Secretaries' Group Residential Meeting

Thursday 15 – Friday 16 February 2024 at the Stirling Court Hotel

INFORMATION PACK

US contacts:

Heather Sloan

Mobile: 07445 676 805

heather@universities-scotland.ac.uk

Ulrike Peter

Mobile: 07850 930 293

Ulrike@universities-scotland.ac.uk

PROGRAMME for Secretaries' Group Residential Meeting

Thursday 15 February 2024		
12:30-13:30 Restaurant	**Arrival with lunch available**	
13:30-14:25 Wallace Monument Room	**Business meeting part 1: agenda**	Oral updates/discussion: 1) Committee business - action note/minutes of Dec meeting 2) US update – PwC work on financial scenarios & intl student recruitment trends, Budget Outcomes & Reform work, Cross Cab Sec meeting 3) Shared services on complaints – Jim McGeorge 4) SFC Assurance Project 5) Mental Health and Wellbeing including MH principles and Discretionary Funding
14:25-14:45 Conservatory	**Break for Afternoon Tea/Coffee and cake**	

14:45-16:00
Wallace Monument Room
	Session on Resilience
	
	Speaker:
	Mark Adderley, Associate, Leadership Advance HE
		The Importance of Resilience through the Lens of the Organisation, the Team, and the Role of the Senior Leader
		Session outline:
		Check in and opening (5 min)
		Provocation – 15 minutes
		• What do we define resilience as?
		• Why is resilience important for us as leaders (ref Advance HE survey)?
		• What stories do we and others tell about our resilience?
		• What is the difference between organisational and personal resilience?
		• Where do we spend our time and where should we?
		
		Facilitated discussion (45 min)
		• 3 separate discussions with feedback on how we develop resilience:
		   o Organisational – how does our sector/organization prevent burnout?
		   o Team – how well do I know and trust my team? And them me? Where do I fit?
		   o Self – who supports us?
		
		Final reflections and next steps (10 min)
		• Agreeing some personal and organisational actions
		• What stories do we want to be telling about ourselves in a years' time?
		• Handouts available with some ideas and questions?

16:00 – 16:05	**Comfort break**	
16:05-17:10 Wallace Monument Room	**Session reflecting on institutions strategic aims re sustainability and net zero and that these are being pursued in a context**	**The Unsettling Race - Climate Risk and Opportunity in a Volatile World and the Role of Senior Leaders at Universities** **Session outline:** Short Introduction to Edinburgh's work on Social Responsibility and

	of legislation and regulation. **Speaker:** Dave Gorman, Director for Social Responsibility and Sustainability, University of Edinburgh	Sustainability, including introduction to forests and peatlands work (5 mins) Attendee reflection- Questions they would like to see answered on climate science and sustainability, or what it means for leadership of universities (5 mins) Recap on the science and global tipping points (10 mins) The Unsettling Race- Climate Risk and Opportunity in a Volatile World and the Role of Senior Leaders (15 mins) Table discussions: (20 min) • Is any of this a surprise? • How embedded are climate and sustainability risks into core governance, strategy, planning and risk processes? • What tools and information do you need as a senior leader to respond? • What role can the group play in tackling these crises? Questions and Discussion including answering identified questions (20 mins)
18:15-19:00 Conservatory	**Pre-dinner drinks**	
19:00/19:15 onwards Abbeycraig	**Dinner (seasonal three course)** **Dinner speaker:** Alastair Sim, Director, Universities Scotland	
Friday 16 February 2024		
07:30-09:00 Restaurant	**Breakfast – Scottish**	
09:00-09:50 Wallace Monument Room	**Business meeting part 2: agenda**	Oral updates/discussion: 1) GBV related items 2) ONS classification 3) Covid Inquiry 4) Opportunity for members to raise any issued or reflections on everything that's happening externally
09:50-10:00	**Comfort break**	
10:00-11:15 Wallace Monument Room	**Session on AI – automation through lens of systems, process and role of human skills** **Speakers:** Dr Sandy Brownlee SICSA (The Scottish Informatic and Computer Science Alliance) Dr David Telford, Executive Director, Information Services	**What's the fuss with Artificial Intelligence?** **Session outline:** What is AI? (15 mins; Sandy Brownlee) • Preconceptions: what do participants think of when they hear AI? • A brief introduction to AI; high level overview of what modern AI is and how it works • What kind of jobs can AI do? • What can it do for teaching? What's the current state of play? (15 mins; David Telford) • How is AI appearing in enterprise systems? • Examples: HR operations, finance, security • What AI can't replace

	Stirling University Dr Leonardo Bezerra, Lecturer in AI/Data Science in Computing Science, Stirling University	What should we be aware of? (15 mins; Leonardo Bezerra) • Potential harms: errors, bias, discrimination, jobs • Legislation and regulation Questions and discussions (30 mins)
11:15-11:45 Conservatory	**Break for Morning Tea/Coffee and biscuits**	
11:45 – 12:45	**Session on Cyber security, learning is being shared by two HE institutions** **Speakers:** Donna McMillan, Vice Principal (Governance) and University Secretary, UWS Patrick Hackett Registrar, Secretary and COO, Manchester University	This session looks to explore learnings from the experience of colleagues at UWS and Manchester University who have faced challenges linked to cybersecurity directly, noting that for everyone it's more a case of "when" not "if" they will face this themselves.
12:45-14:30 Restaurant	**Buffet Lunch and conclusion**	

The next Secretaries Group meeting will take place on Friday 3 May 2023 from 11:00 – 13:00, in-person at the Edinburgh Futures Institute (EFI), University of Edinburgh.

ATTENDEES

Member	Title	Institution
Ms Eileen Schofield, Convener	Chief Operating Officer and University Secretary	University of Stirling
Ms Leigh Chalmers (Thursday - day only)- Ms Lucy Evans- (Alternate- attending Friday)	University Secretary Deputy Secretary, Students	University of Edinburgh
Mr David Cloy	Head of Governance and Risk	Edinburgh Napier University
Dr David Duncan	Chief operating officer and University Secretary	University of Glasgow
Dr Stuart Fancey	University Secretary	University of Strathclyde
Ms Susan Mitchell	Chief Operating Officer & Deputy Vice-Chancellor	Glasgow Caledonian University
Ms Irene Hynd	University Secretary	Queen Margaret University
Dr Jim McGeorge	University Secretary and Chief Operating Officer	University of Dundee
Ms Donna McMillan	University Secretary	University of the West of Scotland
Mr Alastair Merrill (from Thursday evening)	Vice-Principal (Governance and Planning)	University of St Andrews
Ms Ruth Moir	University Secretary	Heriot-Watt University
Ms Kate Signorini	Depute Director for Strategy, Planning and Resources	Open University in Scotland
Ms Sheena Stewart	University Secretary	University of the Highlands and Islands
Ms Veronica Strachan	University Secretary and Vice Principal for Corporate Services	Robert Gordon University
Ms Devon Taylor	Interim Company Secretary	SRUC
* Ms Louise Thomson (alt for Tracey Slaven) attending as day delegate only -Thurs and Fri)	Head of Governance and Executive Support	University of Aberdeen
Universities Scotland		
Mr David Lott	Deputy Director	Universities Scotland
Ms Ulrike Peter	Senior Policy Officer	Universities Scotland
Ms Heather Sloan	Policy Assistant	Universities Scotland

Apologies:

Member	Title	Institution
Professor Vicky Gunn	Academic Registrar and Secretary	Royal Conservatoire of Scotland
Ms Jan Hulme	University Secretary and Vice-Principal Governance	Glasgow Caledonian University (GCU)
Ms Ester Ruskuc	Vice-Principal (Strategy, Policy and Planning)	University of St Andrews
*Ms Tracey Slaven	University Secretary & Chief Operating Officer	University of Aberdeen

Ms Caroline Summers	Vice Principal (Strategy and Governance) and University Secretary	Abertay University
Mr Roger Sendall	Director of Corporate Governance (Deputy Secretary)	University of the Highlands and Islands (UHI)
Ms Catherine Webb	Executive Officer	AHUA
Ms Emma Williams	Secretary and Registrar	Glasgow School of Art

Speakers

Name	Title	Institution
Mr Mark Adderley (Speaker – Thursday)	Associate, Leadership	Advance HE
Mr Dave Gorman (Speaker - Thursday)	Director for Social Responsibility and Sustainability	University of Edinburgh
Mr Alastair Sim (Pre-dinner Speaker)	Director	Universities Scotland
Dr Sandy Brownlee (Speaker – Friday)	AI Theme co-lead, SICSA; Senior Lecturer in Computing Science and Mathematics, University of Stirling	The Scottish Informatic and Computer Science Alliance (SICSA); University of Stirling
Dr David Telford (Speaker – Friday)	Executive Director Information Services	University of Stirling
Dr Leonardo Bezerra (Speaker – Friday)	Lecturer in AI/Data Science in Computing Science	University of Stirling
Ms Donna McMillan (Speaker – Friday)	Vice Principal (Governance) and University Secretary	University of the West of Scotland (UWS)
Mr Patrick Hackett (Speaker – Friday)	Registrar, Secretary and Chief Operating Officer	University of Manchester

CATERING

Thursday 15 February 2024

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 16 February 2024

Breakfast:	07:30 – 09:00 (Scottish)	Abbeycraig Restaurant
Morning Tea/Coffee break:	11:15 – 11:45	Conservatory
Lunch:	12:45 -14:30 (2 courses)	Abbeycraig Restaurant

SPEAKER INFORMATION

Mark Adderley
Associate, Leadership, Advance HE

Mark is an Experienced Trainer, Executive Coach, Consultant and Highly Experienced People and Transformation Director, with over 30 years' experience in HE, private, public and not-for-profit sectors in Europe, Middle- and Far-East Asia. This includes Strategy Consulting (1988-94), Royal Bank of Scotland (1992-2002), Scottish Water (2002-7), the National Trust for Scotland (2007-8), NHS (2009-2011), and Heriot-Watt University (2011-2018).

Mark had been a Chief-Executive, Executive and a Non-Executive Director for over 20 years, understanding governance, compliance and strategic insights needed at the top of organisations. He has been in HR or People director roles for the majority of those, leading the HR function, HR strategy and people-related change from the inside, working with executive teams to deliver organisational strategy through its people.

Mark is an independent coach, qualified facilitator and mediator with a passion to deliver. He coaches and develops leaders and leadership teams in the Private and Commercial, Health, Higher Education, Biotech, Digital and other sectors including Principal, Chief Officers, DVC and PVC, Director, Head of Function, Head of Department, Heads of Faculty and other senior executives

As an experienced leader, he understands the context within which senior managers in HE make decisions and has stood in places similar to where they stand. He has a detailed and strategic understanding of organisations and has real experience at the senior team table, and a problem-solving mindset. Mark has delivered major organisational, operational and behavioural change, led negotiations with and developed strong partnerships with Trades Unions during major change.

He also has a particular research interest in leadership, values and culture change. He has a range of tools and techniques at his disposal and tailors his approach to each client, and their leadership needs, to help senior leaders to find their own solutions, increasing awareness, ownership and delivering impact.

Dave Gorman
Director for Social Responsibility and Sustainability, University of Edinburgh

Dave Gorman is Director for Social Responsibility and Sustainability at the University of Edinburgh having previously been Head of Strategy at the Scottish Environment Protection Agency. Before that he worked in local government and after graduating undertook a wide variety of community and volunteering work including with children, homeless people and in care homes.

His University current role includes senior leadership responsibility for the University's social responsibility and sustainability activities, as well as strategic advice and delivery on climate change issues, energy, supply chains and human rights, responsible investment and social investment, environmental policy and regulation and community engagement. Dave is a Chartered Environmentalist and Chartered Manager and a fellow of the EAUC - Alliance for Sustainability Leadership in Education.

Alastair Sim
Director, Universities Scotland

Alastair Sim has been Director of Universities Scotland since July 2009, joining from the Scottish Civil Service. The Director has chief executive responsibility for the management of the organisation.

Since 2009 he has built the Universities Scotland team and supported members through two Scottish election, three general elections, two referendums, several spending reviews, the student support review, the Scottish Government's project on the learner journey and preparation for Brexit. He has represented Universities Scotland in Parliament and in the media and has served on many committees and working groups developing policy affecting higher education.

As a senior civil servant, Alastair developed new Scottish legislation on protection of the natural environment and on constitutional reform and was most latterly Director of Policy and Strategy at the Scottish Courts before joining Universities Scotland. Among other roles he served as Private Secretary to Ministers in the Commons and the Lords.

Alastair holds degrees from Oxford, Delaware and Glasgow universities (where he was a student and an executive director at the same time) and studied for the CIPR Diploma in Public Affairs at Queen Margaret University. He has had two thrillers published: *Rosslyn Blood* (2004) and *The Unbelievers* (2009).

Alastair holds a number of non-executive board positions at Scottish Credit and Qualifications Framework Partnership (since 2009), Scottish Council for Development and Industry (since 2020) and is an Advisory Board Member for Disclosure Scotland (since January 2023).

Dr Sandy Brownlee
Senior Lecturer in Computing, University of Stirling; AI co-lead for the Scottish Informatics and Computer Science Alliance (SICSA)

Dr Brownlee leads the Data Science and Intelligent Systems Research Group in Stirling, and is also AI co-lead for the Scottish Informatics and Computer Science Alliance (SICSA). He holds a BSc and PhD in Computing Science, and worked as software engineer in industry, and in the Civil Service, before returning to academia in 2010.

His research interest focuses on "explainable" AI spanning both optimisation and machine learning: making automated approaches for solving difficult problems explain their reasoning to help people make better decisions. He has applied these methods in transportation, civil engineering, software engineering, and healthcare.

Dr. David Telford
Executive Director of Information Services, University of Stirling

At the heart of the University of Stirling's technological and digital advancements, Dr. David Telford leads as the Executive Director of Information Services. His role encompasses the oversight of IT, Library Services, Programme Management, as well as Digital Skills and Academic Development. With a wide experience in the field, David has contributed significantly as a member of the JISC committee's and served as the Chair of ucisa, a key membership body for digital sectors in education.

David's career is marked by a dedication to leveraging technology in enhancing both staff and student experiences. He champions the transformative power of technology in optimising business operations and, crucially, in digital's positive impact in elevating the quality of research and academic activities. David's interest includes how people share knowledge tactility and explicitly and how digital can make accessible data, information, and knowledge.

Dr Leonardo Bezerra
Lecturer in AI & Data Science, University of Stirling

Dr Leonardo Bezerra joined the University of Stirling as a Lecturer in Artificial Intelligence (AI)/Data Science in 2023, after having been a Lecturer in Brazil for the past 7 years. He received his Ph.D. degree from Université Libre de Bruxelles (Belgium) in 2016, having defended a thesis on the automated design of multi-objective evolutionary algorithms. His research experience spans from applied data science projects with public and private institutions to supervising theses on automated and deep machine learning. Recently, his research has concentrated on the social impact of AI applications, such as disinformation through social media recommendation algorithms and the disruptive potential of generative AI.

Donna McMillan
Vice Principal (Governance) and University Secretary, University of the West of Scotland (UWS)

As Vice-Principal (Governance) and the University Secretary of the University of the West of Scotland, Donna heads the Court and Senate Office and has Executive responsibility for corporate governance as the Secretary to the Court and academic governance as the Secretary to Senate, as well as leading on Legal Services and Risk and Resilience.

The Vice-Principal (Governance) and University Secretary ensures the University meets its legislative and regulatory responsibilities, oversees all constitutional and ceremonial matters for the University, including arrangements for the Chancellor, and promotes the history and heritage of the Institution. With significant experience in higher education, Donna has previously led on institutional Quality Assurance & Enhancement, Health & Safety and Registry.

Donna has a Master's degree in Law (LLM) and an Honours degree in History & English Literature.

Patrick Hackett
Registrar, Secretary and Chief Operating Officer, The University of Manchester

Patrick Hackett took up on 1 October 2018 his current role as Registrar, Secretary and Chief Operating Officer at The University of Manchester, where he leads just under 6,000 Professional Services (PS) staff and is a member of the Senior Leadership Team.

Previously Patrick was Deputy Vice-Chancellor at The University of Liverpool, a position he held from August 2013. Whilst in this role he contributed to the development of a new institutional strategy, 'Towards 2026'; led the Strategic Change programme to deliver new strategic objectives; and developed a new vision of 'one PS'.

From November 2008 Patrick was Chief Operating Officer at Liverpool. In this capacity Patrick undertook a fundamental review of the Professional Services and designed a new PS unitary organisation model that has been adopted by other institutions; he delivered reviews of Council, Senate and senior committees with subsequent major changes to improve governance and effectiveness; and he was responsible for the University's strategic commercial and business relationship with Laureate Inc., a private sector for-profit global higher education provider, which grew the University's highly successful online presence to over 10,000 students. He was a founding Director of Xi'an Jiaotong Liverpool University in Suzhou, China, that was established in 2006 and oversaw its growth to over 12,000 students.

An architect by profession, Patrick has a BArch from University College Dublin and has also previously held senior leadership positions at The University of Reading and Royal Holloway, University of London. Additionally, he has been a consultant, advising higher education institutions across the UK on facilities management organisation and development and the delivery of major capital projects.

Patrick was a non-Executive Director of Aintree University Hospital NHS trust for six years until the end of March 2015 and he was also a Trustee Director of the University of Liverpool Pension Fund until 2018.
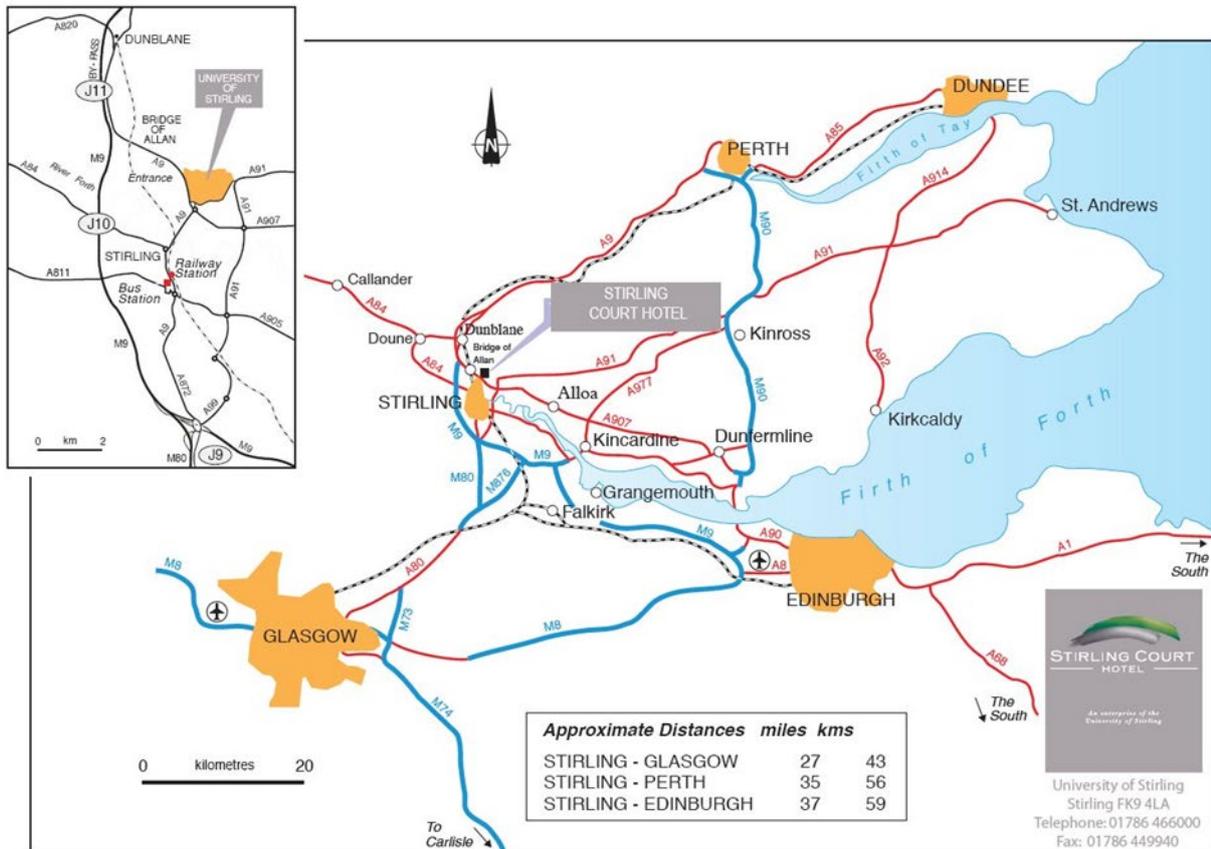
VENUE INFORMATION

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 easily accessible by bus, foot and bike from Stirling's centre.

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.

Charges apply for parking on the main campus. Please note that at certain times demand for our car parking spaces may exceed supply:-

- Parking charges apply Monday to Friday, 9.00am to 5.00pm, all year round (excluding Christmas and New Year's Day). Visitors can pay for parking through the RingGo app or over the phone. More information (including parking tariffs) can be found on our visitor parking information page.
- Blue badge holders are not required to Pay and display.
- Pay and Display Rates:
  - up to 2 hours free
  - 2 to 4 hours £2.00
  - 4+ hours £4.00

Electric vehicles

There are two electric vehicle charging stations located within Cottrell Main Car Park and at the rear of the Pathfoot Building. There are four designated spaces allowing up to four electric cars to recharge simultaneously.

Charges are not free, but costs £0.16p per kWh, with and 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 Castleview 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.

UNIVERSITY *of* STIRLING

Campus map

Alangrange

Bridge of Allan and Dunblane

Kenilworth Road

Sheriffmuir Road

Pendreich Way

Hermitage Wood

Airthrey Medical Centre

Grounds Maintenance Depot

Airthrey Castle Yard

Sheriffmuir Road

Henderson St

Main Entrance →

Pathfoot Building

Airthrey Castle

Sports Pavilion

Alexander Court

Grass Pitches

Boat House

Airthrey Loch

Golf Course

Artificial Pitches

Games Fields

INTO

Athletics Track

Sports Centre

Spittal Lane

Scottish Institute of Sport

Stirling Court Hotel

Stirling (A9)

Spittal Hill

Stirling

Property Management Office

Friarscroft

B998

Stirling University Innovation Park

Hillfoots Road

B998

Key places

1. Macrobert Arts Centre
2. Atrium/Andrew Miller Building (Including ATM, pharmacy and shops)
3. Students' Union
4. National Tennis Academy
5. Cramond Sports Hall
6. Robertson Trust Swimming Pool
7. Sports Centre
8. Golf/Sports Pavilion
9. Stirling Court Hotel

Catering Outlets

- Haldane's Restaurant
- The Bite
- Crush Hall Pod
- Refresh
- Café Bar at Macrobert Arts Centre
- Sports Centre Café
- Students' Union and Starbucks
- Lochside Cabin at Haldane's
- Stirling Court Hotel
- Pathfoot Dining Room
- Urban Grill at Logie Lecture Theatre

Legend

- Main University Buildings
- Stirling Court Hotel
- Car Park
- Footpath
- Nextbike
- Disabled Parking Bays
- Electric Vehicle Charging Stations
- Bus Stop
- Transport Hub
- Short Stay Car Park
- No vehicular access - pedestrians only