

# Leadership and Management Strategic Advisory Group Terms of Reference

## 1. Purpose

- 1.1 The Strategic Advisory Groups (SAGs) have been established as part of Advance HE's consultative approach to actively engage members in shaping the activity and future direction of the organisation to ensure that Advance HE meets the needs of members. This will involve:
- Reviewing and shaping Advance HE's priorities within each relevant area;
  - Identifying current and emerging strategic issues, challenges and opportunities to inform the future work of Advance HE;
  - Considering the implications of thematic areas of work for each relevant area; and
  - Advising Advance HE on implementing an integrated approach maximizing the synergies between the areas of equality, leadership, governance and education.

## 2. Duties

- 2.1 The Learning and Management SAG are responsible for:
- a) Helping shape Advance HE's work in continuing to develop confident and capable leaders, equipping them to respond to current and future sector challenges;
  - b) Identifying current and emerging strategic leadership and management issues, challenges and opportunities;
  - c) Providing scrutiny to Advance HE's priority and operational plans, offering critical challenge and advice as required; and
  - d) Acting as a sounding board by for policy and programme development and help determine development priorities.
- 2.2 To consider any other learning and management matters as may be referred to it by Advance HE's Board of Directors and sub-committees.

## 3. Membership

- 3.1 The maximum number of members will be 18 members drawn from Advance HE member institutions, strategic stakeholders and partners. Other members may be appointed for their specific skills and experience.
- 3.2 Members will be appointed for a two or three year term of office. All members will be reviewed at the end of each term to ensure fresh and diverse perspectives.
- 3.3 The Leadership and Management SAG will require specific skills and expertise as outlined in the person specification (**annex A**).

- 3.4 Members will be appointed by responding to a call for expressions of interest for membership made by Advance HE to eligible parties as and when roles are available. The selection of members will be made by Advance HE's Chief Executive's Group in conference with the Leadership and Management SAG Chair.
- 3.5 The Leadership and Management SAG Chair will be appointed from within the membership by members of the Chief Executive's Group.
- 3.6 The Advance HE Executive Director for Membership, Innovation and Development will lead on all Strategic Advisory Groups. Other Advance HE staff will be invited to attend as appropriate.

#### **4. Meetings**

- 4.1 The Leadership and Management SAG shall meet remotely two times each academic year (once per term).
- 4.2 Secretariat support will be provided by Advance HE.

**Next review date: August 2023**

## **Annex A Leadership and Management Strategic Advisory Group Person Specification**

### Experience and Expertise

- Successful track record of leading and / or managing in change and organisational development in complex settings (including student leadership)
- High level of understanding of HE in a variety of contexts
- Appreciation of the UK policy landscape
- Commitment to the values and principles of Advance HE
- Experience of Board and committee work
- Highly developed interpersonal and communication skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Sound independent judgement, common sense and diplomacy

### Diversity of Perspective

In selecting members, consideration will be given to having diversity of perspective through ensuring the following:

- a mixture of knowledge of types of HEIs (e.g. small and specialist, research intensive etc.)
- representation from the 4 UK nations
- representation from different mission groups
- representation from non-UK countries covering International members
- a mixture of understanding of staff and student issues
- diversity of protected characteristics