

The Role of Higher Education  
Regional Associations (HERAs):  
A Workshop Discussion based on  
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# Mission and Role of Higher Education Regional Associations (1):

- **Facilitating Collective HE Strategic Engagement with the Regional Agenda:** Regional HE Representational and Ambassadorial Role / Influencing Regional Policy, Advice and Evidence Gathering / Focal Point for Region's HE Promotional and Advocacy Work
- **Enabling Network for HE Institutional Collaboration:** Consensus Seeking Forum to Help Establish HE Regional Common Purpose / Supporting Regional and Institutional HE Regional Capacity-Building / Fostering Collaborative HE Networks to Help Build Critical Mass and Academic Reputation in and Beyond the Region / Sharing Best Practice

# Mission and Role of Higher Education Regional Associations (2):

- **Scanning for Business in Regional Environment :** Identification of HE Business Opportunities / Levering in Additional Resources / Initiating and Preparing Collaborative Bids / Collaborative HE Project Management
- **Fostering Strategic HE Regional Collaborative Partnerships with Other Sectors:** Joint Promotion of the Region's Development / Enlisting HE Support for Regional Economic and Social Partners and their Initiatives / Acting as HE Regional Business Gateway and " One-Stop Shop" / Providing "Brokerage" for HE with Regional Bodies Where Appropriate

# Critical Success Factors for HERAs (1)

- **National HE Policy Context and Strength of Regional Government and Administration:** National Policy Conducive to Cross-Sectoral and Inter-Institutional Regional Collaboration / Government Funding to Incentivise Collaborative HE Regional Engagement / Extent of Market-Driven HE
- **Institutional Commitment to HERA:** Senior Management Mutual Respect / Explicit Institutional Commitment to Regional Development and Partnership Working through HERA / Sufficient Institutional Capacity to Participate in HERA Networks / Sufficient Institutional "Added-Value" from Collaboration (improved economic and social environment, additional resource, increase in business partners, building critical mass, talent development and retention, improved academic reputation etc) / Collaboration and Competition (relatively small number of mission diverse, geographically spread HEIs most favourable)

## Critical Success Factors for HERAs (2)

- **Regional Stakeholder Engagement and Endorsement of HERA:** Regional Shared Intelligence and Strategic Alignment of Partner Objectives and Plans includes HERA / Cross-Sectoral Representation with Accountability to HERA / Pro-Active Regional Coinvestment Coalitions with HE (local and regional government, education, business, health, the arts, sports, communities etc) / Flexible and Permeable Boundaries / Shared People Development and Exchange
- **Governance Arrangements:** HERA Board with Institutional Representation at Highest Level / Executive Committee Managing Operations and Advising the Board / Rotation of Positions (2 Yearly Basis) / Principles of Operation Equity, Inclusivity and Respect for Diversity of Mission / Funding by Member Subscription and Collaborative Income Generating Activities / Functional and Subject Sub-Committees preferably with External Membership / Lead HE Institution Acting as Accountable Body or Incorporation