Re-imagining professional development for a new world
Welcome

I am delighted to welcome you to our portfolio of programmes and events for 2021-22.

The landscape for higher education providers and research institutes continues to change at an immense pace and the importance of developing our skills and attributes to meet challenges and to work effectively and inclusively is clear. This is not exclusive to the seismic challenges brought by the Covid-19 pandemic, but also with the mountain to climb in meaningfully addressing equality, diversity and inclusion (EDI) – particularly racism, and the gathering storm of mental health issues.

The demands of good leadership – at every level – and effective governance are increasing as expectations and scrutiny mount; and the emerging ‘hybrid-higher’ student academic experience will continue to test those who lead and deliver teaching. Our solutions-focused personal development for individuals or teams holds the key to us successfully rising to these challenges.

In May this year, after a significant period of detailed and wide-ranging consultation, we launched our Strategy 2021-24. This speaks to sector challenges and has informed and shaped our programmes and events. In the strategy you can see that we make six very clear commitments:

• Enable strategic transformation
• Transform leadership for a new world
• Drive progress in equality diversity and inclusion
• Enhance teaching and learning for student and institutional success
• Reimagine professional development and recognition
• Evolve higher education governance

The commitments are framed by our strategic goals and our purpose to “help higher education be the best it can be”.

To deliver on this we have built a wide-ranging and career-long structure of development support and pathways. All of us, at whatever stage, need the space to learn, share, reflect or refresh our current approaches; and no more so than now.

We look forward to welcoming you, working with you, and learning with you in the coming year and beyond.

With very best wishes

Alison Johns
CEO, Advance HE

It is our people and the people we help that really make us who we are.

Alison Johns
CEO, Advance HE
Benefits of our professional development

Our solutions-focused portfolio for 2021-22 is shaped by feedback from the sector and is aligned with our strategy to help higher education and research be the best it can be, supporting leadership and effective governance, tackling inequalities and enhancing teaching and learning.

It is designed to create pathways to leadership that build a more diverse pool of leaders and enhance the skills and cultural competence of existing and future leaders.

Through our convening role, our portfolio promotes sharing experiences and best practice, gaining insights from the work of others, discussing solutions and actions for your institution and developing peer support networks.

Advance HE members benefit from a 25% discount on our portfolio developed to meet the needs of staff from across all areas of HE at every career stage, including our flagship Top Management Programme for HE (TMP), Aurora and our major conferences on Teaching and Learning, EDI and Governance. We can also provide additional discounts to those planning a strategic approach to enhancing their staff CPD.

Working with you we can customise our offer to provide many of our programmes and events in-house. We also provide one-to-one coaching designed to help individuals looking to take the next step or develop new perspectives and solutions.

A large part of our portfolio will remain virtual in 2021-22 although it is anticipated some face-to-face activities can return as the year progresses and a hybrid approach to delivery is aimed at maximising value, flexibility and engagement for all delegates.

Our portfolio provides you, your teams and your institution with support to:

- transform leadership with inclusive and agile cultures to help create diverse pipelines of talent
- address issues of equality, diversity and inclusion across both student and staff populations
- improve strategic planning, organisational culture change and develop new and innovative practices
- enhance teaching and learning at all levels to support student success
- ensure effective institutional governance supported by a diversified and inclusive leadership
- join learning and alumni communities across the world.
Our strands of expertise

Our portfolio is designed around our strands of expertise that reflect the challenges currently facing higher education and the institutions of our members.

The strands represent the areas of key importance in an environment, which remains dynamic. They include: race and gender equality; strategic leadership; developing leadership; teaching and learning for student success; effective governance; and fostering inclusion.

Through our portfolio, we aim to support our members in navigating new challenges and provide solutions that offer relevance, flexibility and value helping equip colleagues with learning, tools, techniques and new insights at every stage of their career.

Race Equality

We are committed to supporting our members in tackling racial inequalities for staff and students in the HE sector and beyond. Our portfolio will help equip staff and stakeholders to take an active role in driving change towards an anti-racist culture and an environment of dignity and respect for all, promoting effective practices that advance equality.

- Equality Diversity and Inclusion Workshop Series (from 7 October 2021) Virtual more info
- Diversifying Leadership (20 October 2021) Online more info
- Equality Diversity and Inclusion Conference (16-17 March 2022) Face to face more info
- Race Equality Colloquium (31 March 2022) Virtual more info

To find out more about how our portfolio supports Race Equality, please visit www.advance-he.ac.uk/programme-events/race-equality-higher-education

Gender Equality

Our portfolio supports continued progress on gender equality and career progression in higher education including greater gender diversity and opportunity in leadership.

- Aurora (from 13 October 2021) Online more info
- Senior Women’s Leadership Development Programme (21 Oct 2021) Online more info
- Senior Women’s Leadership Network (Virtual) more info
- Gender in Higher Education Conference (23 February 2022) Face to face more info
- Equality Diversity and Inclusion Conference (16-17 March 2022) Face to face more info
- Gender Equality Colloquium (16 June 2022) Virtual more info

Find out more about how our portfolio supports Gender Equality, visit www.advance-he.ac.uk/programme-events/gender-equality-higher-education

Kristin Brewe,
University of West London,
Course Leader/Senior Lecturer Advertising and PR

This discussion on decolonising the curriculum and the concept of allyship is crucial to affecting societal change, and universities are exactly who should be leading these conversations. It’s great to see Advance HE showcase our sector’s thought leadership in the area of racial justice.

8,300+
Aurorans are 2x more likely to get promoted

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Strategic Leadership

Designed for those in senior or strategic roles our strategic leadership portfolio helps build the confidence and skills to lead, engage and influence across your team, institution and the higher education sector.

+ Strategic Leadership Programme (18 October 2021) Online more info
+ Principal Fellow Writing Retreats (from 9 November 2021) Virtual more info
+ Top Management Programme (21 January 2022) Face to face more info
+ Vice Chancellor Transition Programme more info
+ One-to-One Executive Coaching (Virtual) more info
+ Principal Fellow Record of Educational Impact – Application Support (Available all year, one to one support) Virtual more info

Find out more about how our portfolio supports Strategic Leadership, visit www.advance-he.ac.uk/programme-events/strategic-leadership-higher-education

Developing Leadership

Our portfolio provides development options to support new and existing leaders in becoming confident, capable leaders who can adapt, grow and diversify their talents, and navigate and respond to the future challenges faced by their teams and institutions.

+ Diversifying Leadership (20 October 2021) Online more info
+ Aurora (from 13 October 2021) Online more info
+ Senior Women’s Leadership Development Programme (21 Oct 2021) Online more info
+ Research Team Leadership Programme (October 2021) Online more info
+ Transition to Leadership (14 October 2021) Online more info
+ Leading Virtual and Disconnected Teams (4 Nov 2021 and 2 Mar 2022) Online more info
+ Senior Fellow Writing Retreats (from 12 November 2021) Virtual more info
+ Preparing for Senior and Strategic Leadership Programme (March 2022) Face to face more info
+ Leading Departments (9 March 2022) Face to face more info

Find out more about how our portfolio supports Developing Leadership, visit www.advance-he.ac.uk/programme-events/developing-leadership-higher-education

A thought-provoking programme, that challenges different perspectives and thinking in Strategic Leadership. The programme encourages reflection and internalisation to help individuals to really think about the effectiveness of their approach and becoming adaptive leaders when working with others to drive strategic thinking, planning and leadership.

Dr. Parveen K. Samra
Associate Dean Quality and Accreditation, Faculty of Engineering Environment & Computing, Coventry University

Participating in the Senior Women’s Leadership Development Programme has been a fantastic experience. The Programme facilitators were excellent and I benefited enormously from discussing various aspects of leadership with so many talented women whom I hope to keep in touch with going forward. I feel I have gained a much firmer understanding of my own leadership strengths and how to improve my leadership skills going forward.

Prof Clare McManus,
Dean for Global Engagement,
University of Glasgow
Teaching and Learning for Student Success

Our portfolio helps support institutions and individuals to create inclusive, flexible and engaging teaching and learning approaches that are fit for the future, providing practical strategies and tools to help you build or refresh your pedagogy throughout your career.

+ Advance HE International Conference 2021 (4-8 April 2022) Virtual more info
+ Insights events (from September 2021) Virtual more info
+ NET Conference (1-3 September 2021) Virtual more info
+ Fellowship Application Builder (from 13 September 2021) Online more info
+ New to Teaching (from 15 September 2021) Online more info
+ Virtual Teaching (from 6 October 2021) Online more info
+ Inclusive Learning and Teaching Workshop Series (from 7 October 2021) Virtual more info
+ Enhancing Programme Leadership (14 October 2021) Online more info
+ Principal and Senior Writing Retreats (from 9 November 2021) Virtual more info
+ Assessment and Feedback Symposium (4 & 5 November 2021) Virtual more info
+ Retention Symposium (9 February 2022) Face to face more info
+ Sustainability Symposium (29 & 30 March 2022) Virtual more info
+ Employability Symposium (26 April 2022) Face to face more info
+ Student Engagement Conference (12 May 2022) Virtual more info
+ Curriculum Design and Development Symposium (8 June 2022) Face to face more info
+ Teaching and Learning Conference (5-7 July 2022) Face to face more info
+ Mental Health & Wellbeing in HE Conference (Face to face) more info

Find out more about how our portfolio supports Teaching and Learning for Student Success, visit www.advance-he.ac.uk/programme-events/teaching-learning-student-success-higher-education
Fostering Inclusion

We recognise intersectionality and individual difference as a source of enriching diversity.

Our portfolio of services is designed to help you to undertake positive action to tackle inequality and underrepresentation and to be more effective in creating a sustainable inclusive culture in your institution, widening access, participation and outcomes for all.

- Insights events (from September 2021) Virtual more info
- Inclusive Learning and Teaching Workshop Series (from 7 October 2021) Virtual more info
- Assessment and Feedback Symposium (4 & 5 November 2021) Virtual more info
- Gender in Higher Education Conference (23 February 2022) Face to face more info
- Mental Health & Wellbeing in HE Conference (Face to face) more info
- Equality Diversity and Inclusion Conference (16-17 March 2022) Face to face more info
- Race Equality Colloquium (31 March 2022) Virtual more info
- Student Engagement Conference (12 May 2022) Virtual more info
- Curriculum Design and Development Symposium (8 June 2022) Face to face more info
- Gender Equality Colloquium (16 June 2022) Virtual more info

Find out more about how our portfolio fosters inclusion, visit www.advance-he.ac.uk/programme-events/fostering-inclusion-higher-education

Effective Governance

Our portfolio supports all those involved in HE governance whatever their role including new governors, student governors and Clerks and Secretaries who play a key part in the academic and corporate governance of institutions.

We have experience and expertise in supporting governing bodies with board effectiveness, governor development, strategic sessions and wider support for the governance community.

- Induction to HE Governance for New Governors (13 October 2021 and 4 May 2022) Online more info
- Audit and Risk Committees (20 October 2021) Online more info
- New Governors of Scottish HEIs (21 October 2021) Online more info
- Role and Responsibility of Staff Governors (11 November 2021) Online more info
- Governance Conference (18 November 2021) Virtual more info
- Student Governor (8 September 2021 and 26 January 2022) Online more info
- Governance Professionals in HE (January 2022) Online more info
- Leading the Board for new or aspiring Chairs (6 April 2022) Online more info
- Governance in Wales (27 April 2022) Online more info
- Clerks and Secretaries Network Event (11 May 2022) Face to face more info
- Scottish Governance (19 May 2022) Online more info
- Chairs Development Programme (Spring 2022) more info
- Understanding the Student Experience (Spring 2022) Online more info

Find out more about how our portfolio supports Effective Governance, visit www.advance-he.ac.uk/programme-events/effective-governance-higher-education
Meeting your needs

Following extensive consultation with our members and wider stakeholders our portfolio for 2021-22 is focused on helping you and your institution overcome current challenges, and extend and enhance your professional development.

Our conversations have shaped the programmes and events we offer to provide support in inclusive leadership, sustainability, structural inequality and hybrid operating models. Our portfolio aims to help you address the following priorities:

+ rethinking online and blended pedagogies and factors impacting on student success
+ creating and sustaining an inclusive institution
+ transition, retention and progression for the ‘Covid generation’
+ maintaining and nurturing organisational wellbeing
+ developing institutions and staff capability for a post-Covid environment.

Our 2021-22 portfolio continues to include an emphasis on, and use of, digital technology.

This delivery model ensures relevance, flexibility and value for participants whilst retaining the quality of content combined with the opportunity to network with peers from across the sector in the UK, and internationally.

Development Programmes

Our 2021-22 development programmes have been reviewed and enhanced in line with our commitments to help higher education be the best it can be, supporting leadership and effective governance, tackling inequalities and enhancing teaching and learning.

We use our in-depth understanding of HE practice to work with people, providers and systems around the world ensuring that our programmes are enriched with context and contributions from the HE sector and beyond.

Through continual evaluation and feedback from participants we ensure that our programmes anticipate and adapt to change, providing development solutions to meet your needs and those of your institution.

With a strong track record of delivering development programmes for more than 20 years, for 2021-22 we have retained both well established and respected activity as well as introducing new opportunities.

For example, the Top Management Programme for Higher Education is now entering its 48th cohort and research Team Leadership is now in its 100th iteration.

We have also responded to sector need with the introduction of new programmes such as Enhancing Programme Leadership, an online programme designed to develop the skills and capabilities of leaders of teaching and learning in their institution at a time when they may be new to leadership, or looking to gain confidence in their leadership skills.

The powerful peer group support networks formed and professional friendships developed through our programmes, continues to be one of things that participants value most. These provide benefit not only for the duration of a programme but also endure long after it has ended.

Find out more about our Development Programmes, visit www.advance-he.ac.uk/programmes-events

8,300+ participants from almost 200 institutions have experienced leadership ignition through our Aurora programme since its launch in 2013 with 90 institutions taking part in the cohorts for 2020-21.
Conferences
Advance HE has established an innovative programme of conferences throughout the year for all those engaged in HE, whether leaders, practitioners or Governors, supporting institutions at all levels.

Our conferences seek to support the sector in addressing current challenges such as race and gender equality, staff and student wellbeing, hybrid and digital teaching delivery, and curriculum design, inclusive leadership and effective governance.

Attending provides the opportunity to hear about the latest developments in policy and practice, network with and gain insights from others, as well as collaborating on solutions and actions that can be applied in your own institution. Our conferences are delivered in a range of formats enabling you to showcase and share your ideas and good practice with a global network of higher educational professionals.

Our conference programme for 2021-22 includes:

+ NET Conference (1-3 September 2021) Virtual more info
+ Governance Conference (18 November 2021) Virtual more info
+ Gender in Higher Education Conference (23 February 2022) Face to face more info
+ Equality Diversity and Inclusion Conference (16-17 March 2022) Face to face more info
+ Mental Health and Wellbeing in HE Conference - Face to face more info
+ Advance HE International Conference 2021 (4-8 April 2022) Virtual more info
+ Student Engagement Conference (12 May 2022) Virtual more info
+ Teaching and Learning Conference 2021 (5-7 July 2022) Face to face more info

Find out more about our conferences www.advance-he.ac.uk/programmes-events/conferences

The digital conferencing experience
Our virtual conference platform is designed to offer delegates an immersive and engaging digital experience with the following features:

+ live-streamed keynote sessions, panel discussions and workshops addressing current issues in higher education
+ on-demand presentations from sector leaders
+ live poster sessions
+ the opportunity to interact with other delegates from around the world in a virtual networking space
+ full online support throughout the day
+ access to the digital content after the conference
+ a virtual exhibition space, where delegates can engage with Advance HE staff about current projects.
Events, Symposia and Colloquia

Drawing on our years of accumulated expertise and knowledge, as well as utilising specialists from both within and beyond the sector, our events, symposia and colloquia are designed to respond to your requirements in a practical, action-based setting, providing you with insights and tools to implement in your practice.

Our symposia are themed around topical areas such as retention, assessment and feedback, employability, sustainability, curriculum design and development. These allow practitioners to share experiences, resources, research and network with peers in their specific areas of practice. Practitioners are invited to participate in each symposium through submitting an abstract on their work as a 15 minute stimulus presentation and case study to support the discussions.

Our colloquia offer staff a useful forum to encourage the exchange and dissemination of different ways of thinking about key EDI challenges and new approaches. Each colloquium showcases keynote speakers and panellists from across the globe to stimulate discussion alongside best practice contributions from across the sector to give practical solutions and resources for each topic.

Our new inclusive learning and teaching workshop series is a suite of five modules that can be taken individually or as a programme of development covering an introduction to EDI in teaching and learning, inclusive and equitable assessment and feedback, inclusive curriculum, inclusive engagement and leading on inclusive teaching and learning. These focus on gaining practical experience of connecting EDI with teaching and learning in the context of post-pandemic pedagogy and creating structural EDI change in teaching and learning. Created as a mix of synchronous and asynchronous learning these are aimed at institutions and individuals wanting to build an evidence-based support structure for inclusive teaching and learning. In these workshops we bring together our expert facilitators from both our EDI and T&L teams together with cross-sector learning from our change projects and research.

Find out more about our Events, Symposia and Colloquia

www.advance-he.ac.uk/programmes-events/events

The course was excellent in terms of content, delivery and debate. I think it is a must for all senior leaders who are serious about leading on race equality in their institutions.

Sara Hale,
Deputy Head of Department,
UWE

Connecting people, networks and communities.

Advance HE Connect is an online network and community of practice exclusively for the HE sector with over 21,000 users from 112 countries around the world. During the Covid-19 pandemic, Advance HE Connect has been instrumental in providing a digital convening space supporting our members via groups such as the Athena Swan Network, the Race Equality Charter Network and the Connect Benefit Series live events, content and fora. Colleagues from Advance HE member institutions can also use this invaluable platform to host and promote their own webinars and online meetings.

Find out more and join now

www.advance-he.ac.uk/connect
Development Pathway

Our Development Pathway helps you find the best option for your needs or the needs of those you manage.

New to HE
Suitable for those new to HE, whether just starting out in academia or entering a leadership role from another sector.

Designed to: Help you find your feet and begin to build networks, knowledge and understanding to support you in this new environment.

Grow Your Skills
Tailored towards early-career academics or those just starting out in professional services, especially those who have recently stepped into a new role.

Designed to: Build your networks and skills in specific areas, either those of particular interest or where further information and stronger skills would be useful.

New to Leading
Relevant to emerging leaders, who are new to a role or considering the next step in academia, research or professional services.

Designed to: Help you build and extend networks, provide personal insights, and develop leadership skills at this critical stage in your career.

Preparing for Senior Leadership
Tailored towards those in the process of transitioning to a senior leadership role, or preparing to take the next step in the near future.

Designed to: Broden your outlook beyond your existing role, enhance self-awareness and personal impact as a leader, identify good practice and building networks.

Senior + Strategic Leadership
 Relevant to those in senior or more strategic roles in either academic or professional services who are looking to develop a strategic outlook and skillset to lead across organisational boundaries.

Designed to: Help you to build a community of peers from across the sector and to develop as an insightful and authentic leader able to engage in self-reflection and critical debate.

Excellence in Practice
Suitable for those with some experience of leadership, such as within small teams, who are looking to increase their practical and critical understanding.

Designed to: Inspire you to refresh your professional practice and provide you with practical skills and solutions.

Executive Leadership
Tailored to senior HE leaders who are members of institutional executive teams looking to enhance their leadership impact, steer transformational change and consolidate their understanding of the global HE landscape.

Designed to: Support and guide you through the challenges of leading an institution, including setting direction, working with the governing body, and managing large-scale change.
Working with you:
Bespoke services

As well as our diverse offering of open programmes, conferences and events, we have a range of bespoke services to enhance organisational performance. These could help you to develop your people through the design of a programme based on our suite of services, built with you in a cost-effective way.

Consultancy and Enhancement Services

Your challenges are our priorities.

Our consultancy and enhancement services ensure we’re able to offer you a wide range of tailored solutions in an ever-changing HE environment. As we’re independent of any regulatory framework, we can provide an external viewpoint and be your critical friend. We create ‘safe places’, facilitating collaboration and candid conversation between and within higher education providers. Advance HE members benefit from:

+ 10% member discount on bespoke consultancy services which support the shaping and delivery of strategic priorities
+ expertise and evidence-based insight, helping to build capacity and capability to improve performance for organisations, teams and individuals
+ delivering ‘real world’ solutions in the complex and dynamic environment of higher education.

With a particular focus on teaching, student success, equality, diversity and inclusion (EDI), managing change, transformation leadership, and governance effectiveness, our commitment is to bring our extensive expertise to support you to meet your challenges and achieve your goals.

Find out more about our Consultancy and Enhancement Services, visit www.advance-he.ac.uk/consultancy-and-enhancement-services

In-house Development Programmes and Training

We can work with you to deliver high impact solutions equipping your staff with the required skills, knowledge and confidence to thrive in their roles and to develop their capabilities both individually and collectively. Our work cuts across our key strands of expertise and we have a substantive and diverse pool of content experts who will work closely with you to deliver positive outcomes.

A selection of our open programmes and workshops (such as our EDI workshops) can be delivered in-house for specific faculties, departments or teams within your institution or organisation with some tailoring to meet the needs of your institution.

A large volume of our work involves us working closely with you to build a bespoke solution based on your needs, making the delivery specific to your organisation’s priorities and its unique culture and challenges. This might include, for example, a series of bespoke teaching and learning workshops or a substantial multi-faceted leadership development programme for your executive team. As well as delivering the core content we work with you to ensure that any development is an opportunity to bring your staff together, improving internal networking both between and across teams and departments.

Find out more about In-house Development Programmes and Training, visit www.advance-he.ac.uk/programmes-events/in-house-development-programmes-and-training
One-to-One Executive Coaching

Advance HE offers a dedicated one-to-one executive coaching service with a pool of highly skilled and diverse coaches from across the UK.

Leaders increasingly require an informed yet curious mind-set, to be both focused and action-driven, yet intentionally reflective. We recognise the need for leadership which encompasses and speaks to the complexity of individual and intersectional experiences that includes a diversity of characteristics, all within the specific context of HE.

Our coaching can be tailored to your needs and that of your institution and can include the following types:

- Executive coaching
- Established leader coaching
- Technical expert to people leader
- Team and peer group coaching
- Senior leader coaching
- Transitions leadership coaching
- Coaching to embed leadership programme learning

Coaching provides a confidential thinking space, an opportunity to create a personal and professional vision and a route to achieving it, to understand and positively disrupt unhelpful patterns of thinking and behaviour, and to benefit from the safety and rigour of working with our professionally trained coaches.

Find out more about our One-to-One Executive Coaching, visit www.advance-he.ac.uk/programmes-events/coaching/coaching-for-excellence1
Membership of Advance HE

Advance HE Membership gives you access to world-leading services which will support you in helping you shape your future in today’s highly challenging HE sector.

Our member benefits provide access to resources, insights, networks and communities, the priorities for which are determined by our members through a series of strategic advisory groups and your ongoing feedback. Whether it is through webinars, thriving online communities via Advance HE Connect, our PVC network, EDI advice line or toolkits and publications, membership of Advance HE is designed to develop staff and to enhance performance.

Our conversations with our members and our member-led strategic advisory groups have shaped our commitment to provide support around sustainability, structural inequalities and hybrid operating models through a range of themes addressing the following priorities:

- flexible pedagogies - rethinking learning and teaching strategies
- inclusive institutions: enabling and supporting culture change
- transitions, retention and progression for the ‘Covid generation’
- maintaining and nurturing organisational wellbeing
- student success – exploring aspects of the core thematic areas of access, retention, attainment and progression, and employability
- leading change through teams and networks

All staff that work for our member institutions benefit from a 25% discount on our programmes, conferences and events, and we also offer members a 10% discount on our in-house and bespoke programmes delivered within an institution. Membership also offers access to well-established accreditation packages that align with an institution’s strategic priorities.

Fellowship Application Builder

The Fellowship Application Builder is a six-week online, self-directed course providing support and practical guidance for those writing their direct application for Fellowship.

The accessible and convenient course is ideal for those who are members of institutions or alternative HE service providers that do not have access to Teaching and Learning Accreditation support.

Fellowship Support - Writing Retreats

Throughout the year, we run a number of one-day virtual writing retreats designed for those working on their Senior Fellowship or Principal Fellowship applications. These offer the rare opportunity of space and time to think via one-to-one peer coaching and expert analysis to process your thoughts and craft your narrative for your Fellowship submission, helping to fast-track your application.

Find out more about Advance HE membership more info
Advance HE enables excellence in higher education, helping it shape its future.

Within the UK and globally, Advance HE supports institutions in the areas of excellence in education, transformational leadership, equality and inclusion and effective governance. This is delivered through membership benefits (including accreditation of teaching, equality charters, research, knowledge and resources), programmes and events, Fellowships, awards, consultancy and enhancement services and student surveys.

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