



Secretaries' Group Residential Meeting

Thursday 27 – Friday 28 February 2025 at the Stirling Court Hotel

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| Feedback form | (separate word doc provided) |
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PROGRAMME for Secretaries' Group Residential Meeting

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| Thursday 27 February 2025 | | |
| 12:30-13:30 Restaurant | Arrival with lunch available | |
| 13:30-14:25 Wallace Monument Room | Business meeting: agenda | <ol style="list-style-type: none"> 1) Committee business - action note of 13 Dec meeting 2) US update: <ol style="list-style-type: none"> a. US Future Funding programme (paper) b. SFC Allocations/ Funding clawback c. Tertiary Education and Training Bill d. ONS classification e. Immigration and proposal for Scottish Scheme f. Convictions guidance 3) Housing Bill - homelessness (paper) 4) Scottish election manifestoes 2026 (paper) |
| 14:25-14:45 Conservatory | Break for Afternoon Tea/Coffee and cake | |
| 14:45-16:00 Wallace Monument Room | Session on resilient leadership Speaker: Kim Newton – Woof , AHUA Associate, Consultant | Ready for anything: Developing robust and resilient leadership to weather any storm Session outline: Context: In increasingly pressured and unstable global and local environments, university leaders need a unique blend of knowledge, skills and qualities to be ready for anything! Seemingly unshakeable and constantly able to adapt, they must effectively guide their institutions through continuous, overlapping challenges, while also maintaining their own levels of resilience and wellbeing. Yet how best to achieve this when the immediate priority is dealing with the task in hand and weathering ever-changing, turbulent times? Without careful consideration of ourselves, and then our teams, it is highly unlikely the task will be completed well, and in a way that delivers long-lasting benefit. Overview: To help set us up for success, this session has been designed to kick-start the residential programme with some time and space for development; to take us through a process of conversation, reflection and feedback that raises awareness, continues to build on past conference themes of personal resilience, and taps into the wisdom and experience of the group. Areas of focus: <ul style="list-style-type: none"> • The knowledge, skills and mindset required by leaders to navigate persistent uncertainty effectively. • Our own leadership effectiveness and resilience in ever-changing and increasingly challenging environments – what's working and where there may be room for improvement. • Four dimensions of personal resilience and a simple framework for better understanding and managing our minds under pressure. |



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| | | <ul style="list-style-type: none">Stories, experiences and learning together in an enjoyable and supportive setting. |
| 16:00 – 16:05 | Comfort break | |
| 16:05-17:10 Wallace Monument Room | Session reflecting on developments south of the border Speaker: Smita Jamdar, Shakespeare Martineau LLP | Bold, transformative and transformed, or managed decline: what does the future hold for universities? Session outline: This session will look at short, medium and longer-term trends and developments affecting higher education and consider what questions those leading universities should be asking themselves to ensure their institutions adapt to thrive in the future. Though focussed on the position in England, there are numerous common challenges that affect institutions across the U.K. and indeed globally. |
| 18:30-19:00 Conservatory | Pre-dinner drinks | |
| Friday 28 February 2024 | | |
| 07:30-09:00 Restaurant | Breakfast – Scottish | |
| 09:00-10:00 Wallace Monument Room | Session on impact on the student experience evidenced by student surveys Speaker: Jonathan Neves, Head of Business Intelligence and Surveys, Advance HE | Cost of living challenges and their impact on the student experience Session outline: Presentation on the growing evidence of how cost of living challenges are impacting significantly on the student experience and driving changes in how some students access their courses. This in turn is impacting perceptions of value-for-money and, in turn, the quality of the student experience. Overview: Survey evidence will be drawn principally from the Advance HE-HEPI Student Academic Experience Survey ¹ , using data at sector level and introducing a range of comparisons with perceptions among students studying in Scotland – data which has not been widely published or discussed until now. The session will also draw on data from the recently published Postgraduate Taught and Postgraduate Research Experience Surveys (PTES & PRES). Some of the specific areas covered will include: <ul style="list-style-type: none">The expansion of hours spent in paid work compared to taught sessions or independent studyPerceptions of value for money and the key drivers behind thisThe impact of financial concerns on studiesLevels of wellbeingWhether students would have made the same choice around higher education if given the chance againThe impact of caring responsibilities and how this links to workload and paid employment requirements Discussion: in facilitated breakout tables |

¹ A large annual survey of 10,000 full time undergraduates studying in the UK



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| | | <ul style="list-style-type: none"> Considering the extent to which campus life has been impacted at their institution; and Sharing examples of how institutions are responding to these challenges. |
| 10:00-10:10 | Comfort break | |
| 10:10-11:40 Wallace Monument Room | Session on lead practice and business models Speakers: Phil Copestake, Managing Director Tim Andrews, Nouscubane consultancy | Sustainable efficiencies, targeted investment and change Session outline: High level presentation on UK-wide and global trends in the resourcing of professional services (20 min) Q&A (10 min) Overview: what do findings suggest from the UniForum global benchmarking group (15 min) <ul style="list-style-type: none"> Achieving sustainable efficiencies – going beyond the ‘usual suspects’ e.g. in corporate services? Making the tough choices around more ‘discretionary’ spend on activities that have potential to add value, given constraints? Reducing complexity in academic support activities? Making change stick when delivering operating model reform, and work at pace? Discussion: key success factors in breakout tables (30min) <ul style="list-style-type: none"> Which have our universities already made most progress around and what’s helped? What will be essential moving forward? Feedback from group and final Q&A (15 min) |
| 11:40-12:00 Conservatory | Break for Morning Tea/Coffee and biscuits | |
| 12:00 – 13:00 | Session on adjusting to a new quality approach Speakers: Prof Tina Harrison, Deputy Vice-Principal Students (Enhancement) Edinburgh University | The Tertiary Quality Enhancement Framework Session outline: This session will consider the new Tertiary Quality Enhancement Framework (TQEF), including the Tertiary Quality Enhancement Review (TQER), the Self Evaluation and Action Plan (SEAP), and Scotland’s Tertiary Enhancement Programme (STEP), and the implications for Colleges and Universities. The discussion will include: the relationship between the TQEF and the Outcomes Framework and Assurance Model (OF and AM), the (increasing) role and use of data, the relationship between the SFC and QAA, and increased focus on concerns. In addition, the session will provide an opportunity to consider a number of live issues associated with the new quality arrangements. |
| 13:00-14:30 Restaurant | Buffet Lunch and conclusion | |

The next Secretaries Group meeting will take place on Friday 23 May 2025 from 11:00 – 13:00, in-person at the University of Strathclyde



ATTENDEES

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| University of Aberdeen | Ms Samantha Waters | University Secretary (Interim) |
| Abertay University | Ms Caroline Summers | Vice Principal and University Secretary |
| University of Dundee | Dr Neale Laker (attending on behalf of Dr Jim McGeorge) | Acting University Secretary |
| University of Edinburgh | Ms Leigh Chalmers | Vice-Principal Strategic Change and Governance and University Secretary |
| Edinburgh Napier University | Mr David Cloy | Head of Governance & Risk |
| University of Glasgow | Dr David Duncan | Chief Operating Officer and University Secretary (Governance) |
| Glasgow Caledonian University | Ms Susan Mitchell | Chief Operating Officer and Deputy Vice-Chancellor |
| Glasgow School of Art | Ms Emma Williams | University Secretary and Registrar |
| Heriot-Watt University | Ms Ruth Moir | University Secretary |
| University of the Highlands and Islands | Ms Lorna Walker | Chief Operating Officer and University Secretary |
| The Open University Scotland | Mr Martin Boyle | Depute Director for Strategy, Planning and Resources |
| Queen Margaret University | Ms Irene Hynd | Vice Principal and University Secretary |
| Robert Gordon University | Ms Veronica Strachan | University Secretary and Vice Principal Corporate Services |
| Scotland's Rural College (SRUC) | Ms Devon Taylor | Interim Company Secretary |
| University of St Andrews | Mr Alastair Merrill | Vice Principal (Governance) |
| University of Stirling | Ms Eileen Schofield (Convener) | Chief Operating Officer and University Secretary |
| University of Strathclyde | Dr Stuart Fancey | University Secretary |
| University of the West of Scotland | Ms Donna McMillan | University Secretary |
| Universities Scotland | Ms Lesley Jackson | Deputy Director (Policy) |
| Universities Scotland | Ms Ulrike Peter | Senior Policy Officer |
| Universities Scotland | Ms Heather Sloan | Policy Assistant |



Apologies:

| Institution | Member | Title |
|--|----------------------|---|
| University of Dundee | Dr Jim McGeorge | University Secretary & Chief Operating Officer |
| Royal Conservatoire of Scotland | Professor Vicky Gunn | Academic Registrar and Secretary |
| University of St Andrews | Ms Ester Ruskuc | Vice-Principal (Strategy) and Chief Operating Officer |
| Association of Heads of University Administration (AHUA) | Mr Ben Vuliamy | Executive Director |

Speakers

| Name | Title | Institution |
|--|--|--------------------------|
| Kim Newton-Woof Thursday 27 Feb 14:45-16:00 | AHUA Associate Consultant | AHUA |
| Smita Jamdar Thursday 27 Feb 16:05-17:10 | Partner, Head of Education | Shakespear Martineau LLP |
| Jonathon Neves Friday 28 Feb 09:00-10:00 | Head of Business Intelligence and Surveys | Advance HE |
| Phil Copestake Tim Andrews Friday 28 Feb 10:10-11:40 | Managing Director Senior Advisor | Nouscubane Consultancy |
| Prof Tina Harrison Friday 28 Feb 12:00-13:00 | Deputy Vice-Principal Students (Enhancement) | University of Edinburgh |



CATERING

Thursday 27 February 2025

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| Lunch: | 12:30 - 13:30 (2 courses) | Abbeycraig Restaurant |
| Afternoon Tea/Coffee break: | 14:25 - 14:45 | Conservatory |
| Pre-dinner Drinks: | 18:15 - 19:00 | Conservatory |
| Dinner: | 19:00/19:15 onwards (3 courses) | Private dining (Restaurant) |

Friday 28 February 2025

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| Breakfast: | 07:30 - 09:00 (Scottish) | Abbeycraig Restaurant |
| Morning Tea/Coffee break: | 11:40 - 12:00 | Conservatory |
| Lunch: | 13:00 - 14:30 (2 courses) | Abbeycraig Restaurant |



SPEAKER INFORMATION

Kim Newton-Woof
AHUA Associate



Forged in a university environment as a specialist in organisational development and design, AHUA Associate Kim Newton-Woof now spends her days helping leaders from all sectors operate more effectively and sustainably within their ever-changing work contexts.

A leadership consultant, facilitator and coach, Kim designs and delivers engaging and effective development experiences with and for leaders and their teams. Taking a human-first approach, she uses creative ways to help leaders understand and fine-tune what they do, make more beneficial choices, and develop their own solutions.

An APECS Accredited Master Executive Coach and Chartered Member of the CIPD, Kim is an accredited practitioner of Insights Discovery, Myers-Briggs and TMSDI Team Management Profile, A qualified Executive Coach and Mentor (ILM Level 7), she is also experienced in Neuro-Linguistic Programming, Transactional Analysis, Nancy Kline's 'Time to Think' process and Systemic Coaching and Constellations.

Smita Jamdar
Partner, Head of Education
Shakespeare Martineau LLP



Smita leads the team at Shakespeare Martineau Solicitors that works to shape the universities and colleges of the future by providing strategic advice and sector-specific insight across all their legal needs.

Smita is a recognised leader in her field, specialising in constitutional, governance and regulatory advice which helps educational institutions thrive in a rapidly changing landscape. She gave evidence to the Parliamentary Bill Committee on the Higher Education (Freedom of Speech) Act and worked with Universities UK in producing its guidance to the sector on preparing for the new Act.

Smita has also been recognised in this year's Legal 500, and Chambers and Partners, as a leading individual in Education. She holds honorary doctorates from the Universities of Warwick and Lincoln and an honorary fellowship from Worcester for her services to higher education.



Jonathan Neves
Head of Business Intelligence & Surveys
Advance HE



Jonathan joined Advance HE in 2015, bringing with him 16 years' experience in customer insight and market research. Jonathan began his career with TNS in London and has worked for market research agencies Quaestor and Optimisa, and also client-side at The Co-op, before specialising in Education, spending 8 years heading up research & insight at Learndirect, one of the UKs largest online learning and apprenticeship providers. Jonathan graduated from the University of Liverpool with a degree in Geography, and is a full member of the Market Research Society.

Heading up the student surveys portfolio at Advance HE, Jonathan is lead-author of the Advance HE-HEPI Student Academic Experience Survey report, and is responsible for the overall strategy for the UK Engagement Survey as well as the Postgraduate Taught and Research Experience Surveys (PTES and PRES).

Phil Copestake
Managing Director
NousCubane



Phil Copestake is the Managing Director of NousCubane in the UK and Europe, and has been leading the UniForum programme in the region for six years. He draws on over 20 years of experience in business change consulting, strategic advice and research management; including deep expertise in supporting universities' large-scale transformation and service improvement. Phil specialises in strategy development and execution, preparing robust business cases to aid good decision-making, and designing new customer-centred service delivery models.



Tim Andrews
Senior Advisor
NousCubane



Tim Andrews is a Senior Advisor with NousCubane, drawing on eight years' experience working in the university sector across the UK, Australia and New Zealand. As a consultant, he has supported universities to develop and implement institutional and portfolio strategies, redesign professional and academic structures, identify target markets for student recruitment, implement systems, and build internal change capability. Before joining Nous and NousCubane, Tim worked in a variety of professional services roles at the University of Queensland, including in project management, student administration, event management and student recruitment.

Professor Tina Harrison
Deputy Vice Principal, Students (Enhancement)
University of Edinburgh Business School



Prof Harrison is Deputy Vice Principal Students (Enhancement) and Professor of Financial Services Marketing and Consumption at the University of Edinburgh. Since 2009 Tina has had overall responsibility for quality assurance and enhancement at the University of Edinburgh. She has led the University through three external institutional reviews and has been a reviewer in two external QAA review cycles. She was a TEF Assessor during the early development of the institutional and subject-level methods. She is currently a member of the Tertiary Quality Steering Group, QAA Scotland's Strategic Advisory Committee, and Co-chair of the sparqs joint (university and College) Advisory Group.



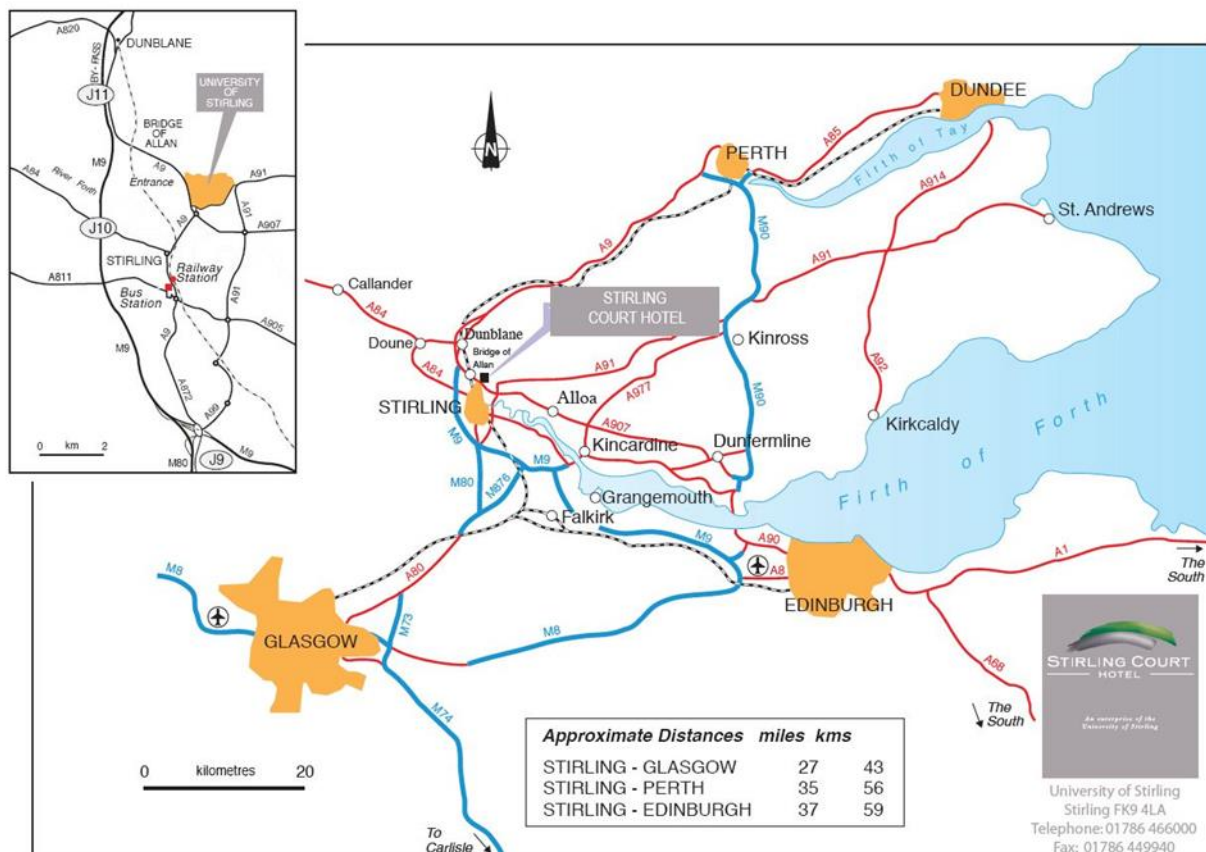
VENUE INFORMATION

[Stirling Court Hotel](#) is located within the grounds of the University of Stirling campus, between Stirling and Bridge of Allan, 10 minutes from Junction 11 of the M/A9.

Address: Stirling Court Hotel
University of Stirling
Stirling
FK9 4LA

Tel: 01786 466000

Email: stirlingvenues@stir.ac.uk



Find Stirling Court Hotel

Stirling Court Hotel is just two miles from the centre of Stirling in central Scotland. It is served by excellent fast public transport links from Glasgow and Edinburgh, and are easily accessible by bus, foot and bike from Stirling city centre or Bridge of Allan.

To find the best way to travel to and from the hotel click [HERE](#). This will take you to the University of Stirling website and will show you a map of the area and give you the opportunity to search all available transport options.

Visitors to Stirling Court Hotel who choose to bring their car should note the following directions:

From the East, South or West take the M9 to Junction 11. At the junction, there is a roundabout which marks the end of the M9. From here you should take the exit for Bridge of Allan, follow the road through the town itself, and after about 200 metres you will find the University entrance on the left.

From the North take the A9 to the same roundabout and follow the same route through Bridge of Allan as above.

Stirling Court Hotel - Car Parking

Stirling Court Hotel has 150 complimentary car parking spaces. These are operated on a first come first serve basis. Parking in the Hotel car park is free to our guests. A barrier system is in operation however **guests must also input their car registration number immediately upon entering the hotel.** If you don't submit your car registration on arrival this will result in a private parking notice. Please see the link below for more details:

<https://www.stirlingvenues.com/visiting-us/find-us-parking>

If the barrier is up, guests should just proceed on into the car park and register their car details on the tablets situated at the front desk.

If the barrier is down, guests should take a ticket that will be issued and then register their car details on the tablets situated at the front desk. Upon departure, the team at the Hotel's front desk will issue guests with a ticket that they can use at the barrier to get out.

Electric vehicles

There are 2 electric vehicle charging stations located within Cottrell Main Car Park and at the rear of the Pathfoot Building capable of recharging up to 4 vehicles simultaneously. Charges are not free, but costs £0.16p per kWh, with an overstay fee of £5 after 4 hours, and every 30 mins thereafter. Users are also still required to display a valid parking permit or Pay and Display ticket.

A maximum charging time of 4 hours applies following which time users are requested to move their vehicles to an alternative designated parking space.

See further general information on electric vehicle charging on the [ChargePlace Scotland website](#).

Park and ride

There are two park and ride routes in Stirling, situated at Castlevue and Springkerse, with buses every 12 minutes to and from Stirling city centre. From Stirling city centre, you can access First Bus routes UL and 54, both of which come on to the Stirling campus.

[Campus map](#) (and attached separately)

