

# Agenda – Survive or thrive? Grasping the financial sustainability challenge

Thursday 29 February 2024

*The LSBU Hub, 100 London Road, Elephant and Castle, London SE1 6NJ*

09:30	Registration and refreshments
10:00-11:10	Opening plenaries
10:00-10:10	<p>Welcome and opening remarks</p> <ul style="list-style-type: none"> <li>• Professor Dame Sally Mapstone, President, Universities UK and Principal and Vice-Chancellor, University of St Andrews</li> </ul>
10:10-11:10	<p><b>How to solve the financial sustainability problem – incremental efficiencies or fundamental change?</b></p> <p>At a time of high inflation and static government investment, the current funding model for the UK universities isn't viable. Is the answer incremental efficiencies or fundamental change? What levers do universities have available to be the masters of their own fate and lessons can we learn from sectors in the same position?</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Damien Ashford, Education Lead Partner, PwC</li> <li>• Professor Jenny Higham, Vice-Chancellor, St George's University of London and Universities UK Funding Policy Lead</li> <li>• Baroness Jenny Chapman, Chancellor, Teesside University</li> <li>• Barry Quirk, Special Adviser, Local Government Association</li> </ul>
11:10-11:30	Refreshment break
11:30-12:20	<p><b>Breakout sessions</b></p> <p><i>Please choose one to attend.</i></p>
	<p><b>Rethinking your operating model on the journey to becoming financially sustainable</b></p> <p>This workshop will outline a structured approach to considering how the key operating elements of your institution work together in delivering your strategic objectives. During the workshop, you will be guided through applying this approach</p>

	<p>to review your current operating model and identify where improvements would allow you to operate more financially sustainably.</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• <b>Ian Antwi</b>, Principal Consultant, Moorhouse Consulting</li> <li>• <b>Amatey Doku</b>, Senior Consultant, Moorhouse Consulting</li> <li>• <b>Avarina Vaughan</b>, Manager, Moorhouse Consulting</li> </ul>
	<p><b>Estates Optimisation &amp; Investment</b></p> <p>In the context of changing delivery models, tightening operational margins and an accumulating capital expenditure backlog - exacerbated by the pandemic and Net Zero Targets - a discussion on how education space should be developed, managed and operated going forward to streamline cost bases and to maintain much needed investment going forward despite limited access to funding.</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• <b>Kitty Kent</b>, Assistant Director Corporate Finance, PwC</li> <li>• <b>Margarita Velez Acevedo</b>, Manager - Corporate Finance, PwC</li> </ul>
	<p><b>A Financial Sustainability Carol: Ghosts of Initiatives Past, Present, and Future</b></p> <p>Join EAB’s Gary Guadagnolo for analysis and discussion of financial sustainability initiatives past, present, and future. We’ll look at lessons from seven-figure consulting engagements coming out of the last decade, new opportunities to revisit the well-known cost-savings playbook today, and what effect ‘peak population’ and global demographic declines might have on university business models in years to come. The Christmas Carol motif for this session may not be timely, but the conversation certainly will be.</p> <p>Speaker:</p> <ul style="list-style-type: none"> <li>• <b>Gary Guadagnolo</b>, Senior Research Director, EAB</li> </ul>
12:20-13:15	Lunch and networking
13:15-14:20	Afternoon Plenaries
13:15-13:20	<p><b>Welcome back from the chair</b></p> <ul style="list-style-type: none"> <li>• <b>Vivienne Stern MBE</b>, Chief Executive, Universities UK</li> </ul>

13:20-14:05	<p><b>Reimagining, restructuring and rescue; when transformation is necessary what options do you have</b></p> <p>What can you do when your backs against the wall, and what does university leadership need to consider? What would happen if a sizeable university became insolvent? From restructure to mergers and acquisitions, what are the routes to rescue and are they fit for purpose? This session will explore the options, and the implications.</p> <p>Speakers to include:</p> <ul style="list-style-type: none"> <li>• <b>Sarah Seed</b>, Partner, Mills&amp; Reeve LLP</li> <li>• <b>Professor Rama Thirunamachandran</b>, Vice-Chancellor and Principal, Canterbury Christ Church University</li> <li>• <b>Charlotte Corrish</b>, Head of Public Policy, OIA</li> <li>• <b>Philip Landon</b>, Interim President and CEO, Universities Canada</li> </ul>
14:05-14:20	<p><b>Introduction to roundtable discussions</b></p> <ul style="list-style-type: none"> <li>• The humanities challenge: <b>Professor Julie Sanders</b>, Vice-Chancellor and Principal, Royal Holloway</li> <li>• How to make shared services work: <b>Nicola Owen</b>, Deputy Chief Executive (Operations), Lancaster University (AHUA)</li> <li>• Digital Transformation: <b>Heidi Fraser-Krauss</b>, Chief Executive Officer, Jisc</li> </ul>
14:20-14:25	(Time to change rooms)
14:25-15:00	<p><b>Roundtable discussions</b>  <i>Please choose one to attend.</i></p>
	<p><b>The humanities challenge</b>  Chair: <b>Professor Julie Sanders</b>, Vice-Chancellor and Principal, Royal Holloway</p>
	<p><b>How to make shared services work</b>  Chair: <b>Professor Quintin McKellar</b>, Vice-Chancellor and Chief Executive, University of Hertfordshire</p>
	<p><b>Digital transformation</b>  Chair: <b>Professor Jane Harrington</b>, Vice-Chancellor University of Greenwich</p>
15:00-15:20	Refreshment break
15:20-16:15	Closing Plenaries

15:20-15:25	<p><b>Welcome back from the chair</b></p> <ul style="list-style-type: none"> <li>• Vivienne Stern MBE, Chief Executive, Universities UK</li> </ul>
15:25-16:10	<p><b>A future reimagined - how to run a university differently</b></p> <p>This session will be a chance to explore innovative operating models from home and abroad. Is it possible to build a complete educational pathway for learners from school to university? Will online delivery continue to disrupt the sector and how do we capitalise on the opportunities it presents? What can we learn from systems overseas?</p> <p>Speakers to include:</p> <ul style="list-style-type: none"> <li>• <b>Professor David Phoenix</b>, Vice-Chancellor, London South Bank University</li> <li>• <b>Professor Emma Hunt</b>, Vice-Chancellor and Chief Executive, Falmouth University</li> <li>• <b>Sarah Spreitzer</b>, Vice President and Chief of Staff, Government Relations, American Council on Education (ACE)</li> </ul>
16:10-16:15	<p><b>Closing remarks</b></p> <ul style="list-style-type: none"> <li>• Vivienne Stern MBE, Chief Executive, Universities UK</li> </ul>