

Impressions of a new CFO

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A number of new CFO's entering the Industry



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THE UNIVERSITY OF
**WESTERN
AUSTRALIA**

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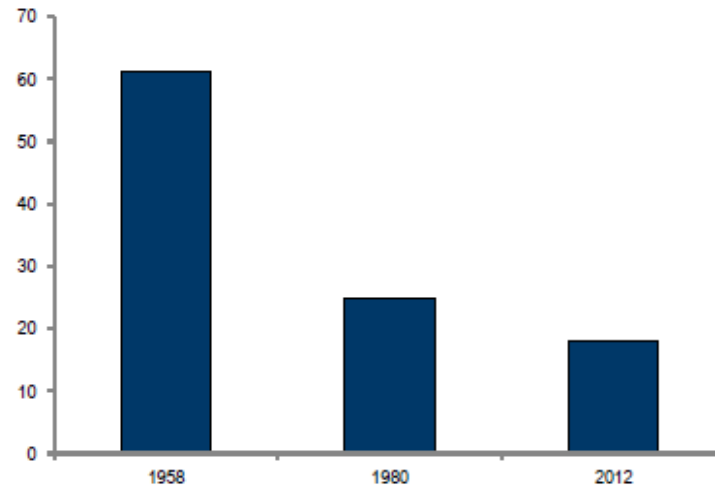


Peter Gudsell

What is driving the change ?

Industry

- Average lifespan of public companies S&P 500 18 years



University

- Historically very stable, little relative change
- ANZ Universities
 - 41 Institutions
 - Average age 79 years
- Predictable government supported income streams

- Universities seeking change experience from Industry
 - Technology;
 - M&A;
 - Capital Markets;
 - Shareholder Returns;
 - Government Policy;

Early Impressions

- Universities at the beginning of a change journey
- Change will challenge some cultural norms
- Structure, Leadership and management development
- Process v's Outcome driven

- Collaboration
- Finance
 - Broad customer base, often multiple processes, transaction heavy
 - Increasingly move to standardisation
- The role of finance
- Early priorities – To understand the cost of teaching and research

Project Purpose & Outcomes

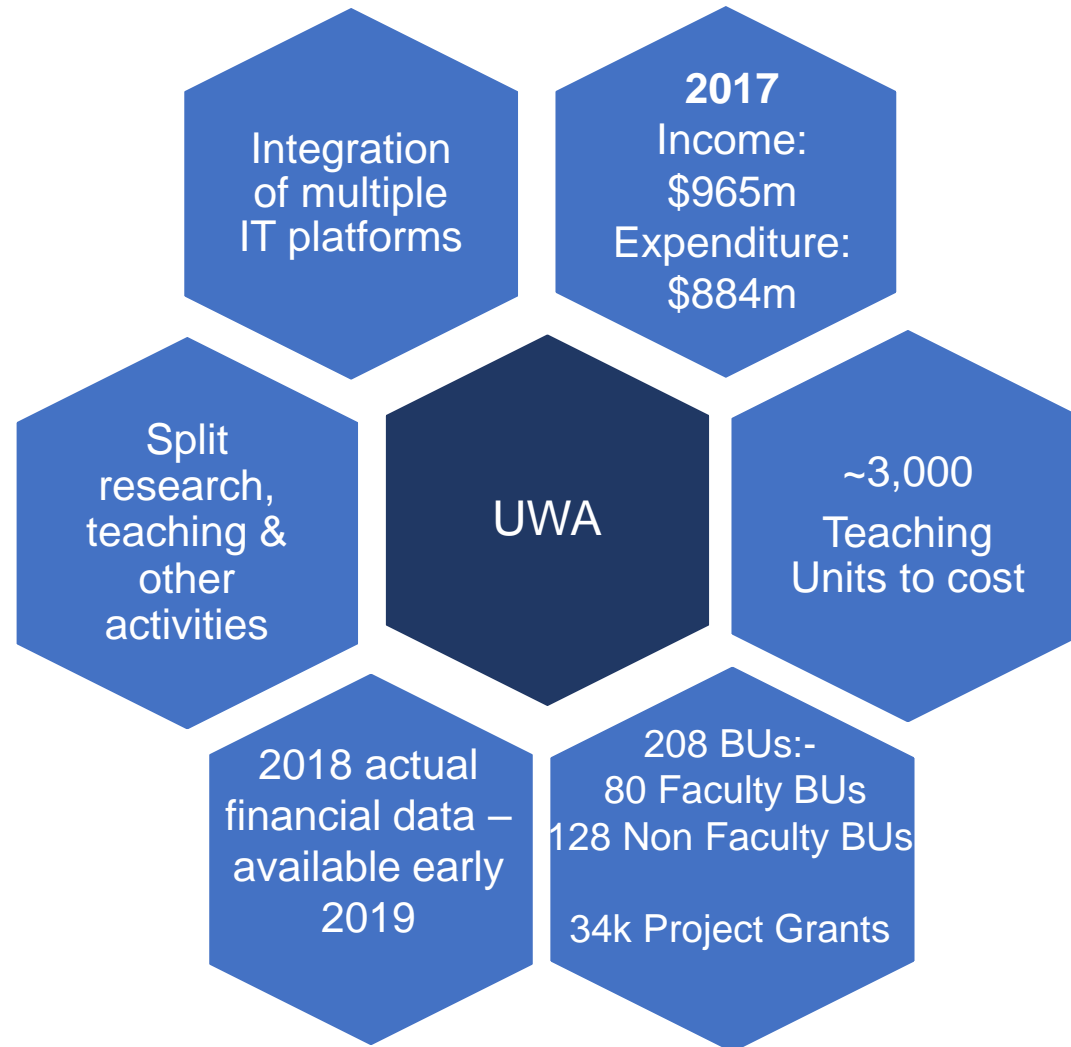
Project Purpose

- In changing times, it is essential that we **provide insights** to the University on the relative cost of our activities
- To inform **strategic resource investment** decisions.

2018 Project Outcomes

- **Develop Costing Methodology**
 - Cost of **teaching** by Unit
 - Cost of **research** by **Business Unit (BU)**
 - Cost of **other activities** by **Business Unit**
- **Systemised Model (Hyperion)**
- **DET Compliance**
- **Transparent and informed decision making**

Scale & Timeline

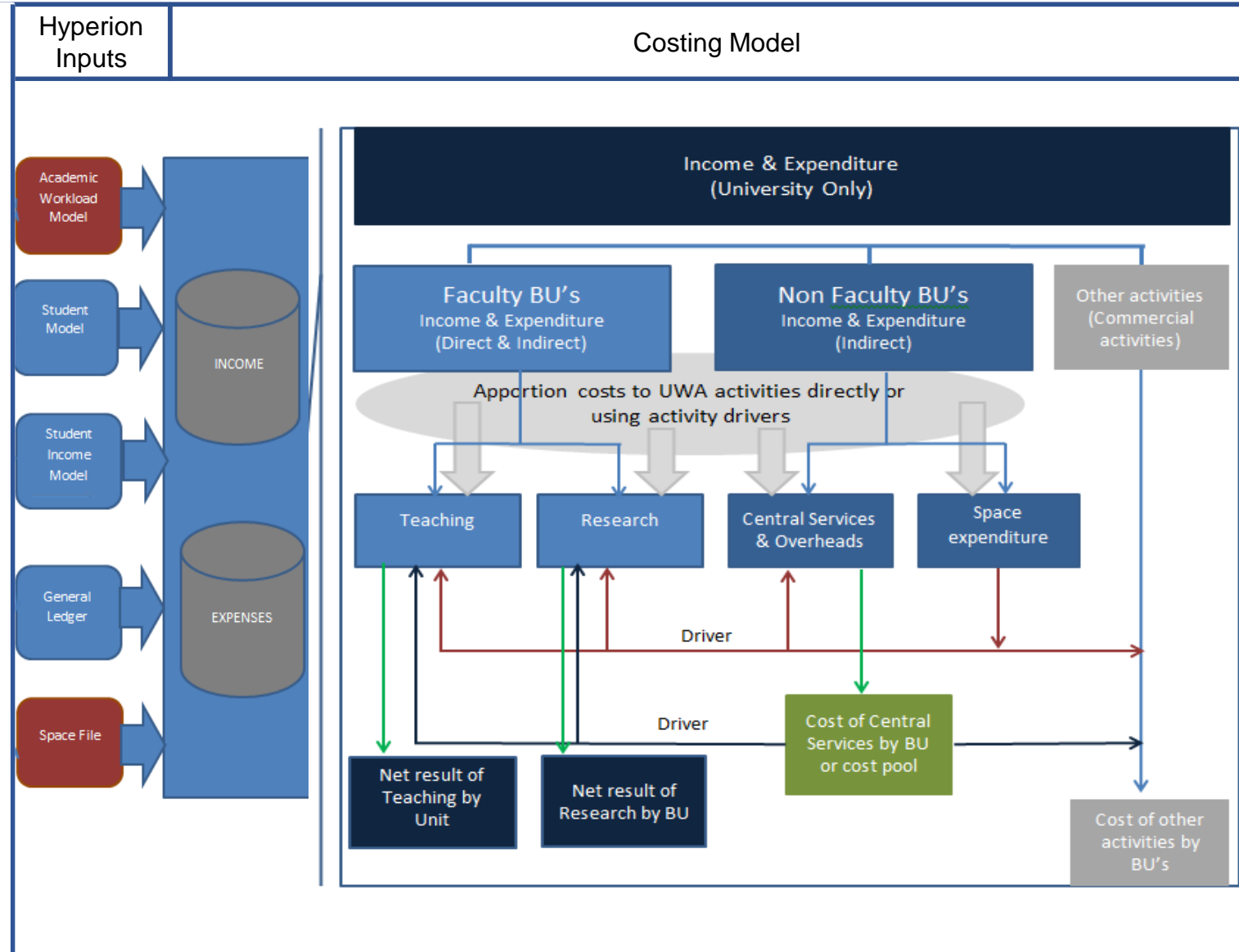


Timeline: Complete Dec 2018

- 1) Scoping Phase – Complete
- 2) Design Phase – Q3 2018
- 3) Build & Test – Dec 2018
- 4) First Use – Jan 2019

Basis: 2018 financial results

UWA ABC Methodology



Wrap up & Questions

- Good time to be within HE - Exciting times ahead
- Finance have a role to play in driving change
- Questions...

Thank You

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