

WomenCount

Leaders in Higher Education 2018

A report by Norma Jarboe OBE

‘Progress happens when enough people, in enough parts of an organisation, agree on what is and what is not okay. It happens when people start to have rigorous, provocative and ambitious conversations about the best ways of working together.’



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WomenCount is very grateful to Perrett Laver for once again supporting this report. It was launched at the London School of Economics and Political Science on 28 November 2018.

Cover quotation from *The Meaning of Success: Insights from Women at Cambridge*.

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Designed and produced by Graffeg.

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Foreword from Perrett Laver



Kate Hunter and Sarah John
Joint Heads of Perrett Laver's UK Higher Education Practice

With damaging headlines on value for money, freedom of speech and executive pay, universities have seen a decline in public trust in recent years. Let's not forget that our universities are major players in our society: transforming lives, creating knowledge and driving economic impact, making critical new discoveries and tackling our most complex global challenges. Through nurturing environments of creative and collaborative endeavour, they drive change across a huge range of agendas. You only have to step into any university campus to feel the energy and excitement that defines these special institutions.

One area where universities have a hugely positive story to tell is the increasing role of women in leadership positions at our great institutions – from governance roles, to the executive, to leading academic and professional 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.

Perrett Laver is delighted, again, to be supporting this piece of research that builds on the 2013 and 2016 WomenCount reports and allows us to take stock of progress. Based on the 2018 findings, the current UK position has seen significant and consistent positive change, particularly at the governing body and institutional leader level. Along with the sector, we would wish to celebrate the steady increase in the proportion of female Chairs of Governing Bodies (from 19 % in 2016 to 27 % in 2018) and female Vice-Chancellors (from 22 % in 2016 to 29 % in 2018). It is particularly pleasing to note that, since the 2016 report, 50 new Vice-Chancellors have been appointed, and women were successful candidates in 20 of these. Today, over half of the composition of the 173 governing bodies in the study are gender-balanced (one-third in 2016). This is real progress.

Nevertheless, looking at the pipeline of future female academic leaders, there is still a long way to go. It is significant, and concerning, to see that women as a percentage of heads of faculties and schools in the top tier of academic structure has not changed from 2016: this is the only category of leadership not showing progress. It may be that appointments to these roles, often on short rotational terms, are less frequently open externally, and thus have a diminished candidate pool. Equally, executive search may be used less frequently to identify candidates for these roles, and so generating diverse and gender balanced candidate fields is more challenging to achieve.

It goes without saying that these issues are very close to our hearts at Perrett Laver. 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.

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Executive summary

WomenCount: Leaders in Higher Education 2018 reports on the representation of women in key leadership roles across 173 Higher Education Institutions (HEIs) in the UK. It is the third in a series of reports that benchmark the participation of women as governing body members, Chairs and Vice-Chancellors in the sector as a whole and by individual HEI. The study also reports on women's share of Chancellor, executive/senior team and academic head roles. It compares results with findings in the previous two studies.

HEIs have made considerable progress in diversifying their governing bodies and achieving gender-balanced boards that have 40% – 60% women. Women's share of Chairs of governing body and Vice-Chancellor roles has shown marked improvement over the five-year period since the 2013 WomenCount report. The proportion of women in executive roles has also improved but women have not gained a higher share of heads of faculties or schools in the top tier of the academic structure.

The embedding of diversity and equality in the policies and programmes of newly merged sectoral bodies is very encouraging. The newly created Advance HE has embarked on a comprehensive board diversity programme with a number of partners. UK Research and Innovation, formed from merging Research Councils UK and Innovate UK, are focussed on promoting equality, diversity and inclusion in the research landscape both nationally and internationally. The Committee of University Chairs' Higher Education Code of Governance continues to provide excellent guidance for creating more diverse boards.

Key findings:

- 40% of governing body members are women.
- 55% of governing bodies are gender balanced with between 40% – 60% women.
- 27% of governing bodies are chaired by a woman.
- 29% of HEIs have a woman Vice-Chancellor or Principal.
- 37% of executive or senior teams are women.
- 31% of top tier of academic faculties or schools are headed by a woman.
- Women are gaining in key leadership roles in HEIs in England, Northern Ireland, Scotland and Wales which all have a majority of gender-balanced boards. Scotland has achieved parity between men and women as Chairs of governing bodies whilst Wales has achieved parity between men and women in Vice-Chancellor roles.

The report reflects on key challenges going forward. Achieving and maintaining gender-balanced boards from year-to-year is not easy given categories of board membership with differing appointment processes and tenures. Striving for parity among lay directors may be the best path to ensuring stability of gender balance. In terms of advancing women into senior leadership within HEIs, the scarcity of women professors must be addressed. Being a professor is nearly always a prerequisite to advancing to Vice-Chancellor, Deputy Vice-Chancellor, Pro Vice-Chancellor or Dean.

WomenCount: Leaders in Higher Education 2018 shows that there is progress to celebrate and challenges still to be met. The study is intended to assist the sector and individual HEIs benchmark their journeys toward greater gender diversity in senior roles.

Introduction

Five years have passed since the first *WomenCount: Leaders in Higher Education* report was published. At that time Higher Education Institutions (HEIs) were beginning to focus on the women on boards discussion that had captured the attention of business and government. The focus was timely for HEIs as more than half of their students were female and many of the women aspiring to leadership roles in the public and private sectors were their alumnae.

Much work had already been done by individual HEIs and their umbrella bodies to build equality and diversity competencies by training staff and leaders, developing plans and metrics and responding to the needs of increasingly diverse staffs and student bodies. This work provided a foundation for advancing women into senior leadership roles. However, the task was not an easy one. Men historically held almost all senior leadership roles and would be key figures in motivating and ensuring change to allow more women into their ranks.

Organisational change to embrace more diverse talent is still taking place but men and women working together have made impressive changes in the gender composition of senior leaders. Women are now 40% of all HEI governing body members and a majority of governing bodies are gender balanced with 40%–60% women members. These are impressive achievements for the HE sector. However, there are still 45% of HEIs that have less than 40% women on their governing bodies.

Women are finding it more difficult to advance to the top two senior leadership roles of Chair and Vice-Chancellor. The percentage of female Chairs has more than doubled over five years but only 27% of HEI Chairs are women. The percentage of Vice-Chancellors who are women is only slightly better at 29%. Reaching gender parity in these roles requires that women get a much higher share of new appointments when vacancies occur.

The percentage of women on executive teams or senior teams has increased to 37%. The percentage of women who are heads of faculties/schools has shown no increase from the last WomenCount report in 2016 and remains at 31%. Why this has happened is unclear and merits further enquiry.

The continued collective action of HEIs through their umbrella organisations is essential. New developments from HE sector bodies are very encouraging and include a new board vacancy portal introduced by Advance HE and the Committee of University Chairs. Also of note is Advance HE's Board Diversification Project which includes a *Diversity Principles Framework for HE Providers and Executive Search Firms*. Another welcome development is from the Higher Education Statistics Agency. Diversity of board members will be incorporated into the annual information they collect from HEIs.

While progress is being made, we should not forget that men still hold a substantial majority of senior posts in HEIs. The challenge remains to sustain the progress that has been made in advancing women into senior roles, to quicken its pace and to ensure that every HEI realises the benefit of diverse leadership. WomenCount hopes that the research in this report will assist them in benchmarking their progress.

Change through policy and action

Collaborative work by HE sector bodies is at the heart of the progress that has been made in gender diversity in HEIs. Since the last WomenCount report in 2016, there have been major changes and mergers that have affected how sectoral bodies are configured and operate.

Office for Students

A new independent public body, the Office for Students (OFS), replaced the Higher Funding Council for England (HEFCE) in April 2018 as the official regulator of HEIs in England. OFS adopted a different focus and remit than HEFCE and did not incorporate much of the policy work that HEFCE undertook for the HE sector. This included work on equality and diversity.

Advance HE

A new body, Advance HE, was formed from merging the core functions of the Equality Challenge Unit, the Higher Education Academy and the Leadership Foundation for Higher Education. This resulted from a review commissioned by Universities UK (UUK) and GuildHE, to respond to the national changes in the policy, funding and operating environment of HEIs that were taking place. The review looked at how best to meet the needs of HEIs and other stakeholders in the future. The subsequent report recommended that the ECU, LFHE and the HEA be merged into a single body to meet strategic challenges as they relate to equality and diversity, learning and teaching, and leadership and governance.

UK Research and Innovation

Another new body, UK Research and Innovation (UKRI) was created from the merger of the seven Research Councils, Innovate UK and a new organisation, Research England. Promoting equality, diversity and inclusion is an integral part of its vision to deliver new knowledge. It seeks to maintain the UK's world-leading position in research and innovation by drawing people from the widest pool of talent and facilitating their career development to take up senior positions.

A number of new initiatives are taking place within this new framework of HE umbrella bodies and established programmes are being strengthened, evaluated and further developed:

Board Diversification Project

The former Higher Education Funding Body for England, the Higher Education Funding Body for Wales and the Department for the Economy of Northern Ireland have commissioned a Board Diversification Project. The objective is to support greater diversity in higher education boards and those seeking board roles whether in higher education or outside the sector. Advance HE leads on this project which has many components:

- **Board vacancies portal.** Advance HE and the Committee of University Chairs (CUC) have launched a new board vacancies portal in collaboration with the Association of Heads of University Administration (AHUA) and the 30 % Club. The aim is to create greater diversity of applicants by making appointments more accessible and visible. An Advance HE scoping study found that only 50 % of governing body roles were advertised online restricting the talent pool for institutions and frustrating those looking for board appointments.

The portal provides a central place to locate governor, board and non-executive director vacancies in the HE sector. Those interested in becoming an HEI governor can see vacancies on www.universitychairs.ac.uk/vacancies/ and can sign up for vacancy alerts. Use of the portal is currently free to both potential applicants and HEIs who are posting vacancies.

- **Diversity Principles Framework.** Greater diversity outcomes in board appointments requires rigour, transparency and tapping into diverse talent pools. The CUC Code of Conduct identifies using Executive Search Firms (ESFs) as a means of tapping into a broader and more diverse talent pool. Advance HE has collaborated with HEIs and leading ESFs to produce the [Diversity Principles Framework](#). It provides a guide to best practice when conducting searches for board level vacancies and is based on the recommendations in *Increasing the diversity of Senior leaders in higher education: the role of executive search firms*, a report by Professor Simonetta Manfredi of Oxford Brookes University.

The Framework encompasses actions that both HEIs and ESFs can take to promote diversity and embed it in all of the key stages of the recruitment process. These include procurement, briefing, advertising, longlists and shortlists, interviews, candidate support and onboarding. The Framework also includes recommended actions in succession planning and building diverse talent pipelines.

To assist HEIs and ESFs in implementing the Diversity Principles Framework, a [Board Recruitment Framework](#) has been produced that includes practical guidelines for preparing job descriptions, person specifications and advert texts for board roles which are inclusive. The Framework was produced by combining resources from Advance HE with the Core Skills framework co-produced by the Scottish government's Public Appointments Team and the Commissioner for Ethical Standards in Public Life in Scotland.

- **Supporting prospective board members.** The Board Diversification Project supports prospective female board candidates through a range of activities. A series of seminars, Women onto Boards, are offered in London, Dublin and Edinburgh for women who would like to explore the possibility of a board appointment in an HEI.

Step onto the Board workshops help women through CV development, resilience building and navigating the culture of boards. Women are given practical tips on what board selection panels are looking and identifying board vacancy opportunities.

UKRI External Advisory Group

The UKRI has recently formed an [External Advisory Group for Equality, Diversity and Inclusion](#) to identify and prioritise areas to make the most progress and improve outcomes. The Advisory Group, chaired by Professor Jennifer Rubin, Executive Chair of the Economic and Social Research Council, brings together both national and international experts from across the public, private and charitable sectors. It will identify barriers and challenges, build knowledge of what works and support implementation of effective practices. The Advisory Group draws on [diversity data](#) that is collected and published by the Research Councils. The data covers Principal Investigator, Co-Investigator and Fellowship applications for funding. Award and success rates are tracked by four protected characteristics. Student population data is also collected.

Monitoring results

In its 2012 Annual Monitoring statement, the Higher Education Funding Body for England introduced the collection and reporting of diversity data on governing body members. This gave valuable insights into board diversity but HEIs were only required to submit data if already available and no prescriptions were given to what it should include. A new system of collecting data has since replaced it.

From 2017–18 HESA mainstreamed information on governing body members into its annual collection and analysis of datasets across all HEIs in the UK. Diversity data was captured in a prescribed format and useful details such as the date when a board member was appointed or left the board. This is a major step change in the monitoring of governing body data introduced after consultation with the HEI sector and supported by their Funding Bodies.

Leadership development and charter marks

Alongside a number of new initiatives are well established programmes for developing women leaders. Two important ones are Aurora and the Athena SWAN Award.

- **Athena SWAN Charter.** This [Charter](#), developed in 2005, has become a mainstay for HEIs wishing to advance women into leadership in science, technology, engineering, medicine and mathematics. Bronze, Silver and Gold Awards mark the progress HEIs have made at institutional and departmental level. In 2015 the Equality Challenge Unit expanded the Charter to include arts, humanities, social science and business and law departments.

The Charter was given a boost by Dame Sally Davies, the Chief Medical Officer, linking attainment of the Silver Award to being short-listed for National Institute for Health Research Funding. There are now 145 Athena SWAN members, holding 731 awards between them. They all subscribe to adopting a set of 10 principles their policies, practices, action plans and culture.

- **Aurora.** The Leadership Foundation for Higher Education launched this leadership development programme specifically targeted at women up to a senior lecturer level or professional services equivalent in 2013. The programme is particularly important to this group of women as HEIs generally use bespoke sector rather than their own institutional training programmes. Nearly 3,500 women have completed the programme with a further 1,000 women undertaking it in the 2017-18 academic year.

Advance HE is in the second year of a five-year longitudinal study of the impact of the programme on participants. It is too early to draw conclusions but those who have participated in the programme report positive impacts on their own willingness to engage with power, assertive behaviour and self-promotion. However, they also identify systemic barriers in institutional practices and cultures that inhibit their progression.

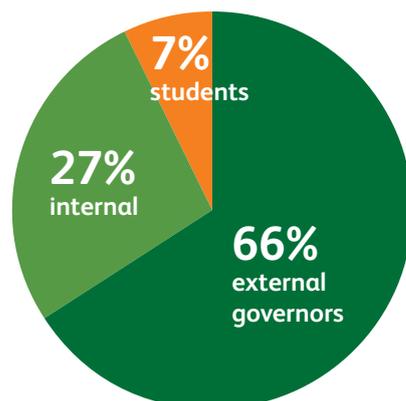
‘Equality, diversity and inclusion is something I have cared about for as long as I can remember. At its most basic, I believe we should all be able to live and work in an environment in which we are enabled to thrive, in which we can make our contribution to the best of our ability, and in which we can feel valued for doing so. That is the vision.’

Professor Jennifer Rubin, Executive Champion for Equality, Diversity and Inclusion, UKRI

Collegial Governance: composition of membership

HEIs embrace a collegial form of government in which there are categories of members with differing appointment processes and tenures. Boards of Governors, often called Councils or Courts, have external, internal and student members. The construction of HEI governing bodies offers opportunities as well poses challenges to creating and maintaining gender balance. It makes succession planning more difficult but not impossible. A sizeable pool of female talent can be found in each category.

- **External board members** In most cases these are appointed or co-opted by the governing body itself. Members are normally appointed for a period of three to four years, can serve no more than nine years and are unpaid. Some HEIs allow for external organisations to appoint representatives to the board. This is often the case when the HEI has religious ties but may also result from historical associations with livery guilds or local educational authorities. In Northern Ireland some HEI board appointments are treated as public appointments. The talent pool for external members is huge and offers HEIs a chance to acquire a wide range of skills and experience for their governing bodies. Among external directors are people with backgrounds in professional services, business, industry, education, government and charities.
- **Internally appointed members.** These members are a combination of staff who hold ex-officio positions and those who are elected by the academic body or support staff. Ex-officio positions include Vice-Chancellors and may include Provests, Pro Vice-Chancellors and Deputy Vice-Chancellors. Their tenure on boards is dependent on how long they occupy their executive roles. Although HEI executive positions tend to result in male appointments but there is a large pool of female talent among academics and support staff. Women are 41 % of academic managers, directors and senior officials and 54 % of professional and support staff managers, directors and senior officials. Academic and support staff usually have a much higher turnover than external members as their tenures are shorter.
- **Student members.** These almost always include the Student Union President who may be an ex-officio member of the governing body. Some governing bodies have an additional elected student member. The tenure of student members is usually an academic year.



HEI governing body members are drawn from stakeholders which include the public, academic and support staff and students.



Elizabeth Passey
Convenor of Court
University of Glasgow

Elizabeth is a Member of the Board of the Big Lottery Fund, a Non-Executive Director of VPC Specialty Lending Investments PLC, and a former Member of Court of The University of Greenwich. She is Chairman of the Board of the Wye & Usk Foundation, Vice President & Member of Council of The Zoological Society of London, and Programme Committee member of WWF-UK. She is also a Senior Adviser to J Stern & Company Private Bank. Elizabeth is a steering Committee member of The 30 % Club and Co-Chair of The 30 % Club Higher Education Initiative. Elizabeth is a Freeman of the Goldsmiths' Company. She graduated with a First Class Honours degree from The University of Glasgow.



June Jarrett
Independent Governor
University of Bedfordshire

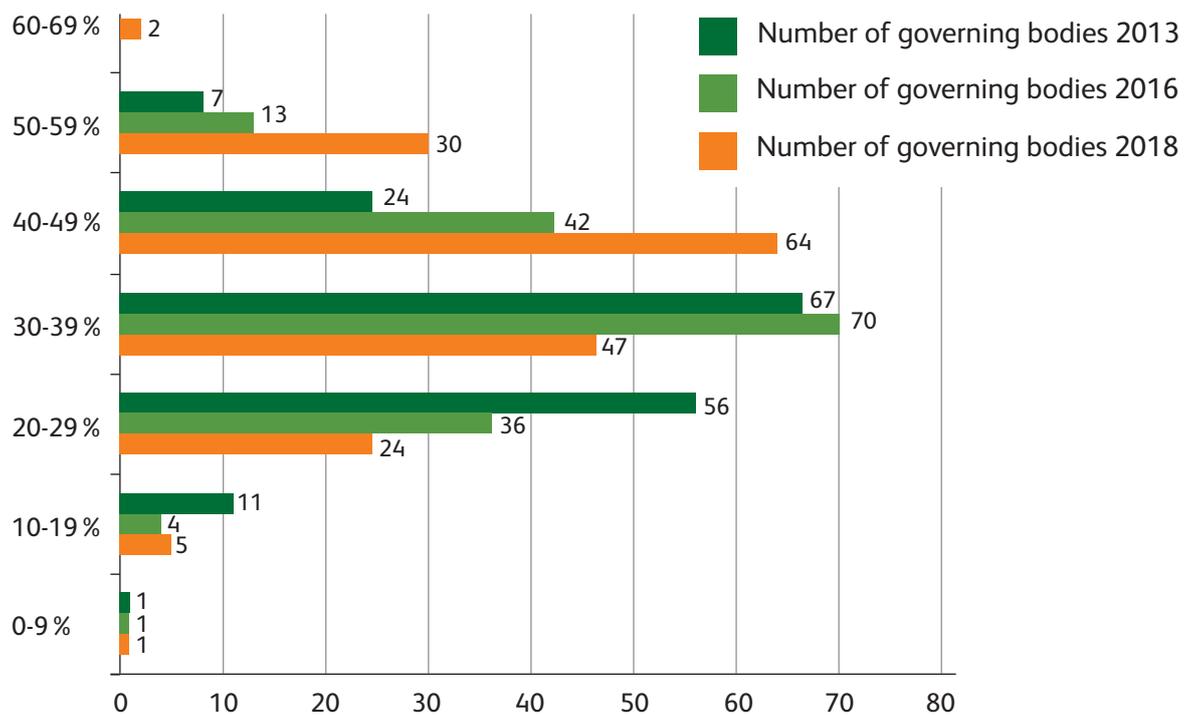
June is an independent member of the board of governors at the University of Bedfordshire and is Chair of its Student Experience Committee. She retired as Principal of Haringey Sixth Form Centre in 2015 and has over 30 years' experience working in education. She is a graduate of the University of Birmingham and Birkbeck College University of London. She is a school governor, a governor at the Working Men's College in Camden, London and a former governor at the University of Winchester. She is also a member of the Sixth Form Colleges' Forum Curriculum and Quality Policy Committee and the Haringey Schools' Forum. June has been a long-standing member of the Network for Black Professionals and is currently taking part in its successful mentoring programme.

Governing bodies: more women at the board table

Governing bodies are collectively responsible for the strategic direction and public accountability of their HEIs. Across 173 HEIs, 3300 men and women share this responsibility. Boards vary in size from 7 to 32 members depending on the HEI’s governance statutes. The average size of a board is 19 members.

Women are now 40 % of all governing body members which reflects a steady increase over a five-year period. In 2013, women were 32 % of all board members. Their share increased to 36 % in 2016 and then to 40 % in 2018.

Distribution of Female Governors in 2013, 2016 and 2018:



Governing bodies with 40-49% women are the norm.

Variation in individual HEI performance. Not all HEIs perform as well others in terms of women’s participation on their governing bodies. Although the sector average is 40 % female governors, the proportion of women governors by individual HEIs ranges from 9 % to 67 %. The number of HEIs with less than 40 % women on their governing bodies has shrunk from 135 in 2013 to 77 in 2018.

Governors across categories

External governors. Women's representation among external or lay directors should be the easiest for a board to increase and maintain. These directors are usually appointed by the governing body and there is a large pool of potential appointees. Yet the percentage of lay directors who are women has only modestly improved since 2016 from 35 % to 38 % of all external directors.

Internal governors. Internal appointees drawn from academic, management and support staff through ex-officio positions or elections pose a bigger challenge to managing overall board diversity. Nevertheless, the proportion of women among internally appointed directors has increased more than it has among external directors. Women increased their share of internal appointments from 37 % in 2016 to 43 % in 2018. Contributing factors to this increase could be more women in ex-officio roles and more women willing to stand for election.

Student governors. Students are generally elected to the governing body through their student union or association. The President of the Student Union is an ex-officio board member in many universities. Women increased their share of student governors from 37 % in 2016 to 48 % in 2018. This may reflect more women willing to stand for office in their student union, increased success when standing for election and the priority given to diversity by Student Unions.

Governor	Total Number of Governors (2016)	% Women (2016)	Total Number of Governors (2018)	% Women (2018)
Lay	2194	35 %	2220	38 %
Internal	879	37 %	874	43 %
Student	227	37 %	239	48 %

Comparison to other sectors. The percentage of women on boards across HEIs is a significant achievement for the sector. It surpasses the percentage of women on publicly listed companies in the private sector. According to the *Hampton-Alexander Review* in 2018, women held 30 % of FTSE 100 directorships and 25 % of FTSE 250 directorships and 24 % of FTSE 250 directorships. However, the Centre for Public Appointments reported in its *Public Appointments Diversity Action Plan* that women held 43 % of public sector board seats in 2017. Women also have a higher percentage of board roles in the National Health Service. *NHS Women on Boards: 50:50 by 2020*, a study for the NHS by Professor Ruth Sealy at Exeter University Business School, reported that women were 42 % of NHS Trust Board members.

Governing Bodies: achieving gender balance

Central to gender diversity efforts across the public, private and third sectors is the concept of a balanced board with at least 40 % of its members either men or women. More than half of all HEIs (55 %) now have gender-balanced boards. This is an important breakthrough given that only 19 % of HEIs had gender-balanced boards five years ago.

Maintaining gender balance, once achieved, can be a challenge. Only 11 HEIs have gender balanced boards in the 2013, 2016 and 2018 Women Count reports. In 2016, 40 % of the HEIs on the gender-balanced list in 2013 appeared again. The attrition rate appears to be much less in 2018. Sixty percent of HEIs that had gender-balanced boards in 2016 still have them in 2018.

HEIs with gender-balanced boards in 2013, 2016 and 2018

Eleven HEIs have distinguished themselves in maintaining gender balanced boards. It is not an easy task. Others might learn from their experience.

Buckinghamshire New University	Trinity Laban Conservatoire of Music and Dance
Glasgow School of Art	University of Brighton
Leeds Beckett University	University of Essex
Ravensbourne	University of Exeter
Royal Central School of Speech and Drama	University of Sussex
Royal College of Art	

Year	Number of gender-balanced boards	Percentage of gender-balanced boards
2018	95	55 %
2016	55	33 %
2013	31	19 %



‘Since I became Chair of Council at Exeter, my priority has been to make the Council a strong and effective body making the right decisions. All the evidence shows that in order to achieve this the membership must be diverse. There are huge numbers of excellent women with terrific skills out there who can add real value to a Council’s operations and decisions. I see it as my responsibility to find them and bring them on to Council.’

Sarah Turvill, Chair of Council at University of Exeter

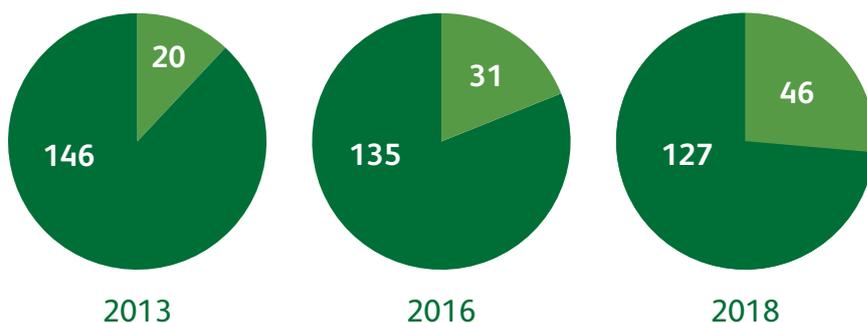
Chairs: vast majority are still men

The Chair leads the governing body and ensures that it governs the organisation effectively and has a collaborative relationship with the Executive. The Chair is appointed by independent members and usually chairs or is an ex-officio member of the nominations committee. Chairs have tremendous influence on who is appointed to the governing body and who is appointed as Vice-Chancellor of the HEI.

The vast majority of chairs are men, but an increasing number of women have been appointed to this key role over the last five years. In 2013, women were only 12 % of all chairs but this percentage more than doubled to 27 % in 2018. The number of female chairs increased from 20 in 2013 to 46 in 2018.

Female Chairs
Male Chairs

Women have more than doubled their share of chair roles, but males are far more likely to be appointed. They need to increase their share of new appointments when vacancies arise.



Turnover of board chairs. A chair vacancy creates an opportunity for a woman to be appointed and 79 such opportunities arose between 2016 and 2018. Men had the lion’s share of these new appointments. Female candidates were successful in 33 % of new appointments which is a higher rate of success than in the past. Between 2013 and 2016, they were 28 % of 68 new chair appointments.

When a female chair retires, she is not likely to be replaced by another female. This is a pattern seen in previous WomenCount reports. Thirteen female chairs retired between 2016 and 2018, but only three or 23 % were replaced by a female candidate. During the same period, 66 male chairs retired and 43 or 65 % of them were replaced by another male.

Chairs on gender-balanced boards. Boards with a minimum of 40 % male or female governors are far more likely to have a female chair. Seventy percent of all female chairs are found on gender-balanced boards.

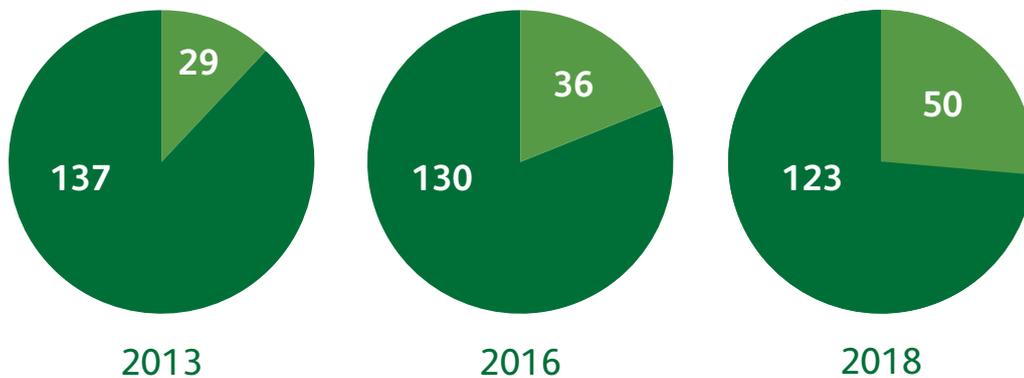
Vice-Chairs. Women appear have a larger share of Vice-Chair than Chair roles. Male and female vice-chairs are clearly designated on governance pages of 123 HEI websites. Fifty-four percent or 66 of these HEIs have a designated female Vice-Chair. A combination of a male chair and a female vice-chair can be found at 50 HEIs while a female chair and a male vice-chair is found at only 12 HEIs.

Vice-Chancellors: more women in post

The Vice-Chancellor, sometimes called the Principal, Chief Executive Officer or Director, is the most senior executive in the HEI. Appointed by the Board, the Vice-Chancellor works closely with the Chair and together they are the two most important leaders in the HEI.

Women are now 29% of all Vice-Chancellors which is an increase from 22% in 2016 and from 17% in 2013. This represents a net gain of 21 female Vice-Chancellors over a five-year period.

Female Vice-Chancellors Male Vice-Chancellors



Although the percentage share of female Vice-Chancellors has risen from 17% to 29%, women have a much lower success rate in filling new Vice-Chancellor vacancies than men.

Turnover of Vice-Chancellor appointments. From 2016 to 2018, there were fifty vacancies for the role of Vice-Chancellor and women filled 40% of them and men filled 60% of them. Between 2013 and 2016 women had a much lower share of new Vice-Chancellor appointments. During that period, they filled 33% of vacancies.

Eight female Vice-Chancellors left their role between 2016 and 2018 and three or 27% were replaced by another female. Forty-two male Vice-Chancellors left their roles and 25 or 60% of them were replaced by another male.

Female firsts for Vice-Chancellor appointments. As in previous years, several the newly appointed female Vice-Chancellors are the first women to hold that post in their respective HEIs. These include:

- Dame Minouche Shafik at the London School of Economics and Political Science,
- Professor Joanna Price at the Royal Agricultural University,
- Professor Julie Mennell at the University of Cumbria,
- Professor Susan Lea at the University of Hull,
- Professor Shearer West at the University of Nottingham.

Claire Middleton is the first woman to be appointed at Rose Bruford College since its founder Rose Bruford. Helen Langton is the first female Vice-Chancellor of the University of Suffolk since it gained university status.

Backgrounds of new Vice-Chancellors. When vacancies occur, the vast majority of new appointees are current Vice-Chancellors, Deputy Vice-Chancellors, Pro Vice-Chancellors or Deans. In 2016-18, six Vice-Chancellors took up a new position at another HEI whilst 26 deputy Vice-Chancellors, five Pro Vice-Chancellors and four Deans were promoted to a Vice-Chancellor role.

Seventy-six percent of appointments were externally recruited but there were 12 internal appointments made. Six of these were permanent appointments as opposed to six that were interim. All the permanent appointees were males and all the interim appointees were male except for one woman.

Being a professor appears to be a prerequisite for being a Vice-Chancellor. Ninety percent of appointees are professors usually with distinguished research backgrounds in their chosen field of study. Of the 50 new Vice-Chancellors, only three women and two men are not professors. Of the three women, one was CEO of an Australian arts institute, one was CEO of the Hackney Empire, and the third was the Deputy Governor of the Bank of England. Of the two men, one was CEO of BRE and the other was the CEO of the Equality Challenge Unit.



Dame Minouche Shafik

Vice-Chancellor

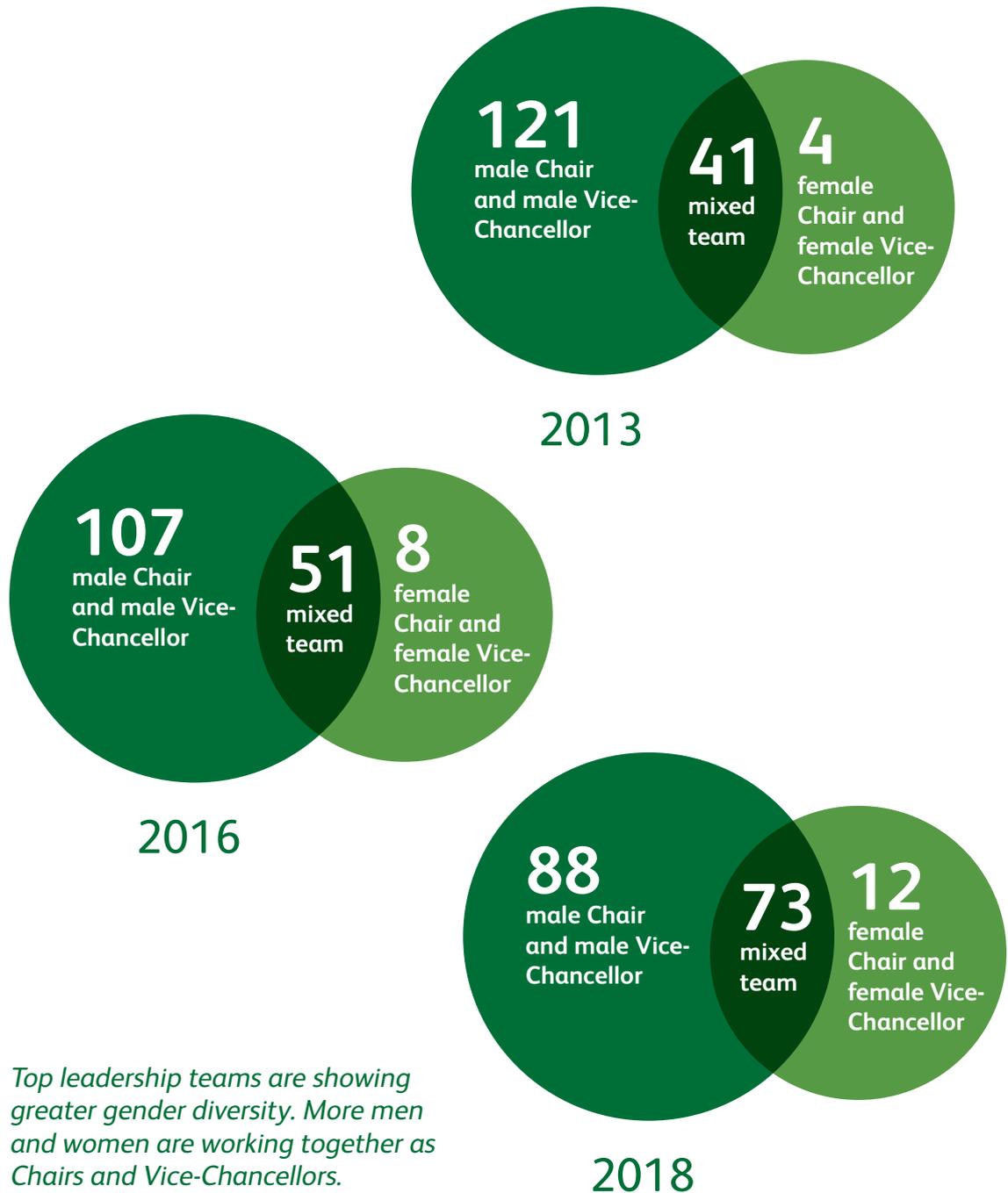
London School of Economics and Political Science

An economist by training, Minouche has spent most of her career straddling the worlds of public policy and academia. She has worked in senior positions at the World Bank, the Department for International Development and the IMF before becoming Deputy Governor of the Bank of England

in 2014. Minouche currently serves as a Trustee of the British Museum, the Council of the Institute for Fiscal Studies, Governor of the National Institute for Economic and Social Research, and is Honorary Fellow of St. Antony's College Oxford. She has a BSc in economics and politics at the University of Massachusetts in Amherst, an MSc in economics at LSE and a DPhil in economics at St Antony's College, University of Oxford.

Chair and Vice-Chancellor teams

The Chair and the Vice-Chancellor are the two most important leadership roles in an HEI. A Chair and a Vice-Chancellor team has long been the norm while a female team has been a rarity. This is steadily sifting towards more mixed teams with a female team being a little less of an oddity.



Chancellors

The Chancellor is a ceremonial figurehead of the University with executive responsibility delegated to the Vice-Chancellor. They act as ambassadors and promote the university at a national and international level often welcoming visiting delegations or dignitaries. Chancellors preside over important academic congregations that confer degrees, diplomas and other awards.

Male and female Chancellors are not dissimilar. They are distinguished individuals in the public and private sector who come from a broad variety of backgrounds in government, business, academia, sports and the arts. In 2018 35 % of Chancellors are women and 65 % are male. In 2016, only 28 % were women and 72 % were male.



Dame Jean Thomas

Chancellor

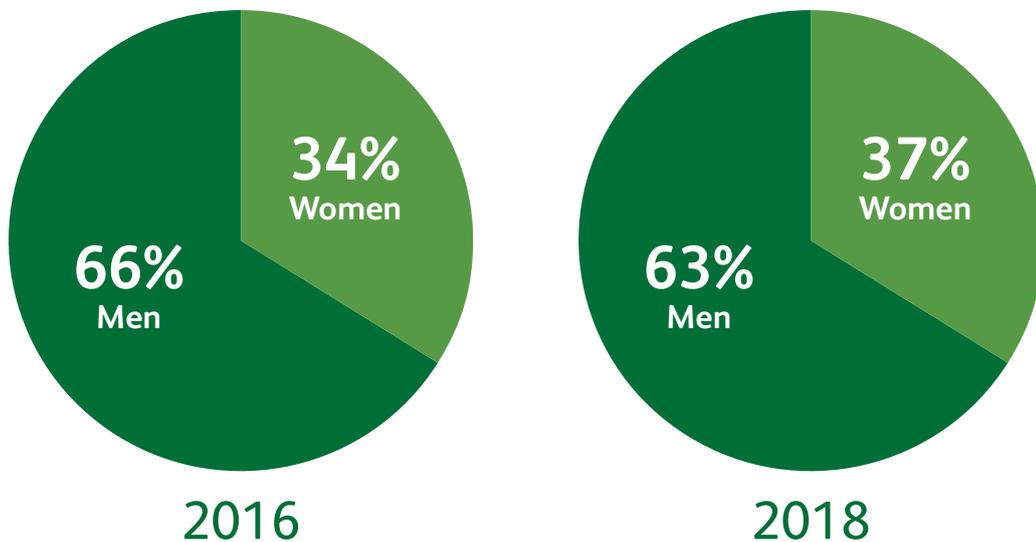
University of Swansea

Professor Dame Jean Thomas is an Emeritus Professor of Biochemistry, University of Cambridge, immediate past Master of St Catharine's College, Cambridge, and current President of the Royal Society of Biology. She has received numerous awards and honours throughout her career, and

has served on many national bodies. She is a Fellow of the Royal Society, Academy of Medical Sciences and of the Learned Society of Wales; and a Member of the European Molecular Biology Organization (EMBO) and of the Academia Europaea. Professor Thomas is an alumna of Swansea University (then known as University College Swansea, University of Wales) where she graduated with a First Class BSc in Chemistry, and was awarded a PhD in Chemistry. She holds honorary degrees and fellowships from several universities.

Executive teams: a pipeline of women leaders

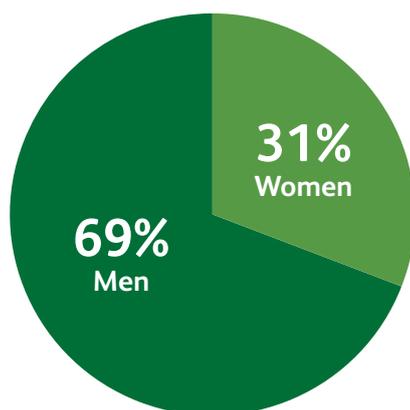
- Executive or senior teams are of varying sizes but generally include the Vice-Chancellors, Provosts, Deputy-Vice-Chancellors, Pro Vice-Chancellors, chief financial or operating officers, heads of human resources and the registrar or secretary. Larger teams may include faculty or school heads.
- Executive teams range in size from 3 to 20 members with an average size of 9 members. The number of women on executive teams ranges from 0 to 9 members.
- The average number of women per executive team is 3 while the average number of men is 5.
- Women have increased their share of roles on executive teams from 34 % in 2016 to 37 % in 2018.
- Gender balance on executive teams is not as common as it is on governing bodies. While 55 % of governing bodies are gender balanced only 27 % of the executive teams are.



Women are increasing their share in the top management teams of HEIs

Academic Heads: percentage of women remains the same

- Heads of the top tiers of the academic structure were identified from websites in 162 HEIs. This tier is variably described as faculties, schools or academic departments depending on the HEI. Top academic tiers have a range of 0 to 24 heads with an average number of five heads per HEI.
- The percentage of women in the top tier of the academic structure is 31 % which is the same as in 2016.
- The top tier of the academic structure is gender-balanced in only 24 % of HEIs as compared to 27 % on executive teams and 55 % on governing bodies.
- The number of women who are academic heads ranges from 0 to 11. There are 37 HEIs that have no women heads in their top academic structure and a further 54 HEIs that have only one woman in this tier.



2016 and 2018

Women have not increased their percentage of top academic roles.



Adrienne Scullion

**Pro Vice-Chancellor
Queen's University Belfast**

Professor Adrienne Scullion is the Pro Vice-Chancellor for the Faculty of Arts, Humanities and Social Sciences at Queen's University Belfast. The faculty has some 7600 students and 700 academic and support staff in five Schools and a Global Research Institute. She was previously the James Arnott Chair

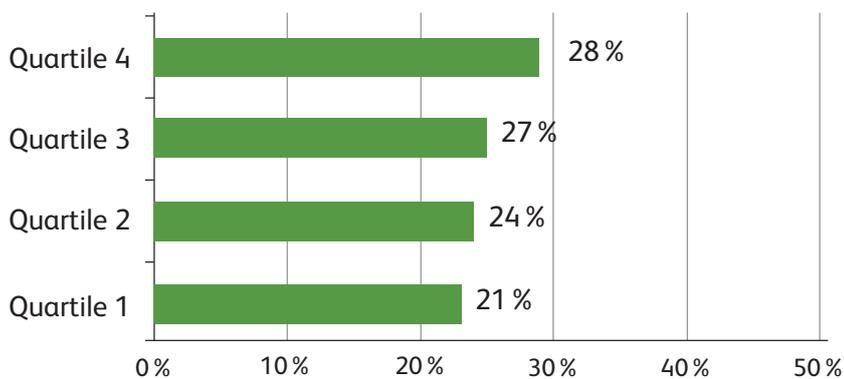
in Drama at the University of Glasgow. Adrienne is a Fellow of the Royal Society of Edinburgh and is a previous recipient of the RSE's Prize Lectureship in the Humanities. She has been a director of several arts-sector boards, including serving as chair of the Citizens' Theatre Glasgow, and is currently a trustee of the National Library of Scotland and a lay member of the Court of Edinburgh Napier University.

Female leadership and HEI income

A look at the distribution of women leaders across income quartiles of HEIs shows the extent they lead in larger as well as smaller organisations.

The research in 2013 and 2016 showed that female governors were fairly evenly distributed across universities regardless of their income. This is true in 2018 as well.

Women’s share of governing body roles across income quartiles



Fifty-six percent of all women governors are on boards of HEIs in the two highest income quartiles. The percentage of women governors continually increases from the lowest income quartile to the top one.

Gender-balanced boards

	2013	2016	2018
Quartile 4	12%	27%	26%
Quartile 3	29%	25%	33%
Quartile 2	16%	18%	17%
Quartile 1	42%	29%	24%

Fifty-nine percent of all gender-balanced boards are in HEIs in the top 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 %

Income size of HEIs does make a difference in terms of where women lead as Vice-Chancellors. Seventy-five percent of all female Vice-Chancellors are in HEIs in the bottom two income quartiles.



Sally Mapstone
Principal and Vice-Chancellor
University of St Andrews

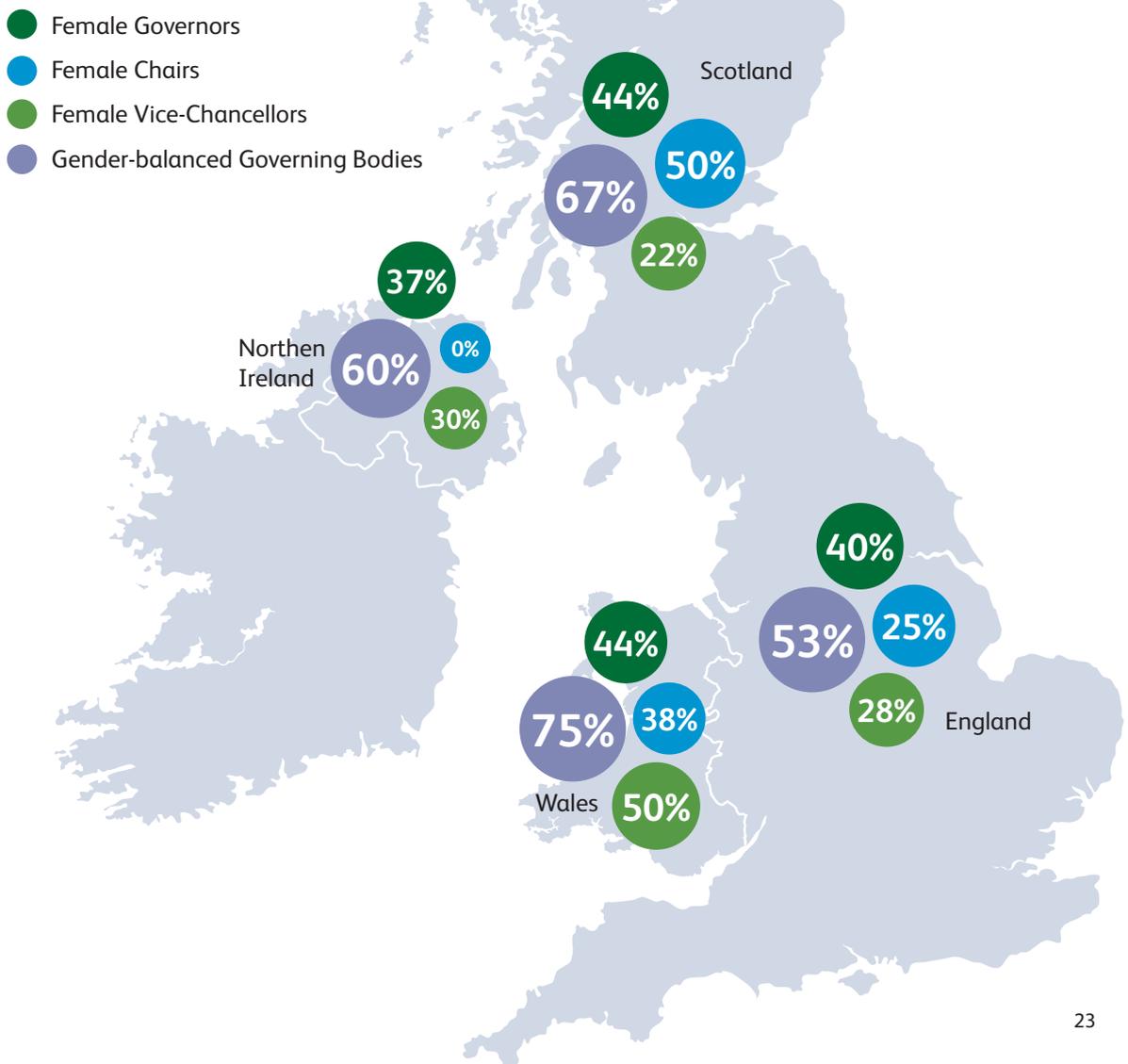
Since she took up office in 2016, Professor Sally Mapstone has focused on positioning the University in Scotland, the UK, and globally, in ways that speak to the University’s motto of Ever to excel. She has led on developing a new strategic plan for 2018-23, overseen a review of the

University’s processes for promotion, has launched a new University nursery, and has sponsored and launched a new mentoring scheme for senior academic women. Sally is keen to encourage a culture of collegial leadership across the University, so that all those who believe they have the potential to assume roles that add value to the institution have the capacity to do so during the course of their career.

Mapping women's leadership in HEIs

England, Scotland Northern Ireland and Wales have all seen increased numbers of women in various HEI leadership roles. Whilst it is useful to understand percentages of female leadership by region, one should remember that there are vastly differing numbers of HEIs among the regions. In this report there are 137 HEIs in England compared to 18 in Scotland, 10 in Northern Ireland and 8 in Wales.

- The percentage of women on governing bodies across the UK ranges from 44 % in Scotland to 37 % in Northern Ireland.
- The percentage of gender-balanced boards ranges from 75 % in Wales to 53 % in England.
- Fifty percent of Chairs of governing bodies in Scotland are women. However, there are no female Chairs in Northern Ireland HEIs.
- Fifty percent of Vice-Chancellors in Wales are women whilst only 22 % of Vice-Chancellors in Scotland are women.



Reflections on the research

Balancing collegial boards: external directors are a stabilising factor

One of the most challenging aspects of balancing an HEI governing body is its composition. The differing categories of members offer opportunities for gender diversity as well as challenges to it. Each category has a substantial talent pool of women but they also have tenures and appointments processes that operate independently of each another. This may result in small to large swings in the gender balance of the governing bodies on a year-to-year basis.

The board, as a whole and its constituent parts, should have diversity and equality embedded in their visions and values. However, external or lay directors comprise the lowest percentage of female directors among the categories of board membership yet they offer the best prospect for keeping board membership between 40 % -60 %.

External directors are a majority on HEI governing bodies and 67 % of all governing body members across all HEIs. They have the longest tenures with reappointments at intervals. The talent pool is huge as it is society at large and there are nomination processes and CUC guidelines to ensure transparency and fairness in selection of external directors.

Board effectiveness reviews combined with succession planning. Regular board effectiveness reviews should include an audit of skills and experiences of board members as well as an audit of board diversity. Gaps in skills and experiences can then be mapped against gaps in diversity and considered when vacancies or reappointments of existing members occur. Targeted outreach or dedicated searches can be directed at diverse women with the requisite skills and experiences.

A pipeline of potential candidates can be created by co-opting and appointing prospective board members to committees and/or engaging them in other aspects of the HEIs' work. Element six of the CUC's Higher Education Code of Governance code focuses on the governing body promoting equality and diversity throughout the institution including its own members.

Fair and transparent appointments. Every HEI must have a Nominations Committee under the Higher Education Code of Governance. A diverse nominating committee is essential, and everyone involved in an appointment process should have unconscious bias training. Vacancies should be advertised and target under-represented groups making it clear that they are welcome to apply. The new CUC and Advance HE Board Vacancy Portal offers an opportunity to do this reaching a wider, more diverse pool of candidates online.

The CUC Code suggests that one means of ensuring equality and diversity among its members is drawing on executive search consultancies who may be able to access a broader pool of talent. Advance HE's new Diversity Principles Framework for Executive Search Firms working with higher education brings new rigour to the search process. HEIs embracing these principles and only appointing firms who adhere to it will ensure a higher standard of diversity and equality in appointments with the end result being the best candidate appointed. It covers all stages of the recruitment process.

Setting targets for external directors. A target of 40 % women was set for governing bodies, as a whole, in the last HEFCE strategic plan. The Chairs of universities in Scotland set a target of 40 % -60 % female lay directors to be achieved by 2020 with a review of progress in 2018. If HEIs in England, Northern Ireland and Wales did similarly, the stability of gender-

balance on governing bodies would be enhanced. However, a target closer to parity rather than 40% would give even greater stability as the academic, support staff and student appointees can fluctuate widely from year-to-year in terms of gender.

Advancing women in academic leadership: the professorial roadblock

The percentage of female heads in the top tier of the academic structure is cause for concern. Women make up 31% of all heads in the top tier of the academic structure and this percentage has not changed since 2016. A major roadblock to increasing the number of academic women in senior positions is the scarcity of women professors in the talent pool. Being a professor with a distinguished research background is almost always a prerequisite for being a Vice-Chancellor as it is for becoming the head of a faculty or school. Most Deputy Vice-Chancellors, Pro Vice-Chancellors and Deans are also professors when they take on roles in the HEI's executive team.

HESA reported that women were 24.6% of all professors in the 2016-17 academic year. Not only is the percentage of women professors barely creeping up across the sector, Times Higher reported in 2017 that one in three universities were going backwards in their proportion of female professors according to their analysis of HESA statistics. More concerted action needs to be taken by the sector and individual HEIs to address the roadblock issue:

Setting targets and reporting. Individual HEIs can publicly set and report on targets for increasing the percentage of female professors through the equality and diversity plans reviewed by their governing bodies. Target setting for the percentage of women on boards has generally been accepted across the HE sector. Should aspirational targets now be set for the percentage of women who are professors in the sector, monitored and reported on?

Gender proofing the promotion process. Academic women who put themselves forward for promotion often find that the selection process focusses on too narrow a set of achievements. Success in teaching, outreach and departmental support takes second place to grants or prizes won and books and papers published. HESA statistics show that while the majority of male and female academics hold teaching and research contracts, 31% of women had teaching only contracts compared with 23.8% of men.

While it is aimed at board level appointments, there is subject content in the new Diversity Principles Framework that HEIs could consider in the appointments process whether they are working with ESFs or not. These include promoting diversity, advertising, longlists and shortlists, interviews, candidate support, onboarding and succession planning. HEIs would do well to audit their professorial appointments against these subject areas. Perhaps it would be desirable for the HE sector to develop and apply a sector-wide framework or code to break the impasse in raising the percentage of women professors.

Engaging men as champions. The progress made to date in the HE sector could not have happened without men as they hold most of the decision-making roles in HEIs. More work needs to be taken, in discussion with men, to identify the key actions and behaviours they can take to advance female colleagues and build the current and future pipeline for women professors. These could include consciously including female colleagues in their networks, recommending them for stretch assignments, giving them the opportunity to present and discuss research at seminars and conferences and asking them to be representatives at events.

The Index covers 173 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 body members in descending order.

The Index

- The names of individual institutions were taken from the websites of the Office for Students, the Higher Education Funding Council for Wales, the Department for the Economy's Higher Education Division in Northern Ireland and the Scottish Funding Council. They are all designated HEIs with exempt or registered charitable status.
- Information relating to members of the governing bodies was downloaded from individual websites during May and June 2018. Chancellors, Clerks to the governing bodies and observers were not included as governing body members.
- The comparison date for 2013 for governing bodies is the end of July 2013 but for Chairs and Vice-Chancellors it is December 2013. The comparison date for 2016 for governing body members, Chairs and Vice-Chancellors is January 2016.
- Vacancies and appointments take place throughout the year, hence the Index is a snapshot of data at a point in time. While the percentage of women governors for the total sample is unlikely to move in the short term, the resignation or appointment of new members to an individual HE governing body can shift its position on the Index quite quickly.

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
67	10	15	Regent's University London	Dr Diana Walford	Prof Aldwyn Cooper
60	9	15	London School of Hygiene and Tropical Medicine	Dame Marjorie Scardino DBE	Prof Baron Peter Piot
58	11	19	City University London	Julia Palca	Prof Sir Paul Curran
57	12	21	Open University	Richard Gillingwater	Prof Mary Kellett*
57	13	23	Royal Holloway, University of London	Stephen Cox	Prof Paul Layzell
57	13	23	University of Strathclyde	Dame Sue Bruce	Prof Sir Jim McDonald
55	11	20	Buckinghamshire New University	Dr Michael Hipkins	Prof Rebecca Bunting
55	11	20	Kingston University	David Edmonds	Prof Steven Spier
55	11	20	Queen Margaret University	Dr Frances Dow	Prof Petra Wend
55	11	20	University of Leicester	Bridget Towle	Prof Paul Boyle
54	13	24	Durham University	Robert Gillespie	Prof Stuart Corbridge
54	13	24	University of Sussex	Dame Denise Holt	Prof Adam Tickell
54	13	24	University of the Arts London	David Isaac	Nigel Carrington
53	8	15	London School of Economics and Political Science	Dame Shirley Pearce	Dame Minouche Shafik
53	8	15	Northern Regional College	Hugh Crossley*	Prof Terri Scott
53	9	17	University of Brighton	Mark Burch	Prof Debra Humphris
53	8	15	University of Central Lancashire	David Taylor	Prof Mike Thomas
53	9	17	University of Greenwich	Marianne Ismail	Prof David Maguire
53	8	15	University of Plymouth	Colin Drummond	Prof Judith Petts

* acting or interim Chair or Vice-Chancellor

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
52	13	25	Goldsmiths, University of London	Dinah Caine	Patrick Loughrey
52	13	25	Swansea University	Sir Roger Jones	Prof Richard Davies
52	13	25	University of Essex	Judith Judd	Prof Anthony Forster
52	11	21	University of South Wales	Gareth Williams	Prof Julie Lydon
50	9	18	Brunel University	Prof Mike Spyer	Prof Julia Buckingham
50	8	16	Courtauld Institute of Art	Lord Browne of Madingley	Prof Deborah Swallow
50	10	20	Plymouth College of Art	David Noyce	Andrew Brewerton
50	9	18	Ravensbourne	Jonathan Drori	Prof Linda Drew
50	11	22	University of Dundee	Ronnie Bowie	Prof Sir Pete Downes
50	11	22	University of Edinburgh	Ann Henderson	Prof Peter Mathieson
50	11	22	University of Exeter	Sarah Turvill	Prof Sir Steve Smith
50	8	16	University of Huddersfield	Christopher J Brown	Prof Bob Cryan
50	11	22	University of the West of Scotland	Dr Waiyin Hatton	Prof Craig Mahoney
48	10	21	University of Stirling	Fiona Sandford	Prof Gerry McCormac
47	7	15	Belfast Metropolitan College	Frank Bryan	Marie-Therese McGivern
47	8	17	Leeds Arts University	Chris Clements	Prof Simone Wonnacott
47	9	19	London Business School	The Hon Apurv Bagri	Prof Francois Ortalo-Magne
47	7	15	London Metropolitan University	Mark Anderson	Prof Lynn Dobbs
47	8	17	Nottingham Trent University	Neil Goulden	Prof Edward Peck

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
47	8	17	Trinity Laban Conservatoire of Music and Dance	Rt Hon Harriet Harman	Prof Anthony Bowne
47	7	15	University College of Osteopathy	Prof David Barrett	Charles Hunt
47	9	19	University of Cumbria	Euan Cartwright	Prof Julie Mennell
47	9	19	University of Derby	Stephen Smith	Prof Kathryn Mitchell
47	8	17	University of East Anglia	Joe Greenwell	Prof David Richardson
47	8	17	University of Lincoln	Diane Lees	Prof Mary Stuart
47	9	19	University of Salford	Lord Keith Bradley	Prof Helen Marshall
47	8	17	University of Wolverhampton	Dr Simon Walford	Prof Geoff Layer
46	13	28	Bangor University	Marian Wyn Jones	Prof John Hughes
46	6	13	Oxford Brookes University	Leslie Morphy	Prof Alistair Fitt
46	6	13	Southampton Solent University	Phil Cotton	Prof Graham Baldwin
46	11	24	University of Cambridge	Prof Stephen Toope	Prof Stephen Toope
46	11	24	University of Oxford	Prof Louise Richardson	Prof Louise Richardson
46	12	26	University of Warwick	Sir David Normington	Prof Stuart Croft
45	9	20	Anglia Ruskin University	Jerome Booth	Prof Roderick Watkins*
45	10	22	Edinburgh Napier University	Very Rev Dr Graham Forbes	Prof Andrea Nolan
45	10	22	Glasgow Caledonian University	Rob Woodward	Prof Pamela Gillies
45	10	22	Glasgow School of Art	Muriel Gray	Prof Tom Inns
45	10	22	Newcastle University	Paul Walker	Prof Chris Day

* acting or interim Chair or Vice-Chancellor

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
45	9	20	Northumbria University	Chris Sayers	Prof Andrew Wathey
45	9	20	University of Bristol	Denis Burn	Prof Hugh Brady
45	10	22	University of Winchester	Alan Lovell	Prof Joy Carter
44	7	16	Arts University Bournemouth	Chris Martin	Prof Stuart Bartholomew
44	8	18	Aston University	Dame Yve Buckland	Prof Alec Cameron
44	7	16	Bath Spa University	Terence Jagger	Prof Sue Rigby
44	8	18	Birbeck, University of London	Harvey McGrath	Prof David Latchman
44	7	16	Canterbury Christ Church University	Frank Martin	Prof Rama Thiruamachandran
44	8	18	Leeds Beckett University	David Lowen	Prof Peter Slee
44	7	16	Royal Central School of Speech and Drama	John Willis	Prof Gavin Henderson
44	14	32	Royal College of Art	Baroness Gail Rebuff	Dr Paul Thompson
44	8	18	Royal Northern College of Music	Nick Prettejohn	Prof Linda Merrick
44	7	16	South Eastern Regional College	Pending	Ken Webb
44	11	25	University of Aberdeen	Martin Gilbert	Prof George Boyne
44	11	25	University of Glasgow	Elizabeth Passey	Prof Anton Muscatelli
44	7	16	University of Ulster	John Hunter	Prof Patrick Nixon
44	11	25	University of Wales: Trinity St David	Ven Randolph Thomas	Prof Medwin Hughes
43	3	7	Leeds College of Music	Libby Raper	Gerry Godley
43	10	23	Queen's University Belfast	Stephen Prenter	Prof Ian Greer

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
43	10	23	Royal Conservatoire of Scotland	Nick Kuenssberg	Prof Jeffrey Sharkey
43	9	21	St George's, University of London	Michael Draper	Prof Jenny Higham
43	10	23	University of Chester	Rt Revd Dr Peter Forster	Canon Prof Tim Wheeler
43	9	21	University of Chichester	Prof Jim Lynch	Prof Jane Longmore
43	10	23	University of Nottingham	John Mills	Prof Shearer West
43	10	23	University of Westminster	Stephen Hart	Dr Peter Bonfield
42	10	24	University of Bradford	Rt Hon Baroness Ann Taylor	Prof Brian Cantor
42	8	19	University of Southampton	Dr Gill Rider	Prof Sir Christopher Snowden
41	9	22	University of Worcester	John Bateman	Prof David Green
40	8	20	Cardiff Metropolitan University	Baroness Ilora Findlay	Prof Cara Aitchison
40	10	25	Cardiff University	Stuart Palmer	Prof Colin Riordan
40	6	15	Norwich University of the Arts	Prof Maureen Wayman	Prof John Last
40	8	20	Royal Academy of Music	Dame Jenny Abramsky	Prof Jonathan Freeman-Attwood
40	6	15	St Mary's University College Belfast	The Most Rev Noel Treanor	Prof Peter Finn
40	6	15	Staffordshire University	David Gage	Prof Liz Barnes
40	6	15	University College Birmingham	Nigel Moss	Prof Raymond Linforth
40	8	20	University College London	Dame DeAnne Julius	Prof Michael Arthur

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
40	8	20	University of Bedfordshire	Alan Cook	Bill Rammell
40	10	25	University of Manchester	Edward Astle	Prof Dame Nancy Rothwell
40	10	25	University of Portsmouth	Jane Hoskins	Prof Graham Galbraith
39	9	23	Abertay University	Eddie Frizzell	Prof Nigel Seaton
39	7	18	Cranfield University	Dame Deirdre Hutton	Prof Sir Peter Gregson
39	7	18	Plymouth Marjon University	Peter Upton	Prof Rob Warner
39	7	18	Robert Gordon University	Mike Fleming	Prof John Harper
39	7	18	Rose Bruford College	Monisha Shah	Clarie Middleton
39	9	23	University of St Andrews	Dame Anne Pringle	Prof Sally Mapstone
38	9	24	Liverpool Hope University	Revd Cannon Peter Winn	Prof Gerald Pillay
38	8	21	Liverpool John Moores University	Rod Hill	Mark Power*
38	5	13	Liverpool School of Tropical Medicine	Mr James Ross	Prof Janet Hemingway
38	6	16	Middlesex University	Geraldine Proudler	Prof Tim Blackman
38	8	21	Queen Mary, University of London	Lord Tim Clement-Jones	Prof Colin Bailey
38	6	16	University of Hertfordshire	Richard Beazley	Prof Quintin McKellar
38	8	21	University of York	Gerard Lemos	Prof Saul Tendler*
37	7	19	King's College London	Rt Hon Lord Geidt	Prof Edward Byrne
37	7	19	Leeds Trinity University	Rt Hon Marcus Stock	Prof Margaret House
37	10	27	Loughborough University	Sir Peter Bonfield	Prof Robert Allison

* acting or interim Chair or Vice-Chancellor

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
37	7	19	University for the Creative Arts	Robert Taylor	Prof Bashir Makhoul
37	10	27	University of Reading	Dr Paul Preston	Prof Robert Van de Noort*
37	7	19	University of the Highlands and Islands	Gary Coutts	Prof Clive Mulholland
36	4	11	St Mary's University College Twickenham	Rt Rev Richard Moth	Francis Campbell
36	9	25	University of Bath	Ruth Foreman*	Prof Bernie Morley
36	5	14	University of Bolton	Rt Revd Nigel McCulloch	Prof George Holmes
36	8	22	University of Gloucestershire	Prof Julian Crampton	Stephen Marston
36	8	22	University of Surrey	Michael Queen	Prof Max Lu
36	8	22	University of Teeside	Alastair McColl	Prof Paul Croney
35	6	17	Glyndwr University	Maxine Penlington	Prof Maria Hinfelaar
35	7	20	Guildhall School of Music and Drama	Vivienne Littlechild	Lynne Williams
35	8	23	University of Birmingham	Ed Smith	Prof Sir David Eastwood
35	8	23	University of Kent	Sir David Warren	Prof Karen Cox
35	8	23	University of Leeds	David Gray	Sir Alan Langlands
35	7	20	University of Liverpool	The Earl of Derby	Prof Dame Janet Beer
35	6	17	University of Suffolk	Prof William Pope	Prof Helen Langton
35	6	17	University of Sunderland	John Mowbray	Sir David Bell
33	5	15	Aberystwyth University	Dr Emyr Roberts	Prof Elizabeth Treasure
33	8	24	Heriot-Watt University	Dame Frances Cairncross	Prof Richard Williams

* acting or interim Chair or Vice-Chancellor

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
33	6	18	Roehampton University	Sir David Bell	Prof Paul O'Prey
33	3	9	University of Law	Rt Hon Prof the Lord Blunkett	Andrea Nollent
33	6	18	University of the West of England	Sonia Mills	Prof Steve West
32	6	19	University of Hull	Keith Hopkins*	Prof Susan Lea
32	6	19	University of West London	Chris Humphries	Prof Peter John
31	5	16	Liverpool Institute for Performing Arts	Ian Jones	Mark Featherstone-Witty
31	5	16	London South Bank University	Jerry Cope	Prof David Phoenix
31	4	13	Stranmillis University College	Prof Sir Desmond Rea	Dr Anne Heaslett
30	7	23	Bournemouth University	Prof Richard Conder	Prof John Vinney
30	6	20	Conservatoire for Dance and Drama	James Smith	David Ruebain
30	6	20	Imperial College London	Sir Philip Dilley	Prof Alice Gast
30	6	20	Lancaster University	Lord Roger Liddle	Prof Mark Smith
29	6	21	Harper Adams University	Mike Lewis	Dr David Llewellyn
29	6	21	Keele University	Ralph Findlay	Prof Trevor McMillan
29	6	21	Manchester Metropolitan University	Vanda Murray	Prof Malcolm Press
29	6	21	Royal College of Music	Lord Guy Black	Prof Colin Lawson
29	4	14	Royal Veterinary College	Lord Donald Curry	Prof Stuart Reid
29	4	14	University of Buckingham	Rory Tapner	Sir Anthony Seldon
28	5	18	Birmingham City University	Mark Hopton	Prof Philip Plowden

* acting or interim Chair or Vice-Chancellor

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
28	5	18	SRUC	Sandy Cumming	Prof Wayne Powell
27	6	22	Coventry University	Keith Bissett	John Latham
27	3	11	Falmouth University	Chris Pomfret	Prof Anne Carlisle
27	4	15	Institute of Cancer Research	Luke Johnson	Prof Paul Workman
27	4	15	South West College	Joseph Martin	Michael McAlister
27	4	15	Southern Regional College	Andrew Saunders	Brian Doran
27	6	22	Writtle University College	Jonathan Swan	Prof Tom Middleton
26	5	19	Royal Agricultural University	Rt Hon Michael Jack	Prof Joanna Price
26	5	19	Sheffield Hallam University	Lord Kerslake	Prof Chris Husbands
26	5	19	SOAS, University of London	Marie Staunton	Baroness Valerie Amos
25	4	16	De Montfort University	Ian Blatchford	Prof Dominic Shellard
25	5	20	University of East London	Geoff Thompson	Prof Amanda Broderick
25	4	16	York St John University	Anne Margaret Green	Professor Karen Stanton
24	4	17	University of London	Sir Richard Dearlove	Prof Peter Kopelman*
22	4	18	Bishop Grosseteste University	Bob Walder	Rev Prof Peter Neil
21	4	19	National Film and Television School	Patrick McKenna	Dr Jon Wardle
20	4	20	University of Sheffield	Tony Pedder	Prof Koen Lamberts
19	3	16	Newman University	Jonathan Day	Prof Scott Davidson

* acting or interim Chair or Vice-Chancellor

Biographies of new Chairs

% of Female Governors	No. of Female Governors	No. of Governors	Higher Education Institution	Chair of Governing Body	Vice-Chancellor
18	3	17	Edge Hill University	Clive Edwards	Dr John Cater
18	4	22	Heythrop College	Tasmin Eastwood	Prof Claire Ozanne
18	3	17	University of Northampton	Sylvia Hughes	Prof Nick Petford
17	3	18	North West Regional College	Gerard Finnegan	Leo Murphy
9	1	11	AECC University College	Adrian Wild	Haymo Thiel

Biographies of new Vice-Chancellors

Professor Elizabeth Treasure

Aberystwyth University

Professor Elizabeth Treasure took up her post as Vice-Chancellor of Aberystwyth University in 2017. She was previously Deputy Vice-Chancellor at Cardiff University where she had responsibility for projects in strategic planning, resources and sustainable development as well as staffing and estates. Professor Treasure was the first female Deputy Vice-Chancellor of Cardiff University. After receiving a BDS in Dental Surgery and a PhD from the University of Birmingham she held a range of clinical roles in the National Health Service between 1980 and 1990. She then moved to New Zealand where she concurrently held the roles of Public Health Dentist and Lecturer, then Senior Lecturer, at the University of Otago. In 1995, Professor Treasure was appointed Senior Lecturer and Consultant in Dental Public Health at University of Wales College of Medicine, achieving promotion to Professor in 2000 and being appointed Dean and General Manager at the Dental School and Hospital in 2006.

She was awarded the British Dental Association's John Tomes Medal for scientific eminence and outstanding service to the profession in 2006 and a FDSRCPS (special) in 2011. She has served as an Independent Member (University) for the Cardiff and Vale University Health Board; as member of the Finance Committee of UCAS and the Health and Safety Committee of the Universities and Colleges Employers' Association (UCEA); as a trustee of the Penarth and District Lesotho Trust and as a Council Member of the Cathedral School, Llandaff.

Professor Sue Rigby

Bath Spa

Professor Rigby commenced her role as Vice-Chancellor of Bath Spa University in January 2018. Previously she was Deputy Vice-Chancellor for Student Development at the University of Lincoln where she was responsible for the student journey from application to alumni activities and had oversight of the Colleges of Science and Arts. Sue is a palaeontologist by background. After being an academic at Cambridge, Leicester and Edinburgh she moved into senior management, first as Assistant Principal and then Vice-Principal at the University of Edinburgh.

She is an HEA Principal Fellow, a member of the Scottish Funding Council QA review group and was Chair of the HEFCE Learning Gain project. She is chairing work on the design of a postgraduate national survey and is a member of the Teaching Excellence and Student Outcomes Framework (TEF) Panel. Internationally, she has contributed to the development of reward and recognition processes for staff in learning and teaching through U21 - the leading global network of research universities for the 21st century - and developed the first MOOC (massive open online course) to be shared by students in the U21 universities. Professor Rigby has set up a variety of large-scale and multi-university projects, including the Times Higher Education prize-winning "Making the Most of Masters". She is an honorary professor at the University of Edinburgh and works in their Institute of Academic Development. She was elected co-convenor of the Higher Education Academy's PVC Network in 2016.

Professor Cara Aitchison

Cardiff Metropolitan University

Professor Cara Aitchison has been President and Vice-Chancellor of Cardiff Metropolitan University since October 2016 where she is also Professor of Geography and Cultural Economy. Prior to that she was Vice-Chancellor of the University of St Mark & St John in Plymouth. With 30 years' experience in higher education Professor Aitchison has led significant growth and change management programmes developing universities' reputations, finance, internationalisation and student experience. With 10 books and over 200 other research outputs, she is most widely known for her work on identity, inclusion and cultural economy.

Her earlier academic posts include Head of Moray House School of Education and Chair in Social and Environmental Justice at the University of Edinburgh, Dean of the Faculty of Education and Sport at the University of Bedfordshire, Professor in Human Geography and Director of the Centre for Leisure, Tourism and Society at UWE Bristol, and earlier posts at the University of Gloucestershire, Open University, the Business School of the University of North London and Croydon College. She is an Honorary Professor in the Department of Health at the University of Bath.

Professor Aitchison has held numerous board roles in the education and public sectors. She is currently a Council Member of the Academy of Social Sciences; Governance and Advisory Board Member of the Arab European Leadership Education Network; Board Member of the CBI Wales; Member of the Economic and Social Research Council Peer Review College and Chair of the Universities UK Task and Finish Working Group on Staff to Student Sexual Misconduct.

Professor Aitchison has an MA (Hons) degree in Geography (Edinburgh) an MA in Gender and Society (Middlesex), a PhD in Social Science titled Leisure Studies: Gender, Power and Knowledge (Bristol), a postgraduate qualification in Recreation and Leisure Practice (CNA) and a teaching qualification (Greenwich).

Professor Maira Hinfelaar

Glyndŵr University

Professor Maira Hinfelaar took up her post as Vice-Chancellor and Chief Executive at Wrexham Glyndŵr University in 2016. She joined the University from Limerick Institute of Technology in Ireland where she was President and Chief Accounting Officer from 2004 to 2016. Before that she was Head of the School of Business at Stenden University in the Netherlands having been promoted to that post from Lecturer in Business English and International Retailing.

In her previous roles both in Ireland and The Netherlands, Professor Hinfelaar secured substantial funding from various funding agencies and industry for access projects, teaching and learning innovations and for applied research. She has published various articles in journals on the subject of international retailing. Early in career she wrote Business English textbooks widely used throughout Dutch further and higher education. Her recent international research publications cover Irish higher education policy and collaborations, alliances and mergers in the sector.

She sits on the North Wales Economic Ambition Board, the Mersey-Dee Alliance Board and the North Wales Business Council. In addition, she is the Universities Wales nominee on the board of the UK-wide Quality Assurance Agency (QAA). Professor Hinfelaar has a PhD

in Marketing and a PhD in English from Maastricht University and is a graduate of the UK Leadership Foundation Top Management Programme and a Fellow of the Higher Education Academy.

Lynne Williams

Guildhall School of Music and Drama

Lynne Williams joined the Guildhall School as Principal in January 2017. In a career spanning over 40 years, Lynne Williams has developed a significant breadth of arts practice, pedagogy and cultural entrepreneurship across not-for profit, government and commercial sectors. Most recently, she was the CEO of Australia's National Institute of Dramatic Art (NIDA), where she led transformative change including a reinvigorated teaching and learning environment, self-accrediting authority for the institution and international creative industry and education partnerships. The construction of the NIDA Graduate School, recently opened by the Australian Prime Minister, and the launch of a new suite of Master of Fine Arts Courses, were the realisation of her vision for an international centre to drive future-focussed performance practice, training and research.

Prior to NIDA, Ms Williams held many arts and cultural leadership positions in the UK. She led the development of the Culture, Ceremonies and Education Programme for the London Organising Committee of the Olympic Games (LOCOG), following her contribution to London 2012's successful Olympic Bid as a Cultural Advisor/Creative Producer. Lynne was also Artistic Director of Cardiff 2008, the company bidding for Cardiff to be 2008 European Capital of Culture. She was responsible for developing a new cultural strategy and leading a team in a bid on behalf of Wales.

Her experience in performing arts began in Australia where she studied and performed as a professional singer specialising in contemporary music and music theatre. She served on the Arts Council England Touring Panel and was an Arts Council England advisor for contemporary music, opera, theatre and dance. She has served as a chair, a board and committee member of a variety of arts companies in both the UK and Australia including Arts and Kids, National Endowment for Science, Technology and the Arts (NESTA), and Performing Lines (Australia).

Professor Claire Ozanne

Heythrop College

Professor Claire Ozanne became Principal of Heythrop College in 2017 on a two-year part-time secondment from Roehampton University and took overall responsibility for the management of the College and delivery of its mission. Her responsibilities include overseeing Heythrop College's orderly closure, due to take place at the end of the 2017-2018 academic year, while exploring any opportunities for staff at the college. During this period, she will maintain Heythrop's commitment to research and teaching excellence and provision of a first class experience for its students.

Professor Claire Ozanne took up the secondment from her post as Deputy Provost (Research and External Engagement) at Roehampton University where her responsibilities cover Research, the Graduate School and External Engagement, including international and UK teaching partnerships and curriculum innovation. Between 2010 and 2014 Professor Ozanne managed a group of academic departments at the University across their portfolio of activities and prior to her appointment as Deputy Provost, was Assistant Dean (Learning & Teaching) and Head of Biological & Health Sciences.

Professor Ozanne gained her DPhil from Oxford in 1991 and is an insect ecologist whose work focuses on habitats influenced by human activities, particularly temperate and tropical forest canopies. She is a founding member of the steering group of the Global Canopy Programme and has led international projects in Australia, Nigeria, Ethiopia and Guyana. Professor Ozanne is a QAA Reviewer, a Principal Fellow of the HEA and Professor of Ecology.

Professor Lynn Dobbs

London Metropolitan University

Professor Lynn Dobbs took over her role as Vice-Chancellor of London Metropolitan University in October 2018. Prior to that she was Deputy Vice-Chancellor and Provost at Roehampton University. She has also been and Dean of the School of Arts and Social Sciences at Northumbria University.

A Professor of Public Policy, Lynn Dobbs' practice and research has involved working extensively in deprived communities across the UK and in Europe, often in partnership with external agencies to tackle social exclusion across all aspects of deprivation. A significant strand of her work has focused on raising educational aspirations among school children and widening higher education participation among disadvantaged groups.

Professor Dobbs graduated from Northumbria University's School of Arts and Social Sciences in government and public policy in 1996. After a career in local government, she enrolled as a mature student. Following graduation she took an MA in European Union studies at Newcastle University.

Dame Minouche Shafik

London School of Economics and Political Science

An economist by training, Dame Minouche Shafik was appointed Director of the London School of Economics and Political Science in 2017. She has spent most of her career straddling the worlds of public policy and academia. From 2014-2017 she was Deputy Governor of the Bank of England where she sat on all of the Bank's major policy committees and led the Fair and Effective Markets Review. Prior to joining the Bank of England, she worked at the World Bank for 15 years and became its youngest ever Vice President at the age of 36.

She returned to the UK in 2004 and rose to become the Permanent Secretary of the Department for International Development where she was responsible for the UK's development assistance efforts around the world. In 2011 she joined the IMF as Deputy Managing Director with responsibility for many of the crisis countries in the Eurozone and the Arab countries in transition, the IMF's University and human resources.

After completing her BSc in economics and politics at the University of Massachusetts in Amherst, she took an MSc in economics at LSE before completing a DPhil in economics at St Antony's College, University of Oxford. She taught at both Georgetown University and the Wharton School of the University of Pennsylvania.

Dame Minouche currently serves as a Trustee of the British Museum, the Council of the Institute for Fiscal Studies, Governor of the National Institute for Economic and Social Research, and is Honorary Fellow of St. Antony's College Oxford. She holds honorary doctorates from the University of Warwick, the University of Reading, and Glasgow University. She was made a Dame Commander of the British Empire in the Queen's New Year's Honours list in 2015.

Professor Mary Kellett

Open University

Professor Mary Kellett was appointed Acting Vice-Chancellor of the Open University in April 2018. A Professor of Education and Childhood, she has held a number of senior leadership roles in the university including Executive Dean of the Faculty of Wellbeing, Education and Language Studies, Interim Executive Dean of the Faculty of Business and Law and Dean of the Faculty of Education and Language Studies. She has been at The Open University for 16 years.

Professor Kellett has nearly 40 years' experience of working with children and young people as social worker, primary teacher and academic. She holds a number of Adjunct Professorships, is an Honorary Fellow at University of Central Lancashire and sits on several international advisory panels.

Perhaps best known for her pioneering work to empower children as researchers, she founded the Children's Research Centre at The Open University in 2004 to train and support children and young people to undertake their own research. She has authored on a wide range of childhood and youth related subjects, most notably on voice, participation, rights and empowerment issues. She is Co-investigator on the Open World Learning Project funded by the Leverhulme Trust and focussed on how to increase access to education for all across the globe using new technologies and innovative approaches.

Clarie Middleton

Rose Bruford College

Clarie Middle joined Bruford College of Theatre and Performance announced in 2018 as its new Principal and Chief Executive Officer. She is the first woman since Rose Bruford to be appointed to the role and has over 25 years' experience as an arts and cultural leader. She began her career working for Welsh National Opera before joining the Arts Council's Touring Department. This was followed by the formation of Clear Day Productions which commissioned and staged co-productions with Bristol Old Vic and Plymouth Theatre Royal. She went on to work with Thelma Holt Ltd for five years, touring large scale theatre productions and working with major international artists including Yukio Ninagawa, Vanessa Redgrave and Alan Rickman.

In recent years, Ms Middleton has worked as a change management consultant for a range of institutions including the Hereford Courtyard Arts Centre and Watford Palace Theatre. She has also held interim Chief Executive roles at the Bristol Old Vic, Adzido Dance and Exeter Northcott Theatre. In 2008, she served as the interim Chief Executive of the Students' Union at the University of Bristol, where she developed an operational model that could sustain the Students' Union's aspirations to support, represent and develop all of its members.

Ms Middleton has been a trainer for the British Council on their Creative Economy programme, an associate of CiDaCo in Leeds to deliver the Arts Council's Developing Cultural Resilience programme, and a member of the International Jury for the annual Arnel Opera Festival in Budapest since 2016. She is also a Fellow of the Royal Society of Arts.

Professor Joanna Price

Royal Agricultural University

Professor Price was appointed Vice-Chancellor at the Royal Agricultural University in September 2016. She was previously Head of Bristol University Veterinary School and Head of the School of Clinical Veterinary Sciences, a position she took up in 2009. Prior to this, she was Professor of Veterinary Anatomy at the Royal Veterinary College, University of London, and Chair of the College's Basic Science Department. Former posts were also held at University College London, the University of Sheffield and the University of Bristol.

Professor Price qualified as a veterinary surgeon from Bristol University in 1983 and spent a number of years in clinical practice in the UK and overseas before entering research and academia. She has been a member of the Council of the Royal College of Veterinary Surgeons (RCVS) since 2009 and chairs their Education and Specialisation Committee. Professor Price is a member of the RCVS Scientific Advisory Board and trustee of RCVS Knowledge, a charity associated with the RCVS.

She is a member of the Wales Animal Health and Welfare Strategy Framework Group and a Governor of Bridgwater College and Brymore Academy. She is Chair of the Board of Trustees of Horses4Homes, a rehoming charity for horses.

Professor Liz Barnes

Staffordshire University

Professor Barnes has been Vice-Chancellor and Chief Executive of Staffordshire University since April 2016. She had previously been Deputy Vice-Chancellor at Sheffield Hallam University where she was responsible for Learning and Teaching, Student Experience, Information Services, Academic Portfolio, Partnerships and Change Programmes. Prior to this she was Deputy Vice-Chancellor at the University of Derby. She joined the University of Derby from the University of Teeside where she was Dean of Social Sciences and Law.

Professor Barnes studied at Sheffield University where she completed her MmedSci. She started her career as a PE and Maths teacher and then she taught physiology and set up sport science at Teesside University. Throughout her career, she has established connections with employers and industry working in partnership to provide vocationally relevant courses and upskill the workforce. With an academic background in physiology she worked closely with the NHS, developing new ways of working and qualification frameworks. Subsequently she led on significant developments with law enforcement agencies.

Professor Barnes has built her career around leading learning and teaching and the student experience, with a passion for creative and innovative approaches to enhance the student journey and their achievements. An advocate for digital technologies and how they can be used to transform the workplace and the learner's experience, she recently joined the JISC Board. She is a member of four Multi-Academy Trusts in the Region and Co-Chair of the Opportunity Area Partnership Board

Prof Jane Longmore

University of Chichester

Professor Jane Longmore took up post as Vice-Chancellor of the University of Chichester in May 2017. Previously she was the Deputy Vice-Chancellor (Academic) at Southampton Solent University where she had responsibility for learning, teaching, research and innovation, including the establishment of the University's work with the National Health Service.

Professor Longmore has an established record of research and scholarship. She is a Professor of Urban History, a Fellow of the Royal Historical Society and has been awarded an Honorary Fellowship of the Historical Association for her 'outstanding' contribution to history. Her keen interest in pedagogy is reflected in her active engagement with the Higher Education Academy and her membership of the Expert Group advising on the development of the Teaching Excellence Framework, as well as co-chairmanship of the most recent QAA Subject Benchmarking Group for History. She also serves as a member of the QAA's Advisory Committee on Degree Awarding Powers.

Professor Longmore is Chair of the Sussex Learning Network, Director of the University Vocational Awards Council and Co-Convenor of the HE Employer Apprenticeship trailblazer, a national consortium of over 100 higher education institutions and related organisations. She was Chair of the Management Committee for the Victoria County History of Kent, part of a multi-county project that secured a total of £3.8 million from the Heritage Lottery Fund. In 2008 she was a presenter on the BBC 'Time Team' programme 'The Lost Dock of Liverpool'. More recently, she has published a number of studies of eighteenth-century Liverpool with Liverpool University Press.

Professor Julie Mennell

University of Cumbria

Prior to becoming Vice-Chancellor at the University of Cumbria, Professor Mennell held the position of Deputy Vice-Chancellor (Academic) for the University of Sunderland leading on academic and research provision, student experience and outcomes. Prior to that she was Dean of the School of Applied Sciences at Northumbria University.

Professor Mennell gained a degree in physics and mathematics at Leeds University before joining the police force. She returned to Teeside to study applied physics where she acquired her PhD. She became a lecturer in measurement science, teaching physics, maths and engineering. Professor Mennell developed new university programmes based on applying science and technology at crime scenes and became the Director of Centre of Forensic Investigation based in Teeside.

Professor Mennell's academic field of interest is in forensic and crime scene science, having made significant contributions to forensic science strategy, education and workforce development in the UK and overseas, including her serving on the Home Office Forensic Science Advisory Council and the Skills for Justice Forensic Science Occupational Skills Committee. She was also co-convenor of the Higher Education Academy's DVC network. She has an international reputation in the field of forensic science, and is currently President of the North East Association of Science Education and a Fellow of the HEA, The Forensic Science Society and Institute of Measurement & Control.

Professor Amanda Broderick

University of East London

An eminent social scientist, Professor Amanda Broderick joined UEL as Vice-Chancellor and President in September 2018. Professor Broderick was previously Chief Executive Officer at Newcastle University London and has held Chairs in International Business and Marketing at multiple institutions in the UK and Visiting Chairs internationally. She has a strong leadership track record and rare insight into a cross-section of strategic groupings of Universities.

Before moving to Newcastle University, she was Pro-Vice-Chancellor (International Priorities) and founding Executive Dean of the College of Business & Law, University of Salford; Principal of St. Cuthbert's Society (a Durham University College) and Deputy Dean of Durham Business School. She also led the development of the disruptive 'challenger institution' - University Academy 92, founded by the Class of '92 and Lancaster University and launched in September 2017.

Her leadership track record highlights her expertise in strategy development and execution; strong financial management and business planning; global education innovation; business partnership development; and, turn-around change management. She holds an entre- and intra-preneurial skills set and in-depth knowledge of alternative educational models and new business ventures in both charitable and for-profit environments.

An award-winning researcher, her expertise lies in the fields of international business, marketing psychology and strategic communications with particular application to the digital and social business agendas. Her research has appeared in many leading business journals and she has authored two seminal texts in her field. She has a PhD in International Business and a first-class Honours degree in Marketing and Psychology from De Montfort University.

Professor Susan Lea

University of Hull

Professor Susan Lea took up her role as Vice-Chancellor at the University of Hull in August 2017. She is passionate about the role of universities in transforming lives and positively impacting society. She has a track record of leading successful, inclusive organisational change with a consequent raising of performance. Her career spans research and teaching intensive universities, as well as those that play a key role in the region.

Professor Lea began her career as a lecturer in psychology at the University of Cape Town. She moved to the University of Plymouth in 1994 where she held a number of senior positions, at both faculty and University level whilst maintaining her commitment to her research into domestic and sexual violence. She moved to King's College London in 2010 where she simultaneously held a number of senior management roles, including Dean of Education and Professor within the Institute of Psychiatry, Psychology and Neuroscience. She was King's Interim Vice-Principal (Education) from November 2012 to March 2013, and went on to hold a number of senior, cross institutional roles.

Professor Lea was appointed Deputy Vice-Chancellor (Academic) at the University of Greenwich in April 2015, where her responsibilities included playing a key role in developing the strategic vision for the University, driving and managing change in order to improve the quality and scope of staff engagement, improving academic outcomes and leading, with the DVC (Research), the integration of teaching and learning into the University's research strategy.

Professor Lea has a PhD in Social Psychology from Loughborough University. Her MA in Community Psychology and a BA(Hons).in Clinical Psychology are from the University of Cape Town.

Professor Karen Cox

University of Kent

Professor Karen Cox joined the University of Kent in August 2017 as Vice-Chancellor and President. Karen graduated from King's College London with a BSc (Hons) and Registered General Nurse qualification. She subsequently held a number of clinical posts in Oxford, Southampton, Gloucestershire and Nottingham, specialising in Oncology and Community Health Care. During this time she completed her District Nurse/community health qualification at Oxford Brookes University. She completed her PhD at the University of Nottingham, funded by a Cancer Research Campaign, Nursing Research Fellowship. Towards the end of her PhD studies she undertook a study visit at the University of Pennsylvania School of Nursing and associated Cancer Centres (supported by the Winston Churchill Memorial Trust and the Florence Nightingale Foundation).

Karen became a Lecturer at Nottingham in 1999, then Senior Lecturer and was promoted to Professor in 2002. She served as acting head of the School of Nursing and Midwifery at the University of Nottingham from Autumn 2002 and then as full Head from Summer 2003 until the end of July 2007, serving as well on the Faculty of Medicine and Health Executive Board.

Karen was subsequently appointed to a Pro Vice-Chancellor position in August 2008 and was appointed Deputy Vice-Chancellor in January 2013, both at the University of Nottingham. The main focus of Karen's research and teaching has been patients' and families' experiences of cancer clinical trial involvement, cancer trial management and more recently, choice and decision-making in palliative and end of life care. She was responsible for the initiation of the Sue Ryder Care Centre for the Study of Supportive, Palliative and End of Life Care (now the Nottingham Centre for Research in Palliative and End of Life Care). Karen serves on the Board of the Nursing and Midwifery Council, the UK regulator for over 675,000 Nurses and Midwives across England, Wales, Scotland and Northern Ireland

Professor Shearer West

University of Nottingham

Professor Shearer West is the seventh Vice-Chancellor and President of the University of Nottingham, taking up office in October 2017. She is a Professor of Art History and has held a number of significant leadership roles in universities and higher education. She obtained her BA degree in Art History and English at the College of William and Mary in Virginia, and her PhD in Art History at St. Andrews.

Following her PhD, Professor West worked as an editor for the Grove Dictionary of Art before taking up her first academic post at the University of Leicester. In 1996, she moved to the University of Birmingham as Head of the History of Art Department, then Head of the School of Historical Studies, and Acting Head of the College of Arts and Law. She was awarded a personal chair in 2000.

In 2008 Professor West was appointed Director of Research at the Arts and Humanities Research Council where she also chaired the Research Directors Group for Research Councils UK. She was appointed Head of the Humanities Division at Oxford in 2011, where she oversaw the launch of the Oxford Research Centre in the Humanities (TORCH) and the

Ertegun Graduate Scholarship Programme in the Humanities. She was appointed Provost and Deputy Vice-Chancellor at the University of Sheffield in 2015.

Professor Sally Mapstone

University of St Andrews

Professor Sally Mapstone has been Principal and Vice-Chancellor of the University of St Andrews since September 2016. Before taking up the role of Principal, her academic career was spent at the University of Oxford, where she read English Language and Literature, gained her doctorate on Older Scots literature and became Professor of Older Scots Literature in the Faculty of English Language and Literature. At Oxford she also served as Junior Proctor (2006-7); Chair of the English Faculty Board, (2007-10); Pro-Vice-Chancellor for Personnel and Equality (2009-11); and Pro-Vice-Chancellor for Education (2011-16). She is an Emeritus Fellow of St Hilda's College, Oxford and an Honorary Fellow of Wadham College, Oxford and St Cross College, Oxford.

Her research deals with literature in Scots and Latin before 1707, with political literature, and with book history. She is President of the Saltire Society, Honorary President of the Scottish Text Society, an Honorary Fellow of the Association for Scottish Literary Studies, and a Fellow of the English Association. Earlier in her career she worked as an editor in the book publishing industry. Professor Mapstone also has a long-standing engagement in international issues. She is chair of the international advisory board for the University of Helsinki. In 2017 she received the Foreign Policy Association of America medal for services to higher education, and is an Honorary Fellow of the FPA. Professor Mapstone is a member of the board of Universities UK, a member of the Higher Education Policy Institute advisory board, a member of the trustee board of UCAS, and a trustee of the Europaeum.

Professor Helen Langton

University of Suffolk

Professor Helen Langton joined the University as Vice-Chancellor in 2018 from the University of South Wales where she was Deputy Vice-Chancellor and a Professor in Children's Cancer Nursing Education. Prior to that she was Pro Vice-Chancellor and Executive Dean of the Faculty of Health and Life Sciences at the University of the West of England. She has also served as Dean of the Faculty of Education, Health and Sciences at the University of Derby and as Associate Dean at the University of Coventry. Her research and teaching expertise relates to Children and Young People with Cancer, Inter-professional Education, Technology Enhanced Learning and Innovation and Improvement methodologies.

Helen has been a member of a number of national boards and bodies including the Nursing and Midwifery Council and Department of Health. Helen is now co-chair of the Health Education England Advisory Group for Nursing and Midwifery. Internationally Helen is a board member for the Academy of Health Care Improvement, and a board member for the De Souza Nursing Institute in Toronto Canada and Associate Editor of the International Journal of Child Health Care.

Originally Professor Langton qualified as a general nurse at Guys Hospital, London and then as a children's nurse at Great Ormond Street Hospital in London.

About WomenCount and the author

Norma Jarboe is founder and Director of WomenCount, a not-for-profit initiative focussed on indexing women's participation in higher education, the third sector and public bodies and on addressing issues that result in their under-representation. *WomenCount: Leaders in Higher Education 2018* is the latest in a series of reports.

Previous reports from WomenCount include:

- *Australian Universities 2016*
- *Leaders in Higher Education 2016*
- *Leaders in Higher Education 2013*
- *Charity Leaders 2012*
- *Charity Leaders in Wales 2012*

In addition to these reports Norma was a co-author of the report *Changing Places: women on boards* and a discussion paper *University Spinouts: exploring women's participation*. Both were in collaboration with the Centre for Diversity Policy Research and Practice at Oxford Brookes University where she is an External Advisor.

Norma was Director of Opportunity Now, a leading employer membership organisation to advance women in the workplace and has many years of experience in women's development and diversity. Reports produced 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*

She has worked at senior levels in the private sector, in public/private sector partnerships and in the charitable sector. Norma has an MA in International Studies from the University of Denver and a Diploma from the Stonier Graduate School of Banking at Rutgers University. She was awarded an OBE in 2008 for her work on social inclusion.

WomenCount welcomes an opportunity to collaborate and share knowledge with others and to advance diverse leadership across all sectors of society.

WomenCount

Leaders in Higher Education 2018

A report by Norma Jarboe OBE

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