

**AAIR**  
**Load Management**  
**Special Interest Group**

**QUT**  
Division of Finance and Resource Planning

Wednesday 26 August 2009



“...as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns -- the ones we don't know we don't know.”

Donald Rumsfeld

AAIR  
Load Management  
Special Interest Group August 2009

Welcome

Stephen Pincus

Executive Director  
Division of Finance and Resource Planning



# Program

- 10:00 Welcome and introductions
- 10:15 What's Load Management, and what's the SIG for?
- 10:30 Who are we and what do we do?
- 11:30 How good are we, how good should we be?
- 12:30 Lunch – in the room
- 13:15 Where do we fit? – Guest speaker: Prof Michael Lavarch
- 14:15 How do we do it? – tools and modelling
- 15:00 Afternoon tea – in the room
- 15:20 How do we do it? Continued ...
- 16:00 Government?
- 16:30 What's the future for the LM SIG?
- 17:00 Close



Australian Government

# Transforming Australia's Higher Education System



a university for the **real** world<sup>®</sup>

CRICOS No. 00213J

# What is Load Management?

Load Management is the process of forecasting student load and revenue.

**Division of Finance and Resource Planning  
QUT**

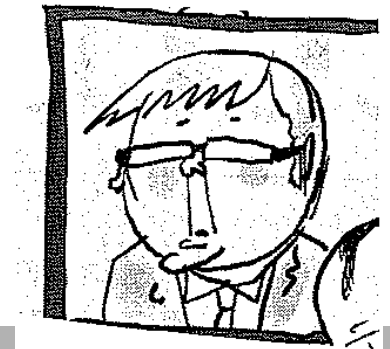
# Key questions to be answered

## QUT needs to know these outcomes:

- How many offers to make in which courses?
- How many offers will be accepted?
- How many offers will be deferred?
- How many acceptances will become enrolments?
- How many enrolments will provide load?
- How many enrolments with load will pay fees?
- How many students will re-enrol?
- How many continuing students will provide load?
- How many continuing enrolments with load will pay fees?
- How many deferred offers will enrol?
- In which units will students enrol? - involving HECS bands, funding clusters, student status and Fees
- What will be the structure of the Commonwealth funding model?

## Decision Makers

- QUT
- Students
- Students
- Students
- Students
- Students
- Students
- Students
- Students
- Students



# Load Management SIG

- Share ideas
- Improve processes
- Build a network of colleagues

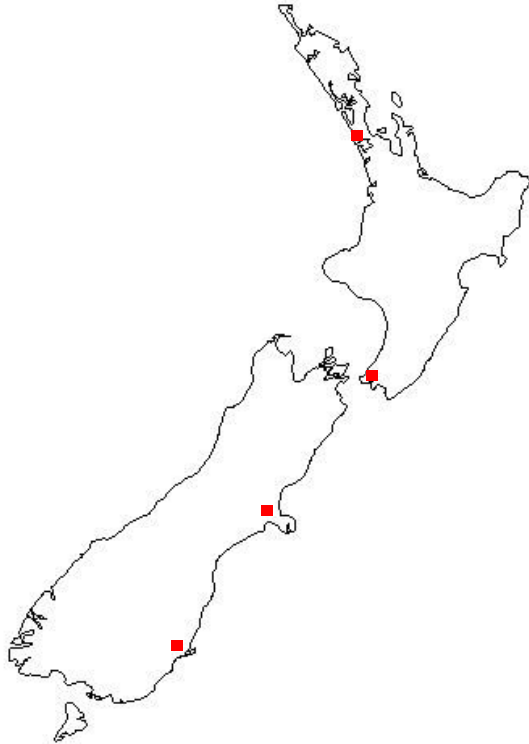
# LM SIG – a brief history of our brief history

- Discussions through site visits
- AAIR Forum 2007 in Sydney
- Through 2008 Universities contacted to gauge interest
- AAIR Forum 2008 in Canberra
  - Load Management workshop
  - AAIR AGM agreed to establish the LM SIG
- More Universities contacted
- QUT August 2009 – first meeting
- AAIR Forum 2009 in Adelaide

# Members of the LM SIG

- ~~74~~ 77 Members
- Members from 34 Universities
  - 5 in New Zealand
  - 29 in Australia
- 1 member in DEEWR

# New Zealand



**Auckland University of Technology**

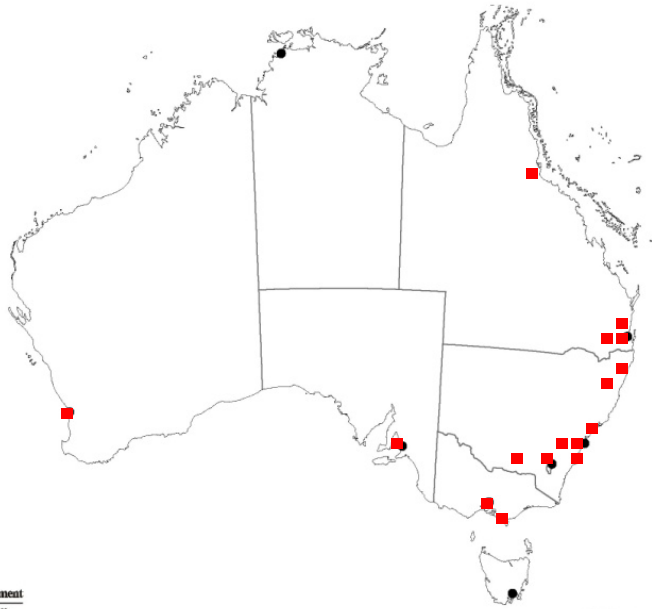
**The University of Auckland**

**University of Canterbury**

**University of Otago**

**Victoria University of Wellington**

# Australia



GEOCAT: 61756  
(c) 2005 Commonwealth of Australia (Geoscience Australia)

**Australian Catholic University**  
**Charles Sturt University**  
**Curtin University of Technology**  
**Deakin University**  
**Edith Cowan University**  
**Flinders University**  
**Griffith University**  
**James Cook University**  
**La Trobe University**  
**Macquarie University**  
**Monash University**  
**Queensland University of Technology**  
**RMIT University**  
**Southern Cross University**  
**The Australian National University**  
**The University of Adelaide**  
**The University of Melbourne**  
**The University of New England**  
**The University of Newcastle**  
**The University of Queensland**  
**The University of Sydney**  
**University of Canberra**  
**University of South Australia**  
**University of Southern Queensland**  
**University of Technology Sydney**  
**University of the Sunshine Coast**  
**University of Western Sydney**  
**University of Wollongong**  
**Victoria University**



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# Who are we and what do we do?

## Questionnaire



# Load Management Questionnaire

Jeff Holmes

Finance and Resource Planning, QUT

AAIR Load Management Special Interest Group

Wednesday 26 August 2009



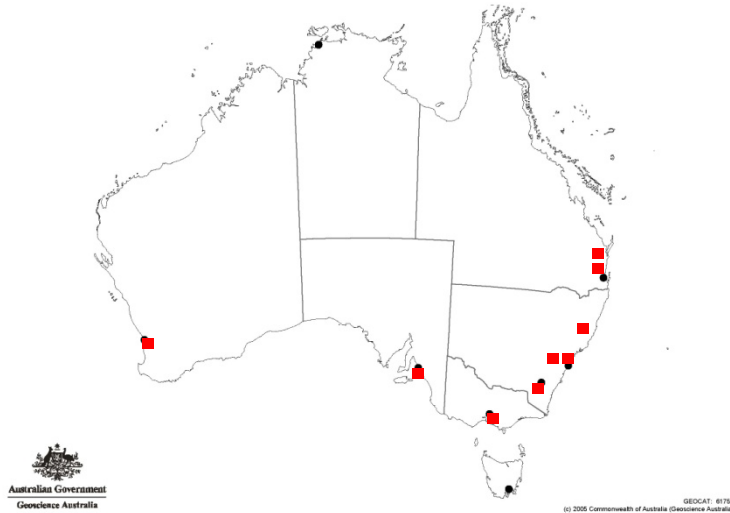
**In late 2008 a questionnaire about load management was developed by Griffith and QUT staff.**

**It was circulated to members of the LM SIG in 2009.**

**Up to August 2009, 17 universities responded.**

**The returns were collated by  
Anh Nguyen, Griffith University and  
Jeff Holmes QUT**

**and analysed by  
Jeff Holmes QUT**



Curtin University  
Edith Cowan University  
Griffith University  
La Trobe University  
Macquarie University  
Monash University  
Queensland University of Technology  
RMIT University  
The Australian National University  
The University of New England  
The University of Queensland  
The University of Sydney  
University of South Australia  
University of Technology Sydney  
University of the Sunshine Coast  
University of Western Sydney

University of Otago

Questionnaires were returned  
from 17 universities:



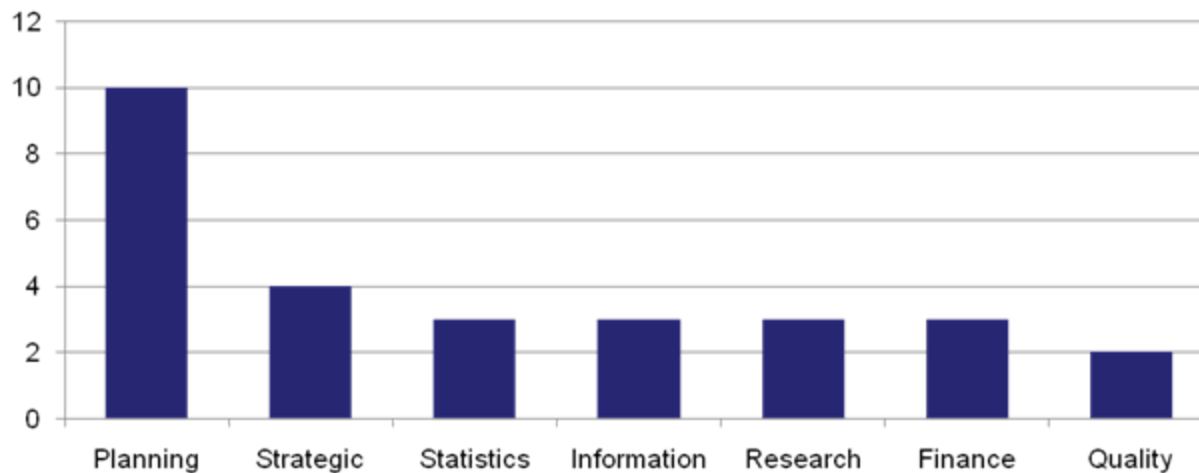
# Q1 – Address of the section responsible for load management



## Q2: Who are we?

17 Responses

Who does Load Management? Common Labels	Universities
Planning	10
Strategic	4
Statistics	3
Information	3
Research	3
Finance	3
Quality	2

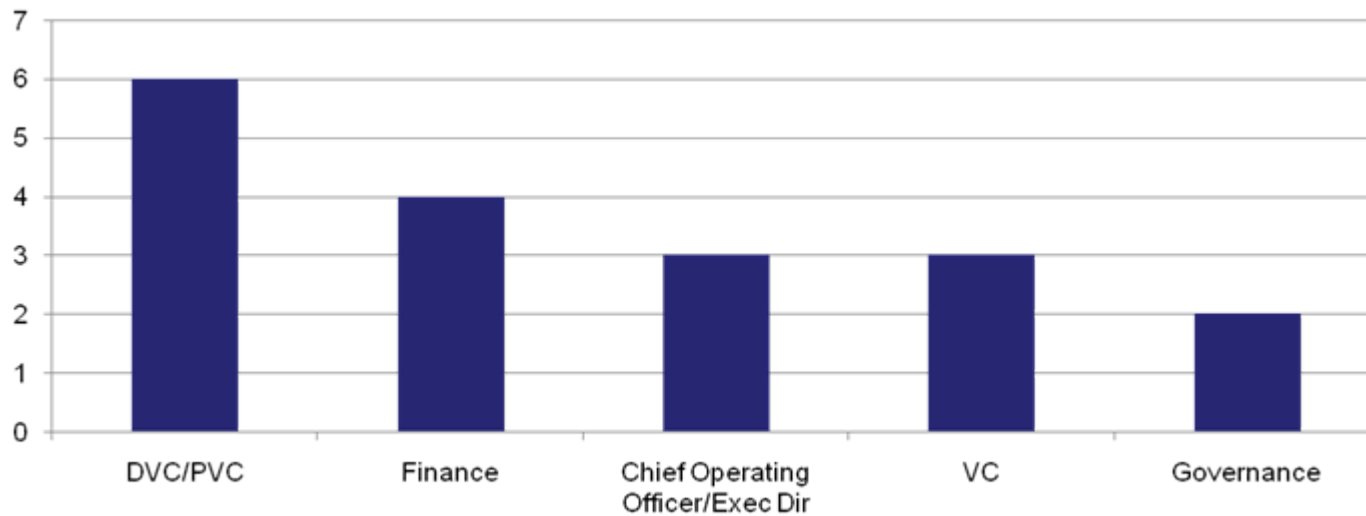


# Where are we?

Q3

17 Responses

Load Management Located in?	Universities
DVC/PVC	6
Finance	4
Chief Operating Officer/Executive Director	3
VC	3
Governance	2



## Why do others build projections?

Q4

4 Responses

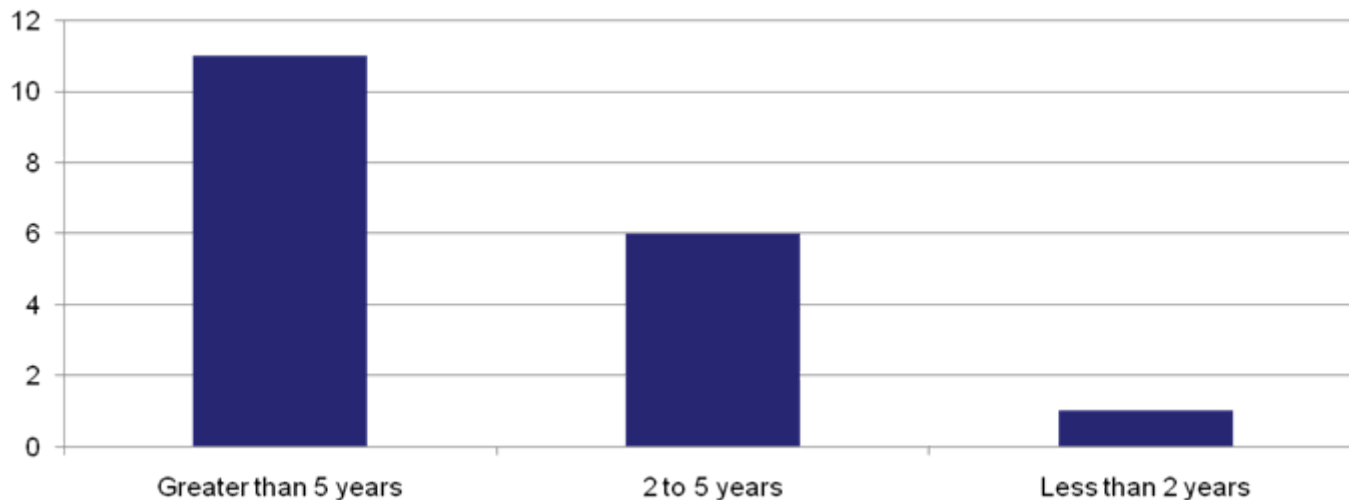
<b>If there is more than one group building projections why do they?</b>	<b>Universities</b>
Faculties undertake projections	2
Expertise/History/Tool	2

# How long have we been doing this?

Q5 part 1

17 Responses

Responsible for LM since?	Universities
Greater than 5 years	11
2 to 5 years	6
Less than 2 years	1



## Q5 part 2

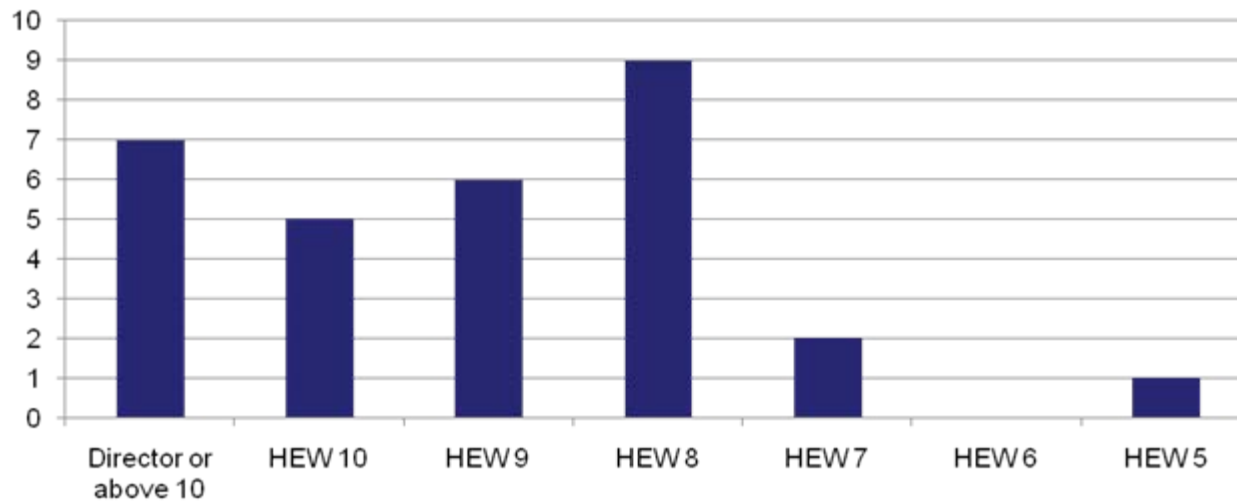
<b>If another section was responsible for Load Management, which section was it?</b>	<b>Universities</b>
Finance	2
Planning	1
DVC(A)	1

# Who does the projections?

## Q6 part 1

17 Responses

Level of Staff	Aggregate number of Staff Involved
Director or above 10	7
HEW 10	5
HEW 9	6
HEW 8	9
HEW 7	2
HEW 6	0
HEW 5	1
All	30

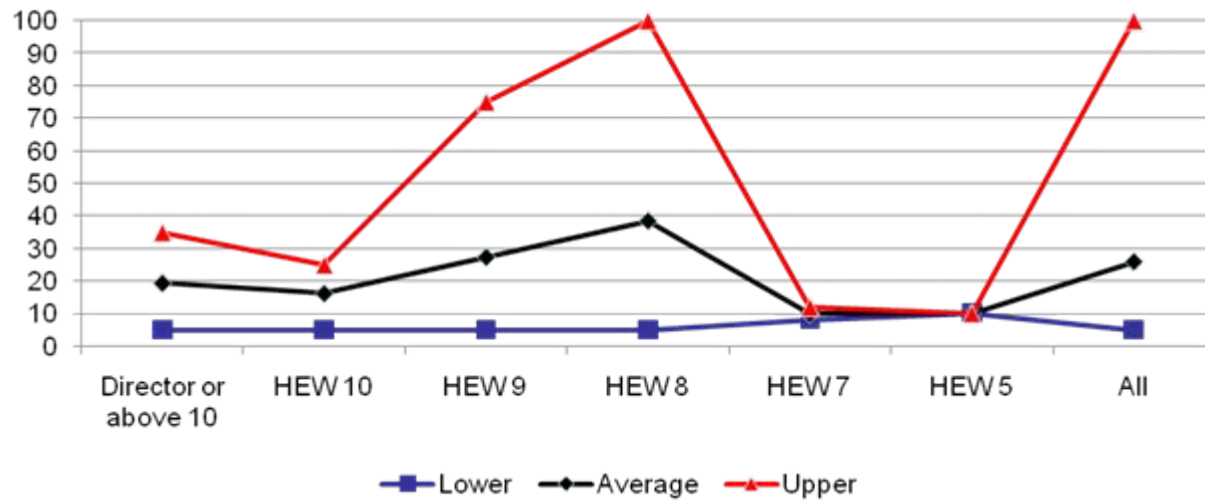


## Who does the projections?

### Q6 part 2

17 Responses

Level of Staff	Average % of staff time on load projections	% Range
Director or above 10	19	5 to 35
HEW 10	16	5 to 25
HEW 9	27	5 to 75
HEW 8	38	5 to 100
HEW 7	10	8 to 12
HEW 6	na	na
HEW 5	10	10
All	26	5 to 100



## Who does the projections?

Q6 part 3

17 Responses

<b>Number of staff doing projections at each university</b>	<b>Universities</b>
3	5
2	4
1	8
Average per university	1.8

## Who does the projections?

Q6 part 4

17 Responses

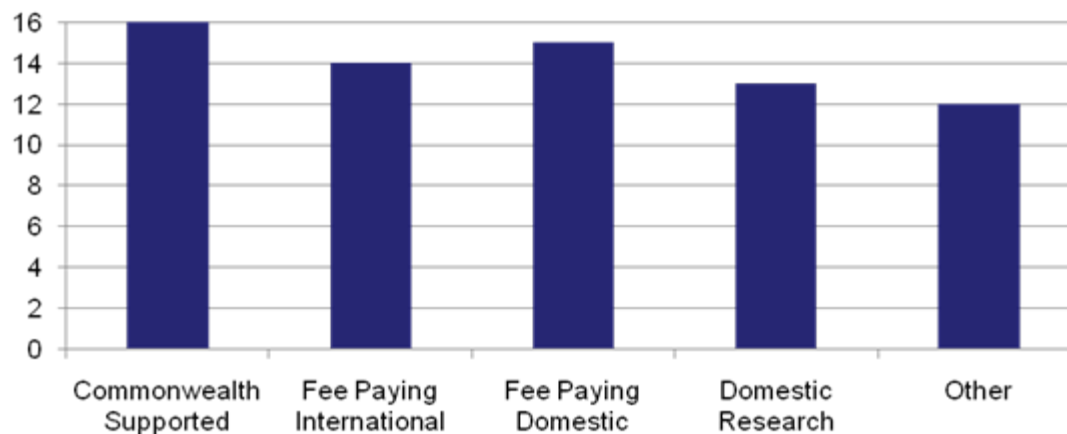
<b>Level of the most senior member of staff involved with projections</b>	<b>Universities</b>
Director or above 10	7
HEW 10	5
HEW 9	4
HEW 8	1
HEW 7	
HEW 6	
HEW 5	

## Projections built for which students?

Q7

16 Responses

<b>The Load Management section builds projections for these student types</b>	<b>Universities</b>
Commonwealth Supported	16
Fee Paying International	14
Fee Paying Domestic	15
Domestic Research	13
Other	12



## Projections are used for?

Q8

16 Responses

<b>Projections used for?</b>	<b>Universities</b>
Tertiary Admissions Centre Targets	15
Funding Agreement	16

## Who determines targets?

Q 10

15 Responses

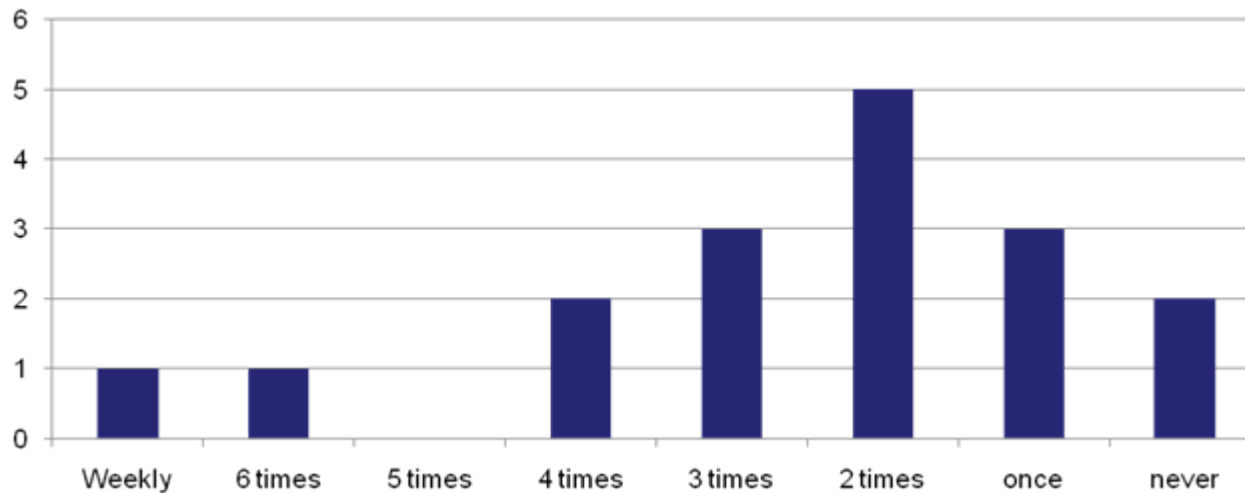
<b>Commonwealth Supported</b>	<b>Universities</b>
Academic	15
LM Area	11

# Frequency of projection revisions

Q9

17 Responses

Frequency of projection revisions	Universities
Weekly	1
6 times	1
5 times	0
4 times	2
3 times	3
2 times	5
once	3
never	2



## Governance and Control

Q 13

12 Responses

<b>Oversight</b>	<b>Universities</b>
Line Management	10
Senior Staff	7
VC & VC Committee	4
Load Group	3

# Somewhere, there's a bus with my name on it

Q 15

16 Responses

<b>Level of Documentation</b>	<b>Universities</b>
Detailed/Extensive	5
Some/Reasonable	5
Limited/Under Development	6

## Systems and Reporting

Q 17

17 Responses

<b>Tools</b>	<b>Universities</b>
Excel	12
Access/Database	4
SAS/SPSS	4
Cognos	3
Other	2

## Systems and Reporting

Q 18

16 Responses

Reporting Tools	Universities
Excel	11
Cognos/Business Objects/Other	6
Planning tool	3

# How does the funding agreement/profile/compact sit in the process?

**Q 21**

17 Responses

<b>Government Agreement</b>	<b>Universities</b>
Embedded	14
Post planning	3



**Other?**

**Q 22**

**Other**

Model may be expanded, but there's no resource available

# How good are we?

Q 19

15 Responses

<b>How good are the projections?</b>	<b>Universities</b>
5%	2
2%	2
1%	4
Comment	9

# How good are we supposed to be?

Q 20

15 Responses

Accuracy Targetted	Universities
5%	2
3%	2
1%	5
High level/Best/No/Other	6

# Discussion . . .



# How good are we, how good should we be?

- Performance
- Targets
- Benchmarking

# Targets

## Government Funded

- Australia: Commonwealth Supported (DEEWR)
- New Zealand: Central Government Funded (TEC)

## Commencing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

## Continuing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

# Targets

## International non-research

### Commencing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

### Continuing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

# Targets

## Domestic Fee Payers

### Commencing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

### Continuing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

# Targets

Research

Domestic and/or International

Commencing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

Continuing:

Poor > ?%

Acceptable ?% to ?%

Good < ?%

# Lunch

Next session commences at 13:15 sharp

Guest Speaker: Professor The Hon. Michael Lavarch



**Professor The Hon. Michael Lavarch**

**Executive Dean  
Faculty of Law**



# Where do we fit?

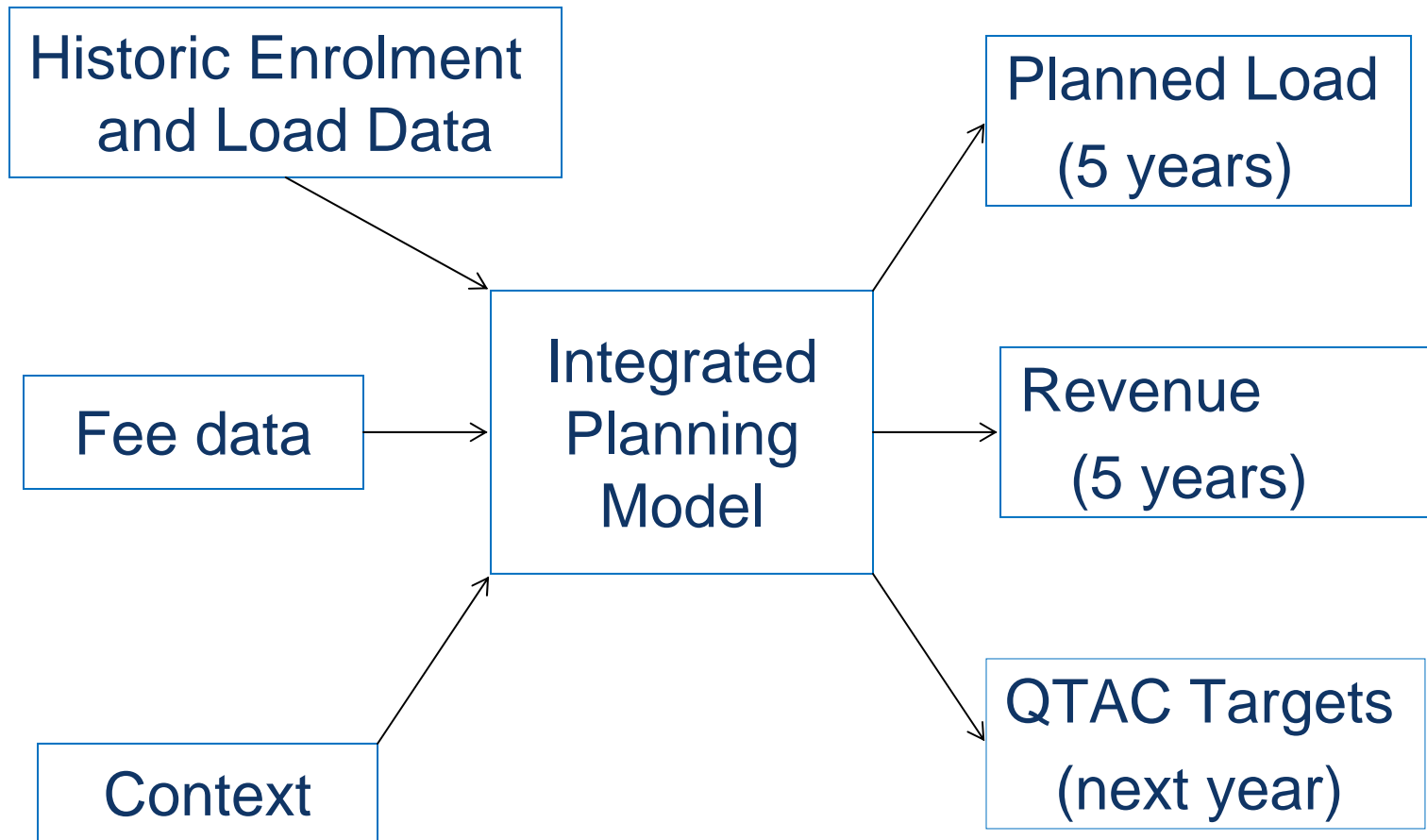
- Planning
- Budget
- Admissions
- Timelines and dependencies
- Data Flows

# Michael Rothery

**Reporting and Analysis Coordinator  
Planning and Quality Unit  
University of Technology, Sydney**



# Student Load Projections



# How do we do it?

- Context
- Tools
- Modelling
- Processes

# Context

- When demand is high and available load is tight?
- When demand is low and available load is high?
- Setting targets
- Changing enrolment patterns and behaviour

# Modelling/Process

- How many years in the forecast?
- Forecast of the student lifecycle?
  - Admissions
  - Enrolments/EFTSL
  - Attrition/Retention
  - Completion
- Commencing modelling
  - Set or projected
  - Admissions
- Continuing modelling
- Enrolment cohorts
- Modelling of revenue
- Ratios
  - What level (course Type etc)
  - How many years
  - Cohorts
- New courses
- Retiring courses
- Replacing courses
- Changing Enrolment Patterns
- Changing Course structures
- Faculty involvement

# Afternoon Tea

Re-commence at 15:20



# How do we do it?

- Part 2

# Government

- Funding
- Rules
- Intentions
- Reporting
- Investment Plan
- Compact and Funding Agreement

# What's the future for the LM SIG?

AAIR Annual Forum  
11 – 13 November 2009  
Adelaide

# What's the future for the LM SIG?

2010?

1. In conjunction with the Data Warehousing SIG
2. In conjunction with the AAIR Forum
3. Stand alone

# Thank you

“I would not say that the future is necessarily less predictable than the past. I think the past was not predictable when it started.”

DR

**Jeff Holmes**

**Manager, Load Forecasting**

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**61 7 3138 9281**

