



[www.mihelm.unimelb.edu.au](http://www.mihelm.unimelb.edu.au)

## Introducing the Martin Institute

The establishment in August 2007 of the Martin Institute is an exciting development designed to enhance post-secondary education in Australia and New Zealand by providing a suite of tailored short and award programs focusing on institutional management and leadership.

The Institute is interdisciplinary and has as its key objectives:

- to train the next generation of leaders of Australia's higher education and VET institutions in the strategic management of their institutions;
- to provide a forum in which public policy makers, public and private sector institutions, and national and international experts can explore, assess and anticipate the changing national and international environment in which higher education and VET operates; and
- to support its educational programs with scholarship and research.

It will do this through the provision of:

- coursework programs at postgraduate level;
- continuing professional education and refresher programs for aspiring and established senior executives, and for members of governing bodies;
- conferences and seminars on major policy and management issues;
- consultancy services to higher education and VET institutions; and
- research and policy analysis.

Based at the University of Melbourne's Graduate School of Education, the Institute's programs will be conducted across Australia, New Zealand and internationally.

**The Executive Seminar Series** is a key component of the Institute's programs, bringing together top international and local experts with institutional leaders in small group seminars. This setting allows for an interactive exchange of ideas, sharp debate, and will further new approaches to management and leadership enabling our institutions to be key players at the regional, national and international levels.

Dr William Massy is an international expert in tertiary education resource allocation, strategic planning and quality improvement systems. I invite you to attend this Executive Seminar on **Institutional Resourcing**.

Over the coming months the Martin Institute will be gradually introducing its range of leadership and management development activities, which can be found at [www.mihelm.unimelb.edu.au](http://www.mihelm.unimelb.edu.au). I welcome your feedback and suggestions on these programs.

Professor V. Lynn Meek  
Director

### The Advisory Board

In achieving its aim and objectives, the Martin Institute will benefit from the expertise of an Advisory Board comprising independent and eminent members, appointed for their knowledge of the policy environment of higher education and VET leadership and management, for their ability to guide the Institute's work, and for their capacity to represent its interests.

Professor John Hay AC, *Chair*

Professor Lynn Meek, *Director*

Professor Frans van Vught, *President, European Centre for Strategic Management of Universities*

Mr Jim Davidson, *Deputy Secretary for Higher Education, Commonwealth Department of Education, Employment and Workplace Relations*

Professor Glyn Davis AC, *Vice-Chancellor, The University of Melbourne*

Professor Allan Fels AO, *Dean, Australian and New Zealand School of Government*

Professor Margaret Gardner AO, *Vice-Chancellor, RMIT University*

Mr Tom Gregg, *President, Association for Tertiary Education Management*

Professor Elizabeth Harman, *Vice-Chancellor, Victoria University*

Ms Julie Moss, *National Chair, Australian Council for Private Education and Training*

Professor Ian O'Connor, *Vice-Chancellor, Griffith University*

Ms Marie Persson, *Deputy Director-General (TAFE and Community Education), NSW Department of Education and Training*

Professor Alan Pettigrew, *Vice-Chancellor, The University of New England*

Professor Field Rickards, *Dean, Melbourne Graduate School of Education, The University of Melbourne*

Professor Adam Shoemaker, *Deputy Vice-Chancellor and Vice-President (Education), Monash University*

Professor Pat Walsh, *Vice-Chancellor, Victoria University of Wellington*

### LH Martin

Professor Sir Leslie Martin was an eminent physicist who became a key higher education adviser to the Menzies government. Sir Leslie was Lecturer and Associate Professor in Natural Philosophy, and then Professor of Physics at the University of Melbourne (1927-59). After leaving the University of Melbourne in 1959, Sir Leslie became Chairman of the Australian Universities Commission, a position held until 1966. In 1961 he became chairman of a major inquiry into the future of Australian higher education, which became known as the Martin Committee. Leslie Martin was knighted in 1957 to honour his outstanding contributions to science.



MELBOURNE  
GRADUATE  
SCHOOL OF  
EDUCATION

**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**

Karla Fallon  
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www.mihelm.unimelb.edu.au

## Registration form The Executive Seminar Series

### Institutional Resourcing

Please register my attendance for the following seminar (✓)

- Adelaide**  
19 & 20 May 2008  
National Wine Centre  
Cnr Botanic &  
Hackney Roads  
Adelaide
- Sydney**  
22 & 23 May 2008  
Park Hyatt  
7 Hickson Road  
The Rocks  
Sydney

#### Personal details

Title	First name	Surname
Position		
Organisation		
Mailing address		
City	State	Postcode
Business telephone		
Mobile		
Email		

Please advise if you have any special dietary requirements.

- I wish to attend the seminar dinner
- Please keep me informed of future LH Martin Institute programs

#### Payment details

Seminar fee \$1,980 (Incl GST)

Please indicate method of payment (✓)

- Credit card (please complete your details below) Total amount \$ \_\_\_\_\_

Cardholder's name \_\_\_\_\_

Card type  Mastercard  Visa

Card number \_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_ Expiry date \_\_/\_\_/\_\_\_\_

Cardholder's signature \_\_\_\_\_ Date \_\_/\_\_/\_\_\_\_

- Cheque enclosed (Please make payable to The University of Melbourne)

#### Please return completed registration form to:

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ABN: 84 002 705 224

#### TAX INVOICE

This registration form will be a tax invoice for GST purposes when fully completed and payment is made. All prices include GST.

