

Officers' Participation in Institutional Governance - lessons learned from a multicampus institution

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Outline

- Looking at multi-campus governance
 - UHI as the ideal blueprint?
- HISA Board of Management Project
 - Inception
 - Consultation
 - Findings
 - Next steps
- What can unions, associations, guilds and the sector learn?



Use your post its to note down your questions...
Then see if they get answered!

“Governance is a system that provides a framework for managing organisations. It identifies who can make decisions, who has the authority to act on behalf of the organisation and who is accountable for how an organisation and its people behave and perform.”

Governance enables the management team and the board to run organisations legally, ethically, sustainably, and successfully, for the benefit of stakeholders, including shareholders, staff, clients and customers, and for the good of wider society.”

Chartered Governance Institute UK & Ireland

Why should officers and students care about governance?



Institutional Governance

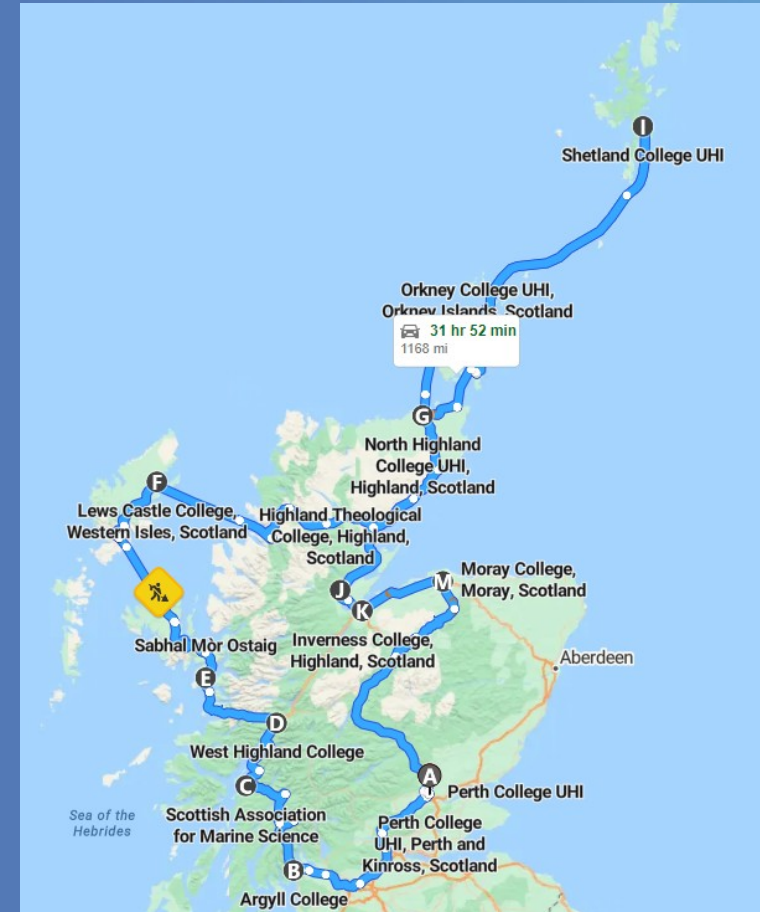
The job sabbs didn't sign up for!

- Do they get its' importance?
- Do we emphasise its' importance?



To start...what is UHI?

- Academic Partners and Executive Office
- From Access courses to PhD
- Tertiary Education Provider through academic partners



OK...so how does Your Students' Association fit in?

- All UHI APs..except SMO...and those under 16
- Two levels of representation = Executive Committee
- UHI and Local voice
- Student Led, Professionally Supported
- Majority part-time local officers – majority of time spent in meetings or on committees



WE ARE ON
THE EDGE OF
SOMETHING
VERY EXCITING

We're about to make some big changes here at the Students' Association.

If you want to be part of something special then apply today to become our next Student Trustee at www.hisa.uhi.ac.uk.



Apply today.

**YOUR
STUDENTS'
ASSOCIATION**

Boards of Management

Further and Higher Education (Scotland) Act 1992

UK Public General Acts ▶ 1992 c. 37 ▶ Part I ▶ Chapter III ▶ Management of colleges ▶ Section 12

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What Version ?

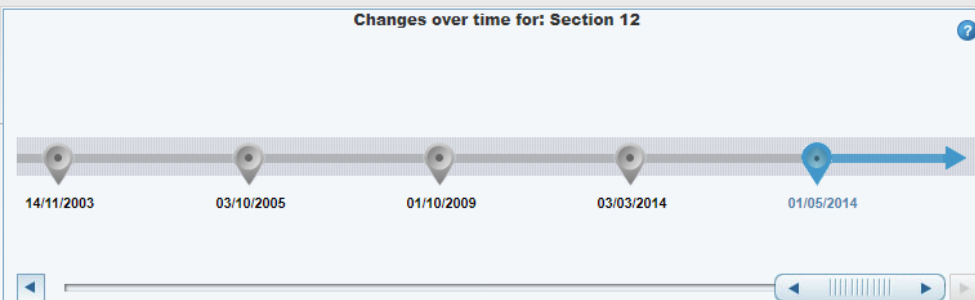
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- Original (As enacted)

Advanced Features ?

- Show Geographical Extent
(e.g. England, Wales, Scotland and Northern Ireland)
- Show Timeline of Changes

Opening Options ?

More Resources ?



Changes to legislation: There are currently no known outstanding effects for the Further and Higher Education (Scotland) Act 1992, Section 12. ?

12 Boards of management.

- (1) A board of management shall have the duty of—
- (a) managing and conducting their college; and
 - (b) ensuring that their college provides (either by itself or by arrangement with any other person) suitable and efficient further education to students of the college,
- and in carrying out their duty under paragraph (b) above, the board shall have regard to the provision [F1 of managing and conducting their college.]

Post-16 Education (Scotland) Act 2013

Acts of the Scottish Parliament ▶ 2013 asp 12 ▶ College reorganisation ▶ Section 6

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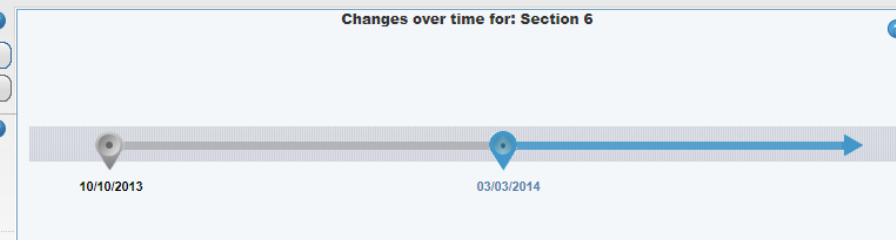
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6 Colleges: boards of management

- 3A (1) The board of a college which is not a regional college is to consist of no fewer than 13 nor more than 18 members.
- (2) The board is to be comprised of—
- (a) a person appointed by the regional strategic body to chair meetings of the board (the "chairing member");
 - (b) the principal of the college;
 - (c) a person appointed by being elected by the teaching staff of the college from among their own number;
 - (d) a person appointed by being elected by the non-teaching staff of the college from among their own number;
 - (e) two persons appointed by being nominated by the students' association of the college from among the students of the college; and
 - (f) other members appointed by the regional strategic body.

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Boards of Management – challenges within UHI

- More than one place to consider!
- Not all AP's have two elected officers
- Three different governance models
 - As per previous legislation
 - Companies Act – no obligation for student members
 - Part of local council!
- How does one students' association support this activity?



What challenges exist within
YOUR institution?



Boards of Management Project - inception

- Feedback from officer training
- Conversations with local staff/senior management around:
 - How to make student board members (within and outwith officer pool) effective contributors to board
 - How to make this consistent across the partnership
- Curiosity got the better of me
 - Masters' project proposal
 - Research
 - Stakeholder buy in



Boards of Management Project - consultation

- Crafting the questions
- Consulting with:
 - All officers sitting on boards of management
 - All staff who support a local officer
 - A representative from all boards of management/academic partners
- Semi-structured interviews with rough note taking
- “Safe space” with staff not attributed to local partner



Boards of Management Project - findings

- NO CONSISTENCY!
- Some examples of good practice
- Relationships key
- Help needs to be asked from ALL sides
- Student voice is seen as of value, but not always seen by the students
- Although a LOT of useful resources exist, something bespoke may need to be created

Board of Management Project – recommendations and next steps

- Officers
- Boards of Management
- US
 - As staff
 - As an organisation
- Action plan
 - ratification from all academic partners and implementation of Action Plan
 - SO MANY WORKING GROUPS

Key theme	Action
Support	HISA Staff and Boards to create joint support for HISA officer/student board member to be able to participate in Board meetings Student Board Member to utilise the support relevant to their needs
Recruitment	Create standardised process and promotional materials for recruiting 2 nd Student Board Members Support recruitment of 2 nd Student Board members
Induction and Training	Student Board Member (s) induction to AP and AP Board Student Board Members to attend relevant training Student Board member to have introductory meetings with Chair/Clerk/other relevant AP Boards
Relationships, Perceptions and Expectations	Boards to have awareness of HISA, including local team Boards to support HISA in providing regular updates to Board Boards to relay expectations of Student Board members in line with governing guidelines Local HISA team and Boards to have an effective and collaborative working relationship HISA to have regular meetings with Boards to discuss Board and relevant student matters
Board Meetings	HISA to provide regular updates to Board HISA to actively engage and participate in Board Meetings Boards to be able to ensure student board members can attend and fully participate in meetings

What challenges exist within YOUR institution?

Did any of yours match with ours?



What can be learned?



SUPPORT



RECRUITMENT



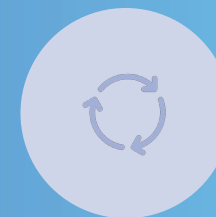
TRAINING
AND
RESOURCES



RELATIONSHIPS,
EXPECTATIONS
AND
PERCEPTIONS



BOARD
MEETINGS



SENSE
CHECKING
AND THE
FEEDBACK
LOOP

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ASSOCIATION

Support

- You can give officers help, but they need to take us up on it!
- Staff need to have support too
- Support should be from SA's AND boards – both our responsibility!
- External organisations



Recruitment, Training and Resources

- Highlighting governance responsibilities during elections
- How to sell to a student?

- Training for officers
- Training for staff
- Training for boards
- Training from external organisations
 - Sparqs
 - College Development Network (CDN)
 - NUS Charity/nations
 - Advance HE



Relationships, Expectations and Perceptions

- Relationships are pivotal! Those between:
 - officers and key stakeholders
 - officers and SA/SU staff
 - SA/SU staff and key stakeholders
- Expectation management key, especially for part time officers
- Perception is key – on ALL sides



Board (and other) Meetings

- Do they work for student members?
- Is the student voice central to decision making?
- Are students updated on what is discussed?
- Can officers wear their “multiple hats”?



Sense Checking and the Feedback Loop

- Ask your officers!
- Ask your staff!
- Ask your boards!
- Speak to your students!



Your task



Research governance in your nation and your partner institution



Look at governance within your organisation (not a QSU or DCSA plug!)



Look at support structures for officers/student members within SU/Institution



Decide who YOU think is responsible for offering support



Work in partnership with key stakeholders



Find what resources already exist – or create your own



Read the Board of Management Project Report

Resources/Useful Links

- HISA Board of Management Report – [News @ Highlands and Islands Students' Association \(uhi.ac.uk\)](https://www.uhi.ac.uk/news)
- sparqs Resource Library - <https://www.sparqs.ac.uk/resources.php>
- College Development Network Governance Hub - [CDN LearnOnline: All courses \(collegedevelopmentnetwork.ac.uk\)](https://collegedevelopmentnetwork.ac.uk/learnonline)
- College Development Network Get into Governance Training - <https://getintogovernance.cdn.ac.uk/>
- Advance HE Student Governor Training - [GDP: Student Governor | Advance HE \(advance-he.ac.uk\)](https://www.advance-he.ac.uk/governance/student-governor)
- Advance HE Governance Events - [Governance Events 2022-23 | Advance HE \(advance-he.ac.uk\)](https://www.advance-he.ac.uk/governance/events)
- NUS Charity SU Governance Resources - [Resources @ NUS Connect](https://www.nusconnect.org.uk/resources)
- NUS Charity Governance in Small SUs Resources - [Governance in Small HE SUs: Resources now live @ NUS Connect](https://www.nusconnect.org.uk/resources)
- NUS Elected Officers Toolkit – Being a Trustee = [Elected Officers' Toolkit: Being a Trustee @ NUS Connect](https://www.nusconnect.org.uk/resources)



Any Questions?

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