



AVINASH BOROOWA

Data & Change Lead | British Citizen of Indian Origin

+44-7780007462

in Avinash Boroowa

avinash.boroowa@googlemail.com

A results-driven Data and Change Lead with expertise in Advanced Analytics, AI, Predictive Modelling, and Data Governance. Proven ability to bridge technical teams and business stakeholders, driving digital transformation through strategic engagement and project management. Skilled in developing data policies, building infrastructure, and establishing strong governance frameworks to deliver data-driven solutions aligned with organisational growth and objectives.

Education

- **MBA in Strategy** from the University of Strathclyde, Glasgow | 2008
 - **Electives:** Program and Project Management, Project Risk Analysis & Management, Leadership
- **B.Com.** from Guwahati Commerce College, Gauhati University, Guwahati | 2000

Core Competencies

Change Management & Digital Transformation

Data Analysis & BI

Data Management

Data Governance

Programme & Project Mgmt.

Innovation & Product Development

Process Improvement & QA

Stakeholder Engagement & Communication

Leadership & Team Building

Risk Management & Business Analysis

Training Design & Development

Soft Skills

- ⇒ Resilience
- ⇒ Team Management
- ⇒ Strategic Planning
- ⇒ Customer Service
- ⇒ Relationship Mgmt.
- ⇒ Problem-solving
- ⇒ Team Building
- ⇒ Analytical Skills

Links

- ⇒ Google Scholar Profile
- ⇒ Website

Profile Summary

- ⇒ **Over 20 years of experience** driving data-centric transformation across higher education and commercial sectors, leading predictive analytics and digital transformation initiatives.
- ⇒ Currently a **Senior BI Business Analyst** at **The Bicester Collection™**, driving organisational growth through the implementation of innovative data quality solutions and data governance frameworks.
- ⇒ Spearheaded **award-winning AI-based tools**, setting global standards in the ethical use of predictive analytics for student support, improving retention, and enhancing teaching methodologies.
- ⇒ Successfully led **high-budget**, multi-phase projects including the **£2M** Apprenticeships Data Infrastructure and the **£650k** Early Alert Indicators Project, delivering impactful solutions that integrated advanced analytics, AI, and machine learning.
- ⇒ Expert in **Digital Transformation** and **Change Management**, with a proven track record in designing and implementing **target operating models**, **optimising operational efficiency**, **streamlining data governance**, and **driving continuous improvement** initiatives.
- ⇒ Led the development of enterprise **data governance frameworks** and established communities of practice for data-driven decision-making, ensuring organisation-wide adoption of BI platforms and best practices.
- ⇒ Authored and spearheaded the development & implementation of ethical data policies in learning analytics, establishing global standards for the responsible use of student data to drive educational and strategic outcomes.
- ⇒ Showcased expertise in managing **cross-functional teams** and fostering collaboration between **technical** and **non-technical stakeholders**, ensuring seamless project delivery in complex environments.

Achievements

- ⇒ **Strategic Leadership:** Between 2012 and 2023, led pivotal initiatives at The Open University (UK), including the development and implementation of a groundbreaking ethical policy on student data usage for learning analytics, establishing new benchmarks in data ethics for higher education.
- ⇒ **Project Management Expertise:** Delivered the Early Alert Indicators Project with a focus on predictive analytics, successfully enhancing student support systems and significantly improving retention and success rates through data-driven insights.
- ⇒ **Innovative Development:** Championed the Apprenticeships Data Infrastructure Project, optimizing data management for degree apprenticeships and advancing operational efficiency through strategic implementation of data infrastructure and analytics.

Technical Skills

- ⇒ **Data Analytics Tools:** Power BI, SAS (including Visual Analytics), Tableau
- ⇒ **Cloud Computing:** Microsoft Azure, Databricks (including Unity Catalog)
- ⇒ **Data Governance & Management:** Microsoft Purview
- ⇒ **Customer Relationship Management:** Salesforce
- ⇒ **E-Learning and Content Development:** Moodle, Adobe Captivate
- ⇒ **Office Productivity:** Microsoft Office Suite

Work Experience

Senior BI Business Analyst | The Bicester Collection™ | Nov'23 - Present

Key Result Areas:

- ⇒ Developing the data target operating model and establishing essential data governance and management practices to lay the foundations for a data-driven organisation equipped to leverage AI capabilities.

- Leading the establishment of enterprise-wide data management processes, including the development and oversight of a comprehensive Data Ownership Model and governance procedures to ensure robust data governance and accountability across the organization.
- Championing the adoption and effective use of the BI platform, establishing a BI Community of Practice to drive best practices and enhance data-driven decision-making throughout the business.
- Driving the business analysis process by gathering requirements and producing high-quality Business Requirement Documents, User Stories, and Use Cases.
- Conducting business process mapping and facilitating solution design workshops to align IT solutions with business needs.
- Managing stakeholder expectations effectively, ensuring projects are delivered within budget, time, and quality constraints.

The Open University, Milton Keynes | Jun'12 – Nov'23

Designation: Business Relationship Manager (Senior Project Manager), Data & Student Analytics, Chief Data Office | Feb'23 – Nov'23

Highlights:

- Facilitated effective collaboration between project requirements and data services, ensuring effective project delivery.
- Ensured consistent availability of appropriate resources and inputs to support project execution.
- Managed stakeholder expectations and communication to facilitate successful project outcomes.
- Identified and integrated critical data services to enhance project effectiveness and support the Student Services Portfolio.
- Developed a Data Service Matrix to support project execution and ensure resource availability from the Chief Data Office.
- Provided backing for strategic projects, ensuring alignment with program outcomes and organisational goals.

Designation: Project Lead - Data Infrastructure, Apprenticeships Change Programme | Dec'19 – Jan'23

Highlights:

- Led strategic enhancements in the operational management and provision of degree apprenticeships, driving process improvements and aligning operations with university growth targets.
- Developed and articulated a vision for the strategic use of Data and Management Information (MI), ensuring data-driven decision-making across apprenticeship programs.
- Collaborated with key stakeholders to gather business requirements, evaluate operational options, and design critical aspects of the future Apprenticeships target operating model.
- Built and managed a high-performing team of data professionals, utilising Agile frameworks to deliver project outputs proficiently and meet objectives within timelines.
- Designed a future target operating model to scale apprenticeship operations, supporting the university's ambitious growth initiatives and long-term strategic planning.
- Administered a £2m data infrastructure investment, ensuring the creation of a robust reporting infrastructure and quality control mechanisms to enhance decision-making.
- Facilitated cross-departmental collaboration, aligning the Business Development Unit (BDU) and faculties to enhance the delivery of apprenticeships across the organisation.

Designation: Senior Product Development Manager – Advanced Analytics and Data Science | Jul'19 – Dec'19

Highlights:

- Led the strategic integration of advanced analytics and data science across the University, focusing on early alert indicators to predict and improve student success.
- Initiated and managed a university-wide training program to foster the adoption and effective utilization of data analytics outputs and products, enhancing decision-making.
- Led user-centric research efforts, continuously refining system accuracy and developing innovative analytics features aligned with user requirements and university objectives.
- Developed and communicated a clear vision for the application of advanced analytics, ensuring alignment with recruitment, student satisfaction, and success strategies.
- Collaborated with analysts to manage the Strategic Analysis Product backlog, ensuring alignment with the University's strategic priorities and operational needs.
- Executed effective stakeholder management, maintaining transparent and consistent communication with various departments to ensure smooth project execution.
- Directed budget management and contributed to funding bid development, securing necessary resources for analytics projects and initiatives.
- Led concept testing and business case development for new analytics-driven initiatives, ensuring data science innovations aligned with broader institutional goals.
- Provided subject matter expertise in the strategic replacement of the University's Core Systems, ensuring seamless integration of advanced analytics for improved functionality and outcomes.

Designation: Project Lead - Early Alert Indicators Project (Senior Product Development Manager) | May'16 – Jul'19

Highlights:

- Spearheaded the Early Alert Indicators Project, managing a substantial **£650k** budget to drive the integration and operationalization of predictive analytics within The Open University's educational framework.
- Engineered the development of a cutting-edge AI-based dashboard, which garnered multiple awards and transformed the utilization of prescriptive and predictive analytics, enhancing educators' capability to guide students effectively.
- Devised and implemented a robust institutional policy on the ethical use of predictive analytics, ensuring the answerable application of data-driven insights in student support and safeguarding academic integrity.
- Facilitated the seamless integration of the Early Alert Indicators tool into core teaching practices, impacting over 4,000 educators and revolutionizing their approach to student support and intervention.
- Orchestrated and executed a comprehensive training program, empowering more than 4,000 educators with advanced skills in predictive analytics, leading to substantial improvements in teaching methodologies and student outcomes.

- ➊ Led the strategic harmonization of diverse predictive indicators, enhancing their application to influence teaching practices and foster improved student success metrics.
- ➋ Secured prestigious industry accolades for the project, including the OU Research Excellence Award (2019), Times Higher Education Awards finalist (2019), UNESCO Prize in Education top-four finalist (2020), and the DataIQ Data for Society Award (2020), recognizing outstanding contributions to educational data science.

Designation: Workstream Lead - Analytics Project (Senior Project Manager) | Dec'13 – Jul'16

Highlights:

- ➊ Championed the development of an innovative Policy on the Ethical Use of Student Data, establishing a global benchmark in higher education and ensuring accountable application of learning analytics.
- ➋ Initiated and led the deployment of Predictive Indicators to enhance student success, advancing the University's capability to proactively address student needs and improve retention rates.
- ➌ Implemented cutting-edge experimental methodologies, including A/B testing and Randomized Control Trials (RCTs), to rigorously refine educational strategies and optimize learning outcomes.
- ➍ Pioneered the integration and management of advanced analytics to systematically improve student retention and progression across the University, driving substantial enhancements in educational effectiveness.
- ➎ Directed a comprehensive Cross-University Change Management Initiative, orchestrating strategic initiatives for organisational and cultural transformation to support the adoption of data-driven educational practices.
- ➏ Administered and managed three critical workstreams—Ethics, Predictive Modelling, and Evidence-Based Student Interventions—ensuring alignment with strategic objectives and driving impactful analytical solutions.
- ➐ Established and led the Analytics for Action (A4A) framework, a systematic approach for planning and evaluating interventions aimed at student retention and progression, now integral to the University's Quality Monitoring cycles and widely adopted across the institution.

Designation: Senior Media Project Manager, Learning and Teaching Solutions | Jun'12 – Dec '13

Highlights:

- ➊ Spearheaded continuous improvement initiatives that enhanced production efficiencies and achieved cost reductions, streamlining media development processes and maximizing resource utilization.
- ➋ Pioneered the creation of a comprehensive library of technical and design assets, which facilitated streamlined content development and activity creation for learning designers, resulting in improved efficiency and consistency.
- ➌ Conducted extensive training programs for learning designers and developers on the effective use of in-house Learning Design Frameworks, enhancing their content creation capabilities and elevating the overall quality of educational materials.
- ➍ Managed multiple development projects simultaneously, ensuring the timely and high-quality delivery of course-related and administrative materials, and maintaining alignment with project objectives and deadlines.
- ➎ Engaged in strategic business analysis and product development, aligning media production processes and outcomes with organisational objectives and enhancing the effectiveness of learning solutions.
- ➏ Controlled stakeholder management and communications adeptly, fostering effective collaborations and alignments across teams and departments to ensure successful project outcomes and stakeholder satisfaction.
- ➐ Ensured strict adherence to legal, statutory, and industry standards in media production, while maintaining high-quality standards in all inputs and outputs, thus safeguarding compliance and excellence in educational materials.

Previous Experience

Project Manager | **City and Guilds Kineo Ltd., Sheffield** | Mar'10 – Jun'12

Various Interim Roles | **Glasgow, Leeds** | Sep'08 – Mar'10

Strategy Consultant, Honeywell Test & Measurement | **University of Strathclyde, Glasgow** | Jun'08 – Sep'08

Instructional Designer | **NIIT Ltd., New Delhi, India** | Jan'05 – May'07

Trainer | **IBM Daksh Services, India** | Mar'04 – Jan'05

Agency Manager, Shillong | **Bajaj Allianz General Insurance Co. Ltd., India** | Jan'03 – Mar'04

Floor Supervisor | **DSSeContact, India** | Jan'02 – Dec'02

Process Associate | **G.E. Capital International Services (GECIS), India (Genpact Now)** | Nov'00 – Aug'01

Management Trainee (Tea Taster) | **Eastern Tea Brokers Pvt. Ltd., India** | Mar'97 – Jun'00

Publications & Conferences

- ➊ Boroowa, Avinash; Herodotou, Christothea (2022). Learning Analytics in Open and Distance Higher Education: The Case of the Open University. Learning Analytics in Open and Distributed Learning, Prinsloo, P., Slade, S., Khalil, M. (eds), Pages 47-62, Springer Singapore
- ➋ Herodotou, Christothea; Maguire, Claire; Hlosta, Martin; Boroowa, Avinash (2021). The engagement of university teachers with predictive learning analytics. Computers & Education 173, 104285
- ➌ Herodotou, Christothea; Hlosta, Martin; Boroowa, Avinash; Rienties, Bart; Mangafa, Chrysoula and Zdrahal, Zdenek (2020). The scalable implementation of predictive learning analytics at a distance learning university: Insights from a longitudinal case study. The Internet and Higher Education.
- ➍ Herodotou, Christothea; Boroowa, Avinash; Hlosta, Martin and Rienties, Bart (2020). What do distance learning students seek from student analytics? International Conference on Learning Sciences, 19-23 Jun 2020.
- ➎ Herodotou, Christothea; Rienties, Bart; Boroowa, Avinash; Zdrahal, Zdenek and Hlosta, Martin (2019). A large-scale implementation of Predictive Learning Analytics in Higher Education: the teachers' role and perspective. Educational Technology Research and Development, 67(5) pp. 1273–1306.

② Herodotou, Christothea; Rienties, Bart; Verdin, Barry and Boroowa, Avinash (2019). Predictive learning analytics ‘at scale’: Guidelines to successful implementation in Higher Education based on the case of the Open University UK. *Journal of Learning Analytics*, 6(1) pp. 85–95.

② Herodotou, Christothea; Hlosta, Martin; Boroowa, Avinash; Rienties, Bart; Zdrahal, Zdenek and Mangafa, Chrysoula (2019). Empowering online teachers through predictive learning analytics. *British Journal of Educational Technology*.

② Rienties, Bart; Herodotou, Christothea; Olney, Tom; Schencks, Mat and Boroowa, Avi (2018). Making sense of learning analytics dashboards: a technology acceptance perspective of 95 teachers. *International Review of Research in Open and Distance Learning*, 19(5) pp. 186–202.

② Gilmour, Alison; Boroowa, Avinash; Herodotou, Christothea (2018). Using predictive analytics to support students: Case study 1. 15th Enhancement Conference: Evaluation, Evidence & Enhancement: Inspiring Staff & Students, June 2018, Glasgow, UK

② Boroowa, Avinash; Herodotou, Christothea; Rienties, Bart (2018). Using predictive analytics to support students: Case study 2. 15th Enhancement Conference: Evaluation, Evidence & Enhancement: Inspiring Staff & Students, June 2018, Glasgow, UK

② Herodotou, Christothea; Gilmour, Alison; Boroowa, Avinash; Rienties, Bart; Zdrahal, Zdenek and Hlosta, Martin (2017). Predictive modelling for addressing students’ attrition in Higher Education: The case of OU Analyse. In: CALRG Annual Conference 2017, 14-16 Jun 2017, The Open University, Milton Keynes, UK.

② Gilmour, Alison; MacLeod, Lucy; Naydenova, Galina; Boroowa, Avinash; Ward, Rebecca and Herodotou, Christothea (2017). Predictive modelling and student retention: A collaborative enhancement project. In: 3rd International Enhancement in Higher Education Conference, 6-8 Jun 2017, Glasgow, UK.

② Herodotou, Christothea; Rienties, Bart; Boroowa, Avinash; Zdrahal, Zdenek; Hlosta, Martin and Naydenova, Galina (2017). Implementing predictive learning analytics on a large scale: the teacher’s perspective. In: Proceedings of the Seventh International Learning Analytics & Knowledge Conference, ACM, NY, pp. 267–271.

② Rienties, Bart; Boroowa, Avinash; Cross, Simon; Farrington-Flint, Lee; Herodotou, Christothea; Prescott, Lynda; Mayles, Kevin; Olney, Tom; Toeteneel, Lisette and Woodthorpe, John (2016). Reviewing three case-studies of learning analytics interventions at the open university UK. In: Proceedings of the Sixth International Conference on Learning Analytics & Knowledge, ACM International Conference Proceeding Series, ACM, New York, pp. 534–535.

② Rienties, Bart; Boroowa, Avinash; Cross, Simon; Kubiak, Chris; Mayles, Kevin and Murphy, Sam (2016). Analytics4Action Evaluation Framework: A Review of Evidence-Based Learning Analytics Interventions at the Open University UK. *Journal of Interactive Media in Education* (1), article no. 2.

② Slade, Sharon & Boroowa, Avinash. (2015). Developing policy for the ethical use of learning analytics at the Open University. *Proceedings of the Fifth International Conference on Learning Analytics & Knowledge (Practitioner Track)*

② Slade, Sharon & Boroowa, Avinash. (2014). Policy on ethical use of student data for learning analytics



Personal Details

Date of Birth : 01st November 1978

Languages Known : English, Hindi, Assamese & Bengali