers spanning the public, the private and third sector. They could be defined as ‘tri-sector leaders’, having successfully worked across different sectors. In contrast, independent male university board members are more likely to have private sector careers.

"Of the 874 board members identified, nearly 40% of them are women"

The women in this group who took part in the study were very positive about their experience of university boards. Most acquired valuable transferable insights. Some were surprised by the complexities of university management. Overall, they enjoyed the new challenges, the need to work with different stakeholders and the opportunity to meet experts in different fields. Despite some practical differences, many see similarities between corporate and university governance. The benefits for business women to become involved with university boards were well summarised by one interviewee who said “I think it’s been massively developmental for me…it’s also a network that you build through the university. The other people on the board are interesting people in their own right.”

### How mobility drives board diversity

Cross-sector mobility has huge potential to improve gender diversity of boards. Women who have ‘changed places’ find huge similarities between the governance in both sectors. And women active in both sectors are likely to have had multi-sector careers. This means that they have built up transferable skills and an ability to adapt to the context of different organisations. Overall, the study points to strong social and economic arguments for women to change places, especially from academia to the private sector. That points to three key actions:

1. **Better dialogue between sectors**
2. **Active programmes designed to break down barriers between sectors**
3. **Greater effort to match individuals with opportunities**
Mapping organisations that tackle gender issues

In other news, UCL's Equality and Diversity team volunteered to kick off an exercise to map the landscape of organisations with a mission to improve gender diversity in the leadership of UK higher education institutions. This piece of work was completed at the end of April.

Leadership Foundation for Higher Education (LFHE)

- Commissions research to address the reasons why HE leadership is male dominated
- Runs courses and events to support more women into HE leadership positions e.g. Aurora
- Consultancy service

Contact
020 3468 4810

Equality Challenge Unit (ECU)

- Runs the Athena SWAN Charter, which addresses (the lack of) gender equality at all levels of the academic career pipeline.
- Specific questions about senior management composition are included in the university award application form.

Contact
info@ecu.ac.uk

Oxford Brookes University, Centre for Diversity Policy Research and Practice

- Women and leadership is one of their main research areas: [https://www.brookes.ac.uk/the-centre-for-diversity-policy-research-and-practice/research-projects/women-and-leadership/](https://www.brookes.ac.uk/the-centre-for-diversity-policy-research-and-practice/research-projects/women-and-leadership/)
- Recently wrote LFHE think piece on gender equality and use of Executive Search Firms (ESFs)

Contact
Professor Simonetta Manfredi
smanfredi@brookes.ac.uk

Universities UK

- Website states ‘…working closely with the Equality Challenge Unit, Leadership Foundation for Higher Education and HEFCE to raise awareness of the rationale and benefits of improving diversity in higher education leadership.’

Contact
info@universitiesuk.ac.uk

Women Count

- A non-profit organisation benchmarking women’s leadership across charitable, academic and public bodies

Contact
info@women-count.org

Universities Scotland


Contact
info@universitiesscotland.ac.uk
As a complementary piece of work, the team also mapped organisations that are working on gender at a national, cross-sector level. Neither of these lists are exhaustive, and we’d like to invite readers of this newsletter to contact us with suggested additions, to help increase aware of potential partner organisations or those with overlapping interests and missions.

Fawcett Society
- A leading UK charity campaigning for gender equality and women’s rights
- Has recently campaigned on women’s representation in parliament and produced a ‘state of the nation report’ in 2016

Contact
0203 598 6154
info@fawcettsociety.org.uk

CMI (Chartered Management Institute) Women
- Ongoing membership campaign to promote diversity in leadership

Contact
01536 207307

Business in the Community (BITC)
- A campaign that aims to “create fair, equal and unbiased recruitment, promotion and reward systems

Contact
information@bitc.org.uk

CIPD (Chartered Institute of Personnel and Development)
- Members’ survey on gender diversity in the boardroom

Contact
020 8612 6200

Cranfield School of Management
- Leading research department on gender and leadership

Contact
Professor Elisabeth Kelan
01234 751122

IPPR (Institute for Public Policy Research)
- Research on women’s career aspirations and expectations

Contact
020 7470 6100
info@ippr.org

The Guardian
- Open-ended media campaign on women in leadership

Contact
020 3353 2000
Increasing diversity on boards – two new partnerships

We’re pleased to announce two important new developments from Board Apprentice. As a reminder, Board Apprentice is a not-for-profit organisation dedicated to increasing diversity on boards by widening the pool of board-ready candidates.

Board Apprentice partners with UK Government Investments and the 30% Club

Firstly, Board Apprentice has partnered with the 30% Club and the UK Government Investments (UKGI) to develop “The Future Boards Scheme”. The scheme has been formally endorsed by the Department of Business, Energy, Innovation and Skills and was formally ‘soft-launched’ at a reception on the evening of 20 September 2016.

The partnership is a dedicated version of the Board Apprentice Scheme aimed specifically at FTSE350 organisations that are members of the 30% Club and UKGI boards. It’s a practical step towards supporting the Hampton-Alexander Review’s recommendations to increase the representation of women below board-level in the senior layers of FTSE350 companies. This will be achieved by placing female apprentices on the boards of FTSE350 companies and similar UKGI entities, giving them direct first-hand board experience.

The scheme will focus on talented female candidates who are “board ready”, but who would benefit from the additional professional and personal development, experience and direct access that the scheme brings. In the longer term, the intention is to look beyond this cohort of candidates to identify other rising stars in the female executive talent pool who will form the pipeline for the future.

These two new groups will include a large number of companies and boards and improve the take-up of the concept in the UK considerably. It will be an important guide for other countries looking at the concept and how it can work in practice on a large scale.

A partnership with London Higher

Secondly, Board Apprentice has started a partnership with London Higher, an "umbrella" body representing over 40 publicly funded universities and colleges in London. Board Apprentice will work with London Higher to place diverse board apprentices on the governing bodies of the universities, and also place university employees as apprentices on boards outside the higher education industry. This was formally announced to a number of London universities and higher education colleges on the morning of 20 September 2016.

The university boards are taking a progressive approach and considering diversity in terms of gender, age, ethnicity, LGBT, disability, experience, etc. Accepting diverse apprentices helps the boards to build a pool of candidates that then feeds into succession planning.
Making the move to an educational board

In other news, we’ve been in discussion with members of the New Schools Network, who are keen to spread the word about Academy Ambassadors, a board recruitment programme. The New Schools Network is a small charity working to improve the standard of education in England by delivering more high-quality free schools. They’ve seen some success: in the last five years, the number of academies has grown from 200 to 6000. And business leaders have been at the heart of the reforms. To take their goals to the next level, the Network’s Academy Ambassadors programme is seeking high calibre, talented female leaders to join academy boards. By using the programme, female leaders can find appropriate roles suited to their location, experience and ambition.

To date, board candidates have largely come from the finance and HR sectors, while demand is growing for women with M&A, turnaround and change management skills. To register interest, contact the Academy, and a Regional Director will be in touch to guide you through the process.

The opportunities range from three schools with budgets under £5 million to trusts of 30–70 schools at £200 million plus. Experience in education is not required.

Sci-Sisters: a new STEM network

A present, women make up approximately 10% of the senior scientists in UK universities, government labs, public science bodies and industry. In smaller institutions, this can be isolating. To combat this, academics at the University of Edinburgh have launched the Sci-Sisters – a network for senior women working in STEM in Scotland.

Launched in April, the network’s secondary goal is to make Scotland’s female STEM experts more visible, and so help counter some of the effects of unconscious bias. If you’re based in Scotland and work in STEM, consider joining to connect with like-minded people nearby. We also urge you to share with women working in leadership roles in industry, government, and academia. Join here.

A sad passing

On 14 June, we heard with great sadness of the death of Paddy Johnston, Vice Chancellor of Queen’s University Belfast. As a member of the HE sector working group and a loyal supporter of the 30% Club, he will be hugely missed. Our thoughts are with his family, friends and university colleagues.
Before welcoming our new members, we’d like to acknowledge the work of Professor Janet Beer, who recently retired from the working group to chair the Board of the **Equality Challenge Unit**. From 1 August, Professor Beer will also be taking up the post of Chair of Universities UK (the body representing British universities in talks with the government). Our thanks to Janet for her work with the 30% Club.

We’re delighted to announce the joining of Fiona Dunsire, CEO of Mercer UK, to the 30% Club Higher Education Initiative Working Group. We take this opportunity to extend Fiona our warmest welcome.

At the time of writing, the Club had 42 higher-education members, having added three in the last year. To all of our members – remember that you can promote the Club by displaying a high-resolution version of our logo on your university’s website. To obtain this, contact Francoise Higson.

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### Membership updates

**30% Club – HE Working Group**

- Elizabeth Passey (Senior Advisor, J. Stern & Company Private Investment Office)
- Anne Richards (Chief Executive, M&G)
- Dame Nicola Brewer (Vice Provost [International], University College London)
- Professor Eliss Ferran (Pro-Vice-Chancellor for Institutional Affairs and International Relations, The University of Cambridge)
- Professor Deirdre Heenan (Pro-Vice-Chancellor [Communication] & Provost [Coleraine & Magee], University of Ulster)
- Fiona Dunsire (Chief Executive, Mercer)
- Nicola Skelly (Head of the Vice-Chancellor’s Office, Queen’s University Belfast)
- Aidee Hince (Business Manager, M&G)

**30% Club – HE Members**

1. The University of Cambridge (Sir Leszek Borysiewicz, Vice Chancellor)
2. London Business School (The Hon Apurv Bagri, Chairman)
3. University of Aberdeen (Sir Moir Lockhead, Senior Governor & Vice Chairman of the Court)
4. University of Bath (Professor Dame Glynis Breakwell, Vice Chancellor)
5. The University of Edinburgh (Professor Tim O’Shea, Principal and Vice Chancellor)
6. University of Greenwich (Stephen Howlett, Pro Chancellor and Chair of University Court)
7. Bath Spa University (Professor Christina Slade, Vice Chancellor)
8. Brunel University London (Jane Kelly, Chair of Council)
9. University College London (Dame DeAnne Shirley Julius)
10. University of Liverpool (The Earl of Derby DL, President of Council)
11. University of Glasgow (Professor Anton Muscatelli, Principal and Vice-Chancellor)
12. University of Kent (Sir David Warren, Chair of Council)
13. University of Highlands and Islands (Gary Coutts, Chair of University Court)
14. Prifysgol Aberystwyth University (Professor April McMahon, Vice Chancellor)
15. Newcastle University (Mark l’Anson, Chair of Council)
16. Edinburgh Napier University (Professor Andrea Nolan, Principal and Vice-Chancellor)
17. Abertay University (Professor Nigel Seaton, Principal and Vice-Chancellor)
18. Cardiff Metropolitan University (Barbara Wilding, Chair)
19. The University of Manchester (Dame Nancy Rothwell, President & Vice-Chancellor)
20. University of Stirling (Fiona Sandford, Chair of University Court)
21. University of Southampton (Dr Gill Rider CB, Chair of Council)
22. Scotland’s Rural College (Ms Janet Swadling, Acting Principal & Chief Executive)
23. The Queens University of Belfast
24. University of Ulster (Professor Paddy Nixon, Vice-Chancellor & President)
25. The Open University (Peter Horrocks CBE, Vice-Chancellor)
26. University of Oxford (Professor Louise Richardson, Vice-Chancellor)
27. University of St Andrews (Professor Sally Mapstone, Principal and Vice-Chancellor)
28. The University of Nottingham (Professor Sir David Greenaway, Vice Chancellor)
29. Cardiff University (Professor Colin Riordan, Vice Chancellor)
30. Robert Gordon University (Jennifer Craw, Chair of Board of Governors)
31. Glasgow Caledonian University (Mrs Brooke OBE, Chair of University Court).
32. University of Westminster (Peter Kyle OBE, Chair and Pro Chancellor).
33. Oxford Brookes University (Professor Alistair Fitt, Vice-Chancellor)
34. The University of Dundee (Eric Sanderson, Chair of Court)
35. Sheffield Hallam University (Geoff Dawson, Chair of Board of Governors)
36. University of Surrey (Professor G Q Max Lu, President and Vice-Chancellor)
37. Glasgow School of Art (Muriel Gray, Chair of the Board of Governors)
38. University of York (Professor Lamberts, Vice-Chancellor and President)
39. Queen Mary University of London (Professor Gaskell, President and Principal)
40. Manchester Metropolitan University (Professor Malcolm Press, Vice-Chancellor)
41. Imperial College London (Professor Malcolm Press, Vice-Chancellor)
42. City University London (Professor Sir Paul Curran, President)
Contact us
We’re always keen to hear your feedback and ideas for new initiatives.

Contact Francoise Higson (francoise.higson@anz.com) if you’d like more information on the 30% Club’s current and upcoming activities.