

Leadership and Transformation Strategic Advisory Group Terms of Reference

1. Purpose

- 1.1 The Strategic Advisory Groups (SAGs) are a central part of Advance HE's commitment to ensuring the organisation meets the needs of members across all areas of work. SAGs are involved in:
- a) Reviewing and shaping Advance HE's priorities and strategic development;
 - b) Identifying current and emerging strategic issues, challenges and opportunities across a range of global contexts to inform the future work of Advance HE;
 - c) Considering the implications of global insight and good practice and shaping how Advance HE's portfolio could respond of work for each relevant area;
 - d) Representing Advance HE and contributing to thought leadership to enable mutual learning across the Advance HE global membership community.
- 1.2 Whether the drivers are technological, financial, student outcomes, regulation or inclusion, delivering transformational change is a shared goal across higher education. The Leadership and Transformation SAG will have a particular focus on Advance HE's role in supporting transformation and change including the development of leadership capacity and capabilities to do this well.

2. Duties

- 2.1 The Leadership and Transformation SAG are responsible for:
- a) Help to shape Advance HE's work to support leaders to deliver an effective, inclusive and sustainable approach to HE leadership and transformation;
 - b) Identifying current and emerging strategic leadership and transformation issues, challenges and opportunities;
 - c) Offering insights on emerging and changing needs;
 - d) Providing scrutiny to Advance HE's priorities and plans, offering critical challenge and advice as required with a particular focus on ensuring Advance HE is provide support that is aligned with contemporary needs of members;
 - e) Contributing to and promoting outputs to raise Advance HE's profile in relation to leadership and transformation;
 - f) Acting as a sounding board by for the review and refresh of current programme within the leadership development portfolio;

- g) Support the development of new leadership development programmes and/or products to support HE transformation;
- h) Consider and shared diverse international approaches to ensure members, products and services benefits from global perspectives;
- i) To consider any other leadership and transformation 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, stakeholders and partners. Other members may be appointed for their specific skills and experience.
- 3.2 Members will typically be appointed for a two year term of office. All members will be reviewed at the end of each term to ensure fresh and diverse perspectives. Members will ordinarily serve a maximum of two terms. The Chair of the group will be appointed on a three year term to ensure there is greater continuity.
- 3.3 Membership will also explicitly reflect Advance HE's sector remit and commitment to inclusion. The Group will bring together individuals with experience and expertise in embedding and advancing inclusion in leadership and transformation, and will model inclusive practice in its composition, behaviours, and advice to the organisation
- 3.4 The Leadership and Transformation SAG will require specific skills and expertise as outlined in the person specification (annex A).

4. Meetings

- 4.1 The Leadership and Transformation SAG shall meet (at least) two times each academic year.
- 4.2 Secretariat support will be provided by Advance HE.

Next review date for ToR: January 2028

Annex A

Leadership and Management Strategic Advisory Group Person Specification

Experience and Expertise

- Successful track record of leading transformation and change in higher education and related complex settings
- Experience of developing leadership capabilities across individuals and teams
- High level of understanding of HE and the policy landscape in more than one national context
- Commitment to the values and principles of Advance HE
- Experience of Board, committee and/or advisory 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, regional etc.)
- representation from a number of UK nations and countries represented in Advance HE's global membership community
- a mixture of specialisms across people, finance, operations and education
- diversity of protected characteristics / equity seeking group and background
- 'out of sector' experience of leadership and transformation