

**Planning Forum  
2006 Conference**

**ADAPTIVE  
CAPACITY**

**8-9 November 2006**

**The Queen's Hotel, Leeds**

**This year's conference will explore adaptive capacity: how can institutions adapt successfully to their environments without being merely reactive; how can they deal with the 'unknowns' as well as the 'knowns'; what can we say clearly about the future policy and funding context; can scenario planning or environmental scanning help deal with uncertainty; how should institutions plan for the medium term; how can they secure a strong 'bottom line'; what is the European context; and how can institutions make themselves sustainable, environmentally, organisationally and educationally?**

The Forum provides an opportunity to discuss, explore and be challenged about these issues with experts from Forum for the Future, the DfES, HEFCE, HEPI and institutions and individuals leading policy and practice.

For those who want to investigate the specific technique of scenario planning in more detail, there is an optional workshop after the main conference, with more detailed presentations from/about two institutions that have used this technique to good effect. There is an extra charge for this workshop.

### WHO SHOULD ATTEND

The Forum is aimed at those involved in higher education who want to keep abreast of latest strategic thinking; engage in stimulating conversation; hear about new perspectives and policy developments; and have their assumptions challenged. The forum is aimed especially at those responsible for strategic planning but will also be of interest to other senior managers, registrars, and directors of finance and marketing.

### ACCOMMODATION

The November 2006 Forum will be held at The Queen's Hotel, Leeds, which will provide all conference facilities, overnight accommodation on 8th November and meals.

### GETTING THERE

#### *By road*

Leeds is within easy access of major routes – the M1/A1 for travelling north/south and the M62 for travelling east/west.

#### *By rail*

The hotel is next to Leeds Train Station.

#### *By air*

The hotel is 12 miles from Leeds/Bradford Airport.

More detailed directions can be found at:  
[http://www.qhotels.co.uk/hotels/leeds/the\\_queens/map\\_and\\_directions.htm](http://www.qhotels.co.uk/hotels/leeds/the_queens/map_and_directions.htm)

### PRICES

Conference prices are:

£320 – AUA member residential

£395 – non-AUA member, residential

£250 – AUA member non-residential

£320 – non-AUA member, non-residential

Because of space limitations at the venue, overall numbers will be restricted. The number of delegates from any one institution may therefore be limited if applications exceed available places.

If a booking is cancelled and the place cannot be filled, the following charges will apply:

1 months notice of cancellation: 75%

2 weeks notice of cancellation: 90%

## Wednesday 8 November 2006

12.30	Arrival and lunch
14.00	Welcome and introduction
14.10	<b>Session 1 – plenary</b> <i>Towards a sustainable campus</i> Nick Andrew, Secretary and Registrar, University of Bradford
15.00	<b>Session 2 – workshops, choice of three</b> 1 <i>Institutional sustainability – managing the bottom line</i> Rodney Eastwood, Director, Strategy and Planning, Imperial College 2 <i>Institutional sustainability – where are the students; where's the income</i> Tom Sastry, Higher Education Policy Institute 3 <i>Institutional sustainability – organisational form</i> Jeroen Huisman, International Centre for Higher Education Management University of Bath
16.00	Refreshments
16.30	<b>Session 3 – plenary</b> <i>Scenarios for HE Europe</i> Jeroen Huisman
17.15	<b>Session 4 – panel</b> Plenary speakers and workshop leaders
17.45	Close of day 1
19.00	Dinner

## Thursday 9 November 2006

9.00	Introduction to the day
9.15	<b>Session 5 – plenary</b> <i>The knowns and the unknowns (1)</i> Ruth Thompson, Director, HE Strategy, DfES
10.00	<b>Session 6 – plenary</b> <i>The knowns and the unknowns (2)</i> Steve Egan, Acting Chief Executive/Director of Finance, HEFCE
10.50	Refreshments
11.25	<b>Session 7 – plenary</b> <i>Challenging sustainability</i> Sara Parkin, OBE, Founder Director, Forum for the Future
12.25	Closing comments
12.30	Lunch

## OPTIONAL WORKSHOP

13.45 A strategic conversation: theory and practice  
(See back page for details)

## APPLICATION FORM

TITLE

NAME

INSTITUTION

POSITION HELD

ADDRESS FOR CORRESPONDENCE

POSTCODE

E-MAIL ADDRESS

TELEPHONE

Do you have any special needs or dietary requirements?

Yes ☐

No ☐

If yes, please describe

I enclose a cheque made payable to University of Brighton for

- ☐ £320 (AUA member, residential)
- ☐ £395 (non-AUA member, residential)
- ☐ £250 (AUA member, non-residential)
- ☐ £320 (non-AUA member, non-residential)

SIGNED \_\_\_\_\_

DATE \_\_\_\_\_

Application forms and cheques made payable to the **University of Brighton** should be sent to:  
**Strategic Planning Unit, University of Brighton, Mithras House, Lewes Road, Brighton, BN2 4AT**  
Email: [AUAPlanningForum@brighton.ac.uk](mailto:AUAPlanningForum@brighton.ac.uk)  
by 20 October 2006.

This form will also be available on the AUA web-site at [www.aua.ac.uk](http://www.aua.ac.uk)

## OPTIONAL WORKSHOP APPLICATION FORM

TITLE

NAME

INSTITUTION

POSITION HELD

ADDRESS FOR CORRESPONDENCE

POSTCODE

E-MAIL ADDRESS

TELEPHONE

I enclose a cheque made payable to University of Brighton for

☐ £65

SIGNED \_\_\_\_\_

DATE \_\_\_\_\_

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**Strategic Planning Unit, University of Brighton, Mithras House, Lewes Road, Brighton, BN2 4AT**  
Email: **AUAPlanningForum@brighton.ac.uk**  
by 20 October 2006.

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Thursday 9 November 2006

## *A strategic conversation: theory and practice*

13.45

### **Optional workshop on scenario planning in higher education**

Two case studies from the OU and St George's, University of London, describing and analysing recent work using scenario planning techniques to aid institutional strategic planning

The intention is to provide useful information and insight that can be applied by colleagues, in part to better deal with the issues arising from the formal conference

Speakers include Jake Yeo and Alison Wyatt, Open University, Paul Clark, University of Oxford and Susan Trubshaw, St George's

15.45

### **End of workshop**

*Note: There is an additional fee of £65 for this workshop*