ACTIVITY-BASED COSTING (ABC) FOR ACADEMIC RESOURCE MANAGEMENT

December 5 - 7, 2018
New Orleans, LA

pilbara
pilbaragroup.com

Grant Thornton
grantthornton.com

ai ACADEMIC IMPRESSIONS

Be better equipped to determine the fully loaded costs of your academic resource planning decisions.

OVERVIEW

Activity Based Costing (ABC) analysis is a decision support tool for academic resource management and related financial decisions. During this 1.5 day event, you will take an in-depth look at how the model improves decisions on program size, teaching methods, faculty workload, space utilization, staffing and enrollment decisions down to the course level. Through these applications you will gain an in-depth understanding of data and analysis that can inform decisions about program investment and disinvestment, and the launching of new programs. You will learn:

→ How to conduct an activity analysis and incorporate indirect costs into your cost model
→ Ways to determine the economic impact of course redesign
→ How enrollment mix can influence the costs
→ Effects of unsponsored research and other non-time tabled activities on course and program margin
→ How to build excitement and responsibility for data on your campus
→ How to configure and scale your own ABC model

During the event, you will select a focus area for introducing ABC and learn strategies for piloting your own program back on your campus.

OPTIONAL HALF-DAY WORKSHOP: A BUDGETING TOOL FOR IMPROVED ACADEMIC RESOURCE MANAGEMENT | DECEMBER 5, 2018

This optional workshop prior to the main conference on Wednesday afternoon is facilitated by Bill Massy, author of the critically acclaimed book, Reengineering the University. You will work with teams to simulate an analytical approach to budgeting using a beta tool in Excel. This tool can improve the normally difficult and chaotic process of resource allocation by providing a new level of objectivity and analysis to support constructive budgeting discussions on your campus. Copies of the tool, with operating instructions and descriptive material, will be supplied for take-home use.

VISIT EVENT PAGE

www.academicimpressions.com/activity-based-costing-abc-academic-resource-management/

ACADEMIC IMPRESSIONS

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions.com
twitter.com/academicimpress

2

TWO BACK TO BACK EVENTS - FIND THE RIGHT LEVEL OF TRAINING FOR YOU

You'll get the most value from this program if you are further along in the process and ready for advanced levels of analysis. If you are just beginning the process of program cost analysis, consider attending Measuring Academic Program Cost and Demand for Improved Resource Allocation.

If you have questions about these programs or which would best fit your needs, please reach out to Grace Royal to help determine which program is best for you.

GET EVERYONE ON THE SAME PAGE - BRING YOUR TEAM!

This training is designed for teams of academic program leaders, and the financial analysts, business officers, and institutional researchers who wish to support them in the early stages of building a cost model for new and existing programs.

BONUS WEBCAST RECORDING INCLUDED WITH YOUR REGISTRATION

This recording will provide you detailed information on the components of the activity-based costing model and how it works and includes an ABC sample teaching tool in Excel that you can adapt to create an ABC model of your own. This is not a prerequisite for the conference, but may be helpful in laying the foundation of ABC.

LEARNING OUTCOME

After participating in this conference, you will be better equipped to analyze the use of academic resources to inform decision making in a focus area of your choice.

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions.com
twitter.com/academicimpress

3

AGENDA

DECEMBER 5, 2018: OPTIONAL HALF-DAY WORKSHOP: A BUDGETING TOOL FOR IMPROVED ACADEMIC RESOURCE MANAGEMENT

1:00 - 4:00 p.m.
Optional Half-Day Workshop: A Budgeting Tool for Improved Academic Resource Management
This workshop provides you an analytical tool to balance your institution's qualitative mission-based values with hard quantitative data on cost, margin, etc. to shift budgeting conversations to a more objective and evidence-based viewpoint.

Topics will include:
→ Setting market and financial metrics that matter to your institution
→ Determining significance and weights on university priorities
→ Combining the data to determine the optimal path
→ Strategies to adapting the tool for your institution

Bill Massy, author of Reengineering the University, will guide you through the principles and calculations, and consult with you as you practice your own analysis and decision-making using sample data. You will leave with the tool in hand that you can adapt it for your own university. Electronic copies of the tool (with operating instructions and descriptive material) will be supplied for take-home use. You will need your laptop and Excel to directly participate in the workshop's hands-on components.

DECEMBER 6, 2018: MAIN CONFERENCE

8:00 - 8:30 a.m.
Main Conference Registration

8:30 - 9:00 a.m.
Continental Breakfast (included in registration fee)

9:00 - 10:00 a.m.
Introductions and Opening Remarks: Call to Action
This opening session will provide an opportunity for you to meet the instructors and share on your current challenges supporting your strategic and operational priorities. You will also preview the framework for the event and receive guidance on how you can get the most from the experience.

10:00 a.m. - 12:00 p.m.
Examples of How ABC Informs Academic Resource Allocation Decisions
This session provides an overview of the model and explains why the data are so important for academic resource management. Our expert will illustrate these points using scenarios based on real institutions that have adopted ABC. You will learn how to use ABC-generated evidence in key areas such as:
→ Decisions about programs and course offerings
→ Faculty workload and budgeting for faculty lines
→ The impact and treatment of overhead
→ Classroom utilization improvement
→ Online and multiple campus considerations

12:00 - 1:00 p.m.
Lunch (included in your registration)

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions
twitter.com/academicimpress

4

AGENDA

DECEMBER 6, 2018 (CONTINUED)

1:00 - 3:00 p.m.
Academic Resource Allocation Scenarios
You will be introduced to scenarios designed to illustrate how the model can enhance your academic resource management. Scenarios will illustrate capital planning, staffing, and strategic enrollment decisions among others relevant to what you share in the pre-conference survey. You will work with your peers on a series of real-life decision problem based on recent interviews with model users at eight universities in the United States and Australia.

3:00 - 3:15 p.m.
Afternoon Break

3:15 - 4:30 p.m.
Process Considerations for Piloting Your Own ABC Model on Your Campus
Now that you understand the impact of the ABC analysis, this session will guide you through the overall process. You will learn the full cycle of ABC implementation including:

→   Data Readiness and building a data culture on your campus

→   Overcoming data integrity and accessibility challenges

→   Organizational structures and talent development to support these initiatives

→   Timeline and planning for a pilot study

→   Building capacity and vendor selection

4:30 - 5:00 p.m.
Q&A and Wrap-Up

5:00 - 6:00 p.m.
Networking Reception (included in registration fee)

DECEMBER 7, 2018

8:00 - 8:30 a.m.
Continental Breakfast (included in your registration)

8:30 - 9:00 a.m.
Day 1 Recap and Review

9:00 - 10:00 a.m.
Developing your Strategy
Now that you've had time to interact with the tools, you will consider how ABC could be introduced to academic resource managers on your campus. What decisions and decision-makers might be targeted, for example, and how would the case for change be constructed. The objective is to help you develop a strategy for implementing the ideas of the workshop within your unique institutional context.

10:00 - 11:15 a.m.
Prioritizing your Needs and Planning your Approach
During this time, our experts will be available to consult with you on the possibilities for piloting ABC at your institution. With their guidance, you will better define your strategies, goals, and a potential action plan. You will also have the opportunity to begin assessing your capacity for an ABC project.

ACADEMIC IMPRESSIONS

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions
twitter.com/academicimpress

5

AGENDA

DECEMBER 7, 2018 (CONTINUED)

11:15 - 11:45 a.m.
Setting Goals and Action Planning
You will have an opportunity to present your project scope and share your goals for when you return to campus.

11:45 a.m. - 12:00 p.m.
Wrap-up and Final Q&A

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions.com
twitter.com/academicimpress

6

INSTRUCTORS

Mark C. Hampton, Executive Vice President for Strategy and Operations, Washington College
In his current role, Mark provides high-level, analytically-based, and data-driven advice to leadership at all levels, as well as leadership and oversight to the planning, assessment, accreditation, and institutional research activities of the university.

Prior to joining NYIT in 2016, Hampton served as Vice President for Finance and Administration at Washington College in Chestertown, Md., where he oversaw all finances, technology, facilities, human resources, and business operations. Before that, he served as Assistant Vice President for Budget and Financial Planning at the University of Virginia, where he directed the development and implementation of its Academic Division's operating and capital budgets, and helped lead efforts to develop a new activity-based internal financial model.

Hampton has also held strategic planning, institutional research, and faculty positions at the University of Virginia, Virginia Commonwealth University, the State Council of Higher Education for Virginia, and the University of Utah. In addition, he has served as a board member for several organizations and foundations.

Bill Massy, Consultant to Higher Education, Former CFO at Stanford
Dr. Massy, an emeritus professor and former officer of Stanford University, has been active as a teacher/researcher, consultant, and university administrator for more than forty years. After gaining tenure in Stanford's Graduate School of Business, he served the central administration as Vice Provost for Research, Acting Provost, and Vice President for Business and Finance—during which time he developed and pioneered financial planning and management tools that have become standard in the field—and then as Professor of Higher Education working on resource allocation, cost containment, and academic quality assurance and improvement. He co-directed the Department of Education's National Center for Postsecondary Improvement from 1996 to 2002, served on Hong Kong's University Grants Committee from 1991 to 2003, and has been an Honorary Faculty Fellow at the University of Melbourne (AU) since 2010. His most recent book is Reengineering the University: How to Be Mission Centered, Market Smart, and Margin Conscious (Johns Hopkins University Press, 2016). Dr. Massy holds a Ph.D. in economics and MS in management from the Massachusetts Institute of Technology, and a BS from Yale University.

Lea Patterson, President/CEO, Pilbara
Lea is an electronics and computer engineer and former Australian Navy Officer. While in the Australian Navy, Lea was engaged in his first Activity-Based Cost model as part of a project to build a large enterprise-wide model covering the entire Australian Navy. After leaving the navy, Lea was a foundation employee of what would become Pilbara Group, with clients primarily in the Australian defence force. The U.S. Navy saw the model completed for the Australian Navy and requested the same. This took Lea and the team to Pearl Harbor, HI and eventually Norfolk, VA. About 10 years ago, during this time in the U.S., the company began receiving requests from Australian universities to build ABC models, which kick started the higher education practice. Now, higher education is a primary focus for Pilbara Group in Australia and the U.S. and Lea is currently heading up both companies servicing clients in Australia, the U.S., Mexico, and the United Kingdom. His recent initiatives include working closely with public, private, and community colleges in the United States on designing and implementing activity-based costing.
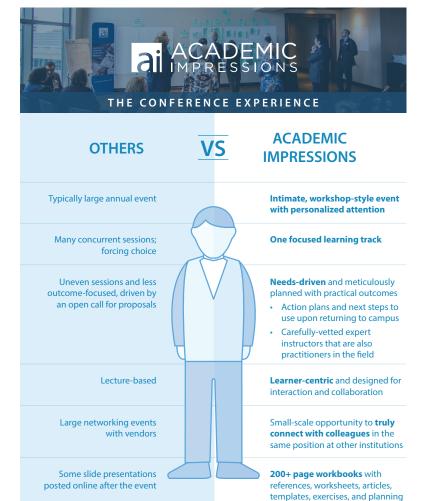
ACADEMIC IMPRESSIONS

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions
twitter.com/academicimpress

7

INSTRUCTORS

Anthony Pember, Senior Manager, Decision Analytics Service Line, Grant Thornton LLP
Anthony has extensive consulting experience leading a variety of business, modeling, and information technology initiatives within the higher education, commercial, and not-for-profit sectors. Anthony has supported and advised higher education, federal government, and commercial clients with their cost management and performance improvement projects in the United States, Australia, Canada, Mexico, and Great Britain. Anthony's areas of expertise include activity-based costing, cost allocation models, predictive modeling, performance management, and cost analysis. Within the higher education sector, Anthony has worked with multiple universities in both the United States and Australia building cost models, performing critical data analysis, and advising clients in areas associated with their cost management and strategic resource alignment needs. Some of Anthony's recent experience in the higher education sector includes: Rutgers University, Georgetown University, University of California Riverside, University of Maryland College Park, Bentley University, Johnson County Community College, New York Institute of Technology, Arizona Board of Regents, University of Southern Queensland (Australia), Deakin University (Australia), and Pennsylvania College of Health Sciences. Anthony has published several articles on the use of management accounting principles to drive environmental performance—a novel approach to using traditional management tools in a new way. Anthony currently serves on the Board of the Consortium of Advanced Management-International (CAM-I), a preeminent non-profit cost, performance, and process research organization.

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions.com
twitter.com/academicimpress

8

ACADEMIC IMPRESSIONS

THE CONFERENCE EXPERIENCE

OTHERS	VS	ACADEMIC IMPRESSIONS
Typically large annual event		**Intimate, workshop-style event with personalized attention**
Many concurrent sessions; forcing choice		**One focused learning track**
Uneven sessions and less outcome-focused, driven by an open call for proposals		**Needs-driven** and meticulously planned with practical outcomes • Action plans and next steps to use upon returning to campus • Carefully-vetted expert instructors that are also practitioners in the field
Lecture-based		**Learner-centric** and designed for interaction and collaboration
Large networking events with vendors		Small-scale opportunity to **truly connect with colleagues** in the same position at other institutions
Some slide presentations posted online after the event		**200+ page workbooks** with references, worksheets, articles, templates, exercises, and planning documents

96%
of past attendees would recomend an AI conference to a colleague

250+
and growing of AI member institutions (AI Pro)

15,000+
higher ed professionals served

AI Conference Experiences

Academic Impressions provides valuable exploration of timely and pragmatic challenges to higher education institutions. The combination of impassioned subject matter experts as presenters and means of engaging conference attendees was potent.

- C. Tennent, Associate VP of Facilities Management, University of Saskatchewan

This conference was the complete package: relevant topics, philosophical and practical applications, fantastic speakers, fantastic location. One of the BEST conferences I've ever attended. It is what a conference should be! Full of collaboration, networking and solutions.

- M. Lowe , Associate Professor and General Reference Librarian University of Louisiana at Monroe

ACADEMIC IMPRESSIONS

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions
twitter.com/academicimpress

9

LOCATION

December 3 - 5, 2018 :: New Orleans, LA

HOTEL:

Hyatt Regency New Orleans
601 Loyola Ave.
New Orleans, LA 70113
504.561.1234

Room Rate: $189 + tax

Room Block Dates: The nights of December 4, 5, and 6, 2018.

Rate Available Until: November 12, 2018.

Reserve Your Room: Please call 504.561.1234 and indicate that you are with the Academic Impressions group to receive the group rate. Please book early - rooms are limited and subject to availability.

Academic Impressions
www.academicimpressions.com

tele 720.488.6800
fax 303.221.2259
facebook.com/academicimpressions.com
twitter.com/academicimpress

10