Developing and implementing a sustainable University Data Strategy

Course Description

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Why should you choose this course?

All of us use data. Many of us do not have a strategy for that data. Data is the fourth foundational asset - after people, money and buildings - but without a strategy we are not realising the value from that asset.

How many times have you heard '*I can't find the data*', '*I don't trust the data*', '*the data is in the wrong forma*t', *I can't interpret the data'* and '*the data is WRONG'*? A pragmatic strategy underpinned by a realistic implementation plan will create trusted data free of silo. Then it can be put to work in visible support of the goals and needs of the university.

Those needs might be better data for regulation and external scrutiny, or a trusted data platform to support analytics, data science and AI. Or more likely something in between.

This course gives you the foundations, best practice and plans to re-set and align your data journey.

What will you learn?

- What are the key components for a data strategy?
- What is the Higher Education context and why is this important?
- How to make the case – the drivers for and the benefits of a data strategy
- What types of data strategy are there, and how to choose what's right for your university?
- How to navigate the strategy 'ecosystem' – where does data fit with everything else
- What is the route to implementation? – plans, messaging and an operating model
- What is the right governance framework, and how to make that sustainable?

Course Description

This course distils the complex subject of creating a compelling data strategy into six building blocks, each building on the previous. On completion you will be armed with a rich data strategy, a detailed implementation plan and a sustainable operating model.

Course Structure

The course has eighteen hours of content delivered over three workshops. These workshops are spaced across three weeks. A final one to one session completes the course in the fourth week.

All content is delivered virtually via live streaming.

Workshop structure

Drivers	Vision	Value
Making the case for change Where are we now? What can't we do? Why do we have to change? What happens if we do nothing? Why now? W1	**Defines our aspirations for data** What is data's role in our future success? What will be different and how will that feel? Who is included? W1	**Documents business value** What capabilities will we have? What benefits will we see? How will this differentiate us? Why will the benefits be sustained? W1 W2
Principles	**Scope and Reach**	**Alignment**
Managing data as an asset What principles do we need? How will they be applied? Who will be responsible for them? How will success be measured? W1 W2	**Setting the boundaries and assigning priority** What is the scope of our data strategy? What data is included? Who is included? What will we do first? W1	**Spending our data budget wisely** What are we aligned to? How will we show value? How will we remain relevant? How do we get involved? Who sets our priorities How are we measured? Are we offensive or defensive? How do we work with others? W2 W3
Culture	**Implementation**	
Behaviours for a data culture What is our data culture? How do we communicate it? What investments do we need to make? Who is involved? How do we measure it? W1 W2 W3	**Building a sustainable data enabled organisation** How do we operationalize the strategy What is our communications plan What is our training and development plan How will we make this sustainable How will we measure ourselves Who will be accountable? W2 W3	

KEY: W1 – Develop. W2 – Align. W3 – Implement

Course Curriculum

These outcomes are developed through the six building blocks detailed below.

Making the Case

1. What is a pragmatic data strategy?
2. Five reasons why now is the right time
3. The HE data context and why it matters
4. How to position Data as an asset / foundation
5. Choose your data strategy type – defensive or offensive
6. What goes into a strategy and how to choose?
7. The value of maturity assessments and measurements
8. HE case studies.

Strategy Development

1. What is in a data strategy?
2. How to decide scope, reach and audience
3. Creating a data vision
4. Developing and mapping pragmatic data principles
5. Designing a data governance framework
6. Understanding strategy placement and alignment
7. Building your development approach
8. Plotting strategy approval routes.

Culture and messaging

1. Data enabled or data driven?

2. A best practice HE data culture
3. Identifying your stakeholders
4. Understanding the different audience groups
5. Creating straplines and messaging
6. Choosing your engagement model and communication channels
7. Cutting through the noise and making this impactful
8. Managing expectations.

Implementation planning

1. What does a good implementation look like?
2. Developing your high level plan
3. Aligning the plan to university objectives
4. How to build a resource model
5. Developing your low level plan
6. What you must do in your first 90 days
7. Overcoming resistance and blockers
8. HE case study.

Sustainable operation

1. How do I know when we're finished?
2. Overcoming the 'hump' of implementation
3. Keeping the plan on track
4. Key roles and responsibilities
5. The data governance framework in operation
6. How to maintain momentum
7. Common pitfalls and how to avoid them
8. Start tomorrow.

Breakouts

Each breakout is designed for both content creation and discussion material. We use a number of collaboration tools to support the virtual delivery of this course. Each workshop contains two breakout sessions, each of 15 minute duration.

Additional resources

Participants can review, download and keep the following:

- Slide decks and detailed notes pages
- Workshop recordings (if agreed by all participants)
- Data strategy example
- High level plan example
- Low level plan example
- Communications plan example
- Data Governance operating model
- 30+ templates referenced through the workshops

- Material developed in the breakouts
- A 'first 90 days' pack.

About the trainer:

Alex has worked with over fifty universities and most of the sector agencies. He has created and sustainably delivered data strategies, data governance frameworks and targeted support for eight universities over the last two years.

Alex has over thirty years experience of working in partnership with all sizes of customers on many different types of engagement. He has spent the last ten years working predominantly in Higher Education so has a deep understanding of the problems and opportunities of data within this sector.

UK university testimonial

"Alex worked with us on developing a data strategy and data governance operating model. By necessity our communications and workshops were remote and virtual, but Alex's attention to detail, ability to explain complex concepts simply, and his sheer experience and depth of knowledge of data and governance were invaluable in helping us make progress and plan our implementation.

Alex understands how HE works, and can suggest how to overcome roadblocks, and avoid the pitfalls of particular approaches. His experience makes him a respected voice of authority. He is generous with his time and knowledge - and he is fun to work with" – **Martin Howells, Director of Data and Insight (Interim) at UCL**.

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