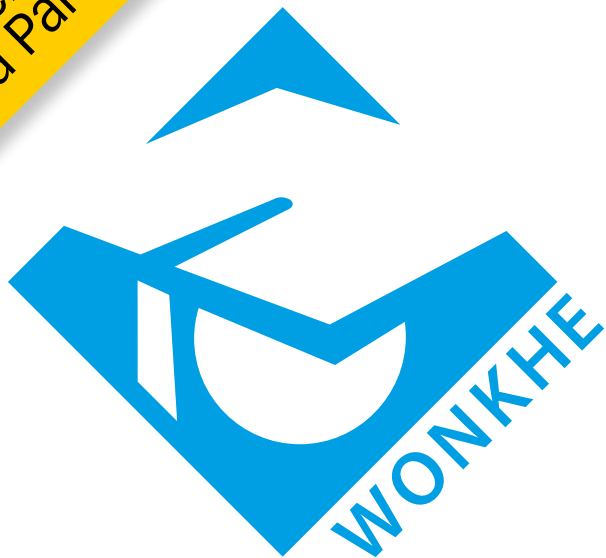


Higher Education Strategic Planners Association – Annual Conference 2015

Maintaining strategic direction amid policy turbulence and global competition

5th – 6th February 2015
Loughborough University





Higher education: policy, people and politics.

Founded in January 2011, Wonkhe (pronounced wonky) is the home of higher education wonks, those who work in the HE sector and anyone interested and engaged in higher education policy, people and politics.

We aim to improve policymaking in higher education and provide a platform for some of the new or previously unheard voices and perspectives in the sector.



We publish nine blogs featuring regular and timely commentary, analysis and debate across a range of themes that matter to the sector and the people that drive it. Most of our articles are written by the experts from within universities - the wonks. These include planners, policy advisers, senior managers and others that are most engaged in higher education issues.

We are proud to be supporting the HESPA 2015 Annual Conference - visit our live blog of the conference at www.wonkhe.com and keep in touch - subscribe to our email list and never miss a policy beat.

Over 70 Contributors

Your ideas and analysis power our community. Pitch us an article - contact details below.

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Chair's Welcome

Welcome to the HESPA conference 2015! After last year's very successful event, we listened to your comments and have doubled capacity this year – let us know if you think it's too big, too small or about right.

We hope to achieve a good balance between high level discussions on national policy and professional insights on how we can become better and more informed planners in the rapidly changing HE environment. Huge thanks go to our organising committee (consisting of a number of Exec members, but also John Forshaw from the University of Salford and Dean Stokes from City University London). Thank you to our distinguished speakers and workshop leaders and to our generous sponsors, whose help is incredibly important in allowing us to keep costs down and build up some headroom to enable us to undertake such activities as enhancements to our website. Please do take time to visit the exhibitor stands. Thanks also to the staff at BUFDG and Burleigh Court, but most particularly to Jenny our (quite) new Exec Officer who has been amazing at the wide range of major and minor conference coordination tasks foisted upon her since starting in September, alongside a number of other HESPA events and processes. I hope you have an enjoyable and challenging time and take away at least one important new contact and one amazing idea to follow up on when you get back to the office.

Lucy Hodson, Chair of HESPA and Director of Planning at Aberystwyth University

Executive Officer's Welcome

Thank you all for coming – we are very excited to have so many of you here this year. HESPA is evolving all the time and we are constantly stepping into unknown territory, so we really need your feedback to let us know what is and isn't working.

Please come along to the HESPA stand in the exhibition area to stick suggestions and feedback up on our ideas board. Confidential or not, we would very much like to hear from you. Even if you don't have ideas at the moment, please come along to introduce yourself. I correspond with planning staff from all over the UK and it would be nice to put faces to a few names, so feel free to come along just to say 'hello'. Towards the end of the conference I will be handing out evaluation forms, so look out for me or for one of our helpful assistants from Assured Events, Jade and Alisha, who are also on hand to help in any way possible. The evaluation forms are of great use to us, and to you in helping us support you in the right way, so please take the time to complete one.

We have two media partners this year. Our Principle Media Partner, Wonkhe, is running a live blog of the event, so please let colleagues back at your institutions know so that they can keep up to speed with things. From Wonkhe we welcome Mark Leach (Director) and Emily Lupton (Graduate Editor). Research Fortnight is our other media partner we are delighted to have with us Alison Goddard – Editor of its new title, HE, and the much loved 8am Playbook.

Finally, **please tweet!** The conference hashtag is **#hespa15** and we are **@UKHESPA**. We'd love you to get involved by commenting on Twitter so that we can create a real buzz around the event.

Jennifer Summerton, HESPA Executive Officer and Membership Development Manager

Programme for

Maintaining strategic direction amid policy turbulence and global competition

Thursday 5 February 2015

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|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10.30 – 11.00 | Registration and coffee |
| 11.00 – 11.15 | Welcome and introduction to the planning conference
John Forshaw, Director of Planning, University of Salford |
| 11.15 – 12.00 | <p>Higher Education: some challenges for planning and planners</p> <p>Professor Sir Ian Diamond, Vice-Chancellor, University of Aberdeen
 Chaired by Rona Smith, Deputy Director of Strategy & Policy, University of Strathclyde
 <i>Over the next few years it is likely that higher education policy will continue to be highly fluid. This talk will look at some of the challenges and argue that the need for good planning has never been greater.</i>
 Questions to the speaker from 11.40</p> |
| 12.00 – 13.00 | <p>What defines a global university?</p> <p>Sir Eric Thomas, Vice-Chancellor, University of Bristol
 Chaired by Dr Craig Hutchinson-Howorth, Director of Strategic Planning, Edge Hill University
 <i>Most universities describe themselves as 'global' but are they really? Sir Eric will analyse what 'global' means, describe the characteristics which make a university 'global' and discuss the implications for institutional leaders.</i>
 Questions to the speaker from 12.40</p> |
| 13.00 – 14.30 | Lunch |
| 14.30 – 15.45 | <p>Workshops</p> <p>Group 1</p> <p>How policy is made</p> <p>Paul Clark, Director of Policy, Universities UK (UUK)
 Facilitated by Alison Jones, Director of Planning, Legal & Governance, University of Bradford
 <i>An introduction to current thinking in policy development and practice, specifically relating to the interaction between government and the higher education sector. This will include practical examples of good and bad policy-making and discussion of the tools and techniques which make for effective policy development and delivery in Higher Education.</i></p> <p>Group 2</p> <p>Open Data</p> <p>Bob Bailey, Chief Information Architect, Thomson Reuters
 William Hammonds, Policy Researcher, Universities UK (UUK)
 Facilitated by Dr Giles Carden, Director of Strategic Planning & Analytics at the University of Warwick
 <i>An update on the open data debate, how it might affect Higher Education data and how it might be used to shape policy. An update on government and wider thinking about open data.</i></p> |

Group 3

Workload Allocation Models (WAMs) for academic workloads

Paul Cotter, Head of Planning, University of the West of England

Dominic Foster, Planning Manager, University of the West of England

Lucy Hodson, Director of Planning at Aberystwyth University (also facilitating)

Two universities, one with a fully implemented WAM, and one with a WAM still in a developmental phase, talk through the stages they have gone through; the advantages, the pitfalls and questions from participants.

Group 4

Using Student Loans Company (SLC) data

Paul Smith, Head of Partner Services, SLC

Dave Cartwright, Senior Manager, Data Services & Analysis, SLC

Facilitated by Jackie Njoroge, Head of Strategic Planning & MI, Manchester Metropolitan University

The workshop will provide an overview of the data available from the SLC systems and the analysis undertaken on that data. It will examine how SLC data is being used by policy makers and service managers and also provide an opportunity for discussion and questions from planners.

Group 5

After the Research Excellence Framework (REF) – what next?

Dr. Lisa Colledge, Director of Research Metrics, Elsevier

Deborah McClean, Head of Operations and Assistant Director of Research & Innovation Services, University of Sheffield

Anna Grey, Research Strategy and Policy Manager, University of York (also facilitating)

For many Planners, engagement with research planning has been limited to REF submissions. However, in recent years the need to plan for research, and monitor and showcase performance between REF returns, has increased and the tools by which research activity can be better understood have improved. This session will cover some of the issues that planners need to consider in relation to planning and monitoring academic research, how research is funded and to provide an oversight of research metrics using examples from Snowball Metrics.

Group 6

National Student Survey (NSS) developments

Richard Puttock, Head of Data and Management Information

Sarbani Banerjee, Senior HE Policy Advisor – Higher Education Funding Council for England (HEFCE)

Facilitated by Gary Sprules, Director of Planning, University of the Arts, London

This workshop will provide attendees with an outline of the work HEFCE has completed in the last 12 months in respect of the review of the National Student Survey and an overview of possible next steps. This will include a presentation on the 'National Student Survey results and trends analysis 2005-2013' reporting published earlier this year and the interactive analysis tool, as well as an overview of the review of the NSS.

15.45 – 16.30	Refreshments, networking and exhibitor stands Room check-in, if required
16.30 – 18.15	<p>Question Time: Looking at the Changing Information Landscape</p> <p>Andy Youell, Director, Higher Education Data and Information Improvement Project (HEDIIP) John Britton, Assistant Director of Planning at Cardiff University and member of HEDIIP Advisory Board Dr Christine Couper, Director of Strategic Planning, University of Greenwich and member of HEDIIP Advisory Board (also chairing) Jackie Njoroge, Head of Strategic Planning & MI, Manchester Metropolitan University (also chairing)</p> <p>Data Capability <i>Raising data management capability across data collectors and providers</i></p> <p>New Landscape <i>Creating a vision and blueprint for the HE data and information landscape</i></p> <p>Unique Learner Number <i>Adoption of the ULN in Higher Education will be a key step in creating a more coherent and coordinated HE information landscape.</i></p> <p>Subject Coding <i>A key building block that would benefit from sector-wide and consistent applicability</i></p>
18.15 – 19.15	Free time and room check-in, if required
19.15 – 20.00	Pre-dinner drinks – delegates, sponsors and guest speakers <i>A chance to network, relax and to meet our sponsors.</i>
20.00 – late	<p>Dinner</p> <p>The evening will be hosted by Dr Sonia Virdee, Director of Strategic Planning, University of Essex After dinner speech – Professor Koen Lamberts, Vice-Chancellor of the University of York</p>

Friday 6 February, 2015

09.00 – 10.15	<p>Workshops</p> <p>Group 1</p> <p>Getting ahead: UCAS data for planners</p> <p>Helen Thorne MBE, Director of Policy and Research, Universities and Colleges Admissions Service (UCAS) Em Bailey, Strategy Planning & Business Analyst, Heriot-Watt University Stella Fowler, Planning and Reporting Manager, University of Gloucestershire (also facilitating) <i>Hosted by HESPA's UCAS Group, this workshop will look at UCAS's new approach to analytical services and address how planners can best use UCAS data in an increasingly competitive market. There will also be some myth busting about 'post-invisibility' data.</i></p> <p>Group 2 is no longer running.</p>
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Group 3

Higher Education Statistics Agency (HESA) and Jisc (formally the Joint Information Systems Committee) Business Intelligence (BI) workshop

Jonathan Waller, Director of Information and Analysis, HESA

Nicola Phelps, Heidi Service Manager, HESA

Dr Phil Richards, Chief Innovation Officer, Jisc

Myles Danson, Senior Co-design Manager, Jisc

Facilitated by Dr Giles Carden, Director of Strategic Planning and Analytics,
University of Warwick

The session will update planners on the HESA-Jisc Business Intelligence project, which aims to replace the current Heidi management Information system with a much-enhanced service. It will also provide a range of other service features to support improvements in business intelligence capability within the sector. The session includes an interactive element during which the delegates will be invited to discuss and propose the key business questions they would like to see addressed by the new service. This input will help to shape aspects of the project outcomes.

Group 4

Scenario Planning – why?

Matthew Robb, Partner, Parthenon Consulting (UK)

Haven Ladd, Partner, Parthenon Consulting (US)

Facilitated by Dean Stokes, Director of Strategic Planning and Performance,
City University London

This workshop will explore what scenario planning is and why HE planners need to engage with this activity. How and why should we carry out scenario planning in such a rapidly changing policy environment? What if the possible outcomes seem too overwhelming to deal with? How do we implement decisions drawn from the exercise, get senior buy-in and deploy scenario planning practically? What are the various approaches to scenario planning?

Group 5

Sentiment Analysis

Min Bhogaita, Director, Deloitte

Facilitated by Mike Wilson, Head of Planning and Intelligence, Bangor University

The aim of this session is to show how analytics and particularly the use of open data such as Twitter can help provide solutions to current business challenges. We will explore 'the art of the possible', providing real life interactive demonstrations from both the public and private sector. Examples will include: When should I move from listening to social media to actively responding? How can I predict future sales using social media? How can I benchmark using social media data how I compare to my competitors?

Group 6

Devolution and Higher Education

Professor Huw Morris, Director of Skills, Higher Education and Lifelong Learning,
Welsh Government

Simon Jennings, Director of Strategy & Policy, University of Strathclyde

Nick Hillman, Director, Higher Education Policy Institute (HEPI)

Facilitated by Lucy Hodson, Director of Planning at Aberystwyth University

This session looks at HE in a devolved administration. What is the effect of devolved or independent government on the HE sector? How do policy changes in each of the UK administrations impact on one another? Can we predict how devo-max and/or English devolution might affect HE?

10.15 – 10.30	Refreshments
10.30 – 11.30	<p><i>What constitutes a world-class education system? How do we create world-class Higher Education systems in a globally competitive environment?</i></p> <p>Ministerin Theresia Bauer, Minister for Science, Research and Culture, Baden Wurttemberg, Germany</p> <p>Professor Huw Morris, Director of Skills, Higher Education and Lifelong Learning, Welsh Government</p> <p>Gordon McKenzie, Higher Education Strategy & Policy Deputy Director, Department for Business, Innovation and Skills (BIS)</p> <p>Chaired by Lucy Hodson, Chair of HESPA and Director of Planning at Aberystwyth University</p> <p><i>This session will explore the key characteristics of a world-class HE system and specifically how national governments should channel limited resources so that their universities can contribute most effectively to creating a world-class knowledge economy. Our speakers have therefore been asked to address the following exam question:</i></p> <p><i>“A truly world-class system of higher education is not about producing a handful of world-leading, research-intensive universities; rather, it should produce graduates able to succeed in the labour market, fuel personal, social and economic development and contribute positively to civil society.” Discuss.</i></p>
11.30 – 12.45	<p><i>Panel Session</i></p> <p><i>Higher Education Policy – the long view: Weathering the storm</i></p> <p>Nick Hillman, Director, Higher Education Policy Institute (HEPI)</p> <p>Alison Goddard, Editor, HE: Policy and markets in higher education</p> <p>Mark Leach, Director, Wonkhe</p> <p>Graeme Wise, Assistant Director of Policy, National Union of Students (NUS)</p> <p>Chaired by Steve Chadwick, Director of Strategic Planning and Change, University of Exeter</p> <p><i>Those working in higher education in the UK over the next few years will face challenges which are perhaps unprecedented in their lifetime. For example: government spending cuts will continue for years to come, bringing a real threat to university funding streams; the system of student loans is not sustainable and needs significant reform; the whole legislative framework is out of date and needs a major overhaul; and dynamic market forces are threatening the traditional business models, and perhaps even the very existence, of some universities. How are institutions to weather such a storm? What should they do to ensure they emerge from the turmoil with an even clearer sense of direction?</i></p> <p><i>We have asked our four expert panellists from HEPI, HE from Research Fortnight, Wonkhe and the NUS to provide us with:</i></p> <p><i>a. Their view of the key challenges facing the sector in the next five years, and</i></p> <p><i>b. What HEIs will need to do to successfully navigate such turbulent waters</i></p> <p><i>Question and answers from 12.15</i></p>
12.45 – 13.30	Lunch
13.30 – 14.30	<p><i>How Digitalization Disrupts Higher Education Business Models</i></p> <p>Dr Jan-Martin Lowendahl, Research VP and Distinguished Analyst, Gartner Research</p> <p>Chaired by Dr Christine Couper, Director of Strategic Planning, University of Greenwich</p> <p><i>Using alternate future scenarios to visualize and concretize future options is a proven method for informing institutional strategy. Gartner has developed four business model scenarios, and predicts winning and losing higher education models through 2025 and beyond, compared with 2014.</i></p>
14.30 – 14.45	<p><i>Closing remarks</i></p> <p>Lucy Hodson, Chair of HESPA and Director of Planning at Aberystwyth University</p>
15.00	Close



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Presenter Biographies



John Forshaw

J.M.Forshaw@salford.ac.uk Glyndwr University

John joined the University in 2009 working in the Change Management Unit where he implemented the Lauwerys review of business and administrative processes including the establishment of the Model School and Model College structures. John was appointed Director of Planning in 2012 with responsibility for leading the Directorate and overseeing the University's strategic and operation planning, management information and risk management frameworks. John is also a member of a number of cross-University Project Boards including the Gateway Project and Salford Advantage. Prior to coming to Salford John spent 16 years in the energy sector working for BNFL where he held a variety of strategic, operational planning, policy and programme management roles across the group's operational units and the corporate centre.



Professor Sir Ian Diamond

lois.brown@abdn.ac.uk (PA) University of Aberdeen

Professor Sir Ian Diamond is Principal and Vice-Chancellor of the University of Aberdeen, an appointment he has held since 1 April 2010. He was previously Chief Executive of the Economic and Social Research Council. He was also Chair of the Research Councils UK Executive Group (2004-2009) the umbrella body that represents all seven UK Research Councils. Before joining the ESRC, Sir Ian was Deputy Vice-Chancellor at the University of Southampton, where he had been for most of his career.

Sir Ian is Chair of the Lloyds Bank Foundation for England and Wales, Chair of British Universities and Colleges Sport, Chair of the Universities UK Research Policy Network Committee, Chair of the Universities UK Group on Efficiency and Chair, for the Welsh Assembly Government, of the Higher Education Review for Wales. Sir Ian was elected to the UK Academy of Social Sciences in 1999, is a Fellow of the British Academy (2005), a Fellow of the Royal Society of Edinburgh (2009) and holds honorary degrees from the universities of Cardiff and Glasgow.



Rona Smith

rona.smith@strath.ac.uk University of Strathclyde

Rona Smith joined the University of Strathclyde in January 2013 as Deputy Director of Strategy & Policy. Prior to that she worked for 9 years in different roles as part of the Governance and Strategic Planning team at the University of Edinburgh, following a number of years working in the NHS and in scientific publishing.



Professor Sir Eric Thomas

vc-epa@bristol.ac.uk University of Bristol

Professor Sir Eric Thomas is Vice-Chancellor of the University of Bristol, a position he has held since September 2001. From 2011 to 2013, Sir Eric was President of Universities UK. He was previously Vice-President of UUK, Chair of its England and Northern Ireland Council and Chair of the Research Policy Committee.

He was a Trustee and then Chair of CASE Europe from 2007 to 2014 and a member of the CASE Board in North America from 2010 to 2014. In July 2013, Sir Eric was appointed as the new UK Education Champion by the Government as part of its strategy to promote the UK education sector internationally. Sir Eric will also co-chair the new International Education Council alongside the Universities and Science Minister.



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Dr Craig Hutchinson-Howorth

craig.hutchinson-howorth@edgehill.ac.uk **Edgehill University**

Dr Craig Hutchinson-Howorth, Director of Strategic Planning at Edge Hill University is negotiating the rapidly changing sector that is Higher Education. Endeavouring to understand how Higher Education will develop over the next ten years and the impact this will have on the students, research and institutions. Hutchinson-Howorth has worked for over 20 years within the Higher Education sector, holding a number of managerial posts at Russell Group and Post 92 Universities. Previous experience was gained whilst working with the US Army and Department for Transport.



Paul Clark

paul.clark@universitiesuk.ac.uk **Universities UK (UUK)**

Paul Clark is Director of Policy at Universities UK. He is responsible for overseeing the full range of policy development activity at UUK, coordinating priorities, and shaping the policy agenda on behalf of the UK university sector. Prior to that, he worked as a senior manager in a number of institutions in the higher education sector. Paul was educated at the University of Oxford, and holds an MBA in Higher Education Management. He has also worked in local politics and in several not-for-profit roles.



Alison Jones

a.e.jones2@bradford.ac.uk **University of Bradford**

Alison Jones is the Director of Planning and Governance at the University of Bradford, having previously been the Head of Strategic Planning at Leeds Metropolitan University. Alison has twenty years' experience of working in higher education, ranging across strategic and operational planning, policy advice and guidance, corporate governance and project management and process improvement. Along with being a member of the HESPA Exec, Alison sits on the HESA Third Party Data Working Group and was a member of the HESA Longitudinal DLHE Steering Group. Alison is also a Trustee of a charity providing respite care for families with children with disabilities.



Bob Bailey

sharon.joy@thomsonreuters.com (PA) **Thomson Reuters**

Bob is Chief Information Architect for Thomson Reuters. He has worked in the information industry for 30 years, for much of that time specialising in information for financial markets and investment management. He leads the Information Strategy team, who help focus cross-company efforts on new business approaches to information use, target information architecture and core information policy formation. Most recently this included leading an exploration of the potential for use of Linked Data and Open Data in and by Thomson Reuters, culminating in March 2014 with the company joining the Open Data Institute as a Partner.



William Hammonds

William.Hammonds@universitiesuk.ac.uk **UUK**

William Hammonds leads UUK's work on open data. He works with UUK's Longer Term Strategy Network of Vice-Chancellors. His reports include Futures for higher education: analysing trends and Massive open online courses: higher education's digital moment? Prior to UUK Will has worked in a variety of policy research and development roles in politics, local government and consultancy. He has worked with UK and European organisations ranging from Arts Council England to the European Commission. He is a graduate of the University of Exeter and the LSE and is a doctoral researcher at the University of Essex.



Dr Giles Carden

g.carden@warwick.ac.uk nick.wyatt@warwick.ac.uk (Assistant) University of Warwick

With 18 years' experience of working in the HE sector in both the UK and Germany, Giles has occupied a wide range of different roles at Warwick over the past 16 years, for example, in research services, the Vice Chancellor's Office, strategic planning, space management and capital developments; he has also implemented major online registry systems. In 2006/7 he directed operations for the University's RAE2008 return and has just fulfilled the same role in relation to the REF2014. When Giles became a Director 6 years ago he made it his priority to ensure that Warwick developed an advanced business analytics and performance management capability, his objective being to leverage competitive advantage and underpin strategy development and execution. Giles undertakes a number of national advisory roles, some as part of HESPA.



Paul Cotter

Paul.Cotter@uwe.ac.uk University of the West of England

Paul Cotter is Head of Planning and Business Intelligence at the University of the West of England. His role encompasses managing and influencing faculty and professional service strategic planning processes and decision making, overseeing student number planning, income forecasting and all operational planning tasks (including academic workload allocation) and leading on the development and implementation of business intelligence at the university. Paul has worked at UWE for 11 years undertaking a variety of roles in Admissions, Planning and Business Intelligence. He gained career experience outside of the HE sector with Newcourt, GE Capital and Carillion before joining UWE in 2003.



Dominic Foster

Dominic.Foster@uwe.ac.uk University of the West of England

Dominic joined UWE in 2004 as the Faculty Project Manager and first became involved in the Workload Model towards the end of 2007, providing analysis and project management on the part of the Social Science faculty through to the implementation of the Excel version. In 2012, Dominic joined the project management team developing the internet based version (WAMS) and now manages the team that supports the process management of data inputs, query response and analytical reporting.



Lucy Hodson

lh10@aber.ac.uk Aberystwyth University

Lucy has been Director of Planning at Aberystwyth since November 2012, where she is a member of the University's Executive and leads the Planning and Governance Department, including the Project Management and Change Unit. From 2008 she was Director of Strategic Planning at De Montfort University. She was previously History Faculty Board Secretary at the University of Oxford, and Head of Administration at the Institute for Tissue Engineering and Regenerative Medicine at Imperial College, London. Prior to that she worked in the charity and voluntary sectors in Inner City Birmingham and Liverpool. Lucy holds degrees from the Universities of Oxford and Birmingham. Alongside her role at Aberystwyth, she is currently working (intermittently) towards a PhD in International Relations at St Andrews University. Lucy was Chair of Student Finance Wales Stakeholder Group during the transition from Local Authority assessment. She is on the Editorial Board of Wonkhe, which means she should be blogging regularly, but it is much more difficult than it looks.



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Paul Smith

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Paul is the senior manager in SLC responsible for managing the interactions between SLC and its external partners and stakeholders. Paul has worked in student funding for a number of years and led for SLC on the implementation programmes from the 2006 Variable Fees to the HE Reforms from 2012 and has overall responsibility for services to FE and HE Providers. Prior to working with SLC, Paul worked within the financial services sector, mostly insurance and pensions, in London and the Midlands.



Dave Cartwright

dave_cartwright@slc.co.uk Student Loans Company

Dave is the senior manager in SLC responsible for managing the provision and interpretation of data to internal departments and external stakeholders. Dave has been in this role since 2002. Prior to working with SLC, Dave was an ICT professional working his way from programming, through systems analysis on to project management starting in Merseyside and then moving on to London, Germany and then Scotland.



Jackie Njoroge

j.njoroge@mmu.ac.uk c.hart@mmu.ac.uk (PA) Manchester Metropolitan University

Jackie has been leading the Strategic Planning and Management Information team within MMU for the last year, with a mandate to help change the strategic planning direction of the University. A qualified management accountant, Jackie had a career in financial planning and management within the steel industry, before moving into Higher Education in 2003, where she eventually moved into Strategic Planning and Performance, successfully leading the team to an industry award for the implementation of Northumbria's business intelligence solution.



Dr Lisa Colledge

L.Colledge@elsevier.com Elsevier

Dr Lisa Colledge is an expert in the use of research metrics. She is responsible for developing and defining Elsevier's research metrics strategy. She started by working with editors and learned societies to develop strategies to improve journals' standings. She then joined the Elsevier Research Intelligence product group, which most recently launched SciVal. Lisa also represents Elsevier in Snowball Metrics, in which universities agree methods to generate metrics, from all data sources available, to support international benchmarking.

Prior to joining Elsevier, Lisa conducted postdoctoral research at the University of Edinburgh. She holds both a DPhil and an MA from the University of Oxford.



Deborah McClean

d.mcclean@sheffield.ac.uk University of Sheffield

Deborah joined Sheffield 10 years ago from the private sector. Her initial role was research policy and the implementation of full economic costing. Her current R&I remit includes supporting the University's strategy and operations for doctoral students (scholarships, programmes, progression); professional development for Early Career Researchers and doctoral students; REF co-ordination; research grant pricing and contracting; integrity, governance and ethics; policy advice; and management information. She doesn't do these all at the same time, but it can feel that way by Fridays.

Recent projects have included launching the University's Doctoral Academy, leading the University's REF submission and undertaking a part-time secondment to HEFCE as Panel Adviser to Main Panel C (Social Sciences).



Anna Grey

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Anna Grey began her career at the University of Bradford as the Examinations Officer and Faculty Secretary before joining the Planning Office. Since then she has worked at Durham, Hull and finally the University of York. She has undertaken various roles including teaching quality, HESA and HESES, examinations, admissions and benchmarking. For the last seven years she has been involved in research strategy and research performance but has a major interest in performance measurement.



Richard Puttock

r.puttock@hefce.ac.uk HEFCE

Richard has worked for HEFCE for the last 20 years and is currently responsible for overseeing the Council's data requirements and routine uses of data. His role includes liaising with HESA over data specifications, timescales and quality expectations and managing onward use of the data most notably in funding and monitoring activities. Richard has been involved in the NSS and public information since its earliest days being involved in the design of the NSS and the original TQI dataset. In his earlier career Richard developed the software to collect the submissions for the 1996 and 2001 RAES.



Sarbani Banerjee

s.banerjee@hefce.ac.uk HEFCE

Sarbani Banerjee is a policy adviser in the Learning and Teaching team at HEFCE with responsibility for information for students. Sarbani joined the Council in 2002 as a policy adviser on employability and skills policy. She has also worked on policy on higher education in further education and on funding and student number controls. Before HEFCE, Sarbani worked for the Learning and Skills Council, the Further Education Funding Council and the University of Chester.



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Gary Sprules

g.sprules@arts.ac.uk University of the Arts London

Gary Sprules is Director of Planning at the University of the Arts, London (UAL) and prior to joining UAL in 2007 was Head of Management Information and Planning at the University of West London for over 8 years. A graduate of the University of Warwick, Gary has worked in the areas of planning and management information for over twenty years starting out in the NHS prior to joining the University sector in 1998. As part of his role on the HESPA Executive Gary was on the recent HESA review of Estates Management Statistics and represents HESPA on the IPSOS Mori NSS User Group.



Andy Youell

andy.youell@hesa.ac.uk Higher Education Data and Information Improvement Project (HEDIIP)

Andy has spent 25 years working with data and information and with the systems and people that process it. His HE career started with the PCFC HESES return in 1991. In 1996 he joined HESA and developed the data quality assurance processes that underpin HESAs data collections. He took responsibility for the HESA data collection systems and led the development of HEIDI.

In 2013 Andy was appointed Director of HEDIIP.

Andy has advised governments in Bulgaria, Saudi Arabia and Oman on data collection and quality issues and he advised a UN project in Jordan that developed simple statistical reporting for universities across the Middle East.



John Britton

brittonj5@cardiff.ac.uk Cardiff University

John has fifteen years' experience in University Planning Offices, and is currently at Cardiff University, being responsible for policy analysis, analytics and business intelligence.

John was formerly on the Board of the £6m Dragon Innovation Partnership regional project which co-ordinates knowledge transfer between two Universities and business and community organisations. He has recently participated in two Europe-wide expert groups regarding performance-based funding, and mergers and concentration measures for the European Universities Association DEFINE project ("Designing strategies for efficient funding of higher education in Europe").

John is a member of the UK-wide Higher Education Data & Information Improvement Programme (HEDIIP) Advisory Panel. He is also a Governor of Gower College Swansea.



Dr Christine Couper

c.j.couper@greenwich.ac.uk e.i.jarvis@greenwich.ac.uk (PA) University of Greenwich

Christine is Director of Strategic Planning at the University of Greenwich. Christine has played an active role in HE Management at the sector level, participating in strategic reviews run by HEFCE and HESA. She is a member of the HEIDI Stakeholder Group and of the Times League Table Review Group. Christine has been on the HESPA Executive for three years and currently acts as liaison with HESA in relation to the development of educational activities for planners, and as the HESPA representative on the Advisory Panel for the Higher Education Data and Information Improvement Programme (HEDIIP).



Dr Sonia Virdee

svirdee@essex.ac.uk naapple@essex.ac.uk (Assistant) University of Essex

Through this Director role Sonia is also Deputy Secretary of the University supporting the work of Council. The Section oversees corporate governance, planning, and strategic projects and change. She has extensive experience in managing change at the strategic level with a track record in the wider HE sector and in international projects. Sonia sits on the executive of the Higher Education Strategic Planners Association and is a Fellow of the Association of University Administrators.

Sonia started her career in research as a NERC fellow in the Department of Biological Sciences at UEA. She has published various research papers, undertaken PhD supervision and co-authored an undergraduate textbook. Her first taste of HE management was at Suffolk College where she worked first as part of a small team leading the growth in undergraduate students and laying the foundations for what is now University Campus Suffolk, and later as Head of Science.



Professor Koen Lamberts

stewart.duncan@york.ac.uk University of York

Professor Koen Lamberts became Vice-Chancellor of the University of York on 1st January 2014. Born in Hasselt, Belgium, he holds undergraduate degrees in Philosophy (1985) and Psychology (1987) and a PhD in Experimental Psychology (1992) from the University of Leuven. Following a research appointment at the University of Chicago, he became a lecturer at the University of Birmingham in 1992. He was Professor of Cognitive Science at the University of Warwick from 2000 to 2013. At Warwick, he served as Faculty Chair for Science, Pro-Vice-Chancellor for Research (Science & Medicine) and Deputy Vice-Chancellor and Provost.



Helen Thorne MBE

C.Yeates@ucas.ac.uk (PA) UCAS

Helen joined UCAS as the Director of Policy and Research in November 2010. Her remit includes responsibility for UCAS' analysis and research; engagement with the policy and funding community; press office; qualifications information and the UCAS Tariff.

With a degree in biology from the University of York, Helen began her career in pesticides regulation and managing food safety research for the Ministry of Agriculture, Fisheries and Food.

After joining the Natural Environment Research Council as Head of Evaluation in 1997, Helen developed extensive higher education policy experience working in a number of Research Council roles. She led the Research Councils UK team for 5 years from its inception and established and led the Research Councils UK office in the United States, strengthening collaboration between UK and US universities. Helen joined UCAS from the Russell Group of Universities where she was previously the Head of Policy (Research), with responsibilities covering the student experience, postgraduate provision, and research funding.

She was awarded an MBE in 2007 for services to the administration of science.



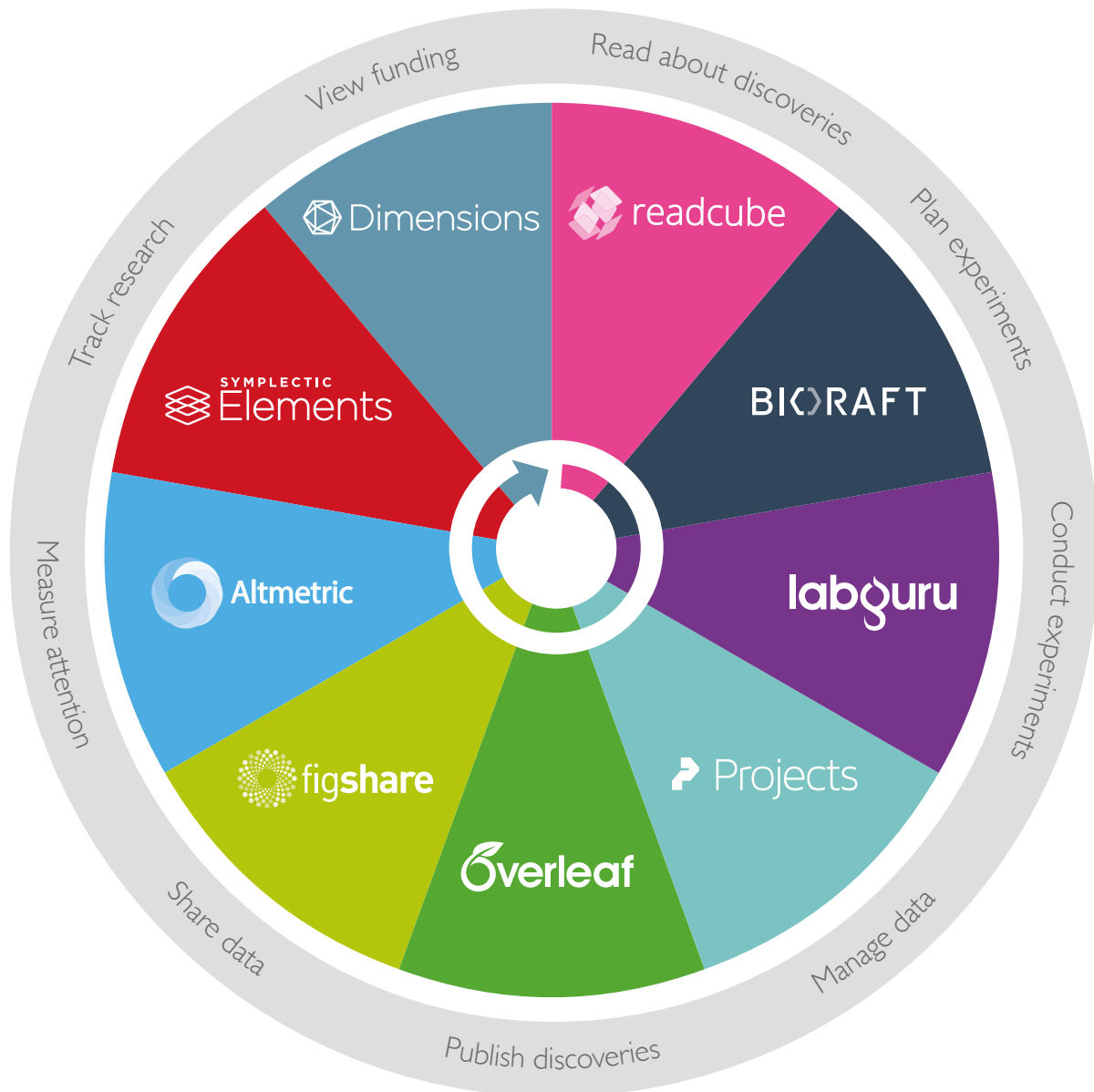
Em Bailey

e.j.bailey@hw.ac.uk Heriot-Watt University Edinburgh

Belied by her youthful good looks (and modesty), Em Bailey has over 15 years' experience of data analysis and visualisation in the private and public sectors, including 10 years in various planning and management information roles within Higher Education. Since joining Heriot-Watt University in 2012, she has made significant headway in the university's data reporting and the production and presentation of MI. This ranges across a broad spectrum of core business processes and KPIs, including student recruitment, funding and target setting, research performance, staff remuneration, and student satisfaction.



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Stella Fowler

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Stella leads the Planning Office at the University of Gloucestershire. Her current portfolio includes change management, process improvement, student number planning, key performance indicators, business intelligence, most HESA returns, HESES and the provision of data to inform university resourcing and decision making. Stella has 19 years of experience of the HE sector, including 16 years at UCAS in various roles, ranging from the initial development of the 'Tariff' to managing the Research and Statistics teams. Stella joined the University of Gloucestershire in 2013 from the University of the West of England (UWE) where she led on a research data management project to drive open research data across the sector.



Jonathan Waller

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Jonathan joined HESA in 1993 in an analytical role, having previously worked as a research funding analyst at the Higher Education Funding Council for England. In 1996 he was asked to lead the development of bespoke data services which involved the formation of a team of analysts and the establishment of an analytical and policy framework to meet the needs of a wide range of stakeholders. He subsequently became involved with other data dissemination channels and chaired an editorial group responsible for the design, maintenance and production of HESA's publications. Jonathan was also heavily involved with the development of HESA's online management information service 'heidi'. In 2007 he was appointed to his current position with a remit covering the full range of HESA's information outputs, as well as the press and communications function. He recently led a project aimed at improving the impact and benefits of benchmarking within HE institutions and currently chairs a technical group on national HE performance indicators.



Nicola Phelps

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Nicola Phelps has worked in Further Education and Higher Education for 10 years. For the last eight years she has worked at the Higher Education Statistics Agency (HESA) firstly involved in the development of the agencies publications before contributing to the design and development of the Higher Education Information Database for Institutions (heidi). For the last six years she has held the role of heidi Service Manager, responsible for the day to day running of the heidi service, including data quality assurance, system releases and user support. She is also the project coordinator for the HESA and Jisc Business Intelligence Project.



Dr Phil Richards

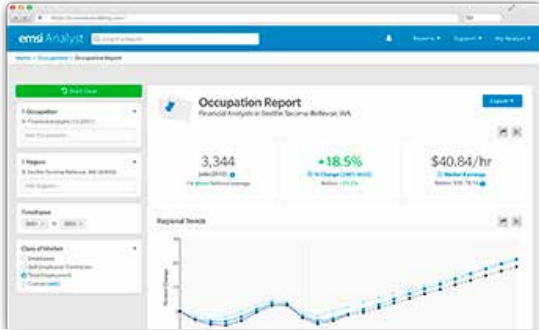
phil.richards@jisc.ac.uk JISC

Before his current position at Jisc, Phil was Director of IT at Loughborough University and prior to his role at Loughborough University Phil undertook IT roles within other academic institutions, these included Head of ICT at Plymouth University and Assistant Director of Information Services at Aberystwyth University. More recently, he has become known for his novel approach to data centres: Loughborough's 'hybrid cloud' model has delivered millions of pounds and hundreds of tonnes of carbon savings. It has also won plaudits including the 2012 Times Education Leadership and Management Awards ICT initiative of the year.

Phil, who has a first class honours degree in physics and a doctorate in nuclear structure physics from University of Oxford, was involved early in his career with e-learning. First as a courseware developer in physics at Cardiff University, next as an e-learning advisor working directly with academics at the University of Hull and finally as head of e-learning at King's College London. Whilst at Hull, he obtained a postgraduate Diploma in Higher Education Teaching, leading to Fellowship of the Higher Education Academy (FHEA).



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Myles Danson

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Myles Danson has worked in HE for 18 years, the last eight of which have been at Jisc; first as Programme Manager overseeing a diverse portfolio across the entire programme lifecycle with over 60 institutional projects, and now as Co-Design Manager, designing new services for Jisc members within the Digital Futures team. Myles works with a number of organisations representing key HE staff with the aim of bringing the benefits of technology to bear in the enterprise area. He currently manages a national project (www.business-intelligence.ac.uk) developing BI tools and services for 162 HE providers, funders, public policy makers and other relevant stakeholders. Myles maintains an ongoing interest in Leadership Governance and Management, Organisational Development, Action Learning, Enterprise Architectures, Technologies and Standards and has a background in e-Learning and an MSc in Information Management.



Matthew Robb

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Matt joined Parthenon in the autumn of 2010, after working in both public and private sectors within the education industry. Matt previously worked at McKinsey & Co., where he led strategy and organisation work in a wide range of contexts, from highly successful FTSE 3 companies and mid caps to public sector institutions and government departments.

For seven years Matt worked in the education support services sector, holding P&L responsibility. He led teams working on school improvement (National College), academy development, the Building Schools for the Future (BSF) programme and on children's services technology and management information. Since joining Parthenon, Matt has led on education work in the UK and Europe. He has also worked in buy and sell-side diligence, international strategy, marketing and sales force strategy and general corporate strategy. Matt holds a degree in Natural Sciences from the University of Cambridge and was the Gatsby Scholar.



Haven Ladd

jmalley@parthenon.com (PA) The Parthenon Group

Haven is a Partner in the firm's Boston office and joined The Parthenon Group in 1997. He has consulted across a wide range of industries and focuses on strategic issues facing companies and schools in the U.S. education market. He brings a perspective on strategy built on fourteen years of consulting across education and corporate clients in a variety of professional services and industries. Haven works extensively with education providers and also advises corporations in the professional services, information, and manufacturing industries. Haven received his undergraduate degree from Harvard University. He received his M.B.A., with distinction, in 2003 from the Tuck School of Business at Dartmouth College, where he was a Tuck Scholar. He serves on the boards of the National Dropout Prevention Network and The Landing School, an independent college in Arundel, Maine.



Dean Stokes

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Dean Stokes joined City University London as Director of Strategic Planning and Performance in August 2012, where his remit includes performance, risk, programme delivery and business change. Prior to joining the Higher Education sector, Dean worked in a variety of roles within local and central government, starting his career as a civil servant within what was then the Department for Trade and Industry and at HM Treasury working on public service reform. He later held a variety of policy and strategy roles in local government, including Head of Strategy and Projects at the London Borough of Camden.



Min Bhogaita

minbhogaita@deloitte.co.uk Deloitte

Min is the UK Deloitte Analytics Lab Director, our Centre of Excellence for the full range of Analytics services, from visualisation to predictive analytics in order to demonstrate to our clients the power of analytics.

Min has been with the firm for 23 years and has had a range of roles, specialising in data analytics in IT, Internal Audit and Forensic Technology. Min has held leadership roles in a number of high profile investigations specialising in analysing structured and unstructured data alongside external reference data sources in order to answer business questions using data.



Mike Wilson

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Mike has worked in Higher Education for 13 years, at Bangor University, and Glyndwr University, Wrexham. His current focus is development of management information to support strategic planning, development of KPIs, student number and tuition fee planning, and advising on the production of statutory data returns and onward use by third parties. Previous experiences include development of resource allocation models, and budget planning models. Mike is a member of the HESPA/HESA Use of HESA Data by Third Parties Working Group, and the HESA HEIDI Stakeholder Group. Mike has previously chaired the Higher Education Wales Student Returns Group. In his spare time Mike writes reviews and articles for music-related web sites and magazines.



Professor Huw Morris

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Huw Morris is Director of Skills, Higher Education and Lifelong Learning within the Department of Education and Skills in Welsh Government. In this post he is responsible for the oversight of higher education, further education and Government funded work based learning provision. Before taking on this role he held a variety of posts in universities including: Imperial College, Kingston University, Bristol Business School, Manchester Metropolitan University and the University of Salford. Moving within and between these institutions he has held positions as a research assistant, lecturer, associate Dean, Dean, Pro-Vice Chancellor and Deputy Vice Chancellor. In addition to working in higher education, Huw has also held management and board level positions in the engineering, retail, restaurant, IT and further education industries. Huw is a Fellow of the Higher Education Academy and Chartered Institute of Personnel and Development, a Companion of the Chartered Management Institute and Association of Business Schools, and a visiting Professor at the University of Salford. He holds a Doctorate in Education from the Institute of Education, University of London and is the author or several books and refereed journal papers.



Simon Jennings

simon.jennings@strath.ac.uk University of Strathclyde

Simon joined the University of Strathclyde in August 2012. Immediately prior to this, he was Deputy Director of Universities Scotland and has worked in higher education sector for over 10 years, having previously worked for the University of Edinburgh and the UK Joint Information Systems Committee. Simon is Convener of the Scottish Planners Forum and a member of both the HESA UK User Group and Universities Scotland's Funding Policy Group. He holds a BA (Hons) in English Language and Literature from the University of Oxford, an MA in Librarianship from the University of Sheffield and an MSc in Public Relations from Queen Margaret University, Edinburgh.



Nick Hillman

n.hillman@hepi.ac.uk Higher Education Policy Institute (HEPI)

Nick Hillman has been the Director of HEPI since January 2014. He worked for the Rt Hon David Willetts MP, the Minister for Universities and Science, from 2007 until the end of 2013, as Chief of Staff and then Special Adviser in the Department for Business, Innovation and Skills. Previously, he was a History teacher and worked at the Association of British Insurers. At the 2010 general election, he was the runner-up in Cambridge.

He has written for a range of think tanks and journals. His recent writings include an article on the fifty-year history of student loans for Contemporary British History, a pamphlet on being a special adviser for the Institute of Government and a paper comparing access to selective secondary schools and selective universities for Higher Education Review.



Ministerin Theresia Bauer

Justyna.Laskowski@mwk.bwl.de Minister for Science, Research and the Arts Baden-Württemberg and Member of the State Parliament of Baden-Württemberg

Theresia Bauer has been Minister for Science, Research and the Arts of the State of Baden-Württemberg since 12th May 2011. She was born on 6th April 1965 in Zweibrücken. From 1985 to 1993 she studied political science, economics and German philology at the Universities of Heidelberg and Mannheim.

Between 1993 and 2001 Theresia Bauer was first the political education spokesperson for the Society for Political Ecology (E.F. Schumacher-Gesellschaft für Politische Ökologie e. V.), then subsequently director of the Heinrich Böll Foundation Baden-Württemberg. She has been a member of the State Parliament of Baden-Württemberg since 2001. There she was the spokesperson for higher education policy, parliamentary secretary and deputy head of the parliamentary faction of the Green Party (Bündnis 90/Die Grünen) and a member of the committee for Science, Research and the Arts of the State Parliament until 2011.

Theresia Bauer is married with two sons.



Gordon McKenzie

Sally.Roney@bis.gsi.gov.uk (PA) Department for Business, Innovation and Skills (BIS)

Gordon McKenzie is a Higher Education Strategy & Policy Deputy Director in the Department for Business, Innovation and Skills. He is a career civil servant with a background in education, employment and social policy issues. He has worked on higher education issues for the last seven years.



Alison Goddard

alison.goddard@researchresearch.com HE: Policy and markets in higher education

Alison Goddard is the editor of HE, a new title from the Research Fortnight stable that covers policy and markets in higher education. She has almost two decades of experience as a journalist, having spent seven years on The Economist, most recently as education editor, and seven years on what was then the Times Higher Education Supplement. Alison is the author of a forthcoming biography of Luc Hoffmann, a green philanthropist who co-founded the World Wildlife Fund and oversaw the creation of the Ramsar Convention on Wetlands.



Mark Leach

mark@wonkhe.com Wonkhe

Mark Leach is the founder, Editor in Chief and Director of Wonkhe. Working at the intersection of politics and policy in UK higher education he has held roles at the National Union of Students, HEFCE, University Alliance, GuildHE and in politics as chief policy adviser to the former Shadow Minister for Universities & Science. He has also provided consultancy in policy and public affairs to universities and other organisations that work in UK higher education.



Graeme Wise

Graeme.Wise@nus.org.uk National Union of Students (NUS)

Graeme Wise is an Assistant Director at the National Union of Students, where he works mainly on strategic planning and various aspects of education and social policy. He was the principal staff member at NUS dealing with the Browne Review and subsequent developments such as the future of HE regulation and data capability in the sector, as well as student financial support for living costs. He has a particular interest in the role of higher education in urban development.

He has degrees from Canterbury Christ Church University and Goldsmiths College, University of London, and is currently undertaking a doctorate in policy studies at the University of Bristol. He lives in Stratford, London.

I am very much looking forward to participating in this event.



Steve Chadwick

s.a.chadwick@exeter.ac.uk K.Doyle@exeter.ac.uk (PA) University of Exeter

Graduating from the University of Exeter in 1979, Steve completed an MBA in 1989 and took up a post in the newly established Planning Support Office at Northumbria University, one of the first university planning offices in the country. In 1993 he moved to the University of Newcastle where he worked in the Planning and Resources Section of the Registrar's Office, and established a new Management Information Unit in 2000. Steve took up post at Durham as Director of Strategic Planning and Change in June 2004 where he developed the University's Strategic Plan, establishing its annual planning process, monitoring performance and heading up the Change Team which uses LEAN methodologies to drive efficiencies. Since April 2012 he has been Director of Strategic Planning and Change at the University of Exeter. At national level, Steve has been heavily involved in the development of HEIDI working closely with HESA and leading HEFCE and JISC funded projects. Steve is also a founder member of the HESPA Executive and has worked as a consultant in the UK and Middle East. Steve is married, speaks fluent Norwegian and is a frequent traveller to Scandinavia where he has a cabin on the Oslo fjord.



Dr Jan-Martin Lowendahl

Phillip.Morrison@gartner.com (PA) Gartner Research

Jan-Martin Lowendahl is a Research VP in Gartner Research, focusing on higher education governance, strategy and emerging trends. The methodologies for strategic planning and frameworks for governance are especially focused on stakeholder communication and are also used in several other sectors with a high percentage of knowledge workers or end users with large and complex consumption of IT-related services. Specific technology coverage includes identity and access management, learning technologies, as well as administrative and academic systems in higher education. He has a special interest in European higher education issues. Prior to joining Gartner, Mr. Lowendahl had 15 years of experience in higher education, including research and teaching and as a CIO.



Alison Hartrey

a.hartrey@soas.ac.uk SOAS, University of London

Ali has more than 20 years' experience of working in higher education. She joined SOAS, University of London in 2001 as a member of the registry and became head of the newly formed Planning Department in 2008. The Department has responsibility for student numbers planning, faculty and professional services planning, strategic planning, key performance indicators, management information, HESSES, a variety of HESA returns and the provision of marketing intelligence to underpin portfolio development.



Jennifer Summerton

j.summerton@hespa.ac.uk HESPA

Jen joins HESPA as its Executive Officer and Membership Development Manager following a post at Leicester University as Marketing and Communications Manager for their Residential and Commercial Services. She has worked in the HE sector since 2009 when, as an International Recruitment Officer for the University of Nottingham, she travelled extensively, recruiting world class students and assisting in the development of transnational academic partnerships and scholarships/sponsorships as well as country-specific recruitment strategies which she implemented in-country herself. Prior to working in HE, Jen began her career as a London-based journalist before moving to Islamabad to take up a voluntary position with a local Human Rights NGO.



Sally Turnbull

STurnbull@uclan.ac.uk University of Central Lancashire

Sally is Corporate Strategy Manager at UCLan, leading a team which covers the full breadth of strategic and operational planning activities, including policy and data analysis, business intelligence, data assurance and market research. Sally also plays a coordinating role in relation to the University's strategies and the KPIs used to assess progress. Sally is Chair of the joint HESPA/HESA Third Party Data Working Group. Prior to working in HE, Sally worked with the public, private and third sectors in economic regeneration, developing strategic responses to social challenges relating to housing, health and young people. She is extremely partial to cherries and loves to dance the tango.



Helen Watson

helen.watson@admin.ox.ac.uk University of Oxford

Helen joined the University of Oxford as Director of Planning and Resource Allocation in January 2011. Previously, she worked for nine years at City University London in a variety of roles including Head of Administration for the School of Allied Health Sciences and Deputy Academic Registrar, before setting up and leading the new Strategy and Planning Unit. Helen's team at Oxford have a wide range of responsibilities including policy analysis, HEFCE liaison, capital planning, strategic and operational planning, resource allocation and co-ordinating Oxford's REF submission.



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