

## HUMANE and The University of Edinburgh Present

### Professional Pathways Programme for Generalist Administrators, February 24-26, 2019

Upper Hall, The Pleasance Courtyard,  
60 Pleasance Edinburgh EH8 9TJ



### **Adapt or die: the power of the generalist in a changing HE landscape**

All European universities are developing strategies to deal with profound, transformational changes in society. Those that understand emerging trends and adapt to them will prosper and those that don't will struggle. Evolution theory suggests that this should favour those who are more adaptable, rather than those who are necessarily stronger. Will this be true of generalist university administrators?

This highly interactive professional pathways programme will be of particular interest to ambitious generalists such as: academic registrars and directors of academic services, faculty and school managers, student service managers, institutional planners, and senior governance officers and their staff.

The programme begins by posing big questions: how will our universities evolve in the decades ahead? And how can we best adapt to the megatrends sweeping across the HE landscape?

The following sessions will focus more on how these changes play out in institutional settings, as well as the implications for generalist administrators. Where will opportunities emerge for talented generalists with the right portfolio of knowledge, skills, attitudes and experience? How can they best equip themselves to deal successfully with the major challenges that lie ahead? Why are some universities recruiting some of their most senior professional staff from other sectors.

# Professional Pathways Programme Speakers

## Prof. Peter Mathieson



### **Principal and Vice-Chancellor, University of Edinburgh**

Professor Peter Mathieson MBBS (Hons) (London), PhD(Cambridge), FRCP(London), FMedSci assumed the office of Principal and Vice-Chancellor of the University of Edinburgh in February 2018. He was formerly the 15th President and Vice-Chancellor of the University of Hong Kong.

Peter Mathieson went to a state grammar school in Penzance, Cornwall and was the first member of his family to go to university. He read Medicine at the London Hospital Medical College and qualified with First Class Honours from the University of London in 1983. After junior medical posts in London, he obtained a research training fellowship from the Medical Research Council (MRC) to study at the University of Cambridge. He was awarded a PhD by the University of Cambridge in 1992. He became Director of Studies for Clinical Medicine at Christ's College, Cambridge following his PhD.

Previous posts include: foundation Professor of Renal Medicine at the University of Bristol, Honorary Consultant Nephrologist, North Bristol NHS Trust, Head of the University Department of Clinical Science at North Bristol, Director of Research & Development for the North Bristol NHS Trust and Dean of the Faculty of Medicine and Dentistry at the University of Bristol.

## Alison Angus



### **Head of Lifestyles, Euromonitor International**

Alison Angus is Head of Lifestyles at Euromonitor International, a global strategic market intelligence company. Alison heads up the lifestyles research focused on understanding consumer behaviour, attitudes and shifting trends, interpreting these into informative and useful insights to support business and its strategy planning.

Alison has worked in research for nearly 20 years, covering nearly 30 industries from FMCG such as food, drink and beauty, to home entertainment and electronics and service sectors such as manufacturing, consumer finance and retailing. She brings extensive knowledge and expertise on research and analysis techniques and methodologies, managing projects, and producing informative and insightful analysis.

## Ingrid Bengtsson-Rijavec



### **Chief Financial Officer, Malmö University**

Ingrid Bengtsson-Rijavec is currently the CFO of Malmö University. The university, formed in 1998, employs 1,700 staff and faculty members and serves 24,000 students. Ingrid Bengtsson-Rijavec has been part of top management in Region Skåne Regional Council for 10 years, holding various executive positions. With 34,000 employees, the Regional Council of Skåne is one of Sweden's biggest employers.

She is an experienced CFO and Health Director with a demonstrated history of working in the hospital & health care industry. Skilled in Negotiation, Budgeting, Business Planning, Analytical Skills, and Coaching. Previously she was with PwC and the Regional Council of Skåne.

## Eleri Connick



### **Student President, University of Edinburgh**

Eleri graduated from her Philosophy degree in July 2018, and since then has been representing Edinburgh students full time in her role as President of Edinburgh University Students' Association for the 2018/19 academic year. She was previously Vice President of Edinburgh University Sports Union, and held various committee roles within the Boat Club. Eleri wants to focus her life on people, education and storytelling, and is extremely invested in ensuring more young people are able to access a transformational education. Education is fundamental to empowering individuals, reducing poverty, and driving gender equality. Especially, an education which goes beyond the classroom and promotes extracurricular activities which allow students to fully soar.

"It is an honour to be representing the incredible students of Edinburgh, because we are a community who is hopeful, is tackling stigma, and breaking world records; we are more than just students - We Are Edinburgh!"

## David Hall



### **Registrar and Chief Operating Officer, Leicester University**

Dave has had twenty years' experience in the university sector, which comes as some surprise, because after he left school he joined the army. Consequently, he did not go to university until he was in his early twenties as a student at the University of Reading, where he gained a first-class honours degree in History and Sociology.

His first experience of university management was as President of the Students' Union at the University of Reading. He went on to work for the University as an Accommodation Manager and Editor of the Students' Union's Alternative Prospectus.

In 1991, he joined the Administration at the University of Warwick as an Administrative Assistant supporting the Distance Learning MBA programme. He left Warwick ten years later as Director of the Research and Development Services Office.

In 2001, he joined the University of Birmingham as Academic Registrar, where he led a team of over 250 staff and handled a budget of £13.25m. He was in charge of marketing and recruitment, and had overarching responsibility for all aspects of the student experience, resource allocation academic quality, and corporate planning. He was heavily involved in sharpening the institution's focus on the wider student experience and in developing the strategic image of the University.

He joined Leicester as Registrar and Chief Operating Officer in 2006.

## Kate Hunter



### **Partner, Perrett Laver**

Kate is a Partner and co-Head of Perrett Laver's UK Higher Education practice, providing senior level executive search support across Board, Vice-Chancellor, senior leadership, academic and professional services appointments. She has worked in partnership with a wide range of universities and cultural organisations including the Universities of Bedfordshire, Bristol, Nottingham, Liverpool and Worcester, Queen Mary, University of London, Imperial College London, the Royal Academy of Music, Guildhall School of Music and Drama, Tate, the Royal Opera House, the National Theatre, the National Gallery and Edinburgh International Festival.

Kate also leads the firm's global Philanthropy and Engagement practice and has advised a range of organisations on the appointments of chief executives, senior fundraising and marketing and communication leadership positions. These include the Indian Institute of Technology Bombay, Oxford Radcliffe Hospitals Charitable Trust, LSE, INSEAD, the Royal College of Art and University College London.

Prior to joining Perrett Laver, Kate was Executive Director for CASE Europe, a global membership association with a focus on advocacy, training, research and data to support advancement in educational institutions. Kate holds a BA (Hons) in French and Spanish from Goldsmiths, University of London and is a Member of the Chartered Institute of Public Relations.

## Dave Kenworthy



### **Director of Digital Services, University of London**

Dave Kenworthy has over 17 years of experience of leading the delivery of commercial IT services including software, infrastructure, platform and professional services.

At CoSector, Dave leads the Digital Services team, circa 60 staff, responsible for delivering high quality, cost-effective IT and digital solutions to over 300 UK institutions, and over one million HE & FE users. Dave's key focus at CoSector, in a rapidly changing digital world, is to continuously embed solutions and processes which enable our customers to enrich education and learning through innovative and sustainable services, and ultimately enhance the student experience.

Prior to joining University of London in 2012, Dave spent over 10 years in software engineering at global engineering firm, Bühler. Dave moved from a graduate position to leading the software team and in doing so transformed the full software lifecycle - producing more reliable, better-functioning software delivered, tested and released efficiently through automation.

Dave holds a Bachelor of Arts (BA) in Modern History, Economic History and Politics from Royal Holloway, University of London 2:1 (Hons) and a Master of Science (MSc) in Computer Science (Distinction)

## Riitta Silvennoinen



### **Chief Human Resource Officer, Aalto University**

Riitta Silvennoinen, MSc (Econ.), MBA, is responsible for Aalto University's human resource management and people practices.

Before joining Aalto she worked over 20 years in ICT industry, the latest position being Nokia's VP, Global HR Center of Expertise.

She has extensive experience in strategic HR management roles in a multinational context.

## Sarah Smith



### **University Secretary, University of Edinburgh**

Sarah Smith joined the University of Edinburgh as University Secretary in March 2013. Her role involves responsibility for a range of student and staff facing professional services; strategic thinking; and being Secretary to the University Court.

Sarah previously worked in a range of senior Civil Service roles in both the Scottish Government and in Whitehall, including as Director Learning & Head of Policy Profession; and Director Strategy & Ministerial Support in the Scottish Government; Head of East Asia and Pacific Programme

in Department for International Development; and Team Leader roles in international aviation and shipping in the Department for Transport.

Sarah graduated from Oxford University with a MA (Hons) in Philosophy, Politics and Economics; from Imperial College, London with an MBA; and completed the Advanced Management Programme at Harvard Business School. She has a Certificate in Counselling Skills from the University of Edinburgh and an Advanced Diploma in Executive Coaching with the Academy of Executive Coaching.

## Stephan van Galen



### **Secretary-General, University of Groningen**

Stephan van Galen has been the Secretary-General of the University of Groningen since September 2015. Previous to that he worked as a senior policy officer at the Association of Universities in the Netherlands (VSNU), and later he became General Secretary of the Accreditation Organisation of the Netherlands and Flanders (NVAO).

Stephan read Imperial History at King's College London and continued his studies in Leiden and London at the School of Oriental and African Studies (University of London), resulting in a MA in South Asian history. The topic of his Leiden PhD thesis (defended in 2008) was "Arakan and Bengal. The rise and decline of the Mrauk U kingdom (Burma)

between 1500-1700".

## Russell Ashworth



### **Executive Coach**

Russell Ashworth has had a long career as a senior professional manager in higher education, most recently at the University of Manchester where he was Director of the University's Programme Management Office. He has significant experience of general management in central as well as school and faculty administration in universities.

Russell has had a long association with HUMANE having been a participant in many programmes including the inaugural Winter and Summer Schools. He has recently started a new career as an executive coach specialising in higher education management development and improvement

## Gerry Webber



### **Facilitator, HUMANE**

Gerry was the University Secretary at Edinburgh Napier University for almost 20 years until he retired in December 2017. Prior to that he was the Director of Planning at the University of Edinburgh and earlier still worked at the University of Newcastle Upon Tyne both as a research administrator and a Faculty Registrar.

He now works as a charity trustee and as a charity worker in addition to which he is an independent member of the Project Board overseeing the £25m refurbishment of the King's Theatre in Edinburgh when he isn't working for HUMANE.

# Programme

<b>SUNDAY 24 February</b>		
19.00-21.00	Informal welcome and induction - paying bar on the ground floor, Ten Hill Place Hotel, 10 Hill Place, Edinburgh, EH8 9DS  Short walking tour of the Royal Mile to Edinburgh Castle	
<b>MONDAY 25 February</b>		
09.00	Participants gather for coffee and networking	Upper Hall, The Pleasance Courtyard 60 Pleasance Edinburgh EH8 9TJ
09.15	Introduction to the programme: themes; format; and setting some personal objectives	Gerry Webber
09.30	Welcome to the University and reflections on the role of the generalist in contemporary higher education	Peter Mathieson VC University of Edinburgh
<b>The times they are a-changin': megatrends driving change in higher education and beyond</b>		
09.50	<i>Megatrend one:</i> demography and consumers	Alison Angus, Head of Lifestyles, Euromonitor International
10.30	<b>Coffee break</b>	
11.00	<i>Megatrends two:</i> global economics and the crisis of values	Ingrid Bengtsson-Rijavec, Chief Financial Officer, Malmö University
11.40	<i>Megatrends three:</i> innovations in technology and their impact on consumer services	Dave Kenworthy, Director of Digital Services, University of London
12.20	<b>Lunch</b>	
13.30	Seismic shifts in student expectations: so you think you know all about Gen Z and beyond, do you?	Eleri Connick, Student President, University of Edinburgh
14.00	Facilitated panel discussion on megatrends and student expectations	Gerry Webber and the panel of speakers
14.45	<b>Coffee break</b>	
15.15	Generalists' career development action planning session one: opportunities and challenges arising from megatrends for generalists' career planning, development and progression	All participants  Group discussions, facilitated by Russell Ashworth, Executive Coach

16.30	Plenary session. Pulling the threads together: reflections on day one and a look forward to day two	Facilitated by Gerry Webber
17.00	Day one ends and participants depart for hotels	
19.00	Drinks reception	St. Leonard's Hall, 18 Holyrood Park Rd, Edinburgh EH16 5AY
19.30	Pathways dinner	
<b>TUESDAY 26 February</b>		
08.45	Arrival, networking and coffee	Upper Hall, The Pleasance Courtyard, 60 Pleasance Edinburgh EH8 9TJ
<b>Who do they think they are?</b>		
09.00	Where do the Heads of our Professional Services come from? And what do they actually do? A view from either side of the Channel	Dave Hall, Registrar and Chief Operating Officer, University of Leicester  Stephan van Galen, Secretary-General, Rijksuniversiteit Groningen
09.40	Confessions of a headhunter: what do heads of institution and chairs of governing bodies <i>really</i> look for when recruiting heads of their professional services?	Kate Hunter, Partner, Perrett Laver
10.10	Looking from the outside in: the trials, tribulations and joys of shifting sectors to become a University Secretary	Sarah Smith, University Secretary, University of Edinburgh
10.40	<b>Coffee break</b>	
11.10	Senior staff selection: what to expect and how to prepare for it	Riitta Silvennoinen Chief Human Resources Officer, Aalto University
11.40	Generalists' career development action planning session two: building on strengths and addressing weaknesses - small group discussions and individual work to finalise personal action plans	All participants  Group discussions, facilitated by Russell Ashworth, Executive Coach
12.30	Final plenary session	
12.40	Buffet lunch	
13.30	Participants depart	

# List of Participants

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## Late Addition

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