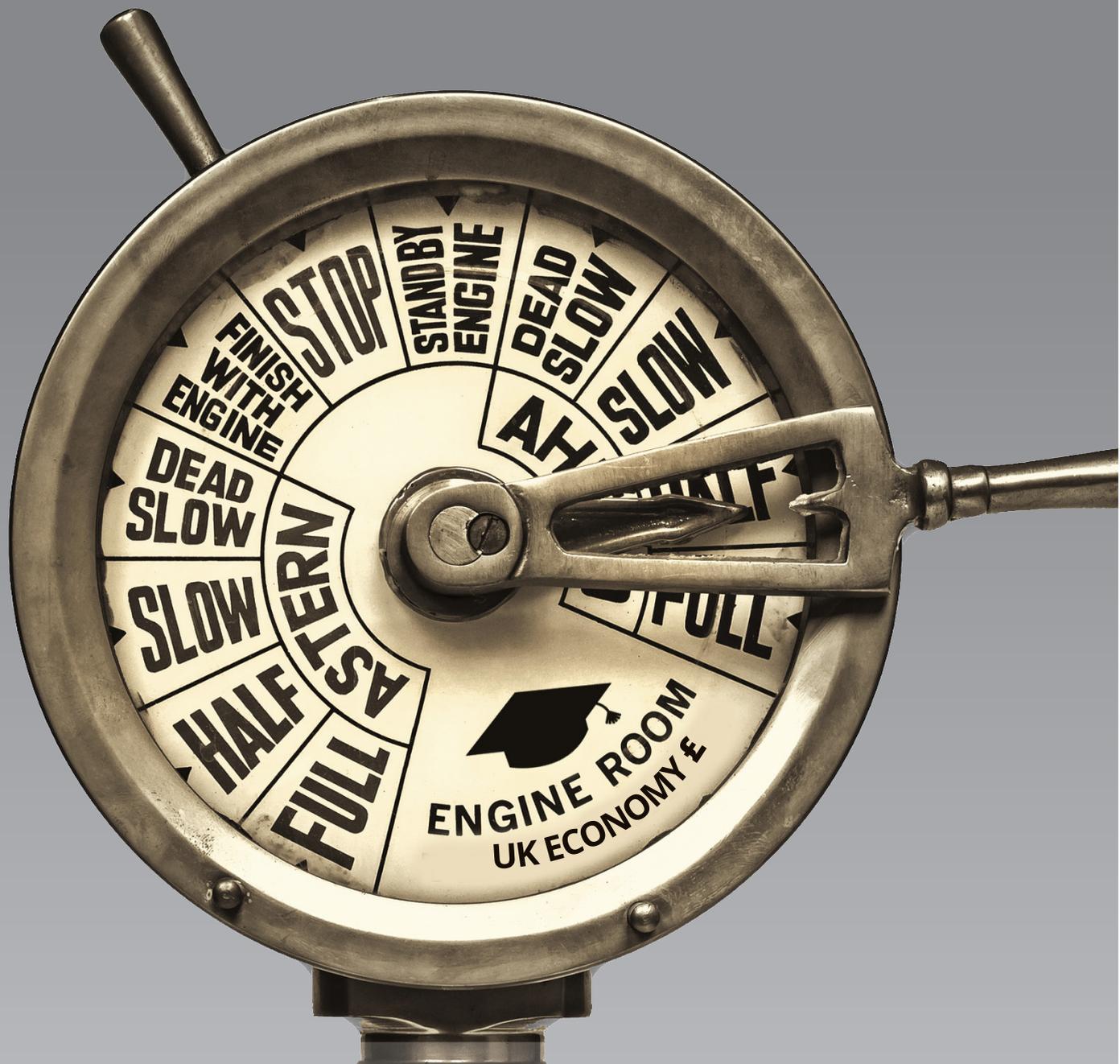


# CANVAS

HIGHER EDUCATION EDITION  
SPRING 2017

BY Saxton Bampfylde



**UNIVERSITIES: THE ENGINE  
ROOM OF THE UK ECONOMY?**

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# WELCOME

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Welcome to the Spring 2017 edition of CANVAS, an insight update from Saxton Bampfylde. Our aim is to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector.

We very much welcome any thoughts, comments, or inputs you would like to share.

We hope that you enjoy CANVAS.

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WITH DR JENNIFER BARNES



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HAMISH LAING



## EDITION OVERVIEW



### Stephen Bampfylde

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**H**igher education in the UK continues to develop significantly, while simultaneously facing a number of specific and recent challenges. With an uncertain European landscape, increased scrutiny from government and growing competition, both at home and internationally, the sector is under pressure to demonstrate its ability to navigate a complex set of issues.

Higher Education has history and experience on its side and an ability to evolve, adapt and thrive across the centuries. The institutions in the UK, both old and young, have shown repeatedly that they can survive, but will they thrive during the next decade?

In this edition, and within this context, we talk to Dr Jennifer Barnes about how the Higher Education sector is evolving. Its value, success and reputation is premised on change, both incremental and disruptive. She discusses why a strong cross-sector approach is fundamental for UK Higher Education, while maintaining its academic excellence, for which it is recognised worldwide. **C**



### YOUR THOUGHTS

**Evolve or Die? A view from the chair on the changing face of the university council.**



At the beginning of 2016 Saxton Bampfylde produced a piece of research providing insight into the strategic direction and changing face of university councils in the UK. If you would like to discuss this further, hear more or attend one of our regular events do please do get in touch.

# UNIVERSITIES:

## THE ENGINE ROOM OF THE UK ECONOMY?

Interview with **Dr Jennifer Barnes**, Partner in the Higher Education Practice at Saxton Bampfylde.

**H**OW IMPORTANT IS IT THAT HIGHER EDUCATION IS NOT SILOED FROM OTHER SECTORS IN THE UK? I view the Higher Education sector as the engine room for industries, creativity and culture in the UK. Our institutions produce some of the most talented teams and individuals in the world, and we need to recognise that across all sectors. For centuries, not decades, individuals hungry for an outstanding education, with its environment of meeting others who will stimulate their abilities, have chosen to be in the United Kingdom for their education.

In a recent FT article about the impact of Brexit on the City, the Chairman of Barclays was quoted as saying, 'the talent doesn't exist in the UK for the higher skilled jobs'. I realise this was in response to his concern, shared across Higher Education, that the UK will fall behind in every conceivable way if we appear as a country opposed to foreign integration. But it also struck me that if he was representative of a belief that UK universities are not producing graduates who can compete with those from overseas, he may well be unaware of the formidable abilities and skills, equal to any other part of the world, that the UK sector develops and delivers.

Unless Higher Education is understood as central to human progress, the UK will struggle. To keep that engine room running at full speed, it needs to be recognised as fundamental to ensuring the future of a nation.

**WHICH SECTORS ARE WORKING/  
PARTNERING MOST SUCCESSFULLY**

**WITH THE HE SECTOR? WHY DO YOU THINK THIS IS?** C. P. Snow charts a change during WWII in the kinds of interactions between individuals in Government, academia and industry, in his lecture '*Science and Government*'. In doing so, he also demonstrates Higher Education as part of a wider ecosystem, a triangle that exists between Higher Education, government and industry/cultural institutions. Each has a different purpose; the success of each is defined by the quality of their relationship with one another.

Yet policies often address only one of the areas, either a 'business' strategy, or an 'education' strategy. Yes, financial support is needed, but for industries and higher education they both demand, rightly, that whatever is put in place increases knowledge, productivity and innovation, and that the success of these can be measured differently in each sector.

**WHICH SECTORS MORE NATURALLY COLLABORATE WITH EACH OTHER?** It is impossible to find any great area of research in UK which isn't being driven by Higher Education: Energy, global health, precision medicine, advanced materials, smart cities, and all the work around ageing and big data are key examples. Often overlooked is the importance of the Creative Industries, which demonstrate the interdependence

of sciences, humanities and the performing arts. They lead in embedding new design and technology, in all areas of performance, and far from making the performer obsolete, redefines the relationship between humans and technology. This directly translates into economic benefit and international collaboration.

**WHAT OTHER CROSS SECTORAL OPPORTUNITIES DO YOU BELIEVE THERE ARE THAT CAN BRING POSITIVE RESULTS?** An interesting area gathering increased attention is wellbeing, and what

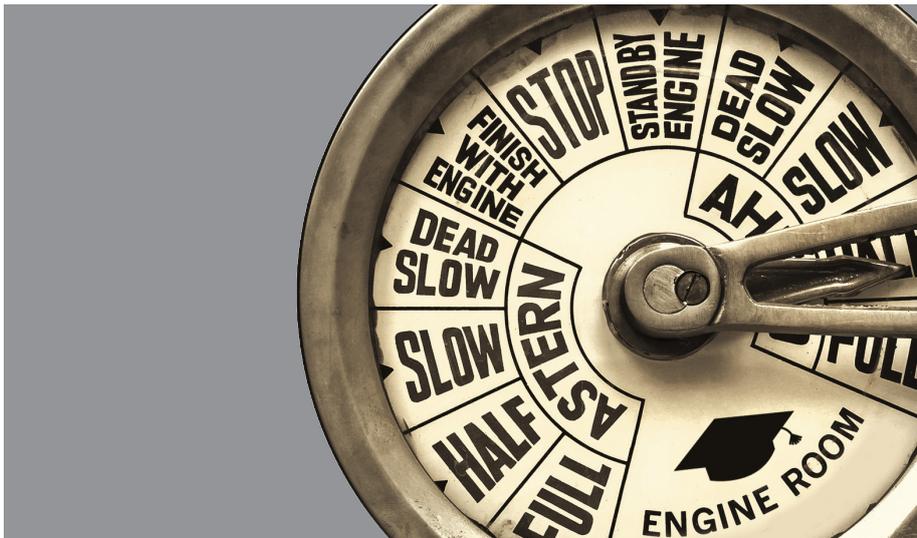
a society needs to do to bring this to the forefront and support it. There is a lot of work being undertaken right across the UK, at what makes a well-balanced human being. This underscores the importance of many disciplines that have been overlooked in an economic assessment of the value of Higher Education. There are signs that the Higher Education sector will drive this work.

**ARE THERE LESSONS THAT THE HE SECTOR CAN LOOK TO FROM AN INTERNATIONAL PERSPECTIVE?** Across the international market, the terms 'private' and 'public' are used in different ways, not only from country to country, but also within the same sector in the same country. This is also true for higher education.

Our universities have many successful

**“Unless Higher Education is understood as central to human progress, the UK will struggle.”**





## “It is impossible to find any great area of research in UK which isn’t being driven by Higher Education.”

examples of Public-Private Partnerships. I have no issue with that and indeed welcome the ingenuity to diversify revenue to support the future of universities. Rather than worry about ‘private’ providers, I am concerned about ‘For Profit’ providers, who answer to shareholders. A quick look at the way this was exploited in the US, which in turn tarnished the entire sector, is one I hope we can avoid.

In contrast, in November the Dyson Institute of Technology was announced, initially in partnership with Warwick University. The UK has some exemplary small and specialist institutions which train a small number of outstanding students with an intensive teaching regime. In that context, I welcome institutions that are created to produce outstanding practitioners.

However, the fact remains that the UK is the only G7 country which invests less in HE R&D as a percentage of GDP than it did 30 years ago. In his introduction to the recent report, *‘Building on Success and Learning from Experience’*, (July 2016), Lord Stern reiterates ‘Whilst the UK spends less as a proportion of GDP on research and development than some of its counterparts, the productivity of that investment is very high. Yet this begs the question, particularly with uncertainty surrounding the future of EU funding, what the United Kingdom could achieve if it was funded to the extent of other G7 nations.

### THE HIGHER EDUCATION AND RESEARCH

#### **BILL - IS THIS AN OPPORTUNITY TO HARNESS THE COMPETITIVENESS OF THE SECTOR AND IMPROVE PRODUCTIVITY AND CROSS SECTOR WORKING?**

Higher Education is an extraordinarily resilient sector. Some universities have been running for 50-60 years, others for 700 years. We are used to tough times and collectively the universities will find ways to come through in challenging times.

To me, the Bill approaches the sector with a very specific interpretation of problems in Higher Education. For example, the proposed Teaching Excellence Framework poses a valid issue: how to ensure students are receiving the amount and quality of teaching they deserve. Yet with no universal standard of what that means, and, without taking into account the existing commitment to teaching in many parts of the sector, this may give the impression of a significant, widespread problem in the UK Higher Education sector. I would regret anything that demoralises this group of individuals working in universities today. However, if it turns out that the measurements yet-to-be-identified, introduced through the Teaching Excellence Framework, intrinsically benefit students, there is no university that would not support this outcome.

#### **LEADERSHIP IN THE HE SECTOR. DOES THIS NEED TO MOVE AWAY FROM ACADEMIA AND INTO MORE COMMERCIALY EXPERIENCED SPHERES?**

In my experience, leaders in HE are driven more by the development of human capital, than by the delivery of profits and margin.

There is no Vice-Chancellor I know that does not understand the university is a complex business. They do not exist as an island, but have teams around them, and seek individuals who bring specific skills and experience to parts of the organisation. They work closely with the Chair of Council and members of the Council.

However, it’s important to recognise that leading a Higher Education institution is not the same as running a large corporation. A Vice-Chancellor relies on the fact that many individuals in the university are more of an expert than he or she in their own subject. This works as a useful measure to remind anyone doing this difficult role that there are always different views and approaches, and that no one can know it all. The premise of developing humans, both in body and mind, is important to the academic community, so decision-making needs to view risk not as a danger, but something to be evaluated against ‘what happens if we don’t do this’, and then set this analysis in the context of limited budgets.

This doesn’t mean someone from a commercial background can’t take on the role of Vice-Chancellor, but it would be helpful for that individual to demonstrate an understanding of the complexity and different drivers to that of a for-profit entity. I am confident, that a further cohort of individuals will emerge to address the changing needs of the sector. I think leadership is secure, but being a leader is certainly a different challenge than it might have been 30 years ago.

#### **WHAT DO YOU CONSIDER AS THE KEY CONCERNS FOR INSTITUTIONS IN THE MEDIUM TO LONG TERM?**

Despite my tendency towards optimism, I was sobered by predictions in a recent report from Oliver Wyman Consultants\* commissioned for TheCityUK. The report states that if we follow a path of ‘hard Brexit’ or ‘low access’ to the single market we face a potential loss of 75,000 jobs; £38billion in lost revenues; and £10 billion in lost taxes.

That would be very difficult for any country to weather. And I would wish to hear more, as the Brexit terms become more clear and the Higher Education Bill is enacted, as to how this Bill and this negotiation will increase

employment opportunities for our graduates? Far from the UK not producing enough highly-skilled UK graduates, the reality is we produce graduates of outstanding abilities ready to join the UK economy. This is not just a business issue, it's a graduate issue.

**IN YOUR OPINION WHAT CAN, AND ARE, INSTITUTIONS AND THEIR MEMBER BODIES/REPRESENTATIVE ORGANISATIONS DOING TO ADDRESS THESE CONCERNS?**

My colleagues in HE institutions have formed Brexit working parties, and already are considering the different elements and scenarios – a complicated process but one that is being tackled directly. Integrity and intelligence will lead this forward, and collaborating with each other, with government, the treasury, BEIS and industry will be essential. A sector as old as ours is ready to prevail.

**DOES BREXIT PRESENT OPPORTUNITIES FOR THE HE SECTOR TO WORK MORE CLOSELY WITH OTHER SECTORS, PUBLIC AND PRIVATE, IN THE UK AND BEYOND?**

Brexit will challenge Higher Education. Certain institutions will see opportunities. For example, those with overseas campuses can pursue certain strategies that others will not. However, I feel great personal sadness that the relationships that have been built up with European colleagues over the years will change. During my time as Pro-Vice-Chancellor, negotiations with India, the US and China were all premised on their interest in access to not only Cambridge research, but the European market.

Ultimately the role of a university is to be valued by its community, regionally and nationally. If you travel to areas in a country or region where there are no universities, confidence, hope and purpose are cauterised. Yet going back to what I said earlier, that dynamic of an independent entity, founded not on profit, but human progress, that concept is essential to communicate. The university of tomorrow will not thrive if it's seen as a closed entity addressing its customers' needs yet separate from its community. I think we will see, with the LEPs, City Deals and devolution, an opportunity for universities to establish deeper roots in their communities.

The UK has some of the very best Higher Education institutions and people in the world; the next decades depend on it. **C**

## **“The UK has some of the very best Higher Education institutions and people in the world; the next decades depend on it.”**

### DR JENNIFER BARNES

#### BIOGRAPHY



Jennifer has held senior leadership roles in higher education, business and the arts. From 2010-15, she was Pro-Vice-Chancellor, International Strategy and Deputy Vice-Chancellor at the University of Cambridge and President of Murray Edwards College (2008-2012). Prior to that, she was BP's first Global Director of Education, building partnerships with governments, universities and industry.

Originally from the US and a graduate of Smith College, she moved to the UK and trained as an opera singer. She holds a MMus from the Royal College of Music, a PhD from the University of London and an Honorary Fellowship from Trinity Laban conservatoire of music and dance.

Her focus has been integration and she has a track record in building new partnerships across academic disciplines and international collaborations involving several sectors. She continues to bring this perspective to organisations.

Jennifer joined Saxton Bampfylde in 2016.

#### **GET IN TOUCH WITH JENNIFER**

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# NEWS ROUND-UP

WE PROVIDE A BRIEF INSIGHT INTO KEY NEWS ITEMS THAT ARE CAUSING A STIR LOCALLY AND GLOBALLY.

## Success for Trump - the HE impact at home and abroad

Unless you have been hiding under a rock (some might not blame you) or living on the moon, you'll be well aware that Donald Trump is to become the 45th president of the United States. There were differing opinions across the US, with some campuses up in arms (Inside Higher Ed, November 10). Others welcomed the news and see this as an opportunity for HE both in the States and abroad.

The Australian (10 November) is hopeful that this will make studying in their institutions more appealing to Latin American and Muslim students over the US or UK.

There are some at home in the US who



are looking at the positives, such as Ryan Craig writing in Forbes (9 November). He believes that Trump's administration could mark the rebalancing of the HE system in the US where students who enrol will be more likely to graduate with valued degrees across a range of areas.

With the news that President-Elect Trump has settled the fraud suits (for \$25million) brought against him by students of the Trump University, there appeared to be relief on both sides that this legal proceeding is now over (BBC.co.uk, 19 November).

## Take a view - higher education and research bill

Controversial and still very much under consideration, there are many opinions on the Higher Education and Research Bill which had its Second Reading in July 2016. The mood of many in the sector is of uncertainty, but there are those who see opportunities. Leading the charge is James Dyson (The Guardian, 4 November) with the commitment to setting up the Dyson institute of technology, which he believes is necessary to address the chronic skills gap in engineering in the UK.

In Scotland, the reaction to the HE and Research Bill (where it will not apply) has caused alarm according to Professor

Tim O'Shea threatening to impact the international reputation of Scottish institutions if more private providers are awarded university status in England and Wales. (The Herald, 26 October).

In an article that resonates very clearly with Dr Barnes' views, Professor Ian Walmsley (Huffington Post 11 November) outlines how fundamentally important the HE sector is in the UK for driving forward science and research, much more so than in other countries. He argues that the current bill needs to ensure a strong voice for the sector to help drive the UK's competitiveness overall.





## Immigration remains a serious Brexit concern as May travels to India

Immigration remains one of the key Brexit issues for the HE sector. Theresa May's visit to India added more fuel to the flames as it dominated both talks and the media (International Business Times, November 7) pages, with the indication that Mrs May rejected the request for easier visa norms for Indian students. A country with a wealth three times that of the UK is starting to recognise bargaining power may lie with them, as students look to higher education outside this country.

An impassioned piece (Times Higher Education Supplement, November 11) from Sir Keith Burnett clearly outlined the impact the government's approach is having in India. With a 50 per cent drop in the number of Indians studying in the UK since 2010 should be 'the mother of all wake-up calls'. He says

that 'Other countries are rubbing their hands with glee at our stupidity,' and that trade cannot sustain us alone, clearly highlighting that international students to bring £14 billion every year to the UK economy. Looking to the future he warns that with this policy 'we are destroying hard-earned goodwill with a huge proportion of the world's population'. He implores people to care as '[their] children's jobs in the future could depend on it.'

Compounding Sir Keith's view and demonstrating the impacts of this ongoing policy view towards immigration, the Independent (November 16) reports the impact already being felt with a significant number of EU student no-shows at leading UK business schools; and Madeleine Atkins, CEO of Hefce (Times Higher Education, October 24)

saying that the future talent pool for teaching and research staff is showing real shortages. The recognition of the importance of the immigration issue for financial services sector was outlined in The Financial Times (5 October) reporting that the City elite continues to appeal to Theresa May to 'keep an open attitude to skilled immigration, saying the issue is as important as keeping access to the EU's single market for trade and services'.

The desire to limit access to international students does not seem to be a view shared by all. A poll 'welcoming' students in The Times (October 26) found 'five times more people think that international students at British universities have a positive impact than [they have] negative effect.'

# KEY APPOINTMENTS

Saxton Bampfylde and their partners around the world advise many leading universities. We are delighted to share with you some of the roles that we have been privileged to work on.



**> REVD. CALVIN SAMUEL**  
Principal, London School  
of Theology

The Revd. Calvin Samuel will be the next Principal of London School of Theology. He is currently Director of the Wesley Study Centre, Durham and Academic Dean of St John's College within the University of Durham. His previous appointments include New Testament Lecturer at Spurgeon's College in London and Chaplain to Farrington's School in Kent.

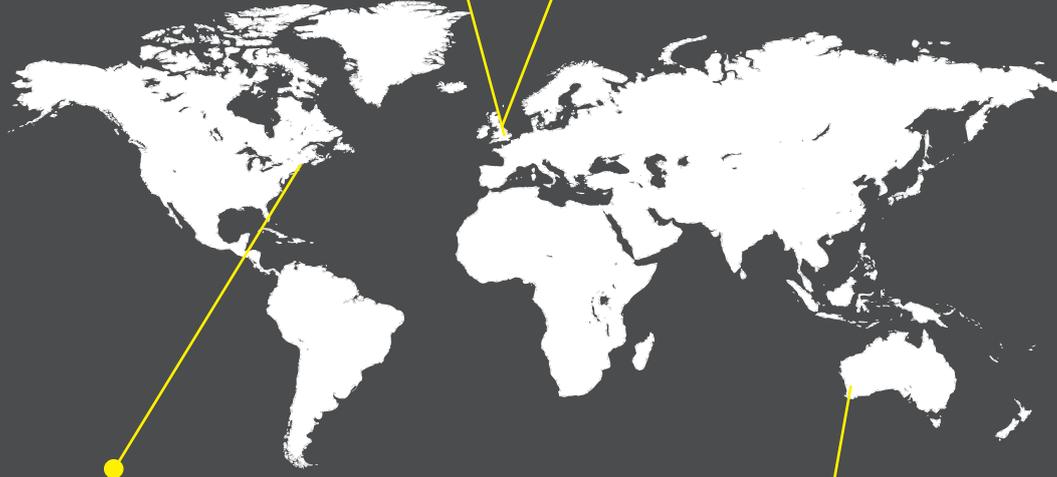
*(Appointment lead partner - Hamish Laing)*



**> GERARD LEMOS**  
Chair of Council,  
University of York

Author and social policy researcher Gerard Lemos has been appointed Chair of the University of York Council from August 2017. He previously chaired both the British Council Board of Trustees and the Lending Standards Board. He has also served as a Civil Service Commissioner and a non-executive director of the Crown Prosecution Service.

*(Appointment lead partner - Hamish Laing)*



**> DANIEL CODERRE**  
President and Chief  
Executive Officer,  
Génome Québec

The Génome Québec Board of Directors has appointed Daniel Coderre as the organization's new President and CEO. Daniel Coderre served as Rector of the Institut national de la recherche scientifique (INRS) since 2009. He began his career in 1982 as a biology professor at UQAM, where he supervised 85 masters and doctoral students and published nearly 100 scientific publications. He served as Dean of the Faculty of Science and Vice-Rector of Research before being appointed Vice-President of Academic Affairs and Research at Université du Québec from 2004 to 2009 and in 2009, as its Interim President.

*(Appointment lead partner - Patrick Kenniff)*



**> PROFESSOR LYN KARSTADT**  
Deputy Vice Chancellor -  
International, Murdoch  
University

Murdoch University has appointed Professor Lyn Karstadt as Deputy Vice Chancellor - International. Prior to her new role, Professor Karstadt worked for 20 years at the University of Hertfordshire. Over her tenure, she rose through the ranks to become Operational Dean, Faculty of Health & Human Sciences, and later, Associate Director - International Health Developments. It was in her most recent roles where she developed significant networks and experience in international markets, including India and Southeast Asia.

*(Appointment lead partner - Sean Davies)*

## VIEW FROM THE RIVER

# TEAM INSIGHT

Take a closer glimpse into the Saxton Bampfylde team with our regular View from the River feature. The company's London office is based next to the iconic Thames where the majority of the team works from.



## Hamish Laing

> Hamish is a Partner in the Higher Education practice group

### PAST, PRESENT AND FUTURE WITH SAXTON BAMPFYLDE

A senior member of an established practice that has tripled in size over nine years, making sector-changing appointments at all types of HE institutions.

### RAINY DAY DELIGHTS

Watching the weather come in whilst walking on West Wittering Beach, and then heading inland to Petworth House.

### PASSIONATE ABOUT

Simple to say, my first and foremost passion is my family.

### ONE HOT TIP

Freshest and tastiest sea fare at The Salt Room, Brighton, washed down perfectly with something from the excellent wine list.

### YOUR SECTOR VIEW IN JUST THREE WORDS

Global, high-touch, engaged.

### CONTINUED OR TIGHTER RESTRICTIONS ON IMMIGRATION - WHAT IMPACT WILL THIS HAVE LONG TERM FOR THE HE SECTOR?

There is no doubt that there will be significant economic and political impacts from this policy, however what is potentially far more profound is the long-term effect this will have on the cultural and social heritage of the HE sector and its development in the future.

### GET IN TOUCH WITH HAMISH

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