

Global Majority Mentoring Programme

2024 impact report



MINERVA

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Executive Summary

Following the third edition of the Global Majority Mentoring Programme (GMMP) in 2024, London Higher is pleased to produce its impact report. We have sought to understand what the impact has been on those participating in the programme, future aspirations, what has worked well, and potential areas for improvement for future editions.

We are proud that the programme continues to be successful, receiving positive levels of satisfaction from participants. Mentors reported feeling very confident and scored the programme very highly for the matching process with mentees (**9.2/10**). Mentee evaluation shows that the programme scored highly on meeting personal expectations (**8.4/10**), and meeting programme aims (**8.5/10**).

We have also heard of fantastic next steps from participants, such as Dr Anusha Seneviratne (Royal Holloway, University of London) and her mentor Dr Kalpana Surendranath (University of Westminster), who are submitting a joint research grant application with a view to long-term collaboration. Anusha has also since guest lectured at Westminster at Kalpana's invitation. Further testimonials are included at the end of this report.

There has been an international angle to GMMP recognition this year, with a paper on the Programme presented at the prestigious annual conference of the International Association of Schools and Institutes of Administration (IASIA) in South Africa. Learning Leaders, our core leadership development element, was also run as a taster at IASIA for academics, practitioners and government officials. Further details are available later in this report.

Personal and professional growth and progression drive this Programme, and it is inspiring to see connections being made and collaborations taken forward. We are constantly reminded of how significant interventions like the GMMP can be. With institutional support, dedicated participants, and committed facilitators, London HE is increasingly asserting itself as a model of practice and success for other sectors and cities.

We look forward to running the GMMP again in 2025.

Methodology

London Higher used a combination of:

- Responses to post-programme surveys;
- Quantitative and qualitative feedback from the Learning Leaders workshops; and
- Internal reflections on how the programme ran.

There were 19 responses to the post-workshop and post-programme surveys, and additionally anecdotal information was acquired at various engagements, including attendance at London Higher-organised events.

Programme Background

The Global Majority Mentoring Programme (GMMP), is London Higher's flagship commitment to advancing equality, diversity and inclusion in the capital's higher education sector. Full background, including rationale and programme history, is available to read in the [2023 impact report](#). The key aims of the GMMP are to:

- Improve career progression for global majority staff by providing a platform to match mentors and mentees.
- Give mentees a chance to be partnered with a mentor from a different institution, broadening pan-London collaboration and giving mentees a space to seek tailored support from their mentor.
- Give the opportunity to network with other global majority professionals from institutions across the capital.

The programme has been generously sponsored by Minerva since its pilot, and **2024 saw nearly 80 mentors and mentees from 16 institutions** take part.

In addition to facilitating **one-to-one mentoring**, London Higher organises learning and **networking sessions** for participants, offering mentors and mentees the opportunity to network with other professionals from global majority backgrounds across the capital. Events held in 2024 were:

- **Pre-programme briefing/training** led by Royal Holloway, University of London;
- **Launch event** networking reception at the Aga Khan Centre;
- **Online session** on navigating 'imposter syndrome' run by London Metropolitan University;
- **Minerva masterclass** on CV advice, career development and headhunting (pictured);
- **Online session** on work-life-study balance run by Denise Morrison, a mentee;
- **Learning Leaders** leadership development workshops; and a
- **Celebration event** networking reception at the Aga Khan Centre.

More information is available at: <https://londonhigher.ac.uk/initiative/global-majority-mentoring-programme/>



Key Findings

Overall, participants indicated a high level of satisfaction with the Programme. On average...

mentors gave an average rating of

7.9 /10 for meeting programme aims

8.1 /10 for overall experience

mentees gave an average rating of

8.5 /10 for meeting programme aims

8.4 /10 for overall experience

Learning Leaders continues to be a success story...

Following a successful pilot in 2023, our leadership development workshops 'Learning Leaders' returned for 2024. Feedback on the pilot half-day sessions was extremely positive, with participants stating a desire for a longer workshop. Therefore, **the decision was made to increase the workshops to two full-day sessions** for 2024. This allowed for additional sessions:

- **'Philosophical Inquiry 2'** - an exploration of core learning behaviours;
- **'Walk the Talk'** - an exercise in nearby Regent's Park, where participants discussed the morning group activities; and
- **'60:60 reflection instrument'** - a behavioural diagnostic tool/exercise.

Feedback from the six participants showed that these additional elements scored positively:

- **'Philosophical Inquiry 2'** - 59/60 (**98%**);
- **'Walk the Talk'** - 60/60 - (**100%**); and
- **'60:60 reflection instrument'** - 56/60 (**93%**).

Other metrics showed another strong year of performance for 'Learning Leaders'. Quality of facilitation and group interaction both scored **100%**, with the conceptual frameworks underpinning learning leadership both scoring **97%**. The final exercise, a poetry takeaway summarising the two days, scored **82%**.

Leadership confidence scored **77%** - with a total of 46/50, reflecting the fact that those undertaking the programme had not yet been able to put learnings into practice. One participant summed it up by stating that 'time and more experience will help' and another said that a continued uplift in confidence would 'depend on me applying what I have learnt'.

Learning Leaders (cont.) and Minerva Masterclass

Keynote speech

Previous editions of GMMP launch and celebration events have involved keynotes from prominent speakers from a variety of sectors and backgrounds. The 2024 celebration event keynote was collectively delivered by this year's 'Learning Leaders' cohort, who detailed their experiences, their learnings, and post-programme aspirations (pictured below).

Minerva Masterclass

For the third year in a row, programme sponsors Minerva ran a career development workshop for mentors and mentees focusing on: progression to senior roles; navigating the headhunting and recruitment process; writing effective CVs and cover letters; and negotiating. This is an opportunity for participants to learn from executive search experts responsible for recruiting at the seniormost levels of higher education, including: Deans, Deputy- and Vice-Chancellor roles, alongside Heads of Schools, Directors of HR, COOs and more. It serves as a springboard to take the next step in their career journey.

95%

average overall score for
Learning Leaders
experience



200+

mentors and mentees over
the past three editions of
the GMMP.

Building networks

The GMMP is keen to provide a platform for prominent individuals and organisations that work to advance equality, through our online and in-person events. In 2024 Jeremy Crook OBE, CEO of Action for Race Equality, and Laura Durrant, CEO of the Black Talent Charter, provided the keynote speeches at the launch event, outlining key issues in the areas of race and London demographics, the workforce, and citywide interventions in these spaces.

Action for Race Equality and the Black Talent Charter

Action for Race Equality (ARE) is a national London-based charity set up 33 years ago to tackle disparities in education/skills, employment and enterprise for Black, Asian and Mixed heritage communities. ARE delivers a range of programmes, including Routes2Success (R2S), a role model and mentoring programme for children and young people aged 10-24 years, and Moving on Up, a London employment initiative aimed at levelling the employment rates between young Black men and young White men. ARE also runs small grant programme such as the £1.3m Windrush Justice Programme on behalf of charitable trust funders and the Greater London Authority (GLA), and undertakes policy work covering education, employment and the criminal justice system.

The Black Talent Charter is an organisation that seeks to build race equity for Black talent into the DNA of British businesses, using collaborative and innovative evidence-based solutions, and brings British businesses together to inspire a movement for change by changing perceptions and challenging the structures that perpetuate inequities for Black talent.



International impact – IASIA

Beyond the feedback provided by participants, this has been another strong year in terms of external recognition of the GMMP, its place in the London ecosystem, and its potential to be a model of practice nationally and internationally. Key successes include a presence for the Global Majority Mentoring Programme and Learning Leaders at the prestigious annual conference of the International Association of Schools and Institutes of Administration ([IASIA 2024](#)), held at the University of the Free State, South Africa.

Mentoring for Public Sector Talent Development

Darren de Souza, Senior Policy & Projects Officer at London Higher, and Dr Randhir Auluck, Head of School (Organisations, Economy and Society) at the University of Westminster, co-authored a paper for IASIA WG V on Gender, Diversity & Equity. This paper, one of only 16 accepted for presentation for WG V, examined the GMMP, its role in the promotion of a diverse talent pipeline, and its relation to the London ecosystem/Mayoral ambition to increase mentoring provision across the city. The paper was well received, with several opportunities for collaboration and learning exchange identified with mentoring and leadership initiatives globally, such as Brazil, Egypt and South Africa.

Learning Leaders taster sessions

For a second year in a row, programme facilitators Dr Randhir Auluck and Keith Hunter ran a condensed two-part version of the Learning Leaders workshops at IASIA. This year's conference in Bloemfontein saw a group of 10 leading academics, policy professionals, practitioners and UN officials participate in 'Learning Leaders', with several remarking that it was the highlight of their conference. Below is a photo of this cohort.



Recommendations

London Higher recognises that the programme is valued and has been impactful across the capital's HE sector. We also recognise that there are areas for improvement which will enhance overall programme experience, such as greater co-creation with members and more regular networking opportunities. We have identified particular areas for improvement for future iterations, which are detailed below.

London landscape

There is potential to work more closely with Bloomberg Associates to situate the GMMP within the wider London mentoring landscape. ARE, keynote speakers at the launch event, worked closely with the GLA and Bloomberg Associates in producing the 54-page Mayor of London's [Mentoring Quality Framework](#). This product is for London's civil society sector; the Mayor of London/GLA and its mentoring partners made a commitment in the London Recovery Programme (A New Deal for Young People) to provide 100,000 disadvantaged young people with access to a mentor by 2024.

Sustaining engagement

The programme requires regular engagement and touchpoints to sustain collaboration, as well as effective interlocution from institutional champions. For 2024/25, London Higher will establish regular catch-ups with participating institutions, in order to allow for issues and opportunities to be more clearly and effectively identified.

Co-creation

Design and delivery of programme elements in conjunction with members solidifies buy-in, and there is scope to broaden this for the next edition. This year, co-creation has included: pre-programme training (**Royal Holloway, University of London**), online sessions (**London Metropolitan University**), and Learning Leaders (**University of Westminster**). Photos at our in-person celebration event were taken by Alina Ilin, a **Middlesex University** alumna.

Events and networking opportunities

Facilitating the opportunity to network with other global majority professionals is a core aim of the GMMP. Attendance at events and online sessions has led to the development of relationships and building of longer-lasting professional networks. London Higher will continue to offer a blend of in-person and online sessions, working with members to identify and coordinate relevant opportunities for networking.

Concluding Remarks

Over the past three editions, London Higher, its members and external partners have collaborated to provide a programme that strives to meet our collective commitment to diversifying the talent pipeline within higher education - especially at senior levels - and we are proud of the impact that it has had.

We are excited to run future iterations of the Global Majority Mentoring Programme, empowering and upskilling new cohorts of talented global majority professionals so that they are able to navigate and succeed in complex working environments such as higher education. We would like to thank our sponsors Minerva for their continued support, our participating institutions for championing this programme, and above all our mentors and mentees who drive the Programme forward.



Global Majority Mentoring Programme 2024 Cohort **MINERVA**



IMPERIAL



EST. 1892 **LSBU**



ROYAL CENTRAL
SCHOOL OF SPEECH & DRAMA
UNIVERSITY OF LONDON



THE LONDON
PLACE
CONTEMPORARY
DANCE SCHOOL

 **University of East London**

 **UNIVERSITY of GREENWICH**

 **University of Sunderland**
in London

UNIVERSITY OF WESTMINSTER

 **UNIVERSITY OF WEST LONDON**

EST. 1841 **YORK ST JOHN UNIVERSITY**
London Campus

LONDON HIGHER 

// Testimonials

'I had a fantastic experience being part of the Global Majority Mentoring Programme this year as a mentee. The scheme has offered valuable skills development opportunities, and it has been a pleasure to meet so many peers and share our experiences as academics from global majority backgrounds. My mentor has given me a lot of advice with the perspective of a woman of colour in science and kindly invited me to give a lecture to her students at her university! We have also begun collaborating on our research: I am already submitting a research grant application in collaboration with my mentor and I have no doubt that this will continue in the long-term and open up great opportunities for both of us. Thank you very much for matching us on the scheme, it has proved to be very fruitful!'

'I have felt privileged to be part of Learning Leaders. I did not know what to expect when I came in but I leave feeling empowered. Its been insightful learning different perspectives and leaving with a connection to the group.'

'The GMMP is one of a kind for people working within London HE. Over and above the networking and career development opportunities it provides, this programme brings together like-minded people with shared experiences of being a global majority person in academia offering support that is seldom on offer in these settings.'

'Learning Leaders was a well curated course with outstanding facilitation. I would highly recommend this course. My only gripe is that it was too short. I would have loved to have delved deeper into more learning. Thank you!'

'I have been mentor on the Programme since its outset and have really valued being able to give mentees a safe space to work with them on their specific goals. It has so valuable to be able to not only share insights but also learn from mentees. Witnessing the growth in confidence of my mentees from the start to finish of the Programme has been wonderful.'

'This [Learning Leaders] group has made the whole GMMP worthwhile for me. There was a tremendous amount of safety nurtured that allowed a freedom of expression and sharing of knowledge which I think I will carry with me for the rest of my life.'

'This marks my second year serving as a mentor for the Global Majority Mentoring Programme, an initiative spearheaded by London Higher. This programme is both unique and remarkable, with its focus on Higher Education (HE) colleagues from the Global Majority. The cross-institutional pairing aspect of the Global Majority Mentoring Programme offers a unique opportunity for mentors and mentees to gain diverse perspectives and broaden their understanding of the HE sector by interacting with individuals from different institutions. This approach not only enhances skills such as adaptability and communication but also provides an avenue for expanding professional networks, potentially leading to new collaborations and career advancement opportunities.'