

CANVAS

HIGHER EDUCATION EDITION 2023

BY Saxton Bampfylde

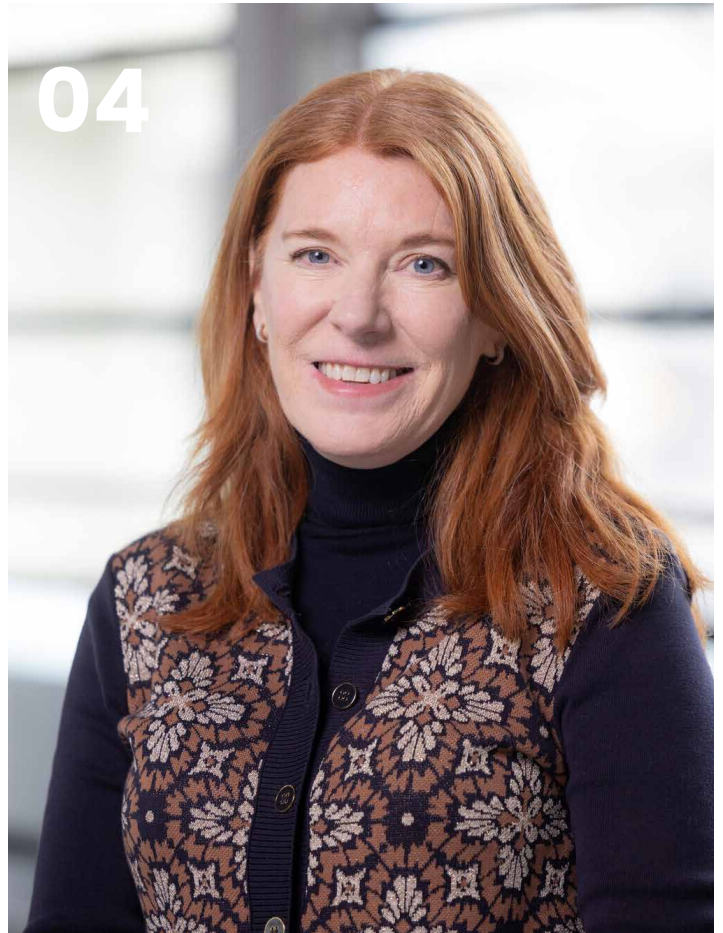
OUTSIDE IN LEVERAGING EXTERNAL PERSPECTIVES

CANVAS

HIGHER EDUCATION EDITION BY SAXTON BAMPFYLDE

Welcome to the 2023 Higher Education edition of CANVAS, the insights update from Saxton Bampfylde and our global partners. 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

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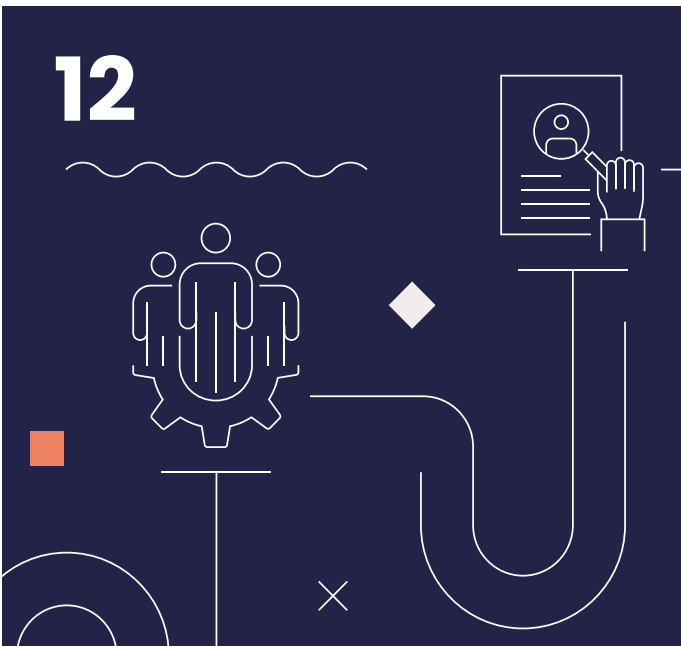
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EDITION OVERVIEW

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The years since the pandemic began in 2020 have seen universities innovate, take risks and embrace new modes of working, as they respond to major and shifting challenges within an ever constrained funding and regulatory environment. This trend is only partially true when it comes to the selection of leaders for senior roles. Some university panels have – perhaps understandably – taken a more cautious approach to selection, whereas others have embraced a level of risk and made out-of-sector appointments or backed potential over experience. It has been fascinating to observe this trend through our work.

There is perhaps more of an appetite now to test other talent pools for senior roles in higher education than ever before. Shortlists for senior roles are becoming more sector-diverse, and, encouragingly, more diverse in general. These trends will lead us as a sector to richer senior teams with more leadership breadth, and a wealth of experience to call upon. Adjacent sectors will also benefit from the cross-pollination of talent, and it is possible that higher education and its myriad external partners, stakeholders and collaborators will benefit enormously in the long run. This could add resilience in the face of the increasing headwinds in our sector.

In this edition of CANVAS, we are delighted to welcome two senior leaders placed into their roles by Saxton Bampfylde, who have stepped outside their sectors to take on strategic leadership roles: in one case from the private sector into higher education, and in another, from higher education into government. Both highlight how the diversity of thought and approach to leadership, organisation, governance and people can enhance and reap positive rewards.

We were delighted firstly to speak to **Grainne Brankin**, College Secretary and General Counsel at Imperial College

London, as she approaches the end of her two years in the role in December 2023. Grainne's stellar career has been predominantly within the private sector working for global law firms, plc and private equity businesses. Her move to Higher Education in early 2022 encouraged her to review and reset some expectations, as she transferred into a sector within its own unique model. She welcomes the collegiality from her peers across her institution and beyond. Her 'outside' voice has been sought on an increasing basis and is now being embraced throughout the organisation.

We are also delighted to talk to **Professor Jas Pal Badyal**, who was appointed Chief Scientific Advisor to the Welsh Government in January 2023. A Professor of Chemistry at Durham University Jas Pal has driven much collaboration between science, academia and business, resulting in significant patent applications from his department. Further to his academic work his passion for self-development and a desire to help others took Jas Pal to work in refugee camps where he used his scientific approach and planning to address a number of humanitarian challenges. He tells us how this wide-ranging experience, deep belief in science as a route to change society's future for the better, and a commitment to engendering wide-ranging views all influenced his decision to take on this new role.

In this addition of CANVAS we are also very happy to introduce our colleague **Dr Eugenia Gonzalez** as she shares some personal snippets, as well as professional experience and snapshot insights into the sector. Eugenia joined the team as a consultant in 2022 and brings a wealth of experience in higher education executive search.

We hope you enjoy this edition.

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Meet Dr Eugenia Gonzalez, Consultant and Partner in our Higher Education Practice



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WISE COUNSEL

Bringing an external perspective
to higher education



Interview with **Grainne Brankin**, College Secretary & General Counsel at Imperial College London

We are so pleased to have had the opportunity to talk to Grainne Brankin as she concludes two years as College Secretary & General Counsel at Imperial College London.

We hear how she welcomes the genuine collegiality from her peers across her institution and beyond and believes that this is vital to making it such a success. Her 'outside' voice has been sought at Imperial and has been embraced which demonstrates the positive and diverse approach that many institutions are looking to adopt.

Grainne was very thoughtful and keen to share advice and learnings to encourage others to consider higher education and bring their experience and knowledge to bear and evolve the sector for the future. We thank her so much for taking the time and consideration for this interview.

You joined Imperial as General Counsel and College Secretary in January 2022. Previously your experience was predominantly in the private sector – what observations would you share about the transition to the Higher Education sector?

My experience was all private sector, but fairly broad, as I've worked in law firms, listed companies and a private equity business as well as start-ups as a non-executive. So, when I thought about transitioning to Higher Education, I did consider that my extensive experience of different organisations and sectors would help.

I thought it would take me the first quarter to bed myself in, but I am happy to admit this has been a really steep learning curve. Higher education really is very different to the private sector. Revealingly, even thinking in calendar years and quarters is not a useful thing to do in this sector.

I had a recalibration and after the first year I felt like I had crossed a sort of line in terms of my understanding and feeling more at home in the sector. It really has taken me longer than I thought, and I am happy to share that to help set others' expectations.

Everybody I have spoken to in other universities have been so open and really helpful but you quickly realise that each organisation is very different. I would usually look at parallel organisations and see what others were doing and learn about best practise. In private businesses there may be some differences around the edges, but operating models are often clearly defined and similar. In higher education each institution differs and the parallels, patterns and models can be harder to find and apply.

“There is a notion of joint enterprise: we're all in higher education in the UK and it's something that we all want to work towards improving.”

I continue to be encouraged and delighted by the genuinely collegiate atmosphere in the sector. Peers and others in the sector are generous with their time, knowledge and experience. There is a notion of joint enterprise: we're all in higher education in the UK and it's something that we all want to work towards improving.

What have you identified as challenges and opportunities coming to the sector as a leader from 'outside'?

I would highlight three specific areas here. Firstly, diversity of thought, because one of the key things which is interesting in the higher education sector is that people stay in organisations a long time. When I really got my head around how long people expect to stay in roles and in institutions, it was really helpful to me because it drives a lot of behaviours and ways of thinking. We've got many members of staff who also studied here. It's a hugely strong endorsement and gives them a perspective which is very interesting and valuable. They've got a sort of double stakeholder status, but it does also mean

“There is a clear opportunity in importing relevant best practice in areas such as corporate governance and ESG from public companies where these have had significant focus and investment.”

that there is a challenge overcoming some embedded cultural thinking.

Second, there is a clear opportunity in importing relevant best practice in areas such as corporate governance and ESG from public companies where these have had significant focus and investment. I have been able to share some of that knowledge from the outside which is starting to bring benefits to the team.

The third area is around leadership in a central services type role and how we maximise what is on offer through collaboration and support to ensure that the outcomes and education are of the highest possible quality. We need to ensure that the frameworks for delivery are clearly in place and that the purpose and objective of non-academic roles in universities are well understood and deliver the same quality of support and efficiency that would be demanded in the private sector.

We often describe top tier academic institutions as having complex management and governance structures. Is this a fair assessment, and what are your observations of the challenges in these areas?

That is a fair assessment, but actually the interesting question in my mind is whether that complexity is necessary. And I think there is a mixed answer to that.

It is more complex to run an organisation with members and very disparate public as well as individual key stakeholders rather than shareholders, staff, customers and suppliers. And to be fair, almost every organisation is looking

beyond that to its more complicated stakeholder map. But, in higher education there is definitely a complexity which arises from the kind of community it is.

There perhaps is less time spent thinking about organisational design and structure. In a private organisation, often with change of ownership or leadership, people look at the organisation governance and structure. In a university I think less mind share is given typically to the whole organisation – it is more focused on smaller areas and independent departments in my experience so far. There isn't such a strong centre of gravity around a 'corporate HQ'.

I have spent a lot of time in the last year undertaking a governance effectiveness review at Imperial including trying to make things less complex. That has been a huge focus for me and colleagues have been really cooperative and willing to look at changes.

Your role involves much exposure to the board/Council as well as the executive – how does this relationship differ from other organisations you have worked for?

I think my relationship with them is actually quite similar, partly because at Imperial a lot of our independent council members have very strong corporate backgrounds.

We do also have a number of staff and student members and that is interesting, but it is not completely different to other organisations. The biggest challenge is to ensure that the Council and the university remain connected and have a good two-

way information exchange so providing a really effective liaison and conduit is key.

There is one difference to other boards I have been on and that is remuneration as our Council members work pro bono so you are more conscious, I think, of using their time efficiently. I feel that the work and time of Council members requires more acknowledgement than it might on a Plc board.

You have a broad brief which no doubt requires you to interface across both academic and professional services communities at all levels. Are there specific challenges or observations you would share related to this dynamic?

There is this notion of a great divide but that isn't what I have experienced at Imperial. There are many varied roles and skills required in our organisation but I don't think we necessarily behave differently towards each other in a way that would create a different dynamic.

However, one thing that is interesting at Imperial is the impact of its academic success which is obviously positive, but I do think that creates an expectation of excellence in all areas which is also a challenge.

Part of the opportunity created by academic success is a huge amount of brand value that you can benefit from more broadly. For example, it makes it easier to attract good talent in the professional services teams. A raising of expectation and maybe a raising of that bar is really interesting. As is the trend towards people valuing highly the purpose and impact of their organisation,



“In a university I think less mind share is given typically to the whole organisation. There isn’t such a strong centre of gravity around a ‘corporate HQ’.”

“In higher education you don’t simply lead by management reports, there needs to be dialogue with the community and that requires skill and empathy in leaders.”

which is a uniting factor for academic and professional services colleagues.

What in your view are the key characteristics required in a leader in higher education today?

There are a few core characteristics across all sectors: skill, reliability, strategic thinking, empathy and hard work, for example. There is increasing demand for authenticity and that must be discussed and, even more importantly, demonstrated. It is no longer good enough to say you believe in something; it has to be

proven and the value to people and the purpose of your organisation must be much more apparent.

In higher education a fundamental characteristic is patience, because the timelines are longer and that becomes really important when making decisions and being very thoughtful. However, this does need to be balanced with a sense of urgency for important projects and a desire and willingness to make decisions and move forward. I don’t think having infinite patience is an asset in the context of delivery. So we need to consider what’s the right level of patience? Where is the institution in its evolution? It’s an interesting balance and one that must be viewed carefully by leaders in this sector.

And finally, in higher education you don’t simply lead by management reports, there needs to be dialogue with the community and that requires skill and empathy in leaders.

What would you identify as the biggest threat to good leadership?

I think people are struggling all over. We are having to ask ourselves what is possible. Not just what do we want from staff but what are people prepared to give and how do we find a balance? There are some very big challenges, from a resource and people perspective. Productivity is an issue and there are staff who want fundamental changes, beyond pay and working from home. It is a more holistic issue and there is not one single solution. **6**

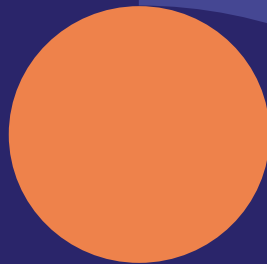


Biography

Grainne is a member of the University Management Board at Imperial, reporting to the President, and has overall responsibility for the Central Secretariat, Legal and Regulatory, Risk, Internal Audit and Governance functions. She also reports to the Chair of Council for Council matters and is a member of Court. Grainne’s legal career started as a corporate and intellectual property specialist at Clifford Chance LLP and Bird & Bird LLP and she has been General Counsel and member of the executive committee in various roles in the UK, France and Switzerland including at British Standards, Yahoo!, CBS and Centaur Media plc. As well as her expertise in governance, risk and compliance she has been a leader in strategic and organisational transformation programmes including change of ownership, restructures, digital transformation and group relocation. She has specific interests in diversity and inclusion, sustainability and technology/IP enabled businesses, which are also reflected in her non-executive roles at United Colleges Group, Oxford Executive Coaching and Siege FX.

LOOKING THROUGH A DIFFERENT LENS

**A scientific scope
from academia
to government**





Interview with **Professor Jas Pal Badyal**, Chief Scientific Adviser to the Welsh Government

Professor Jas Pal Badyal was appointed Chief Scientific Adviser (CSA) to the Welsh Government in January 2023. In this interview he shares his hopes and ambition to share the positive impacts of science to the people of Wales and demonstrate the connection that it has to enhancing society today and in the future. His belief in collaboration at local and national level with the open sharing of views are integral to this aspiration for society, but also fundamental, in his view, to successful leadership where diversity of thought, evidence and discussion are embraced.

You were appointed as CSA in February 2023. Previously your experience was mainly in higher education. Can you tell us a bit about your previous work and what has encouraged you to make the career decisions you have?

As we speak, I have just completed my first 100 days in this role and I am really enjoying it. I like to push myself outside my comfort zone so this transition was something I was excited about.

I originally joined Durham University as an early career researcher after gaining a PhD from Cambridge University. Within the academic environment I have been able to translate my research into a more commercial context helping to establish three start-up companies within Durham's chemistry department; the first of this kind for the department. It felt like a positive step and I took learnings from my time in Cambridge where there are a lot of start-up companies. I really wanted to demonstrate the wider societal benefit of my science and support my research students by providing them with opportunities to work and lead in those companies.

Over more recent years, with my passion for science, I decided to make a bit of a change, and translate my research towards helping low-income countries, for example providing clean water in refugee camps and arid climates. I was excited, maybe naively, to engage with people and use science in a different way and to help make an impact. I really loved this work, but it was cut short with the Covid pandemic and my research team couldn't travel.

"I like to focus on innovation and global connectedness which reflects both my experiences in academia and in industry."

It was at that point that I was approached by Saxton Bampfylde. Initially I was surprised they were asking me but when they explained the role, the impact it could have and the opportunity to raise the profile and application of science for wider societal benefit I was convinced. That is how I am here.

Are there benefits that you identify coming to this role and government sector as a leader from 'outside'?

I have been told that I am a different CSA to those they have had before in Wales. I come from an academic background, but have also brought my knowledge of how science impacts the wider world and benefits people's lives through lots of different applications. I like to focus on innovation and global connectedness, and this reflects both my experiences in academia having travelled extensively, but also in industry collaborating with many of the world's leading companies. It has

brought a number of advantages so far and I am looking forward to how this experience can impact the role further.

You were previously based in Durham and now working in Wales for the first time. Has this brought any additional elements to the transition to this role that you could share?

There are actually a lot of similarities between Wales and the North East, culturally and geographically. People are very friendly, open and welcoming with a really strong sense of community. The landscape is not entirely different either and so I do feel at home.

The challenges are also similar between the two areas with social deprivation, a lack of social mobility and low industrialisation apparent in both.

The CSA role in a devolved government – how do you work alongside your counterparts in other devolved and central roles? Does this make collaboration more of a priority?

Each government has its own respective priorities, and we also need to follow the programmes of government but there is a considerable amount of sharing. Particularly we share science and scientific evidence. It's really up to government policy teams what they do with the evidence. It has been a fantastic way to collaborate, build networks and look at problems and challenges through the lens of science.

I meet with CSA colleagues from England, Scotland and Northern Ireland on a regular basis and this really encourages interaction and collaboration. There are also opportunities to interact with international CSAs too which is really important in relation to for example tackling climate change.

Do you believe that the profile of the CSA has risen post-Covid? What benefits or challenges does this bring?

It has definitely risen, and that is certainly due to Sir Patrick Vallance and Professor Sir Chris Whitty who both did a truly brilliant job during the pandemic. I have found that it's actually a good route or anchor point in terms of opening up conversations with people who aren't from a science background. Everybody can relate to experiences during Covid and that means conversations with those in Government or the general public are easier to link back to science and its impacts.

“The biggest threat to good leadership is definitely groupthink.”

There is also a challenge that memories fade, and we come up against many other pressing issues, such as the cost of living crisis. There is a danger that science may drop in priority over the longer term. But we are working hard to sustain its profile as it is so important to make a difference in our everyday lives and for the longer term solutions to multiple issues. Science really does benefit society and we have seen this very much for the NHS with the incredible work on vaccines which have saved lives and reduced burden on the service.

How accessible is research and scientific funding for Welsh projects?

Access to funding is similar in many ways to the rest of the UK with some specific Welsh Government schemes also available. The main funding body is UKRI which is obviously UK-wide.

What are the key priorities in your role – both as a scientist and as a leader?

On a personal level, I really enjoy helping people succeed. I always have and that is probably why I ended up in education rather than going into industry. In my role I want to make the lives of people in Wales better through science. It doesn't necessarily mean through research, but through science.

For example, raising the profile of STEM in schools is so important, because whilst learning the academic concepts, you are also learning about human values too. In science there is a strong emphasis on truth and proof through evidence and experiment. For example, if people have good knowledge of science, it can help them to have a better appreciation of healthier lifestyles, and adapt to new technologies, including AI and other world-changing systems.

Currently there is a huge challenge for an older demographic who can't access some of these technologies and aren't aware of potential benefits which can create fear and scepticism, and so we need better engagement with science to be able to help address this.

More broadly, a greater awareness and adoption of science has great potential to bring economic impact too by driving greater research, development and prosperity. This is important for Wales given the historical closures of heavy industries and impact upon local Welsh communities.


What in your view are the key characteristics required in a leader in our society today?

I think the ability to look at topics and situations from very different perspectives is crucial in a leader and that comes from having different lived experiences. For example, I had no previous experience in government, but I try to look at problems from other perspectives and that can bring new insights and benefits. With only having one type of experience then there's the danger of groupthink. It is really important to decouple evidence from perception and maintain that mindset.

A good leader also really needs good interpersonal skills, which again comes from experience. For myself I have learnt from teaching students in universities to talking to CEOs of large multinational US companies, as well as finding ways to implement technological solutions in low income countries through negotiating. Those are all skills that provide more ability to interact and work with people.

“It is a fantastic way to collaborate, build networks and look at problems and challenges through the lens of science.”

What would you identify as the biggest threat to good leadership?

The biggest threat is definitely groupthink. It's important to decouple evidence from perceptions, but if you have strong evidence then you should not be fearful of making decisions and be more willing to engage and explain. Proof and discussion are important factors to help make an organisation more effective, fair, and inclusive. 

International Intentions

Finding the right leaders for an international campus

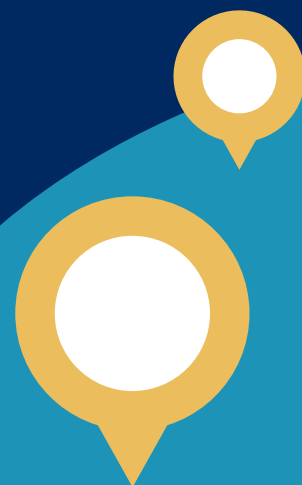
For almost forty years Saxton Bampfylde has worked with leaders in the higher education sector in the UK and internationally. The sector has continued to innovate, diversify and expand academically and geographically over this time.

An international reputation is vital for the majority of institutions across this sector to attract students, academics, research projects and funding. An international presence in the form of a physical campus or partnership is a relatively new concept, but one that has been undertaken by a variety of different UK universities.

As part of our sector insights development, we've chosen to explore leadership in international campuses by talking to senior leaders in the sector and consider specific areas including:

- Ease or not of recruitment
- What makes the role attractive
- Skills and experience required
- Future opportunities for leaders

Our fuller research piece will be available to view online in Autumn 2023 at www.saxbam.com.



HIGHER EDUCATION BOARD APPOINTMENTS

A selection of recent board appointments in higher education from those within or joining the sector, advised by Saxton Bampfylde.

University of Manchester



Deirdre Evans
Chair of the Audit and Risk Committee
 CFO, Football Foundation



Jatin Patel
Lay Member of Council
 Chief Commercial & Marketing Officer, Hastings Direct



Natasha Traynor
Lay Member of Council
 Marketing Director, QA



Guy Grainger
Lay Member of Council
 EMEA CEO, JLL



Dr Tony Raven
Lay Member of Council
 Former Chief Executive, Cambridge Enterprise University of Cambridge

University of Sheffield



Martin Temple
Chair of Council
 Former Chair, Health and Safety Executive



Dr John Hogan
Lay Member of Council
 Former Registrar and COO, Newcastle University



Frances Morris-Jones
Lay Member of Council
 Non-Executive Director, Oil and Gas Authority

University of Stirling



Dr Poonam Gupta
Lay Member
 CEO, PG Paper Company

University of Bristol



Ololade Adesanya
Chair of Audit
 Former President, ICAEW

Open University



Paul Kett
Council Member
 Former Director General Skills, Department for Education



Suresh Patel
Council Member
 Partner, Mazars LLP



Professor Dame Julia Goodfellow
Council Member
 Former Chair, Public Health England



Dr Thomas Frawley
Council Member
 Chair, Western Health and Social Care Trust

University of Aberdeen



Julie Ashworth
Senior Governor
Chair, Institute of Directors Scotland



Otto Thoresen
Independent Member of Court
Chair, Aviva International Insurance Board



Charlotte Pope-Williams
Independent Member of Court
Senior Associate Barrister, Pinsent Masons



Robert Traynham
Independent Member of Court
Head of Public Affairs, Facebook



Caryn Miller
Independent Member of Court
Joint Managing Director, Asia and Middle East, CMS UK

Durham University



Janette Brown
Lay Member
Managing Director, Credit Agricole



Sandip Biswas
Lay Member
Group Chief Investment Officer, GFG Alliance

Imperial College



Professor Sir Leszek Borysiewicz
Council Member
Chair, Cancer Research UK

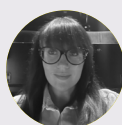


Deepak Khanna
Council Member
President Human Health-Europe and Canada, Merck & Co



Subhanu Saxena
Council Member
Director, Bill & Melinda Gates Foundation

University of Nottingham



Dr Michelle Haslam
Lay Member
Director General, Foreign, Commonwealth & Development Office



Rakesh Sharma
Lay Member
Former CEO, Ultra Electronics Holdings



Stephen Odell
Lay Member
Executive VP, Global Marketing, Sales & Service, Ford Motor Company



Piyali Mitra
Lay Member
Managing Director, Barclays



Giles Willits
Treasurer and Chair of the Finance Committee
Former CFO, Design Group for Industry

University of Liverpool



Mark Carawan
Chair of Audit Committee
Former Chief Compliance Officer, Citigroup



Matthew Reed
Lay Member
CEO, Marie Curie



Dr Alison Campbell
Lay Member
CEO, Government Office for Technology Transfer



Mark Proctor
Lay Member
Former Covid Vaccine Supply & Strategy Senior Director, AstraZeneca

University of Leeds



Kavita Singh
Lay Council Member
General Counsel International, DaVita



Heather Swanston
Lay Council Member
Partner (Business Restructuring Services), PwC



Peter Goldsbrough
Lay Council Member
Former Managing Partner at The Boston Consulting Group

VIEW FROM THE RIVER

TEAM INSIGHT

Meet **Dr Eugenia Gonzalez**, Partner and Consultant in our higher education Practice

Past, Present and Future – how you came to be at Saxton Bampfylde

Like many, I came into executive search by fortunate accident. I had done a PhD in Victorian Culture in the United States and, having enjoyed a (wonderful) short stint as a Lecturer here in the UK, was looking for a more stable alternative path to academia. In search I found a way of continuing to work with a sector I feel at home in and am passionate about. I came to Saxton Bampfylde after eight years at another search firm and will all too soon be approaching my second year anniversary, which I find extraordinary!

What is your role and focus in the higher education practice group?

I have always enjoyed working across the whole university and higher education ecosystem. I think it's so important to have a comprehensive understanding of the various roles, functions, and people that, together, make universities tick. I have found it invaluable to have that breadth of perspective. That said, I have always found it especially rewarding to work with clients on roles that resonate with my own academic interests and experience – the search for the LSE's Director of Research and Enterprise, where finding candidates who understood the research challenges distinctive to SHAPE subjects was key, comes to mind as a recent example. As well as new roles and initiatives where there is an opportunity to help shape the brief and work in close partnership with the client.

What in your view makes a good leader in higher education?

I think now, more than ever, there is a need for HE leaders to be receptive and able to lead through and deliver change. We need leaders that – very simply put – people can believe in and be willing to follow. Leaders need to be

attentive to the external environment, of course, and creative in seeking out new pathways and solutions, but without this quality, it's very easy for the best strategic plans to remain just that. The most impressive leaders I have come across exude a sense of authenticity in the way they communicate and relate to their colleagues, and are able to hold ambitious ideas alongside a sense of pragmatism and understanding of how challenges are felt 'on the ground.'

What about the higher education sector interests you most?

Despite the many challenges the sector faces, I still think universities are some of the most exciting places on earth. Working with organisations whose business it is to make discoveries about the world we live in, disseminate knowledge, and come into contact with, frequently, but not always, young people at really formative and critical time in their lives, is such a privilege. I think universities should hold a real pride of place in the UK, and their value – both reputational and economic – is woefully underestimated. Despite these difficulties, the sector continues to attract some of the best and most curious minds – even with tough competition – which makes me hopeful for the future.

You have lived (and worked) internationally – has this influenced your perspective on executive search?

I had a very international upbringing because of my father's profession, and the exposure to different cultures and languages has certainly shaped who I am and the perspective I bring to work. Having worked in both the American and UK academic systems has also been helpful, as I have a sense of what makes the UK sector distinctive but also an awareness that there are other models with their own advantages and


disadvantages. It is always valuable to be mindful, in my view, that there are other ways of doing things.

What are your passions outside of work?

I really love walking. Before we had our children my husband and I would walk for hours along the Thames almost every weekend. With small children, opportunities for this are rather more limited, but we are working on their stamina! I'm also a huge fan of tennis – both watching and playing – whenever I can fit it in.

With the choice – pop on a podcast or bury your nose in a book? Please share any good recommendations!

Both. I love a podcast while cooking or walking but it's no replacement for reading. Some classics over the years have been *Freakonomics* and *99% Invisible*, and I really enjoyed Esther Perel's *How's Work?*, which always felt a little bit like eavesdropping, but I thought gave fascinating insight into the personal 'baggage' that people can bring to work. Current favourites include *The Rest Is Politics* and *The Wonkhe Show* for a bit of HE sector discussion.

My reading habits are also quite broad, the last few books I've read are *Neurotribes*, about the history of autism, *The Authority Gap*, about the persistent differences in how women are perceived in relation to authority, and *The Exhibitionist*, about a dysfunctional family steeped in the world of art. The books I have returned to over and over again over the years, however, usually take me back to my academic roots – Mary Elizabeth Braddon's *Lady Audley's Secret* and Bram Stoker's *Dracula*. 

Get in touch with Eugenia

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“Now, more than ever, there is a need for Higher Education leaders to be receptive and able to lead through and deliver change.”



Saxton Bampfylde

OUR MISSION

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

Saxton Bampfylde is an employee-owned business.

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