

# WomenCount

## Leaders in Higher Education 2016

A report by Norma Jarboe OBE

**‘There’s no magic about getting a good gender balance  
– just dogged repetition of what a high priority it is and  
a determination to seek out strong women candidates  
who could hold their own against any competition.’**

‘If universities inhibit the progression of talented female staff, they in turn are unable to reach their full potential. We know that universities make a huge contribution to society through research, teaching and partnerships with businesses, among many other activities.’

*Professor Dame Athene Donald, Professor of Experimental Physics and Master of Churchill College, University of Cambridge*

WomenCount are very grateful to Perrett Laver for their support, the Government Equalities Office for their engagement and Imperial College London for hosting the launch of this report on 2 March 2016.

Cover quotation: Sir Nicholas Montagu, Chair of Council, Queen Mary University of London.

## Contents

- 3 Foreword
- 4 Executive summary
- 5 Introduction
- 6 Collective action
- 9 Collegial governance: diversity challenge or opportunity?
- 10 Governing bodies: women's representation on the rise
- 11 Governing bodies: the balancing act
- 12 Chairs: few seats for women
- 14 Vice-Chancellors: barely a fifth are women
- 15 Chair and Vice-Chancellor teams
- 16 Executive teams: a pipeline of women leaders
- 17 Academic heads: less than a third are women
- 19 HEI income impact women's leadership
- 21 Mapping Women's Leadership in HEIs
- 22 Reflections on the research
- 27 The Index
- 37 Biographies of new Chairs
- 42 Biographies of new Vice-Chancellors
- 47 About WomenCount and the author

‘Gender equality is not a matter of being nice to women. In a higher education context it is about ensuring that the very best people go into and remain in research and teaching, achieving the greatest results for the benefit of society. It is about making sure that women are not held back by lack of confidence, systems that favour men, or unconscious bias. It is about making sure that women play an equal role in the senior leadership of our universities.’

*Professor Paul Boyle, Vice-Chancellor,  
University of Leicester*

## Foreword from Perrett Laver



**Libby Hackett (APAC) and  
Kate Hunter (EMEA)**  
Senior Partners in the Global Higher  
Education practice at Perrett Laver

Universities are major players in our economy and society: transforming lives, making critical new discoveries and tackling our most complex global challenges. Through nurturing environments of creative and collaborative endeavour, they are driving radical change across a huge range of frontiers. You only have to step into any university campus to feel the energy and excitement that defines these unique institutions.

It is in this context that we begin to grasp the importance of women in leadership positions at these great institutions – from governance roles, to the executive, to leading academic positions across our universities. Not only is this about harnessing the best talent for these influential roles, it is an issue of primary importance due to the very nature and purpose of a university that depends on diversity in order to flourish. We are delighted to be supporting this piece of research that is building on the 2013 WomenCount report and allowing us to take stock of progress.

Based on the findings of this report, the current UK position might be captured as ‘gradual and determined progress but still some way to go.’ There has been considerable effort among numerous collective bodies – and the Athena SWAN charter must be mentioned particularly – to raise the participation of women in senior leadership and governance levels at UK universities, as highlighted in this report. Along with the sector, we would wish to celebrate the steady increase in the proportion of female Chairs of Governing Bodies (from 12% in 2013 to 19% in 2016) and female Vice-Chancellors (from 17% in 2013 to 22% in 2016). It is significant that the report highlights the increase of female Vice Chancellors in all parts of the sector. Nevertheless, with only around one in five Vice-Chancellors and Chairs of governing bodies being women, there is still a long way to go.

It goes without saying that this is an issue very close to our hearts at Perrett Laver. Indeed it is axiomatic for all search firms that the serve this sector. Search firms have been able to make positive efforts in this regard, but all of us have to ensure that our clients, and committees appointing candidates, work effectively as they can to ensure appropriately diverse fields, delivering on our collective responsibility for gender diversity.

At Perrett Laver, we are committed to playing our part growing the number of women in leadership by supporting universities to identify, attract and secure outstanding leaders from the widest field of global talent. We are delighted to share in the learnings from this report, and in the debates that ensue, to discuss what we together can do, all of us, as we continue to ensure appropriate gender diversity at all levels within universities.

## Executive summary

*WomenCount: Leaders in Higher Education 2016* reports on the participation of women as governing body members, Chairs and Vice-Chancellors in the 166 Higher Education Institutions (HEIs) that are publicly funded in the UK. Women's representation in these roles is analysed for the Higher Education (HE) sector as a whole and indexed by individual institution. The study also reports on women's participation as Chancellors, key committee chairs, executive/senior team members and academic heads across the sector.

Reflections are offered on actions to advance and sustain women in leadership roles. These reflections and the research are intended to support the work not only of individual HEIs but the sector bodies who are collectively working on this agenda.

### Key findings:

- Committed and collective action to increase women's leadership has been taking place by the higher education funding bodies, sector umbrella bodies and individual HEIs. A new HE code of governance has been published, aspirational targets of 40 % women governing body members have been set and the Athena SWAN charter mark has been embraced as a sector standard.
- **Women have increased their overall share of governing body roles to 36 % from 32 % in 2013.**
- A third of governing bodies are now gender balanced compared to a fifth in the earlier report. However, gender-balanced boards appear hard to sustain and there is considerable turnover.
- Women hold 28 % of Chancellor roles and are high profile ambassadors for their institutions.
- Men chair 81 % of all governing bodies but the percentage of female Chairs has increased from 12 % in 2013 to 19 % in 2016. Women have 26 % of the chair roles on key committees which oversee nominations, remunerations and audit.
- Men are 78 % of all Vice-Chancellors or Principals. Women have increased their share of these roles from 17 % to 22 % since the last report. More women Vice-Chancellors are now leading the largest UK universities.
- The Vice-Chancellors' executive or senior teams are 34 % female.
- Women are 31 % of heads in the top tier academic structure, i.e. faculties or schools.
- Across the regions, Scotland has shown the most dramatic increase in women governing body members, gender-balanced governing bodies and female Chairs.
- The framework for increasing the representation of women on boards and in senior leadership roles already exists, as does the commitment on the part of many men as well as women. What is needed is concerted action and fine-tuning across a number of priorities to accelerate and sustain the number of women in leadership roles.

## Introduction

Women's leadership at board level and in executive roles continues to be under the spotlight across all segments of our society and economy. The topic is a critical one for Higher Education Institutions (HEIs) who enlighten our society, create economic benefit through knowledge and innovation and educate our leaders of the future. How they lead and perform on this issue matters very much given the pivotal role they play.

Earlier discussions of women's participation in leadership focussed on why institutions, who already considered themselves successful, should change. The rationale or business case for inclusive leadership has now been documented across sectors and continues to inspire action. To a large extent, the business case discussion has been parked. The question is not why we should have more women in governance and senior leadership roles but how do we achieve it and what progress is being made.

*WomenCount: Leaders in Higher Education 2016* is part of those discussions. The research allows us to see aggregately as well as by individual HEIs the changes taking place in women's representation in leadership roles. This report updates research published by WomenCount in 2013 and once again indexes the participation of women as governors, chairs and Vice-Chancellors in each of the UK's 166 HEIs that are publicly funded. It also looks at women's participation as Chancellors, key committee chairs, executive/senior team members and heads of the first tier of the academic structure.

The results are encouraging in that the overall direction of change is positive. They reflect the active commitment that individual HEIs and their umbrella bodies have made to diversity in governance and senior leadership. Gender balance has been achieved by some HEI governing bodies and is certainly within reach of others. Senior management teams and academic heads show a healthy pipeline of women.

However, men still overwhelmingly dominate chair and Vice-Chancellor roles and are the vast majority of executives and academic heads. Performance across all HEIs also varies greatly and reflects institutions at different points on the inclusive leadership journey. The challenge is to quicken the pace at which women are taking on the most senior leadership roles, to sustain progress made and to ensure that every HEI benefits from diverse leadership.

## Collective action

Umbrella and membership bodies in the HE sector have embraced diverse leadership in governance and senior management as a priority issue. This is a very encouraging development given the many challenging and competing issues facing them. Work taking place on governance and women's leadership is underscored by collective action and collaboration. Involved are HE funding councils, the Committee of University Chairs, the Equality Challenge Unit, GuildHE, the Leadership Foundation for Higher Education, the Universities and Colleges Employers Association and Universities UK. Most of these are membership organisations and through them individual HEIs are engaged and enabled.

### Higher education funding councils

Annual grant letters from the Secretary of State for Business, Innovation and Skills sets out priorities for the Higher Education Funding Council for England (HEFCE) which funds and regulates the sector. In 2013 HEFCE was asked to work with the sector to address the insufficient diversity of HEI governing bodies and leadership and asked for this work to continue in its 2015-2016 grant letter. A collaborative working partnership has been established with bodies representing the sector's leadership and governance with each agency taking action within their remit.

Since 2012, the Scottish Funding Council (SFC) has implemented, as a condition of grant, outcome agreements for each funded HEI that include equality and diversity dimensions. In his 2015-2016 guidance letter to the SFC, the Cabinet Secretary for Education and Lifelong Learning asked the SFC to address the underrepresentation of women on the governing bodies of HEIs and at senior levels as a strategic objective in its outcome agreement discussions. The SFC website has published its outcome agreements, including equality dimension, with each of the HEIs it funds on its website.

The Higher Education Funding Council for Wales includes governance diversity within its Memorandum of Assurance and Accountability which sets out their terms and conditions of funding. Governing bodies are asked to consider the diversity of their composition particularly in terms of protected characteristics. Recruitment for new governors should be proactive in targeting under-represented groups and bringing vacancy advertisements to their attention. At each step of the recruitment exercise for new members, care should be taken that an applicant's ability is not conflated with their experience.

### A new higher education governance code

In 2014 the Committee of University Chairs issued a new Higher Education Code of Governance after extensive consultation with their members and HE stakeholders. The Code aims to identify the key values and practices upon which effective governance of HEIs is based. One of the seven primary elements of the code focuses on the governing body promoting "equality and diversity throughout the institution, including in relation to its own operation."



Element 6 states “the governing body must also routinely reflect on its own composition and consider taking steps to ensure that it reflects societal norms and values.”

**To meet this element of the code, a governing body should consider:**

- Requiring its committees to explain within their annual reports how decisions have taken account of the institution’s equality and diversity policy.
- Setting itself targets in terms of its own membership.
- Advertising vacancies locally and nationally, including in local ethnic-minority publications, and via social media.
- Using alumni, particularly as they may give access to a more diverse and younger pool of potential applicants.
- Drawing on search consultancies who can sometimes access a broader pool.
- Building a diverse pool for the future by providing training for potential governors, appointing them to sub-committees to gain experience, and providing other opportunities for their participation in board-related events.

‘There is evidence that board diversity promotes more constructive and challenging dialogue, which in turn can improve governance outcomes by helping to avoid ‘groupthink’ and that as a result there is a strong business case for diversity alongside legal and moral expectation.’

*The Higher Education Code of Governance, CUC 2014.*

## Target setting

Since 2013, the acceptance of setting voluntary, aspirational targets for women’s representation in leadership roles has grown. HEFCE has set specific measures in its 2015-2020 Business Plan to encourage greater diversity in governing bodies and senior leadership. These measures include a target of 40 % -60 % men or women on governing bodies by 2020. They also include the continued collection and reporting of diversity data on governing bodies that HEFCE introduced in its Annual Monitoring Statement in 2012.

In April 2015, the Chairs of Scottish HEIs publicly committed to a target of a minimum of 40 % of both men and women lay directors on their governing bodies and to a review of progress in 2018. Although it extends only to external directors, the Chairs have asked students and staff in their institutions, who elect representatives to the governing bodies, to make a similar commitment.

Outside of the education sector, but still related to women’s leadership, the final Lord Davies’ Women on Boards report recommended a target of 33 % women on FTSE 350 boards by 2021.

## Charter marks

Various equality and diversity benchmarks and awards schemes have been developed to use across sectors. However, The Athena SWAN Charter was specifically developed in 2005 to guide and benchmark progress in advancing women in science, technology, engineering, medicine and mathematics (STEMM) in HEIs. Bronze, Silver and Gold Awards mark the level of achievement individual HEIs and/or academic departments have made. Building on the success of the Athena SWAN awards, the Equality Challenge Unit (ECU) expanded the scheme in 2015 to include arts, humanities, social science, business and law departments alongside the STEMM disciplines.

Linking Charter Marks and progress on equality and diversity to grant funding is a major lever for change. Since Dame Sally Davies, the Chief Medical Officer, linked the attainment of a Silver Athena SWAN award to being short-listed for National Institute for Health Research funding, there has been a substantial increase in applications under the scheme. In 2013 Research Councils UK (RCUK) issued a statement of equality and diversity expectations for applicants of grant funding. Included in these expectations was the ability to provide evidence of ways in which equality and diversity are managed at both an institutional and departmental level. RCUK committed to reviewing the effectiveness of this approach at a departmental/institutional level and reserved the right to introduce more formal accreditation requirements for grant funding should significant improvement not be evidenced. In 2015 RCUK published diversity monitoring information of grant applicants and recipients for the first time.

### Research Councils UK expect those in receipt of funding to:

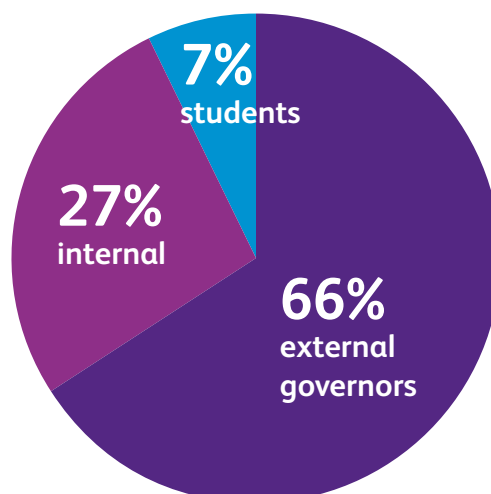
- Promote and lead cultural change in relation to equalities and diversity
- Engage staff at all levels with improving the promotion of equality and diversity
- Ensure all members of the research workforce are trained and supported to address disincentives and indirect obstacles to recruitment, retention and progression in research careers
- Provide evidence of ways in which equality and diversity issues are managed at both an institutional and department level.

*Statement of RCUK expectations for Equality and Diversity, January 2013*

## Collegial governance: diversity challenge or opportunity?

Depending on their governing documents, HEIs are governed by external, internal and student appointees. Each category's appointment process differs as do terms of office. Although a talent pool of female candidates exists in each category, the structure is particularly challenging for chairs and governing bodies to plan for and maintain the diversity of their boards.

- **External board members** are generally appointed or co-opted by the governing body itself. However, some governing documents allow for external organisations to appoint board members. HEIs with religious ties often have a proportion of external governors appointed by religious bodies, whilst some HEIs allow alumni or statutory bodies to appoint a designated number of external governors. External members have a majority of seats on the governing body and their tenure is normally from three to four years with a total of no more than nine years in office. As HEIs are exempt charities, these external governors are classed as trustees and, according to charity commission guidelines, are unpaid except for expense re-imburement.
- **Internal governing body members** are ex-officio, elected by academic senates or staff associations, or co-opted by the governing boards. Again, their terms of office vary based on tenure in the ex-officio role and procedures laid down in governing documents for the election/appointment of representatives. Except for the Vice-Chancellor or Principal, these governing body members appear to have a higher turnover than external members and often serve only one term of office. Women are a very large pool from which internal directors can be drawn as they are 41 % of all academic staff and 60 % of all non-academic staff.
- **Student representatives** almost always include the President of the Student Union for his or her term in office. Some governing bodies have additional elected student representatives but generally no more than one. Turnover of student representatives can be annual.

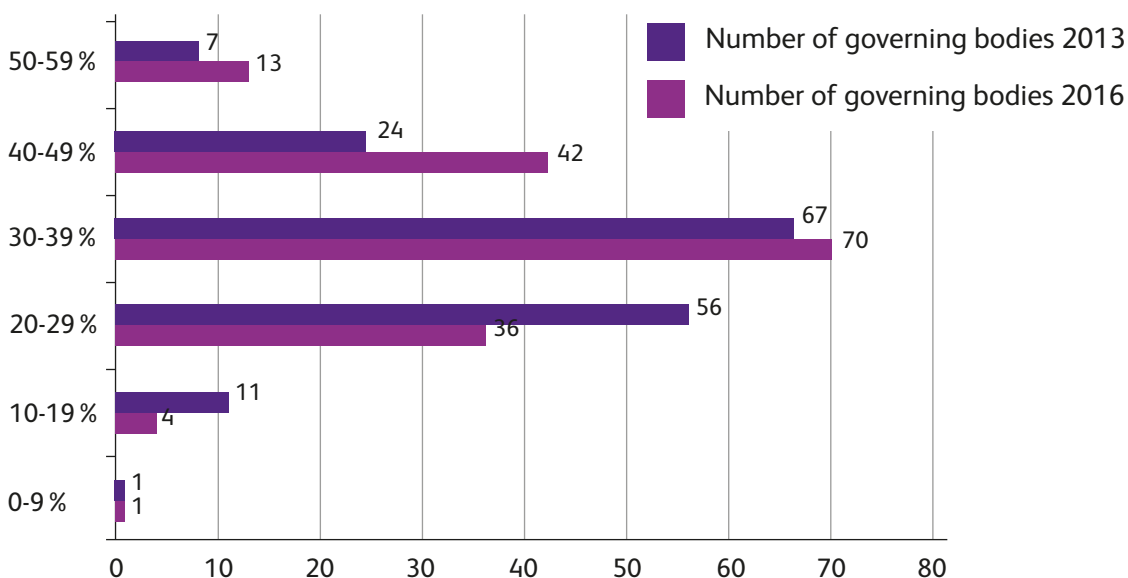


## Governing bodies: women’s representation on the rise

There were 3300 HEI governing body members at the end of January 2016 and women held 36 % of these roles. This was an increase from 32 % in June 2013 and from 34 % in June 2015 as tracked by WomenCount. Although growth is modest, the steady increase of women’s share of governing body roles is encouraging. Women increased their share of board roles although the total number of governing body members marginally declined from 3369 in 2013 to 3300 in 2016.

- Some governing bodies have far better female representation than others. Across the 166 HEIs, the percentage of women governors ranges from 7 % to 59 %. One hundred and twenty-five HEIs have 30 % or more women on their boards. The number of HEIs with less than 30 % women on their governing bodies has shrunk from 68 in 2013 to 41 in 2016. Only five HEIs now have less than 20 % women governors, compared to 15 HEIs in 2013.

### Distribution of Female Governors in 2013 and 2016:



- There is no great difference in the proportional representation of women across the categories of membership. Women are 35 % of external governors, 37 % of internal governors and 37 % of student governors.
- There are 773 external female directors out of a total of 2194. However, the talent pool for female governing body members is vast and includes the public, private and third sectors. The range of external female directors is from one to nine with an average of 4.7 per governing body. All HEIs have at least one female external director.
- Women have 327 out of 879 board seats filled by internal appointees. These include female Vice-Chancellors, academic staff and support staff. The number of internal female governors averages two per governing body and ranges from none to eight. A majority of governing bodies (60 %) have only one internal female director or none at all.
- Females fill 84 of the 227 governing body seats occupied by students.

## Governing bodies: the balancing act

While women's representation on governing bodies has increased, the real challenge is for each HEI to achieve a gender-balanced board. This is generally defined as between 40% to 60% of either gender and is in keeping with aspirational targets set by both the HEFCE and the SFB.

- A third of all HEIs now have gender-balanced boards. This is a substantial increase from a fifth in 2013.
- However, gender balance appears difficult to maintain. Only 40% of those on the gender-balanced list in 2013 reappear on it in 2016. Why this happens is unclear but could be caused by changes in appointments in a particular category of members, vacancies or a change in the size of the governing body.

### HEIs with gender-balanced boards in 2013 and 2016

Leeds Beckett University

University of Essex

Trinity Laban Conservatoire of Music and Dance

University of Brighton

University of Sussex

Glasgow School of Art

Newman University

Ravensbourne

Buckinghamshire New University

Royal College of Art

Royal Central School of Speech and Drama

University of Exeter

'There's no magic about getting a good gender balance – just dogged repetition of what a high priority it is and a determination to seek out strong women candidates who could hold their own against any competition.'

*Sir Nicholas Montagu, Chair of Council, Queen Mary University of London*

'The University regularly reviews the membership of its Council. Our rotation policy means that we have a predictable pattern of vacancies, which allows us to look for a balanced representation of members, including gender mix. We employ a range of recruitment techniques to ensure that we are able to draw from a sufficient number of appropriate candidates. The University also interviews to make sure there is the right fit.'

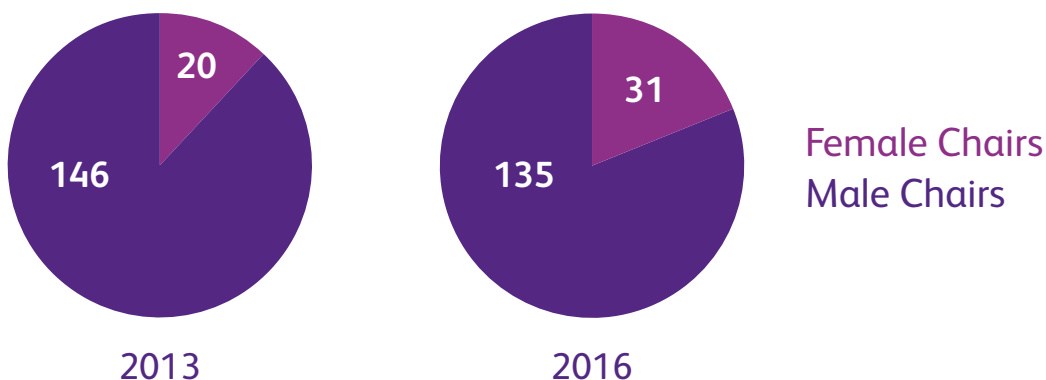
*Christian Brodie, Chair of Council, University of Sussex*

## Chairs: few seats for women

The Chair of the governing body is appointed by its members for a term of three to four years and may be recruited internally or externally. Best practice is to advertise for a new chair when a vacancy becomes available and to have a written role description and an analysis of the skills and experiences required. Committee Chairs are appointed from within the governing body by its members.

### Governing body Chairs:

- Women have a much higher participation rate as governing body members than as Chairs. Women chair only 19% of all governing bodies whilst men chair 81%. Although men are still the vast majority of chairs, this is a substantial improvement from 2013 when women chaired only 12% of all governing bodies. There are now 31 female Chairs representing a net increase of 11 women taking on an HEI Chair role.
- The number of opportunities women have for gaining a Chair role depends on how often a position becomes vacant. Between 2013 and 2016, 68 new Chairs were appointed, which is a substantial turnover. However, only 19, or 28% of them, were women. There were seven retiring female Chairs but only two of them were replaced by another female. Forty-four retiring men were replaced by another male Chair.

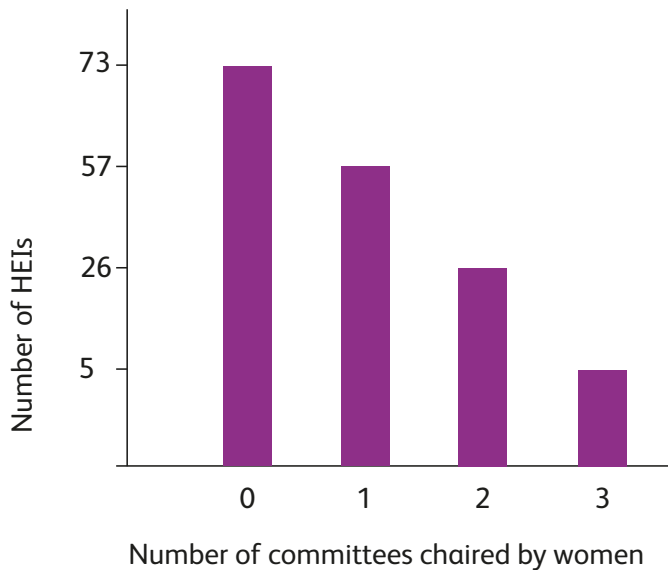


- Both male and female Chairs come from a variety of private and public sector backgrounds and some are alumni of the HEIs they now lead. Roughly 60% of new Chair appointees, male or female, were recruited from outside the governing body involving the nominating committee of the board and, in some cases, executive search firms.
- Gender-balanced boards have a much better representation of female Chairs than all HEIs together. Forty-two percent of all female Chairs are on gender-balanced boards although they represent only a third of all HEIs.
- HEIs with 25% or less women governors are far less likely to have a female Chair. There is only one female Chair in this group of 22 HEIs. Since 2013, these HEIs appointed eight new male Chairs but no female Chairs.

## Key committee Chairs

The full governing body may meet only four times an academic year and much of the work of the governing body is carried out through committees. Three of these – audit, remunerations and nominations – are critical to the governing body properly executing its functions and are specifically mentioned in the CUC governance code. Chairs were identified for these committees – or those to whom these functions were delegated – in the 2014/15 academic year.

- Women chaired a total of 119 out of 456, or 26 %, of these committees. About half of all governing bodies had no female Chairs in any of the committees responsible for nominations, remuneration or audit.
- Most women committee Chairs are found on audit committees. Of the women Chairs, 39 % chair audit committees, 29 % chair nominations committees and 32 % chair remunerations committees.
- Across all HEIs, women chair 27 % of audit committees, 20 % of nominations committees and 23 % of remunerations committees.



## Vice-Chancellors: barely a fifth are women

The Vice-Chancellor is the most senior academic and executive officer in an HEI, the designated officer who ensures compliance with funding body requirements and an ex-officio member of the governing body itself. The Vice-Chancellor and his or her executive team have delegated responsibility for the day-to-day operations of the HEI.

The openness and transparency of the person's appointment, normally handled by the nominating committee and its advisors, is critical to ensuring diverse candidates and fair selection. These positions are normally advertised but the talent pool is usually comprised of professors, a role in which women are seriously under-represented.

**'Equality and diversity are vital at all levels, not just admissions, but also in senior leadership. For example, currently only one Vice-Chancellor in five is female, and we believe the sector should go much further to seek out and harness the diverse talent available.'**

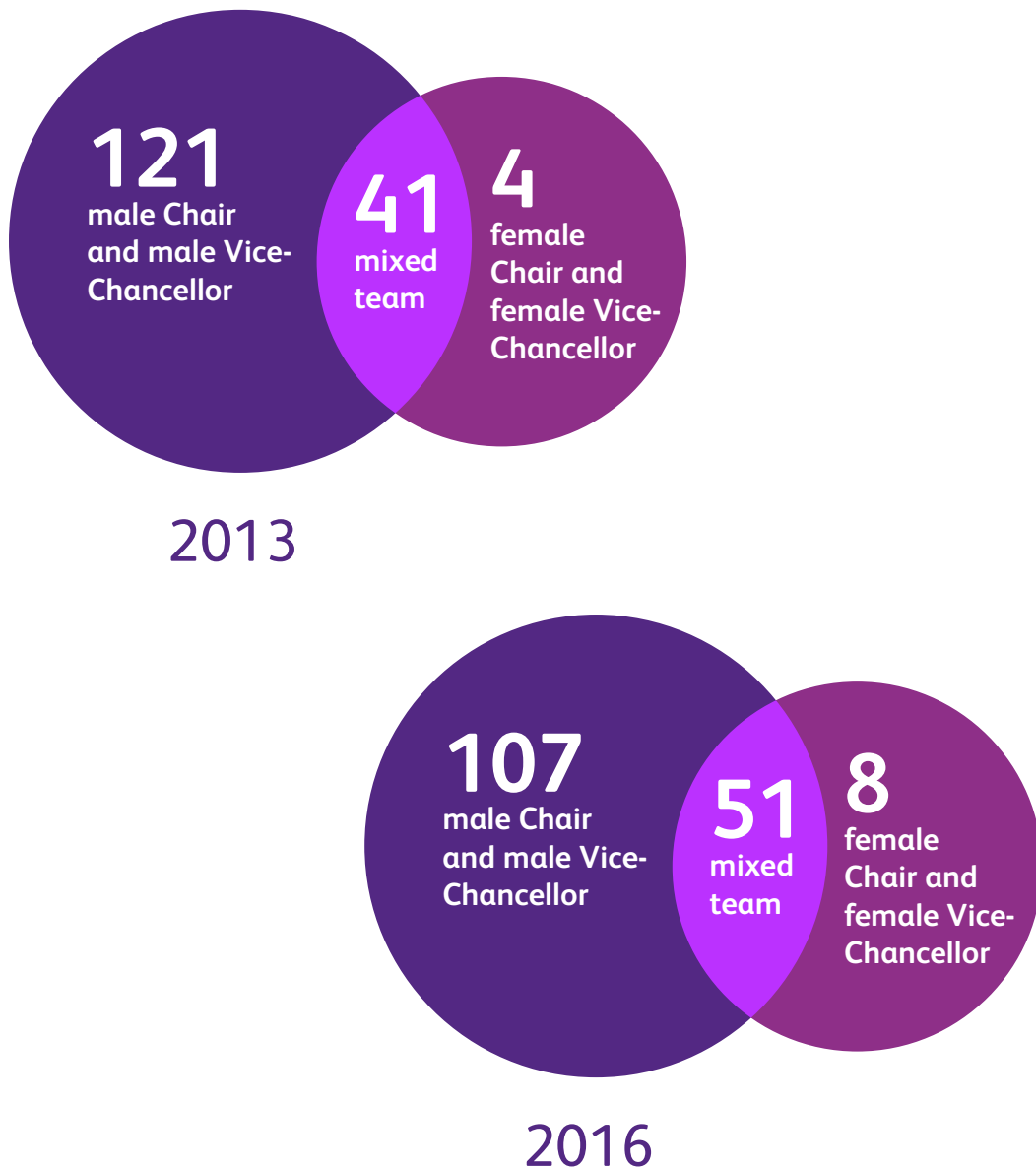
*Secretary of State grant letter to HEFCE, 29 January 2015*

- Women now hold 22 % of all Vice-Chancellor roles which is an increase from 17 % in 2013. This represents a net increase of seven female Vice-Chancellors since 2013. It is noteworthy that women are 23 % of all professors, a similar proportion to that of women Vice-Chancellors.
- Women will need to increase their share of new appointments when vacancies become available. Since 2013, they have claimed one-third of 45 new Vice-Chancellors appointments. Retiring female executive have an adverse impact as they are rarely replaced by other females. Seven female Vice-Chancellors left their posts between December 2013 and January 2016 but only two of these were replaced by women whilst five were replaced by men.
- Many new female appointees are trailblazers in that they are the first female to be appointed to the role in their particular HEI. The University of Liverpool, Imperial College, SOAS, St George's University London, the University of Oxford and the University of Salford are all being led by a female Vice-Chancellor for the first time. One new female Vice-Chancellor, Baroness Valerie Amos, is the first black woman to lead a university in the UK.
- Similar to men, women who have been appointed to a Vice-Chancellor position since 2013 are professors. The exceptions are three men and three women. The non-professorial men came from industry, the diplomatic service and the media. One woman came from the diplomatic service and the other two from executive management roles in the HEIs.
- Both male and female Vice-Chancellors are normally recruited externally. Of the 45 new appointees since 2013, only eight were recruited internally.



## Chair and Vice-Chancellor teams

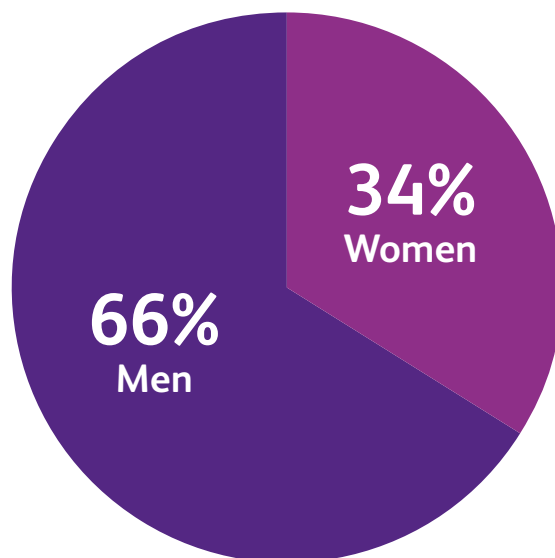
While a male Chair and a male Vice-Chancellor team is still very much the norm, the pattern is shifting. In 2016 the number of all male teams have declined from 121 to 107 HEIs. A male and female team in these top two posts has increased from 31 to 51 and the number of all female teams has doubled from 4 to 8.



## Executive teams: a pipeline of women leaders

Almost every HEI lists its executive or senior team on its web-site. Members usually include the Vice-Chancellor, deputy Vice-Chancellors, Pro Vice-Chancellors, chief financial officers, heads of human resources and the registrar and secretary. Larger teams usually include faculty or school heads.

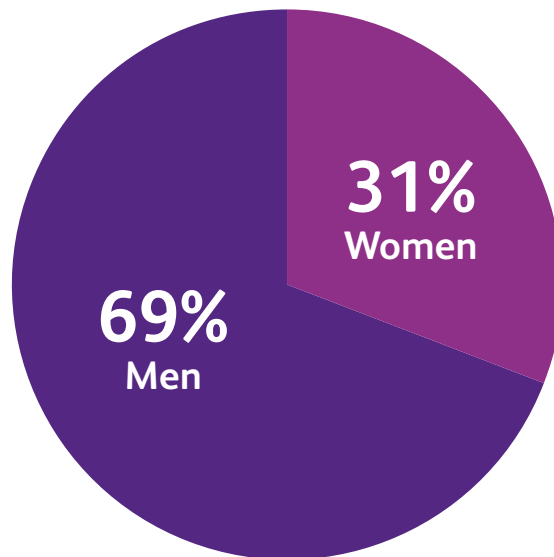
- Executive/senior teams range in size from a total of three to 26 members with an average size of 9 members. The number of women ranges from 0 to 13 members.
- Women are 34 % of all senior/executive team members. In individual HEIs they range from 0 to 100 % of team members.
- 35 % of all HEIs have gender-balanced executive teams. A small number of HEIs (4 %) actually have more than 60 % women on their executive teams.
- The number of women on executive/senior teams is a healthy pipeline and reflects some women choosing to go into professional and managerial functions as opposed to research or teaching.



## Academic heads: less than a third are women

The research identified the heads of the top tier of the academic structure. This tier was variably described as faculties, schools or academic departments depending on the HEI. As indicated by the numerical range of these academic units, some HEIs have flatter structures than others.

- Women head 31 % of the top tier academic units.
- 243 female heads out of a total of 774 were identified.
- The number of female heads ranges from 0 to 6 while the range for all heads is 2 to 20.
- 22 % of all HEIs have a gender balance of heads in their top tier academic structure.
- 24 % of all HEIs have no women heads in the top tier of their academic structure.



## Chancellors

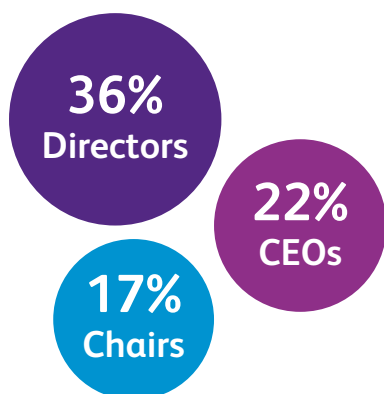
The Chancellor is the titular head of the institution but does not have executive responsibilities as these are delegated to the Vice-Chancellor. The Chancellor acts as a senior ambassador for the HEI raising its profile and advancing its interest nationally and internationally. The Chancellor presides over ceremonies, including those that confer degrees, and usually chairs a larger body that links the institution with a wide variety of local and national stakeholders. Chancellors are normally found in universities but some HEIs which are not universities have a President who performs a similar role.

- Chancellors or Presidents were identified for 126 HEIs 91 of these were men and 35 were women.
- Other than gender, women Chancellors are not dissimilar to men. They are high achieving individuals who come from a broad variety of backgrounds in academia, the arts, business and public service.

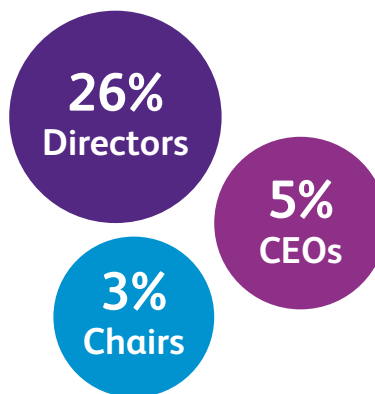
## HEIs compare well to FTSE 100 companies

Although FTSE 100 companies have substantially increased the percentage of women directors in the last five years, HEIs compare very positively and are collectively moving towards 40 % women on their governing bodies.

### All HEIs



### FTSE 100

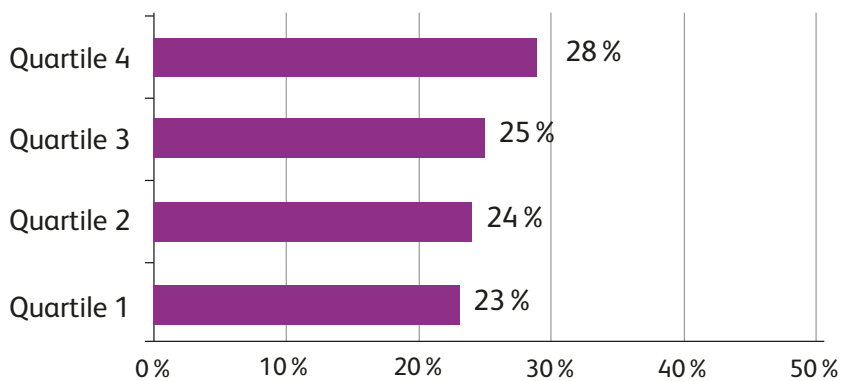


## HEI income impacts women’s leadership

The research looked at the participation of women in key leadership roles by income quartiles of HEIs in 2013 and again in 2016. Income figures were taken from published financial statements.

The research in 2013 showed that female governors were fairly evenly distributed across income quartiles and there is little change in 2016. The percentage of governing body seats which women hold marginally increases from 23 % to 28 % as incomes of the HEIs increase.

### Women’s share of governing body roles across income quartiles



### Gender-balanced boards

The fewest gender-balanced boards were found in the top income quartile in 2013 with the largest number of gender-balanced boards in the lowest income quartile. Research in 2016 shows that the pattern has shifted and that gender-balanced boards are more evenly distributed across all income quartiles.

	2013	2016
Quartile 4	12 %	27 %
Quartile 3	29 %	25 %
Quartile 2	16 %	18 %
Quartile 1	42 %	19 %

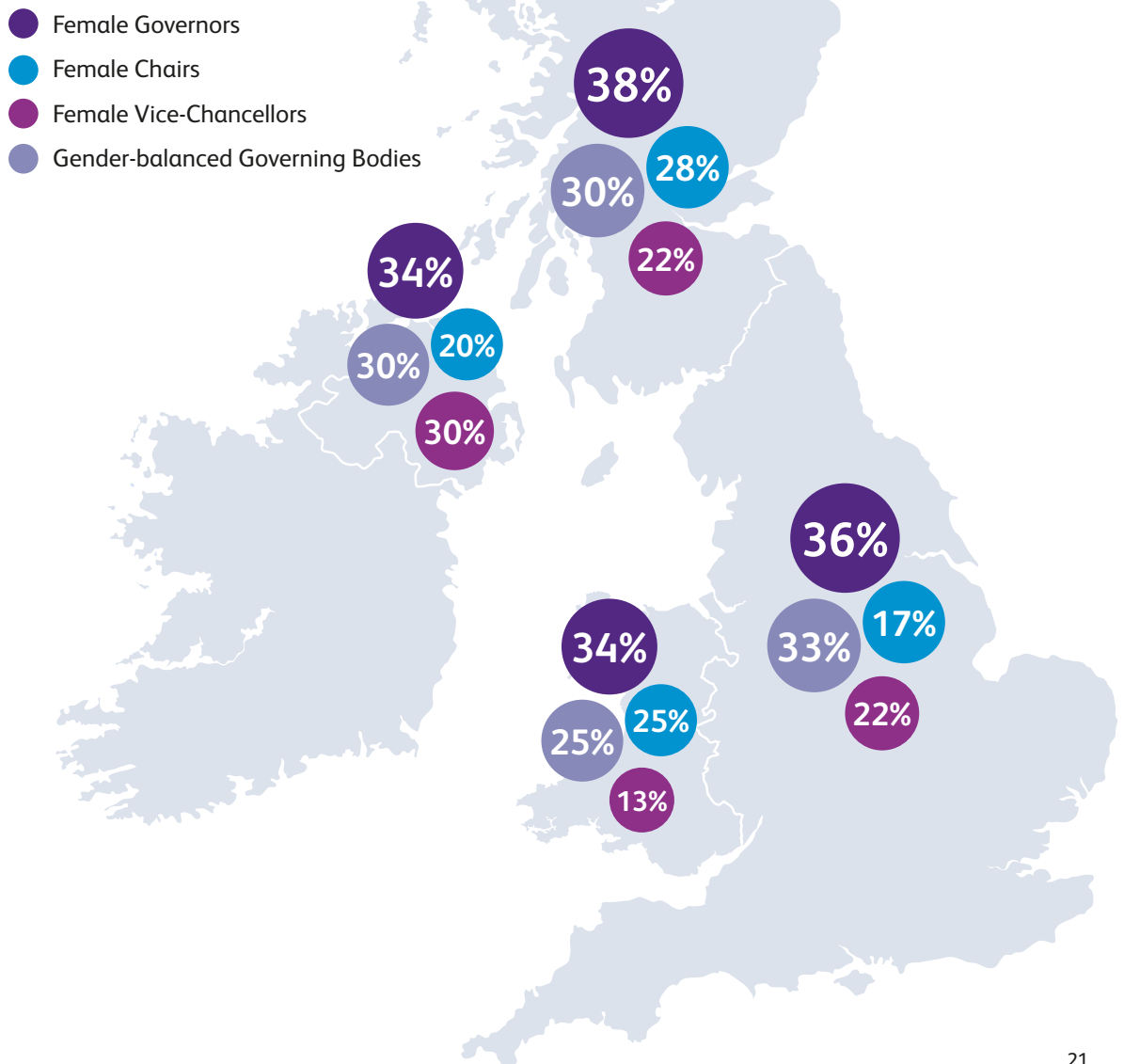
As in 2013, chairs are evenly distributed across the income quartiles. However, the percentage distribution of Vice-Chancellors has changed. More women Vice-Chancellors are leading universities with the largest incomes in 2016. The appointment of female Vice-Chancellors at Imperial College, the University of Liverpool and the University of Oxford has doubled the number of women Vice-Chancellors in the highest income quartile. However, 69% of women Vice-Chancellors lead universities in the bottom two income quartiles.

### Women's share of Vice-Chancellor roles across quartiles

	2013	2016
Quartile 4	10%	17%
Quartile 3	24%	14%
Quartile 2	28%	44%
Quartile 1	35%	25%

## Mapping Women's Leadership in HEIs

- Because England has the lion share of HEIs in the UK, the national results very much reflect its performance. One hundred- thirty of the HEIs are in England compared to 18 in Scotland, 8 in Wales and 10 in Northern Ireland.
- Across the regions, Scotland's 18 HEIs have shown a dramatic improvement. The percentage of women governors has grown from 32 % to 38 % and female Chairs have increased from 9 % to 28 %. In 2013 only 11 % of Scottish governing bodies were gender balanced. In 2016, 30 % are gender balanced.
- Wales has increased the percentage of gender-balanced governing bodies from 0 % to 25 %. The region performs above the national average for the percentage of female Chairs but lags well behind on the percentage of female Vice-Chancellors.
- Northern Ireland has performed particularly well in terms of Chairs and Vice-Chancellor/ Principals. In 2013, there were no female Chairs. Today women are 20 % of all Chairs. The percentage of women leading their HEI has grown from 20 % to 30 %.



## Reflections on the research

*WomenCount: Leaders in Higher Education 2016* confirms that the HE sector is making steady progress towards gender balance on their governing bodies, their executive and senior teams and the heads of their academic structures. Women now hold between 31 % and 36 % of these roles. Most encouraging has been the increase since 2013 in the representation of women on governing bodies and in the number of gender-balanced boards. However, the pace of change is still slow and there are clearly challenges in maintaining a gender-balanced board given the turnover on the list since 2013.

The report shows that the two most senior roles in governance – the Chair of the governing body and the Vice-Chancellor – are very much a male domain. Roughly a fifth of all Chairs and Vice-Chancellors are women. Many female Vice-Chancellors are the first female to head their institutions. Whilst women have improved their numbers in each of these two roles since 2013, they are a long way from parity. Women will need to claim a far bigger share of new appointments when vacancies arise if the numbers are to dramatically increase.

Behind the aggregate numbers are individual HEIs whose performance varies in how well they are advancing women into key leadership roles. Almost a quarter of HEIs have no women among their top tier academic heads and a fifth have one or no women on their executive teams. Sixty percent of HEIs have one or no internally appointed female member of the academic or management staff on their governing bodies.

Many of the answers to creating more inclusive boards and advancing women into key leadership roles already exist in work being done by the HE sector's umbrella bodies and frameworks. There is no need to re-invent the wheel but there is a need for more concerted action.

### Achieving and maintaining gender-balanced boards

**Vision and values.** The first step towards achieving a gender-balanced board is incorporating it into the visions and values of the body itself across all its categories of membership, i.e. external, internal and student representatives. Discussions about this could take place as an agenda item of a full board meeting and could usefully be discussed at away days.

**Embracing targets.** Whilst an aspirational target of a minimum of 40 % women on governing bodies has been embraced by sector bodies in England and Scotland, the various categories for board membership and appointment processes are a challenge. The governing body has great scope for changing balance through the external directors it appoints but diversity considerations also need to be addressed by those appointing academic staff, management staff and student representatives.

**Skills and diversity audits.** Another step is a rigorous skills and experience audit combined with a diversity audit of the governing body to identify gaps. These skills and experience gaps can then be mapped against diversity gaps to allow for targeting under-represented groups with the requisite skills and experience. The process for identifying gaps can be incorporated into a board effectiveness review. However, since these take place only every few years, the board through its committee structure could commission this piece of work for discussion by the full board.



**Succession planning.** Once gaps are known and considered against tenures of current board members, search activity could define individuals who would be desirable candidates for appointment. The automatic reappointment of current board members should not be assumed. Potential candidates may already exist from advertising on websites and in alumni publications for expressions of interest in joining the governing body. Co-opting prospective board members to specific committees where they could contribute skills and expertise can prove fruitful in strengthening the candidate pool.

**Open and transparent appointments.** Transparency begins with widely advertising vacancies that target under-represented groups making it clear their applications are welcome. The CUC governance code suggests the use of search firms to broaden the talent pool and they should be asked to produce gender-balanced long lists and advise on short lists. Search firms can play an important role in challenging the nominations committee and appointment panels where unconscious biases arise.

Some HEIs who are rural complain of the difficulty of getting a wide pool of candidates. Perhaps it would be worth targeting alumni with appropriate skills who would attend some board meetings in person and others through video conferencing. Making meeting attendance virtual opens a new talent pool and could reach younger people who are extremely comfortable with this technology.

**Inclusive behaviours at board meetings.** Once appointments have been made, getting the most out of the new board members, and retaining them, requires discussions at and in between meetings to be inclusive. Some very simple actions such as asking someone for an opinion when they have not contributed, briefings for new board members and involvement in committee work can make a difference to the confidence of new board members. Proper induction is critical and inviting new board members to campus events not only makes them feel welcome but increases their knowledge of the institution.

### Advancing academic and professional women into leadership.

Recommended actions for achieving and maintaining gender-balanced boards can also apply to appointing women to senior leadership roles internally. These include setting aspirational targets for women's representation and open and transparent recruitment from the broadest possible talent pool. There are other, specific measures that contribute to increasing the number of women leaders in an HEI:

**Addressing the professorial appointments process.** Being a professor and advancing through the various professorial grades is key to women becoming Vice-Chancellors, Pro Vice-Chancellors, deans or heads of faculty. The latest Higher Education Statistics Agency (HESA) figures show that only 23 % of professors are women but 34 % of senior academics are women below the professorial grade. Academic women can put themselves forward when applications are invited but many complain that the selection process focusses on too narrow a set of achievements and that teaching, administration and outreach work are not sufficiently valued.

**Pro-actively tackling unconscious bias.** Few people set out to consciously discriminate but all of us have unconscious biases that influence our decisions. This often results in people appointing and promoting others like themselves or who have leadership styles and experiences defined in the context of a dominant male culture. Tackling unconscious bias requires training people to recognise their biases and not act on them in a range of situations. It also relies on a culture that openly promotes diversity and allows both men and women to challenge and discuss bias.

**Encouraging external board experience.** There are many opportunities for academic and professional women within HEIs to gain external board experience. Such experience could prove even more valuable than serving as an internal member on an HEI governing body. The most senior leaders are outward facing ambassadors for their organisations, engage in partnerships, have a public profile and are well networked with other leaders. There are many opportunities for finding board roles on public bodies and non-profit organisations. More difficult, but possible, is securing a board role within a FTSE 350 company. Academic men and women on private sector boards are fairly common in North America. Lord Davies' Women on Boards review recommended that listed companies seek female board candidates from outside the corporate mainstream including academic women.

**Training and development.** Whilst the WomenCount research looked at the top tier of the academic and management structure, even more women will be found in the tiers underneath them. Having conversations with people when they are in the pipeline identifies those with leadership aspirations who can then be supported and developed accordingly. A range of external and internal training options are possible but there needs to be budget allocation for them and they need to be built into personal development plans.

The Leadership Foundation for Higher Education runs a variety of leadership development programmes for academics and professional women at different stages of their careers. The Aurora programme has been specifically designed for up to senior lecturer or professional services equivalent. It encourages a wide range of women in academic and professional roles to think of themselves as leaders, to develop leadership skills, and to help institutions maximise the potential of these women.

**Active membership of Athena SWAN.** The Athena SWAN programme is the premier awards or benchmark scheme for an HEI at an institutional or departmental level. Its members commit to address those issues that create a leaky pipeline or act as barriers to women's progression into senior roles. These can include equal pay, short term contracts, work-life balance and organisational culture. Its scheme of Bronze, Silver and Gold awards recognises progress being made. There are very few Gold awards indicating the amount of work still to be done. However, there is much good practice being developed. Encouragingly, many male heads of departments and academics are actively involved in leading change.

‘Imperial College was one of the founding members of the Athena SWAN Charter, and we are one of only a few universities to hold Silver. Building on our pre-existing initiatives, Athena has provided us with a framework and a timescale for our activities. 15 departments currently hold awards, from Bronze to Gold, and all departments are expected to apply for an award. Our philosophy has always been that if we improve the situation for our women we improve it for everyone: best practice benefits all.’

*Rob Bell, Athena SWAN Coordinator, Imperial College London*

**Engaging men as champions.** If we want to progress women, we must engage men. They are not only half of the population but have most of the decision-making roles in institutions. Many men are already supportive as evidenced by the progress made in women’s leadership over the last decade. More work needs to be done, in discussion with men, to identify the key actions and behaviours they can personally take to advance female colleagues. These may be consciously including female colleagues in their networks, recommending them for stretch project assignments, encouraging them to apply for professorships or roles on governing bodies, giving them an opportunity to present and discuss research at seminars and conferences and asking them to be representatives at events.

‘The University of Oxford provided briefings on the impact of unconscious bias in recruitment and referencing for those who chair electoral boards for the appointment of their statutory professors. The briefings formed part of a larger project conducted jointly by the University’s HR and diversity teams, who held semi-structured interviews with those who had recently chaired an electoral board, seeking to identify what worked in the current process, and what improvements were needed in order to ensure the best possible and most diverse candidate fields. The exercise identified a range of process improvements, which formed the basis of a wide consultation across the collegiate University. Key among these was the requirement for an early meeting of the board to agree an active recruitment and search strategy, with a single individual taking responsibility to lead the search. Since the changes were introduced, around one third to a half of all appointments have been of female candidates (against a current representation of 14%).’

*Trudy Coe, Head of Equality and Diversity, University of Oxford*

## The Index

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. HEIs are listed by the percentage of female governing bodies in descending order.

- 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 web-sites during the last two weeks of January 2016. Chancellors, Clerks to the governing bodies and observers were not included as members.
- The comparison date for 2013 for governing bodies is the end of July 2013 and for Chairs and Vice-Chancellors is December 2013.
- Information relating to key committee Chairs, executive/senior teams and the first tier faculty heads was downloaded from web-sites in May 2015. When the information was not available, emails were sent requesting the information.

Vacancies and appointments take place throughout the year, hence the Index is a snapshot of data at a point in time. Whilst 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.

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
59	10	17	Glasgow School of Art	Muriel Gray	Prof Tom Inns
59	10	17	Ravensbourne	Jonathan Drori	Prof Linda Drew
59	11	19	University of Brighton	John Harley	Prof Debra Humphris
58	13	23	Heriot-Watt University	Dame Frances Cairncross	Prof Richard Williams
54	13	24	University of Sussex	Chris Brodie	Prof Michael Farthing
53	8	15	Plymouth College of Art	Ivan Sidgreaves	Andrew Brewerton
52	11	21	Buckinghamshire New University	Prof Dame Christine Beasley	Prof Rebecca Bunting
52	16	31	Royal College of Art	Baroness Gail Rebuck	Dr Paul Thompson
50	8	16	Bath Spa University	Jane Henderson	Prof Christina Slade
50	8	16	Norwich University of the Arts	Prof Maureen Wayman	Prof John Last
50	12	24	Royal Conservatoire of Scotland	Lord Iain Vallance	Prof Jeffrey Sharkey
50	12	24	University of Cambridge	Prof Sir Leszek Borysiewicz*	Prof Sir Leszek Borysiewicz
50	9	18	University of Sheffield	Tony Pedder	Prof Sir Keith Burnett
48	11	23	Durham University	Robert Gillespie	Prof Stuart Corbridge
48	12	25	University of Essex	David Boyle	Prof Anthony Forster
48	10	21	University of Exeter	Sarah Turvill	Prof Sir Steve Smith
48	12	25	University of Kent	Sir David Warren	Prof Dame Julia Goodfellow
48	12	25	University of Manchester	Anil Ruia	Prof Dame Nancy Rothwell
47	7	15	Institute of Cancer Research	Luke Johnson	Prof Paul Workman

\* Vice-Chancellor is ex-officio Chair of University Council

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
47	9	19	Queen Mary, University of London	Sir Nicholas Montagu	Prof Simon Gaskell
47	7	15	South Eastern Regional College	Dr Robson Davison	Ken Webb
47	8	17	Trinity Laban Conservatoire of Music and Dance	Lord David Lipsey	Prof Anthony Bowne
45	10	22	Queen Margaret University	Keir Bloomer	Prof Petra Wend
45	9	20	Staffordshire University	David Gage	Prof Michael Gunn
45	10	22	University of Bristol	Denis Burn	Prof Hugh Brady
45	9	20	University of Chichester	Prof Jim Lynch	Prof Clive Behagg
45	9	20	University of Sunderland	Paul Michael Callaghan	Shirley Atkinson
45	10	22	University of the Arts London	Sir John Sorrell	Nigel Carrington
44	8	18	King's College London	Lord Douro	Prof Edward Byrne
44	7	16	Leeds College of Art	Mr Peter Yendell	Prof Simone Wonnacott
44	8	18	Royal Central School of Speech and Drama	Paul Taiano	Prof Gavin Henderson
44	7	16	University of Huddersfield	Christopher J Brown	Prof Bob Cryan
43	9	21	Edinburgh Napier University	Very Rev Dr Graham Forbes	Prof Andrea Nolan
43	9	21	Kingston University	David Edmonds	Prof Julius Weinberg
43	6	14	London Metropolitan University	Clive Jones	Prof John Raftery
43	9	21	University of York	Sir Christopher O'Donnell	Prof Koen Lamberts
42	10	24	Cardiff University	Stuart Palmer	Prof Colin Riordan

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
42	10	24	Queen's University Belfast	Rotha Johnston	Prof Patrick Johnston
42	8	19	Rose Bruford College	Monisha Shah	Prof Michael Earley
42	5	12	University of Central Lancashire	David Taylor	Prof Mike Thomas
42	8	19	University of Derby	Chris Hughes	Prof Kathryn Mitchell
42	10	24	University of Nottingham	John Mills	Prof Sir David Greenaway
42	8	19	University of Worcester	John Bateman	Prof David Green
41	7	17	Cranfield University	Dame Deirdre Hutton	Prof Sir Peter Gregson
41	7	17	De Montfort University	Ian Blatchford	Prof Dominic Shellard
41	9	22	Glasgow Caledonian University	Hazel Brooke	Prof Pamela Gillies
41	7	17	Glyndwr University	Maxine Penlington	Prof Graham Upton
41	7	17	Newman University	Jonathan Day	Prof Peter Lutzeier
41	7	17	St Mary's University College Belfast	The Most Rev Noel Treanor	Prof Peter Finn
41	9	22	University of Edinburgh	Steve Morrison	Prof Sir Timothy O'Shea
40	8	20	Leeds Beckett University	David Lowen	Prof Peter Slee
40	8	20	Liverpool John Moores University	Rod Hill	Prof Nigel Weatherwill
40	6	15	London School of Hygiene and Tropical Medicine	Dame Marjorie Scardino	Prof Baron Peter Piot
40	10	25	Royal Holloway, University of London	Stephen Cox	Prof Paul Layzell
40	8	20	University of Liverpool	The Earl of Derby	Prof Janet Beer



% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
39		18	Belfast Metropolitan College	Richard O'Rawe	Marie-Therese McGivern
39	9	23	Bournemouth University	Sue Sutherland	Prof John Vinney
39	7	18	Northern Regional College	Carmel McKinney	Prof Terri Scott
39	7	18	University of St Mark & St John	Derek Pretty	Prof Cara Aitchison
38	9	24	Liverpool Hope University	Monsignor John Devine	Prof Gerald Pillay
38	8	21	London Business School	The Hon Apurv Bagri	Prof Sir Andrew Likierman
38	6	16	London South Bank University	Jerry Cope	Prof David Phoenix
38	9	24	University of Glasgow	David Ross	Prof Anton Muscatelli
38	6	16	University of Hertfordshire	Richard Beazley	Prof Quintin McKellar
38	6	16	University of Lincoln	Haydn Biddle	Prof Mary Stuart
38	8	21	University of Salford	Baroness Beverley Hughes	Prof Helen Marshall
37	7	19	London School of Economics and Political Science	Lord Paul Myners	Prof Craig Calhoun
37	7	19	University for the Creative Arts	Robert Taylor	Dr Simon Ofield-Kerr
36	8	22	Brunel University	Jane Kelly	Prof Julia Buckingham
36	9	25	Conservatoire for Dance and Drama	James Smith	Edward Kemp
36	8	22	Keele University	Ralph Findlay	Prof Trevor McMillan
36	10	28	Loughborough University	Sir Peter Bonfield	Prof Robert Allison
36	9	25	Open University	Richard Gillingwater	Peter Horrocks
36	5	14	Oxford Brookes University	Geoffrey Donnelly	Prof Alistair Fitt

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
36	5	14	Stranmillis University College	Prof Sir Desmond Rea	Dr Anne Heaslett
36	9	25	University of Chester	Rt Rev Dr Peter Forster	Prof Tim Wheeler
36	8	22	University of Dundee	Eric Sanderson	Prof Sir Pete Downes
36	8	22	University of Portsmouth	Bill Salmond	Prof Graham Galbraith
36	8	22	University of Stirling	Fiona Sandford	Prof Gerry McCormac
36	8	22	University of Teeside	Alastair McColl	Prof Paul Croney
35	8	23	Abertay University	Eddie Frizzell	Prof Nigel Seaton
35	6	17	Birmingham City University	Mark Hopton	Prof Cliff Allan
35	6	17	Canterbury Christ Church University	Stephen Clark	Prof Rama Thiruamachandran
35	6	17	City University London	Rob Woodward	Prof Sir Paul Curran
35	9	26	Goldsmiths, University of London	Baroness Estelle Morris	Patrick Loughrey
35	6	17	Southampton Solent University	Jonathan Cheshire	Prof Graham Baldwin
35	7	20	University College London	Dame DeAnne Julius	Prof Michael Arthur
35	6	17	University of Bolton	Nigel McCulloch	Prof George Holmes
35	6	17	University of East Anglia	Richard Jewson	Prof David Richardson
35	8	23	University of Leeds	David Gray	Sir Alan Langlands
35	9	26	University of Oxford	Prof Louise Richardson*	Prof Louise Richardson
35	7	20	University of Surrey	Jim Glover	Prof Max Lu
35	8	23	University of the West of Scotland	Ian Welsh	Prof Craig Mahoney

\* Vice-Chancellor is ex-officio Chair of University Council

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
35	6	17	York St John University	Ann Margaret Green	Professor Karen Stanton
35	8	23	Aberystwyth University	Sir Emyr Jones Parry	Prof John Grattan
33	7	21	Anglia Ruskin University	Jerome Booth	Prof Michael Thorne
33	9	27	Bangor University	Rt Hon Lord Elis-Thomas	Prof John Hughes
33	7	21	Bishop Grosseteste University	Roger Mosey	Rev Prof Peter Neil
33	4	12	Falmouth University	Chris Pomfret	Prof Anne Carlisle
33	7	21	Guildhall School of Music and Drama	John Bennett	Prof Barry Ife
33	7	21	Leeds Trinity University	Ian Burrell	Prof Margaret House
33	7	21	Northumbria University	Chris Sayers	Prof Andrew Wathey
33	6	18	Nottingham Trent University	Neil Goulden	Prof Edward Peck
33	7	21	Royal Academy of Music	Dame Jenny Abramsky	Prof Jonathan Freeman-Attwood
33	6	18	Southern Regional College	Andrew Saunders	Brian Doran
33	7	21	University of Bedfordshire	Alan Cook	Bill Rammell
33	6	18	University of East London	Mark Stephens	Prof John Joughin
33	8	24	University of Leicester	Bridget Towle	Prof Paul Boyle
33	5	15	University of Plymouth	James Brent	Prof Judith Petts
33	8	24	University of Strathclyde	Richard Hunter	Prof Sir Jim McDonald
33	7	21	University of Winchester	Richard Wilkinson	Prof Joy Carter
32	6	19	Birbeck, University of London	Harvey McGrath	Prof David Latchman

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
32	7	22	Cardiff Metropolitan University	Barbara Wilding	Prof Anthony Chapman
32	6	19	SOAS, University of London	Dr Tim Miller	Baroness Valerie Amos
32	10	31	University of Reading	Christopher Fisher	Sir David Bell
32	7	22	University of Wales: Trinity St David	Ven Randolph Thomas	Prof Medwin Hughes
31	5	16	Arts University Bournemouth	Roger Laughton	Prof Stuart Bartholomew
31	5	16	Courtauld Institute of Art	James Hughes-Hallett	Prof Deborah Swallow
31	8	26	University of Bath	Thomas Sheppard	Prof Dame Glynis Breakwell
31	4	13	University of Cumbria	Euan Cartwright	Prof Peter Strike
31	5	16	University of Greenwich	Stephen Howlett	Prof David Maguire
30	6	20	Manchester Metropolitan University	Vanda Murray	Prof Malcolm Press
30	6	20	Royal College of Music	Lord Robert Winston	Prof Colin Lawson
30	8	27	University of Aberdeen	Sir Moir Lockhead	Prof Sir Ian Diamond
30	7	23	University of Warwick	Sir George Cox	Prof Sir Nigel Thrift
29	5	17	Edge Hill University	Bernard Laverty	Dr John Cater
29	6	21	Harper Adams University	Mike Lewis	Dr David Llewellyn
29	5	17	Imperial College London	Sir Philip Dilley	Prof Alice Gast
29	5	17	Robert Gordon University	Jennifer Craw	Prof Ferdinand von Prondzynski
29	7	24	Swansea University	Sir Roger Jones	Prof Richard Davies
29	6	21	University of Birmingham	Ed Smith	Prof Sir David Eastwood

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
29	7	24	University of Bradford	Rt Hon Baroness Ann Taylor	Prof Brian Cantor
29	6	21	University of Hull	Barry Dodd	Prof Calie Pistorius
29	6	21	University of South Wales	Gareth Williams	Prof Julie Lydon
29	4	14	University of Ulster	John Hunter	Prof Paddy Nixon
28	5	18	Royal Northern College of Music	Nick Prettlejohn	Prof Linda Merrick
28	5	18	Roehampton University	Sir David Bell	Prof Paul O'Prey
28	5	18	University of West London	Chris Humphries	Prof Peter John
27	4	15	Middlesex University	Colin Hughes	Prof Tim Blackman
27	4	15	University College Birmingham	Nigel Moss	Prof Raymond Linforth
26	5	19	University of the Highlands and Islands	Gary Coutts	Prof Clive Mulholland
26	5	19	Sheffield Hallam University	Geoff Dawson	Prof Chris Husbands
26	5	19	University of the West of England	Gillian Camm	Prof Steve West
26	6	23	Writtle College	Julia Smith	Dr Stephen Waite
25	4	16	SRUC	Pat Machray	Janet Swadling
25	5	20	St Mary's University College Twickenham	Rt Rev Richard Moth	Francis Campbell
25	4	16	University of Northampton	Andrew Scarborough	Prof Nick Petford
24	6	25	Coventry University	Stephen Parker	John Latham
24	4	17	South West College	Joseph Martin	Malachy McAleer
24	5	21	St George's, University of London	Prof Mike Spyer	Prof Jenny Higham
23	6	26	Aston University	Dr Paul Golby	Prof Dame Julia King

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
23	3	13	Liverpool School of Tropical Medicine	Mr James Ross	Prof Janet Hemingway
23	5	22	Newcastle University	Mark I'Anson	Prof Chris Brink
23	5	22	University of St Andrews	Sir Ewan Brown	Garry Taylor (acting)
23	5	22	University of Westminster	Peter Kyle	Prof Geoffrey Petts
22	5	23	Lancaster University	Lord Roger Liddle	Prof Mark Smith
22	4	18	University of Gloucestershire	Prof Julian Crampton	Stephen Marston
22	4	18	University of Wolverhampton	Dr Simon Walford	Prof Geoff Layer
21	3	14	Liverpool Institute for Performing Arts	Ian Jones	Mark Featherstone-Witty
20	3	15	University of London	Sir Richard Dearlove	Prof Sir Adrian Smith
20	3	15	University of Southampton	Dr Gill Rider	Prof Sir Christopher Snowden
17	3	18	National Film and Television School	Patrick McKenna	Nik Powell
17	3	18	Royal Veterinary College	Lord Donald Curry	Prof Stuart Reid
16	3	19	Royal Agricultural University	Jeremy Lewis	Prof Chris Gaskell
13	3	23	Heythrop College	Andrew Kennedy	Rev Michael Holman
7	1	14	North West Regional College	Gerard Finnegan	Leo Murphy

## Biographies of new Chairs

### Jane Henderson CB

#### **Bath Spa University**

Jane Henderson joined the Board following a wide-ranging career in the public service. Previous positions held include Chief Executive of South West Regional Development Agency, Regional Director of the Government Office for the South West, and Director of Finance and Funding at HEFCE. In her earlier career in the civil service she served in the Northern Ireland Office, HM Treasury and the former Department of Employment. Jane is currently a non-executive Director of Yeovil Hospital Foundation Trust. She was awarded a CB for services to the South West in 2004, and holds honorary degrees from the University of Exeter and the University of Plymouth.

### Hazel Brooke MBE

#### **Glasgow Caledonian University**

Hazel Brooke has considerable experience in corporate governance having held both executive and non-executive positions in the public sector. She was a member of staff at Glasgow University within the Department of Child Health, firstly in the capacity of Co-ordinator, Yorkhill Cot Death Unit, and later as Executive Director of the Scottish Cot Death Trust. Ms Brooke has chaired several international committees and has been a member of various Scottish Executive committees on issues related to perinatal and infant mortality. She has been non-Executive Director of Yorkhill NHS Trust where she chaired the Clinical Governance Committee and was a member of the Remuneration, Audit and Research and Education Committees. In addition, she was also a member of Greater Glasgow Health Board's Clinical Governance Committee and chaired Specialist Registrar Selection Committees for Greater Glasgow Health Board.

### Maxine Penlington OBE

#### **Glyndwr University**

Maxine Penlington retired as Chief Operating Officer of Birmingham City University in 2013 after 33 years' experience of higher education management and governance. Her professional career has been spent wholly in the post-92 sector of higher education, actively concerned with the growth and development of maturing institutions. Additionally, she served for 12 years until 2004 as a governing body member of a sixth-form college, the last nine years as its Chair, supporting its development into a larger and more broadly-based tertiary institution. Ms Penlington has experience as both Secretary and Board member of steering formal constitutional change, the development of governance policy and practice and of developing Board effectiveness. Latterly, as Secretary to the Committee of University Chairs (CUC) from 2009 to 2013, she was involved more widely in promoting high standards of corporate governance in UK universities.

### Dame Frances Cairncross

#### **Heriot-Watt University**

Dame Frances Cairncross is the former Rector of Exeter College, Oxford University. Prior to her decade at Oxford, she was a journalist, spending 13 years on The Guardian as an economic columnist and 20 years at The Economist magazine as a senior editor. She is the author of a number of books, including "The Death of Distance: How the Communications

Revolution is Changing our Lives” and “Costing the Earth: The Challenge for Governments, the Opportunities for Business.” She chairs the executive committee of the Institute for Fiscal Studies, and in 2001-07 she chaired the Economic and Social Research Council. Frances Cairncross went to school in Glasgow, and to university at Oxford and at Brown University in the US.

## Dame Marjorie Scardino

### **London school of Hygiene and Tropical Medicine**

Dame Marjorie Scardino, DBE, FRSA, served as Chief Executive Officer of Pearson PLC from 1997 to December 2012. She trained and practised as a lawyer, becoming partner in a law firm in Savannah, Georgia, where she went on to publish the Pulitzer Prizewinning weekly newspaper The Georgia Gazette. In 1985, she joined The Economist Group as President of its North American operations and served as its Chief Executive Officer from 1993 to 1997. Dame Marjorie is Chairman of the MacArthur Foundation, is on the boards of Twitter and IAG, and is a member of several charitable and advisory boards, including The Carter Center and The Royal College of Art.

## Vanda Murray OBE

### **Manchester Metropolitan University**

Vanda Murray holds a BA (Hons) in European Business Administration gained at Neoma Management School in France. She specialised in Marketing before moving into General Management. Until 2004 she was CEO of Blick plc, a FTSE quoted support services group, and doubled the value of the company prior to its acquisition by The Stanley Works Inc. Ms Murray now holds a portfolio of Non-Executive Directorships. Current appointments include: Exova plc, Bunzl plc, Manchester Airports Group, Microgen plc, Fenner plc, where she is Senior Independent Director, and MGF Ltd. She is also a member of the Manchester Growth Company Board and co-chairs the Business Support and Business Finance Committee. She was previously Chair of Business Link North West and Deputy Chair of the North West Regional Development Agency.

## Carmel McKinney OBE

### **Northern Regional College**

Ms McKinney previously served as Chairperson of the Belfast Education and Library Board. She has been in the teaching profession for over 30 years, including 13 years as a school Principal in an area of high deprivation and multiple barriers to learning. She is currently a governor of Victoria College and a ministerial appointee to the Safeguarding Board for Northern Ireland. She has been a ministerial nominee to a range of public bodies including CCEA, CCMS and the Youth Council in Northern Ireland. McKinney was a finalist in the prestigious Pearson Teaching Award for Further Education in 2013

## Professor Maureen Wayman OBE

### **Norwich University of the Arts**

Professor Wayman was the Dean of the Faculty of Art and Design at Manchester Metropolitan University for six years before she retired. A tireless contributor to textiles education and skills, she joined MMU in 1993 as Head of Textiles and Fashion and co-founded the North West Textile Forum. She laid the foundations of a new £30 million Faculty investment programme to provide world-class facilities for digital artists and designers,



including an Arts Lab and Media Lab Her most recent work includes contributions to two major projects on skills and entrepreneurship in the creative industries, and she was recently the universities representative on the Design Blueprint Group which works with the Design Council's Industry Plan for future skills development in design. She is a Fellow of the Royal Society of Arts.

## Rotha Johnston CBE

### **Queen's University Belfast**

As Pro-Chancellor of Queen's University Belfast, Rotha Johnson chairs its governing body. A Queen's University graduate, Ms Johnston has had a career in the textiles, economic development and the food sectors. She holds a number of non-executive positions including Chairman of Northern Ireland Screen, Director of Northern Ireland Electricity, Belfast Harbour Commissioners and independent Board Member of the Department of Justice. Previously she was a shareholder and director of Variety Foods Ltd, a food service company supplying the Irish market; Head of Marketing in Moygashel Textiles, part of Lamont Holdings and Business Development Director, LEDU.

Ms Johnston was also a BBC Trustee, member of the Northern Ireland Economic Council, Deputy Chair of Invest Northern Ireland and a member of the Northern Ireland Council of the Prince's Trust.

## Jennifer Crow

### **Robert Gordon University**

Jennifer Crow is the first woman to take up the role of Chair of a governing body of a university in Scotland. She is Chief Executive and a Board Director of Opportunity and North East (ONE) a private sector led economic leadership board set up to support economic growth and diversification of the North East Scotland economy. She is a board member of James Hutton Ltd and a past board member of regional transport partnership, Nestrans. She joined Scottish Enterprise Grampian as head of food in 1994, becoming director of competitive business in 1999. She spent a period at Shell Expro UK leading a business transformation project, before returning to Scottish Enterprise Grampian as chief executive in 2002. Her early career was in international marketing with BT, Grampian Oat Products and Nutricia Cow and Gate. She is a member of the Chartered Institute of Marketing.

## Monisha Shah

### **Rose Bruford College**

Monisha Shah is a media professional, with significant board experience of major national and international companies and institutions. She has governance expertise of a range of companies, including publicly funded national institutions and listed companies, across a variety of sectors including television, publishing, radio, digital media, national museums and galleries, retail, catering and higher education. Ms Shah is a Trustee of Tate where she serves on several councils and committees of Tate, including Nominations and Governance, Ethics, Freedom of Information, Tate Modern Council and Tate Enterprises Board. She is a Trustee of the National Gallery and is a member of the board of the Foundling Museum. Her last executive role was with BBC Worldwide Ltd where she worked for over ten years, with specific responsibility for the emerging markets. In 2015 she was appointed by the Prime Minister to the Committee on Standards in Public Life.

## Dame Jenny Abramsky

### **Royal Academy of Music**

Dame Jenny Abramsky is Chair of the Royal Academy of Music and is also Chair of the Board of Governors of the Royal Ballet. From 2008 to 2014 she was Chair of the Heritage Lottery Fund/National Heritage Memorial Fund, as well as Chair of the University of London, Board of Trustees. For ten years she was the BBC's Director of Radio and of Music. Before that, as Director of Continuous News, she ran all the BBC's 24 hour news services on TV, Radio and Online. At the BBC she created and launched more new services than any previous BBC executive, including Radio Five Live, BBC News Online and BBC News 24. Dame Jenny is a Trustee of the Shakespeare Schools Festival and sits on the Board of Birmingham Royal Ballet. She has been Chair of Hampstead Theatre, a Governor of the British Film Institute and a Trustee of Central School of Ballet and sat on the Economic and Social Research Council.

## Baroness Gail Rebeck

### **Royal College of Art**

Baroness Gail Rebeck is Chair of Penguin Random House UK and sits on the company's global Board of Representatives as well as the Group Management Committee of the Board of Bertelsmann, the international media group. She was Chairman and Chief Executive of Random House Publishers 1991–2013 and a Non-Executive Director of BSkyB 2002–12. She is currently a Non-Executive Director of Koovs, an Indian fashion e-tailer start-up, the Belmond Ltd hotel group and the Guardian Media Group. She is also currently Chair of the Cheltenham Literature Festival and on the Board of Cheltenham Festivals, Trustee of the Faith Foundation and Chair of the adult literacy campaign Quick Reads, originally part of the World Book Day charity she founded in 1998, and now part of the Reading Agency. She has been a Trustee of the Institute for Public Policy Research, a Trustee of the Work Foundation, and a member of the Government's Creative Industries Task Force.

## Dame DeAnne Julius

### **University College London**

Dame DeAnne Julius is an independent non-executive director of Roche Holdings SA (Switzerland), and Jones Lang LaSalle (USA). From 2003-2012, she was Chairman of Chatham House. She serves on the advisory boards of Temasek (Switzerland) and Rock Creek Global (US) and is vice president of the Society of Business Economists in the UK. Dame DeAnne was a founder member of the Monetary Policy Committee of the Bank of England and served on the Court of the Bank. Prior to joining the MPC, she held a number of positions in the private sector including chief economist at British Airways and Shell. She has been senior economic advisor at the World Bank and a consultant to the IMF and UNCTAD. For the British government she chaired the Banking Services Consumer Codes Review Group and served on the Policy Commission for the Future of Farming and Food and the National Learning & Skills Council. She has written five books and numerous papers on subjects ranging from foreign direct investment to strategic planning and corporate governance.

## Baroness Ann Taylor

### University of Bradford

Baroness Taylor is an alumna of the University of Bradford and received an Honorary Doctorate of the University in 1997 for her public life and political achievements. She is one of The Labour Party's most experienced politicians who has held many senior positions both in government and opposition, including Shadow Secretary of State for Education and Shadow Leader of the House of Commons. She became Leader of the House of Commons in 1997 before being appointed Government Chief Whip. She was Chair of the Intelligence and Security Committee from 2001-2005. She has since served as a Government Minister in the House of Lords, as Minister for Defence Equipment and Support and Minister for International Defence and Security. She has also served as a Representative on the Council of Europe and the Western European Union.

## Baroness Beverley Hughes

### University of Salford

Baroness Hughes has had a distinguished career in public life. Following postgraduate research, teaching and leadership in higher education, she was elected MP for Stretford and Urmston in 1997. During her years as an MP, she served as a government minister with responsibilities in local government, home affairs and education, Minister of State for Children, Young People and Families and Minister of State for the North West. Baroness Hughes was appointed to the Privy Council in 2004 and was made a Life peer in 2010. She is a Trustee to the Lowry Theatre Company, a Commissioner for the Greater Manchester Poverty Commission, Strategic Advisor to the Board of Greater Manchester Chamber of Commerce and patron of a number of charities. She has been a Non-Executive Director for Trafford Park Development Corporation and for Manchester Airport Company.

## Fiona Stanford

### University of Stirling

Originally from East Kilbride, Fiona Stanford has spent her career in Higher Education, most recently as Executive Director of Global Business at London Business School, developing key markets in China, the Middle East and South America. Prior to that she was Director of Careers at London Business School, London School of Economics and UCL. Ms Stanford is a founding Trustee of the Jeans for Genes campaign and for ten years she was a lay member of the UK Government's advisory body on Gene Therapy. She is currently a consultant to London Business School on leadership skills and behaviours, and a Trustee of the Thomas Wall Trust. She is an economics graduate of the University of Stirling.

## Julia Smith

### Writtle College

Julia Smith is a maths specialist adviser and author and a fully qualified teacher with experience in further education and secondary education. She is an Ofqual (Office of Qualifications and Examinations Regulation) maths subject specialist and a lead for the Association of Colleges in the Eastern Region (ACER). Ms Smith has authored for Heinemann, Cambridge University Press, Oxford University Press, the BBC, Lasalle Education and ACER and has presented at Teacher Conferences. Her teaching focus is upon problem solving, fluency and mastery approaches whilst still developing a pupil's creativity and love for the subject.

## Biographies of new Vice-Chancellors

### Professor Rebecca Bunting

#### **Buckinghamshire New University**

Professor Rebecca Bunting was appointed Vice-Chancellor of Buckinghamshire New University from the University of Portsmouth where she was Deputy Vice-Chancellor. As a member of the Higher Education Council's Widening Participation and Student Opportunity Committee, and Chair of its Widening Participation Review Group, Professor Bunting has a firm commitment to social equality and diversity. She graduated from the University of Cambridge with an English degree and started her career teaching in London comprehensive schools, transferring to higher education as a senior lecturer at the University of Roehampton. She later became Dean of Education at Anglia Ruskin University and Pro-Rector at The University of Northampton, and from there she moved to the University of Portsmouth in 2004 as Pro Vice-Chancellor and was promoted in 2007 to Deputy Vice-Chancellor. Professor Bunting is also a board director of the Higher Education Academy.



### Professor Alice Gast

#### **Imperial College London**

Professor Alice Gast became the first female President of Imperial College London in 2014. Prior to her appointment at Imperial, Professor Gast was President of Lehigh University in the USA. Other leadership roles include serving as the Vice-President for Research and Associate Provost and Robert T. Haslam Chair in Chemical Engineering at the Massachusetts Institute of Technology from 2001 – 2006. She has co-authored numerous scientific publications and a classic textbook on colloid and surface phenomena. She was a professor of chemical engineering at Stanford University from 1985 to 2001 and affiliated with the Stanford Synchrotron Radiation Laboratory.

Professor Gast is a member of a number of international advisory committees and boards including the Board of Trustees for the King Abdullah University of Science and Technology (KAUST) in Thuwal, Saudi Arabia; the Academic Research Council for the Singapore Ministry of Education; and the Global Science and Innovation Advisory Council to the Prime Minister of Malaysia. She is a United States Science Envoy to the Caucasus and Central Asia. In 2012, she was appointed to the board of directors of Chevron Corporation. Professor Gast was educated at the University of Southern California and Princeton University.



### Professor Janet Beer

#### **University of Liverpool**

Professor Janet Beer took up the post as Vice-Chancellor of the University of Liverpool in 2015 after seven years as Vice-Chancellor of Oxford Brookes University. Professor Beer is the current Chair of the Higher Education Public Information Steering Group which has oversight of the National Student Survey. She is Chair of the Board of the Equality Challenge Unit. She is Vice-President of UUK, England and Northern Ireland, a Board member of UCAS, a Board member of NCUB, and a Board member of the British Council. 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. She has published widely in these fields and most recently completed a study of the late writing of Edith Wharton. She is a graduate of Reading and Warwick Universities and also held a fellowship at Yale University.

### Professor Terri Scott

#### **Northern Regional College**

Professor Terri Scott became the new Chief Executive of Northern Regional College in 2014. Over the past 18 years, Professor Terri Scott has had significant leadership roles in education and the public sector. She was the first female President of IT Sligo, and has been Dean of Regional Development and Head of the School of Informatics at the University of Ulster. She has held Visiting Appointments at Carnegie Mellon University and MIT (Massachusetts Institute of Technology). From 2002-2006 she was Managing Director at Invest Northern Ireland responsible for entrepreneurship and regional development. She has worked extensively with multinationals and SMEs in promoting economic development and innovation. Professor Scott is a graduate of the University of Ulster.

### Professor Linda Drew

#### **Ravensbourne**

Prior to her appointment as Director and CEO of Ravensbourne, Professor Drew was Deputy Director and Director of Academic Development at the Glasgow School of Art. She joined the GSA from the University of the Arts London (UAL) where she was Dean of the Graduate School for Camberwell, Chelsea and Wimbledon. Prior to that she was Co-Director of the Art, Design and Communication subject centre based at the University of Brighton. She is currently the Chair of CHEAD (Council for Higher Education in Art and Design) and an active collaborator with the Associate Parliamentary Design and Innovation Group. She is founding editor of Art, Design and Communication in Higher Education published by Intellect books. She is also a former member of the Singapore British Business Council and an External Quality Reviewer for arts higher education at the Singapore Ministry of Education. Professor Drew is an alumna of Saint Martins School of Art, a Fellow of the Design Research Society (FDRS) and a Fellow of the Royal Society of the Arts (FRSA).



### Professor Jenny Higham

Professor Higham joined St George's University London as its Vice-Chancellor from Imperial College London where she was Vice Dean for Institutional Affairs and Director of Education in the Faculty of Medicine. During her 18 years at Imperial's Faculty of Medicine, Professor Higham held a number of senior positions including Head of Undergraduate Medicine. She was instrumental in establishing the Lee Kong Chian School of Medicine in Singapore, a joint Medical

School by Imperial College London and Nanyang Technological University, of which she is Senior Vice Dean. She has 30 years' experience as a doctor specialising in gynaecology and is currently a Consultant Gynaecologist at Imperial College Healthcare NHS Trust. Professor Higham has chaired the Education Sub-Committee of the Medical School Council and has been a Non-Executive Director of the West Middlesex NHS Trust since 2009. She initiated and became the inaugural President of the Health Sciences Academy in 2014



## Baroness Valerie Amos SOAS

Baroness Valerie Amos joined SOAS as its Director in 2015. From 2010, Valerie served as Undersecretary General for Humanitarian Affairs and Emergency Relief Coordinator at the UN. She served in a number of roles in the public sector including in local government and as Chief Executive of the Equal Opportunities Commission. Valerie was an adviser to the Mandela Government on

leadership and change management issues and was appointed a Labour Life Peer in 1997. She went on to become the first black woman to sit in the British cabinet as Secretary of State for International Development. Valerie became Leader of the House of Lords and Lord President of the Council in October 2003 and served as UK High Commissioner to Australia before joining the UN.

## Janet Swadling SRUC

### Acting Chief Executive

Janet Swadling has been Acting Chief Executive of SRUC (formerly the Scottish Agricultural College) for the past two years. She joined SRUC in 1996 as Deputy Secretary/Head of Administration at the Edinburgh Campus having previously served as College Secretary at North West Kent College, Senior Administrator at the London Stock Exchange and Divisional Officer at the Institution of Electrical Engineers. Ms Swadling is also Company Secretary for SRUC and associated companies. She is a Fellow of the Institute of Chartered Secretaries and Administrators, a Trustee Director to the Citrus Pension Scheme, a Member of the Universities Scotland Main Committee, and a member of the University Sector Advisory Forum. Originally a Modern Languages graduate, she gained an MBA from Heriot-Watt University in 1998.

## Professor Debra Humphris University of Brighton

Professor Debra Humphris became Vice-Chancellor of the University of Brighton in 2015. Prior to taking this role she was Pro-Rector (Education) and Vice-Provost (Education) at Imperial College London. She developed and implemented the college's first education and student strategy with extensive consultation and involvement from staff, students, the Students' Union and alumni. Prior to this, Professor Humphris worked at the University of Southampton, progressing through a number of director roles to Pro-Vice-Chancellor (Education). Originally qualifying as a Registered Nurse, she spent 20 years in the NHS including Senior Research Fellow at the South Thames Regional Health Authority, and at St George's Hospital Medical School. She achieved her PHD in 1999, which considered the implementation of policy into clinical practice. As an openly LGBT senior leader in higher education, she is passionate about equality and diversity.

## Professor Kathryn Mitchell

### University of Derby

Professor Kathryn Mitchell took up the post Vice-Chancellor in 2014. Prior to joining the University of Derby, she was Deputy Vice-Chancellor of the University of West London with special responsibility for academic provision and quality across the University. She previously held the senior positions of Pro Vice-Chancellor Academic and Student Support Services and Dean of Students at the University. Professor Mitchell was a Wellcome Fellow at the Institute of Psychiatry, London, and studied at the Universities of York and London. She has worked at the University of Chicago, the Rockefeller Institute, New York and the Friedrich Miescher Institute in Basel.



OUIImages/John Cairns

## Professor Louise Richardson

### University of Oxford

Professor Louise Richardson became the first female Vice-Chancellor of the University of Oxford in 2016. She had previously been the first female Vice-Chancellor at the University of St Andrews. 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 woman's college into an interdisciplinary centre. During this time she taught and published at both Harvard College and Harvard Law School and received the Joseph R Levenson Memorial Teaching Prize, bestowed by Harvard's undergraduate body in recognition of exceptional teaching. A recognised expert on international security and terrorist movements, she has advised policy makers and others internationally and is a Trustee of the Carnegie Corporation of New York. Professor Richardson holds a BA in History from Trinity College, Dublin, an MA in Political Science from the University of California, Los Angeles (UCLA) and an MA and PhD in Government from Harvard University.

## Professor Judith Petts

### University of Plymouth

Professor Judith Petts took up the appointment of Vice-Chancellor at the University of Plymouth in February 2016. Previously she was Pro Vice-Chancellor, Research and Enterprise, at the University of Southampton. She began her career in the retail and banking sectors before returning to academia. She was Director of the Centre for Hazard and Risk Management at Loughborough University, and then Deputy Director of the Centre for Environmental Research and Training, Head of the School of Geography, Earth and Environmental Sciences and Pro-Vice-Chancellor at the University of Birmingham. She is currently a member of DEFRA's Science Advisory Council, of the Council of the Biotechnology and Biological Sciences Research Council (BBSRC), and chairs the DEFRA/DECC Social Science Expert Panel and the BIS Sciencewise Steering Group. She holds a BA (Hons) in Geography from the University of Exeter and a PhD from Loughborough University.

## Professor Helen Marshall

### University of Salford

Professor Helen Marshall was appointed Vice-Chancellor from acting Vice-Chancellor 2015, having joined the University of Salford in 2013 as Deputy Vice-Chancellor. Prior to this she was Deputy Vice-Chancellor (Academic and Business Development) at the University of South Wales where she led on academic and business development initiatives. She was responsible for the development of a new curriculum in creative industries, the establishment of a Centre for Financial and Professional Services and the review and renewal of the law curriculum. She was Director for the University of South Wales' Universities Heads of the Valleys Institute (UHOVI), an initiative providing opportunities for local people and businesses to improve skills and qualifications. Professor Marshall has held senior positions at the University of Central Lancashire and at the University of Cumbria, as well as gaining extensive experience in quality assurance through a secondment to the QAA.

## Shirley Atkinson

### University of Sunderland

Shirley Atkinson became Vice-Chancellor after serving as its Deputy Vice-Chancellor. She is currently a board member of the City of Sunderland College, a founding trustee and Director of the South West Durham University Technical College, a member of Universities UK international policy advisory group, and innovation and growth policy network, a board member of the National Glass Centre, a member of the Sunderland Business Group, a member of the City of Sunderland Economic Leadership Board, a Director of five university trading companies including the London Campus operation and companies in Malaysia and Hong Kong. She is also an Executive Board member of Million Plus and a member of the Social Mobility Working Group led by Universities UK. She holds an MSc in Finance and is an alumna of Harvard Business Schools' Global Leaders Programme, is a Fellow of the RSA and is a member of the Chartered Institute of Public Finance and Accountancy.

## Professor Karen Stanton

### York St John

Professor Karen Stanton joined York St John University as Vice-Chancellor in 2015 from Glasgow Caledonian University where she was Deputy Vice-Chancellor. She has held positions at King's College London and at the universities of Nottingham, Birmingham and Sheffield Hallam. Professor Stanton is currently a member of UUK, GuildHE and the Cathedrals Group and was previously a Director on the JISC Advance Board and on the National Committee of Inquiry in to the Changing Learner Experience. Previous responsibilities have included executive lead for Glasgow Caledonian University's three academic Schools, its London, New York, Oman and Bangladesh campuses. She was Director of the Centre for e-Research at King's College London. Professor Stanton is a Fellow of both the RSA and the Chartered Institute of Library and Information Professionals.



## About WomenCount and the author

Norma Jarboe OBE is the author of **WomenCount: Leaders in Higher Education 2013** and **WomenCount: Leaders in Higher Education 2016**. Norma is founder and Director of WomenCount, 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 underrepresentation. Its first publication, **WomenCount: 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 was 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. She is a Trustee of WEN Wales.

‘Part of the problem is that senior posts in higher education are often a matter of turn-taking rather than appointment. Promotions to head of department, dean and pro vice-chancellor are made on time-serving and seniority, so women who have taken career breaks to have kids are disadvantaged.’

*Professor Janet Beer, Vice-Chancellor,  
University of Liverpool*

“There will always be hardcore metrics for academics, such as grants, or prizes won, and books and papers published - and they are important. But there are opportunities to reward and embed different types of success, such as teaching, outreach and departmental support; activities that lots of very talented women, and indeed men, are involved with, but are not currently a meaningful part of recognition and advancement in universities.”

*Professor Dame Athene Donald, Professor of Experimental Physics and Master of Churchill College, University of Cambridge*

# WomenCount

## Leaders in Higher Education 2016

A report by Norma Jarboe OBE

[www.women-count.org](http://www.women-count.org)

Supported by



AMERICAS ASIA PACIFIC EMEA

