Programme: Thursday 6th February

**POLICY Stream**

**FORWARD THINKING Stream**

**DATA Stream**

**STRATEGY Stream**

All the rooms are in the Edgbaston Park Hotel and Conference Centre unless otherwise stated

<table>
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<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
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<tr>
<td>08:00 - 10:00</td>
<td>Welcome breakfast</td>
<td>Bar and Lounge, Ground Floor</td>
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<tr>
<td>08:00 - 17:30</td>
<td>Conference registration and enquiry desk open</td>
<td>Bar and Lounge, Ground Floor</td>
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<td>09:30 - 10:15</td>
<td>'HESPA Welcome' to new planners and first-time attendees</td>
<td>The Fry Room, Ground Floor</td>
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<td></td>
<td>Monica Loomes, Projects and Engagement Officer and Jen Summerton,</td>
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<td>Executive Director, both of HESPA</td>
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<tr>
<td>10:30 - 11:00</td>
<td>Welcome and introduction to conference</td>
<td>The Fry Room, Ground Floor</td>
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<td>Professor Tim Jones, Provost and Vice-Principal, University of Birmingham</td>
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<tr>
<td>11:00 - 12:15</td>
<td>Plenary 1.1: University Governance: then and now</td>
<td>The Fry Room, Ground Floor</td>
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<td>This session will explore the changing and ever challenging role of higher education governance in an era of regulation and increasing hostility. Nick Hillman will provide a brief overview of some of the current challenges facing the sector and move onto discussing the role of governors in relation to these. He will then ask our three university governors to each make a short presentation before chairing an open discussion and taking questions from the audience. The three panel members are: Helen Thorne MBE (Director of External Relations, UCAS), Bee Morgan (Vice President Education, Lancaster University) and John Rushforth (Executive Secretary, Committee of University Chairs).</td>
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<td></td>
<td>Bee Morgan, Vice President Education, Lancaster University; John Rushforth, Executive Secretary, Committee of University Chairs and Helen Thorne, Director of External Relations, UCAS</td>
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<td>Introduced and chaired by: Nick Hillman, Director, HEPI</td>
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<td>12:15 - 12:45</td>
<td>Plenary 1.2: What next? Forward thinking session summary by Dr. Diana Beech</td>
<td>The Fry Room, Ground Floor</td>
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<td>2020 is a new year with a new Government. This brings with it new MPs, new ways of working and new policy objectives. In this session, Diana will draw on her recent experience of working as ministerial adviser in Whitehall to highlight the big policy issues we can expect to feature highly on the new government’s agenda for higher education this year and what topics we should be thinking seriously about for the future success of the sector. As well as providing an up-to-the-minute summary of the main political developments pertaining to universities, Diana will summarise the main challenges and opportunities coming the sector’s way and offer insights into how higher education institutions can best engage with the new government to ensure we start off on the right foot.</td>
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<td>Dr. Diana Beech, Head of Government Affairs, University of Warwick</td>
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<td>12:45 - 13:45</td>
<td>Lunch and Exhibition</td>
<td>Lounge and Networking Area, Ground Floor</td>
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<td>13:45 - 14:45</td>
<td>Workshop 1: Why do students make bad choices?</td>
<td>The Writer's Suite, First Floor</td>
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<td>We accept that universities should make decisions which are evidence-based. But what about students? Inherently, human choices tend to be driven by emotions more than reasoned judgement, but is it right to leave important life choices to whims? And how do these feelings and prejudices emerge? How can we ensure that what we provide to students is the right information, presented in the right way, to help shape their perspective and make unbiased, informed decisions about what might be the best path for them?</td>
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<td>Presented by education specialist Johnny Rich, this session will explore how students decide, when, how and using what data? He will explain the virtuous choice cycle and consider how planning, marketing and other functions might adapt to how students really make choices, so they can support better decisions, clearer expectations and better outcomes for institutions and graduates alike.</td>
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<td>Johnny Rich, Education Specialist, Consultant, Chief Executive of Push and Engineering Professors’ Council</td>
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<td>13:45 - 14:45</td>
<td>Workshop 2: Challenges for Higher Education providers in an</td>
<td>The Composer Suite, First Floor</td>
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<td>Open Science research world</td>
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<td></td>
<td>Bill Hubbard, Head, Scholarly Communications Support, Jisc and Dr. Rosa Scoble, Director of Planning, Brunel University</td>
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### Workshop 3: Operationalisation of your strategy, and making it stick

*The Pevsner Room, First Floor*

In a sector where we develop ambitious and challenging strategies, we often focus on the development of the glossy, to the detriment of the implementation of the strategy and moreover the on-going operationalisation. Coupled with this, a lack of accountability for delivery, and no ‘implications’ associated with not achieving targets has meant that often strategies fail, or simply remain the never referred to ‘glossy’.

This session will explore a data-rich, evidenced-based strategy execution system, the concept of a Balanced Scorecard to provide a comprehensive, unitary overview, overturning the traditional idea of the University as a collection of isolated functions operating in silos, and an accountability framework reviewing teams performances.

*Alison Rankin*, Director of Strategy, Planning & Performance, Ulster University

### Workshop 4: The Analytics Translator: reflections on this role in the UK Higher Education context

*The Fry Room, Ground Floor*

This workshop will share reflections on the Analytics Translator role in a UK HE context and examples of practice from the Faculty of Business and Law Strategic Support and Planning team, Manchester Metropolitan University. Articles in the Harvard Business Review (5 Feb 2018) and McKinsey Analytics report (https://www.mckinsey.com) have badged the Analytics Translator as “the new must-have role” to help organisations use analytics and data insight to improve business decision-making.

The workshop will provide illustrative real-life examples of analytics translator ways of working and support participants to reflect on their own practice and how this way of working could support enhanced use of data insight within their HEI or organisation.

*Bea Carter*, Faculty Planning Officer (Business and Law); *Ian Meeks*, Faculty Planning Officer (Business and Law) and *Dr. Catherine Mills*, Director of Faculty Planning and Operations (Business and Law), all of Manchester Metropolitan University

### Workshop 5: Dissecting and Exploiting Performance Data: out of sector lessons from the NHS

*The Lloyd Room, Hornton Grange*

Taking lessons from another sector, this session will examine how performance data is used in the NHS for service improvement. You will explore processes and tools employed by the NHS which might help you in your own institutions.

*Wendy Lewis*, Service Improvement Lead, NHS England and NHS Improvement

## Business Sessions

### Business Session Altis Consulting: How to get senior leadership alignment around Data & Analytics via a Strategy & Roadmap engagement

*The Fry Room, Ground Floor*

The University of Aberdeen is moving towards a culture of data supported decision making. With myriad stakeholders across the institution, multiple source systems, multiple reporting tools and processes, plus various other obstacles, the challenge was to get senior leadership alignment around Data & Analytics initiatives.

The University partnered with Altis Consulting and set about engaging with stakeholders from across the institution to ensure their needs were considered in the resultant Data & Analytics Strategy & Roadmap. Karl and Chris will describe the Data & Analytics Strategy & Roadmap engagement, the challenges faced and how they were overcome, the key role played by the senior leadership team, the benefits derived, and next steps for the University.

*Chris Keamey*, Higher Education Practice Lead & UK Regional Manager, Altis Consulting and *Professor Karl Leydecke*, Senior Vice-Principal, University of Aberdeen

### Business Session Hypergene: How a digital and agile solution for Strategic Planning and Risk Management can help to bring planning excellence and pro-active risk control to your organisation

*The Lloyd Room, Hornton Grange*

Hypergene, a leading Scandinavian provider of Performance Management applications, will present their proven solution for Higher Education Institutions and share how universities can reach planning excellence and pro-active risk control to your organisation.

Amongst other things, you will learn how a Nordic University implemented a fully integrated solution for Performance Management, KPI Tacking and Strategic Management – providing improved control and insight on all levels within the organisation. In addition, Hypergene will describe how a modern and efficient solution for Risk Management and Performance Reporting ensures easy access to information, increased transparency and improved control.

*Thomas Marinko*, Vice President, Business Development and *Erik Thelander*, Director Product Management, Segment Solutions, both of Hypergene
**Plenary 2: Data Governance in US Higher Education**  
The Fry Room, Ground Floor

Data Governance initiatives among US Higher Education providers were increasingly common 15 years ago, while in the UK, many institutions struggle to get data ownership, data definition, and data quality programmes off the starting blocks.

Many US HE providers have made great progress and learnt many lessons, but some still struggle to have well-understood, good quality data that supports timely, trusted reporting and analyses that drive institutional performance – because it is difficult!

Our speakers share the key lessons learnt, insights and the practices that contribute to success in this area as well as the common obstacles and blockers of progress.

We hear first from the experience of a university with a mature and successful Data Governance programme (Purdue University). A national perspective is provided by the leading ‘Performance Improvement Partner’ in US Higher Ed, The Education Advisory Board (EAB). EAB works across its 1400+ HE provider members to identify evidence-based leading practices. Its research programme on effective Data Governance, running for more than six years, provides rich material on common issues and the most effective ways to achieve successful Data Governance initiatives.

**Aaron Walz**, formerly Director of Agricultural Data Services, Purdue University and Higher Education Data Warehousing Forum (HEDW), United States and **Scott Winslow**, Managing Director, EAB Research

Introduced and chaired by: **Dr. Thomas Loya**, T Loya Consulting Ltd

**18:30 - 19:30**  
**Drinks Reception**  
Aston Webb Foyer and Rotunda, Aston Webb Building

**19:30 - 22:30**  
**Conference Dinner and Awards**  
The Great Hall, Aston Webb Building

Chaired by: **Jackie Njoroge**, Director of Strategy, University of Salford

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**Plenary 3: Proper Strategic Planning: joining the dots between data and decisions**  
The Fry Room, Ground Floor

Universities work hard to ensure that decision making is robust and evidence-based, however there remains a perceived gap between the information and insights which planners draw from their data analysis, and how these are used by senior colleagues in a way that is useful to their decision-making.

Chaired by **Aashish Khadia** (Director of Planning, University of Leicester) and with a panel of four, featuring **Professor Kathleen Armour** (Pro-Vice-Chancellor Education, University of Birmingham), **Simon Jennings** (Director of Strategic Planning and Governance, Lancaster University), **Laura Knox** (Director of Planning, St. Andrews), and **Professor Karl Leydecker** (Senior Vice-Principal, University of Aberdeen), this session aims to reflect on whether there are different and better ways to present insights in more effective ways, or with additional recommendations, and what these might be.

**Professor Kathleen Armour** FAcSS, Pro-Vice-Chancellor (Education), University of Birmingham; **Simon Jennings**, Director of Strategic Planning and Governance, Lancaster University; **Laura Knox**, Director of Planning, University of St. Andrews and **Professor Karl Leydecker**, Senior Vice-Principal, University of Aberdeen.

Introduced and chaired by: **Aashish Khadia**, Director of Planning, University of Leicester

**10:30 - 11:00**  
**Refreshments and Exhibition**  
Bar and Lounge, Ground Floor
**Workshop 6: The Solution Room**  
The Composer Suite, First Floor

Bring a problem and solve a challenge for the future via mini Action Learning Sets.

Action Learning Sets are a supportive forum where each participant brings to the session an organisational task, problem, challenge or opportunity on which they intend to act. Having presented the issue to the group, the other participants pose questions and raise discussions which help each presenter form new ideas and approaches.

Everyone in the session will have personal ‘air-time’ as well as the opportunity to contribute to the learning of others. It is also a valuable opportunity to network and gain broader knowledge across the sector.

Prep! Before attending the session, you must have clearly identified what task, problem, challenge or opportunity you wish to share. Bring your current plans and ideas and an open mind!

Rachel McLone, Learning and Development Manager, BUFDG

**Workshop 7: Communicating more effectively with data visualisation**  
The Lloyd Room, Hornton Grange

In this session you will learn some of the key rules of data visualisation, which will improve your communication using data. There will also be the opportunity to stretch and hone these new skills in an interactive workshop.

Neil Davidson, Head of Student Statutory Reporting and Analytics, University of Nottingham and Dave Kirk, Planning Lead, De Montfort University

**Workshop 8: Student Records: the small jigsaw piece making a big impact**  
The Writer's Suite, First Floor

This session, aimed at those who have some involvement in student records, will explore why your work matters to how your university is viewed in the external environment. Jointly presented by SROC and HESA, the session will discuss the data journey from internal student records into planning processes, which have both an internal and external focus, and then onto the way the data manifests itself in the external environment with major consequences for institutional reputation and other things.

We will discuss the way data is used for league tables, OFS regulatory requirements, performance indicators, the Teaching Excellence Framework (TEF) and other things. Implications of the move to real-time Data Futures will also be covered, with much of the ‘tidying’ of data carried out by planners needing to be done much earlier to make it externally fit for purpose earlier and quicker. Bring along some questions as we hope to have lots of time for discussion and sharing of challenges and best practice.

Mick Norman, Data Quality Manager, University of Kent and Rachel Wilkes, Product Owner, HESA

**Workshop 9: Planning for the Unknown: the what, why and how**  
The Fry Room, Ground Floor

In this session, we will talk about some of the factors affecting HE now, those we expect to affect us in the medium term and perhaps even engage in some crystal ball gazing for the longer term. We’ll share with you some of the tools that we have used at Loughborough University to help us assess the strategic impact of various scenarios. You’ll be given an opportunity to create your own versions of them, and reflect on how various scenarios would affect your own university’s strategy.

What is a risk for some will likely be an opportunity for others and working together with these tools will help us to see a broader perspective of the HE sector. This will be a highly interactive session, where you will be able to discuss and share strategic priorities, enabling great opportunities to network and gain a deeper understanding of our rich and varied HE sector.

Dr. Sophie Crouchman, Senior Planning Officer and Miranda Routledge, Director of Planning, both of Loughborough University

13:15 - 14:00 Platinum Sponsor

Business Session Billigence: Student Number Planning and its wider impact on the institution  
The Lloyd Room, Hornton Grange

Student Number Planning is often the first thing Higher Education institutions have to deal with as it directly impacts their income and sustainability. While mandatory, this process is often a black box made up of manual, time consuming and error-prone activities.

Leveraging a self-service analytical approach, we’ll show how to bring together different stakeholders and quickly create student & income forecasts, enable what-if scenario planning and identify trends in a clearly documented, step-by-step, trusted and transparent way.

These outputs can then feed supporting analyses, such as Campus Utilisation or Time Tabling, Workload Modelling and Institutional KPIs, as well as impact League Tables, leading to better stakeholder engagement and buy-in to the strategic plan through a unified perspective.

Michael Evans, UK Regional Director and Michal Lichter, Project Manager, both of Billigence

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**Business Session Studyportals: Informed Strategy Planning: data analytics in Higher Education**

*The Fry Room, Ground Floor*

International recruitment is becoming increasingly vital to universities across the world, and with TNE universities are increasingly playing a global role. But how does one decide which new course to launch, or where best to open a branch campus for those unable to travel for education? Using data analytics on student demand can help universities make an informed decision.

This session presents real-time insights into student interest for selected countries and cities and how Coventry University uses these insights to target international students, but also to determine where to open new campuses around the globe.

**David Pilsbury**, Deputy Vice-Chancellor (International Development), Coventry University and **Thijs van Vugt**, Director Analytics and Consulting Team, Studyportals

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**Plenary 4: The future shape of Higher Education - and its implications for planning**

*The Fry Room, Ground Floor*

This closing plenary will look forward into the next decade and explore what it might hold, both for higher education and the role of planners within it. With the evidence in the data as our starting point, what are the broad size and shape parameters of the next decade? Will it be a ‘data decade’ for HE? If so what exactly does that mean, how will the best universities be using data and analysis to achieve their objectives?

And what will these changes mean for strategic planners and the planning profession in universities: reduced to obsolescence, or a strengthened role centre-stage?

**Dr. Mark Corver**, Founder, dataH; **Lucy Everest**, Executive Director of Global Marketing and Recruitment, Heriot-Watt and **Anita Jackson**, Director of Planning and Student Information, University of Kent

*Introduced and chaired by: Graeme Wise*, Contributing Editor, Wonkhe

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**Closing remarks**

*The Fry Room, Ground Floor*

**Aashish Khadia**, Director of Planning, University of Leicester