

An invitation to

The Executive Seminar Series

This series is designed for senior leaders in higher education and VET in Australia and New Zealand and is aimed at promoting the development of higher education management through small group seminars which provide opportunities for focused and open interaction between participants.

Institutional Resourcing Adelaide 19-20 May Sydney 22-23 May



**Seminar Leader:
William F. Massy**

Professor Emeritus of
Education and Business
Administration, Stanford
University

President, The Jackson
Hole Higher Education
Group, Inc.

Dr. Massy is a specialist in the economic and leadership issues confronting today's colleges and universities.

In the 1970s and 1980s, Dr Massy earned tenure as Professor of Business Administration, before moving to Stanford's central administration as Vice-Provost for Research and later Vice-President for Business and Finance where he pioneered the use of financial management and planning tools that have become standards in higher education.

After founding the Stanford Institute for Higher Education Research (SIHER) in 1988, his research focused on institutional strategy, faculty roles and responsibilities, resource allocation processes, and universities as systems - including the development of a full-scale computer simulation of university behaviour released by the Alfred P. Sloan Foundation in the fall of 2000 under the title Virtual U.

Dr. Massy is the author of numerous books and other publications. His book with David Hopkins,

Planning Models for Colleges and Universities, received the Operations Research Society of America's Frederick W. Lanchester Prize for 1981, and in 1995 he received the Society for College and University Planning's annual career award for outstanding contributions to college and university planning.

More recent books are *Resource Allocation in Higher Education* (with collaborators, Michigan, 1996), *Honoring the Trust: Quality and Cost Containment in Higher Education* (Anker 2003), *Remaking the American University: Market-Smart and Mission-Centered* (with R. Zemsky and G. Wegner, Rutgers 2005), and *Academic Quality Work: A Handbook for Improvement* (with S. Graham and P. M. Short, Anker, 2007).

Dr. Massy holds a Ph.D. in economics and MS in management from the Massachusetts Institute of Technology, and a BS from Yale University. He was for twelve years a member of the Hong Kong University Grants Committee and is an experienced auditor with the Australian Universities Quality Agency.

The Program

Tertiary education institutions operate within a rapidly changing, increasingly competitive environment characterised by regulatory change and the adoption of market based approaches. Within this context a comprehensive understanding of *Institutional Resourcing* is an essential component of effective management and strategic positioning.

This two day seminar will provide an opportunity for in depth consideration of the manner in which modern tertiary institutions are managed and the strategic importance of planning and resource allocation. Through small group discussion and simulation exercises the program will examine a series of inter-related themes and issues including:

The Institution as a System

- Mission, market, production of teaching and research, finance
- How to improve the institution's standing while maintaining fiscal balance
- How the parts fit together: the economics of not-for-profit enterprises

Budgeting as an Instrument of Strategy

- The continuum of budgeting approaches: from centralized line-item control to decentralized responsibility center management
- How to steer the institution while sustaining local incentives and equity
- Use of "agency principles" to resolve the centralization-decentralization trade off
- Practical issues in the design of budgeting systems

Understanding the Institution's Internal Economy

- The need for a comprehensive financial planning model; example of such a model
- The "teaching and learning production function" and how it is changing with the advent of modern technology and the cognitive science of learning
- Costing proposals for technology-mediated teaching: course-level Activity Based Costing and the senior executive's role
- Fixed and variable cost, and the supply of and demand for faculty

Understanding and Managing Risk

- Identifying and quantifying risk
- Methods for mitigating financial risk
- Enterprise Risk Management

Dates and venues

Adelaide

19 – 20 May 2008,
9:30am – 5pm (registration 9:00am)
National Wine Centre
Corner of Botanic and Hackney Roads

Sydney

22 – 23 May 2008,
9:30am – 5pm (registration 9:00am)
Park Hyatt Hotel
7 Hickson Road, The Rocks

Who should attend

This seminar is designed exclusively for senior executives with responsibility for resource management and allocation within tertiary institutions including Vice-Chancellors, Institute Directors, Chief Financial Officers, Deputy Vice-Chancellors, Chief Operating Officers/Heads of Administration, and Deans.

Please note that numbers are limited to a maximum of 20 participants.

Seminar Fees

\$1980 (incl GST)
Fee includes a seminar dinner and all materials, lunch and refreshments.

Enquiries and Registration

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