

# LH Martin Institute 2011 Overview



The national leadership and management institute for the tertiary education sector - specialising in postgraduate award programs, executive education, research and consultancy.

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# Welcome to the LH Martin Institute

The LH Martin Institute for Higher Education Leadership and Management has been established to enhance tertiary education in Australia and New Zealand by providing a suite of programs and activities focused on institutional management and leadership, tailored to the particular needs of the sector.

Tertiary education is a complex and rapidly changing sector in which to lead and manage – where a strong understanding of both the nature of tertiary organisations and the policy environment in which they operate, is crucial to success. Within this context, the LH Martin Institute aims to contribute to the leadership and management development of current and aspiring leaders so that institutions may fulfil their missions more successfully.

The Institute is interdisciplinary and has as its key objectives:

- to train next generation of higher and vocational education leaders 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
- to support its educational programs with scholarship and research.

To fulfil these objectives, the LH Martin Institute has developed an approach that includes postgraduate award programs, executive education short courses, conferences, public seminars, research and consulting projects.

Established with the support of the Commonwealth Government through the Department of Education, Employment and Workplace Relations, the LH Martin Institute is based at the University of Melbourne. Being a national institute, programs are conducted across Australia, New Zealand and internationally.

We look forward to working with you on strengthening leadership and management expertise within the tertiary education sector.



Professor V. Lynn Meek  
Director



# Postgraduate Award Programs

## Master of Tertiary Education Management (MTEM)

A two year, part-time program, the MTEM offers participants practical skills for leading and managing successfully in tertiary sector institutions, access to the latest research on tertiary sector leadership, and a network of peers facing similar management challenges.

Units focus on tertiary education policy and management; managing tertiary education enterprises; strategic resource management; and a final project.

Designed for senior level academic and professional tertiary education practitioners from Australia and New Zealand, the MTEM is awarded by the University of Melbourne and offers scholarship opportunities through the generous support of the Australian Government.

### MTEM Testimonials

*'The most eye-opening qualification that I have undertaken.'*

*'Working with other tertiary managers provides a further strand to the learning environment that enriches the experience...'*

*'The immersive nature of the residential workshops not only provides a great learning experience, but makes the course feasible for time-poor professionals.'*

*'[Having] access to senior policy and strategy experts from institutional and government contexts has given me knowledge that has fed directly into decision-making at my own institution.'*

*'Participating in the MTEM course has provided me with an opportunity to bring together the theory and practice of university management.'*

## Graduate Certificate in Quality Assurance (GCQA)

A one-year, part-time, fully online academic program, the GCQA offers training and professional development for quality assurance staff.

Awarded by the University of Melbourne, the GCQA is endorsed by the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

Compulsory units focus on tertiary education policy and management; and external quality assurance. Elective units offer a choice of: operating an external quality agency; or, maintaining quality within institutions.

This program is designed for professionals working in both national quality assurance agencies and those involved in quality assurance and management in tertiary education institutions.

Scholarship opportunities for outstanding candidates from developing countries are offered by INQAAHE and the LH Martin Institute.

## PhD program

The Institute has introduced a PhD program offering advanced level research opportunities focused on the tertiary education policy and leadership issues that form part of its research program.

Positions in this program are strictly limited, and when available are advertised on the website. Unsolicited applications are not considered.

General information for research students is available on the Melbourne Education Research Institute website: [www.edfac.unimelb.edu.au/research/meri](http://www.edfac.unimelb.edu.au/research/meri)



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Shaping minds, shaping the world

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# Executive Education Programs

The LH Martin Institute’s Executive Education program provides relevant and practical professional development for leaders and managers working in higher education, VET and private institutions.

This overview has been designed to provide you with a brief summary of the programs we currently will be offering in 2011.

## More Information & Latest Updates

More detailed information, including program leaders, guest speakers, dates and locations, is available on our website and will be regularly updated throughout the year as new information becomes available.

In addition to the programs included in this overview, more new programs will be developed to address arising issues and policy developments.

To be kept informed, we encourage you to visit our website or subscribe to our monthly eNewsletter: [www.lhmartininstitute.edu.au](http://www.lhmartininstitute.edu.au)

## Collaboration

Committed to addressing the professional development requirements specific to the sector, LH Martin Institute has collaborated with a range of local and international organisations to develop its programs.

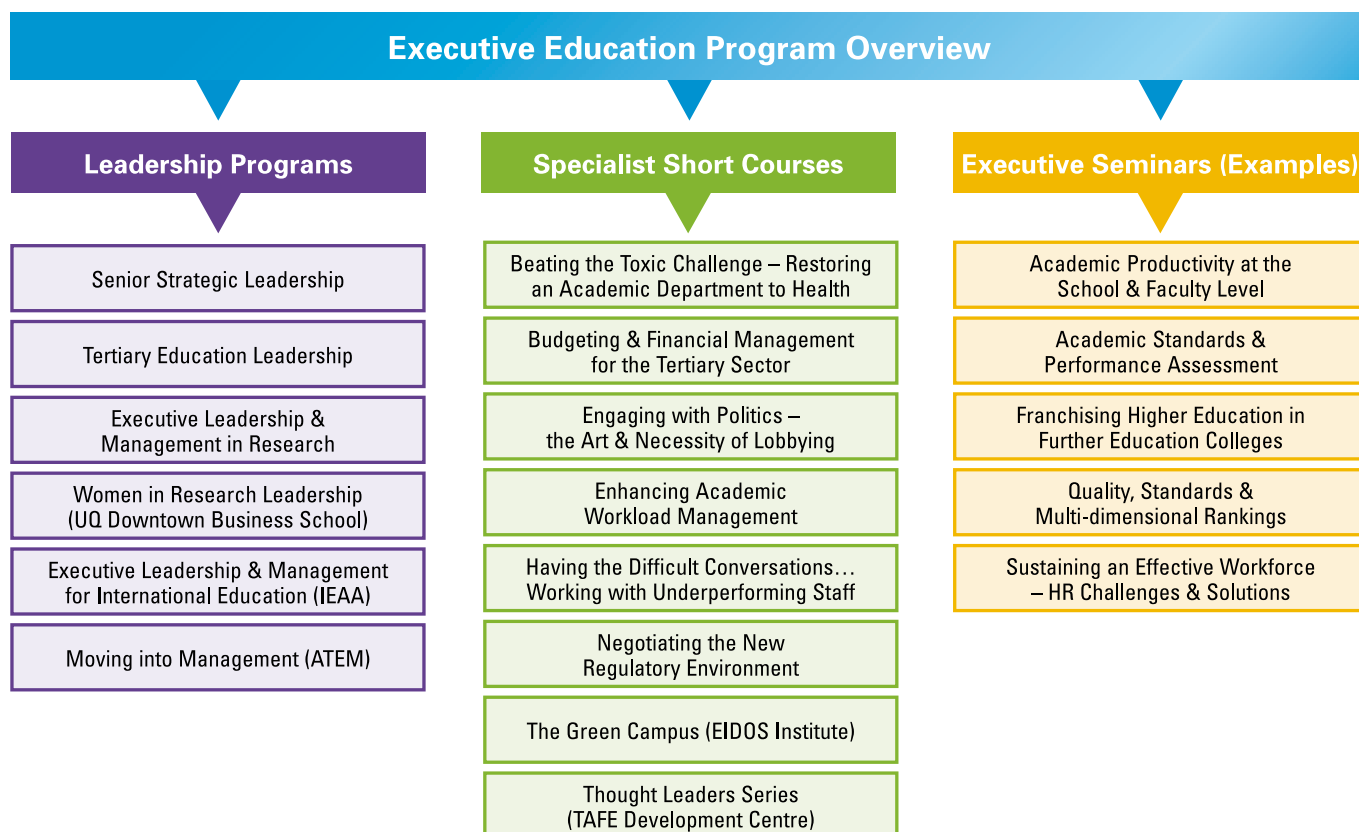
In addition to its core staff, the Institute has a network of associates, fellows and collaborative partners and draws on senior experts, practitioners and facilitators to lead and contribute to its activities. This flexible and responsive approach ensures that the program includes the best and most relevant expertise available.

## Consultancy & Bespoke Programs

The LH Martin Institute offers institutions the opportunity to tailor and develop programs to their specific needs on a fee-for-service basis. Examples of tailored programs include: *Budgeting & Financial Management for the Tertiary Sector* and the *Leadership Series Programs*. Previously, such programs have been developed for Murdoch University, La Trobe University, Box Hill Institute and New England Institute of TAFE.

On a limited scale, Institute staff, fellows and associates are available for specific consultancy projects that fall within their areas of expertise.

Please contact the Institute for more information: [martin-institute@unimelb.edu.au](mailto:martin-institute@unimelb.edu.au)



# Leadership Programs

These intensive programs are designed for leaders and managers within the tertiary sector at varying stages of leadership experience and development. With a focus on the diverse challenges of leadership within the tertiary education environment, the leadership programs provide valuable opportunities to learn from leading practitioners, researchers and peers.

## Senior Strategic Leadership

An intensive residential program focusing on the challenge of establishing strategic direction, implementing strategic plans and ensuring sustainability in the current dynamic tertiary environment.

This program provides participants with the opportunity to explore significant policy issues, strategic imperatives and approaches to leadership with high profile guest speakers, master classes and problem-based learning.

Participants will have the opportunity to engage with some of the most senior and dynamic leaders in the tertiary sector as well as political leaders, senior policy advisers and analysts.

### Who should attend?

Designed for academic and professional staff in leading roles such as Director, Dean, Executive Dean, Pro Vice-Chancellor, Registrar/ Chief Operating Officer and senior administrators.

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<b>Delivery mode</b>	5 day residential program.
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<b>Program fee</b>	\$8,700 (\$9,570 incl. GST).
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### Testimonials

*'The program was excellent... I came back motivated, refreshed and encouraged to tackle challenges.'*

*'... well structured, allowing for reflection, sharing of experience and views and with stimulating and relevant input.'*

*'Sharon Bell [program leader] grounded the program, made sure everyone was connected and "looked after" us beautifully.'*

*'This workshop was the most interesting, challenging and relevant program that I have participated in. The mix of effective facilitators and presenters, creative activities, and engagement with other attendees with their varied leadership experiences and goals, offered a great opportunity for me to rethink my role as an academic leader in a university environment. I have come away from the workshop with new and practical ideas and insights that I am confident will make me a more effective leader, as well as with some very useful strategies for tackling some immediate tasks as a result of focused case study discussions.'*

## Tertiary Education Leadership

An intensive, residential three-module leadership and management development program tailored to meet the needs of new and established academic Faculty and School Heads and administrative unit Heads in Australian and New Zealand tertiary education.

This program provides the opportunity to explore significant policy issues, change implementation strategies and approaches to leadership with high profile guest presenters, master-classes, and problem-based learning.

Participants will be working alongside Heads of a wide range of academic departments and corporate administrative areas. All participants will have experience in the challenges of leadership and change management in the tertiary sector.

Between modules, an on-line network will be established to support participants and to build an enduring learning community.

### Who should attend?

Designed for new and established academic and professional Heads of Faculty, School or Department, within Australian and New Zealand tertiary education, who have responsibility for leading change and implementing corporate strategy.

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<b>Delivery mode</b>	Three residential modules of 3 days, 2 days and 2 days respectively.
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<b>Program fee</b>	\$7,900 (\$8,690 incl. GST).
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### Testimonials

*'Outstanding – it was wonderfully informative and excellent. I couldn't recommend it more highly.'*

*'Highly engaging speakers – very candid and refreshing with valuable insight into the higher education sector.'*

*'Guest speakers' candid comments were much appreciated – perspectives of a VC were very interesting.'*

*'Even though I had been a Head of School for over 7 years, the [Tertiary Education] Leadership Program proved to be a major source of inspiration and support. This is partly explained by the excellence of the program itself – clear, relevant and encouraging participants to contribute fully. Almost as important was the chance to share experience, skills, horror stories and triumphs with people drawn from right across the university system. I will be encouraging my staff to attend future programs.'*

## NEW Executive Leadership & Management in Research

This interactive program, with a flexible suite of modules, provides research managers and senior institutional executives with the opportunity to gain insight, share experiences, and learn more about the current and likely future environment for research.

The three stand alone modules will focus on:

- **The future research environment:** exploring Australia's position in the global research endeavour; industry and social perspectives on research and innovation; and government policy settings for research and innovation.
- **Leadership and management for the future research environment:** examining governance and risk; aligning institutions with the opportunities ahead; and leading and managing IP.
- **Playing a part in the future global research endeavours:** focusing on national and international policy settings that support or hinder collaboration; maximising opportunities for international participation; and strategies for gaining access to international funding.

The program will include interactive sessions with current political, institutional and industry leaders, and those responsible for implementing and managing major government initiatives in research and innovation.

### Who should attend?

Designed for Deputy/Pro Vice-Chancellors Research, directors of public and private research institutes, leaders of research teams and centres, research managers of public and private sectors and research policy makers. Those who are presently in, or intend to pursue a career in research management are encouraged to attend all modules.

<b>Delivery mode</b>	The full program is comprised of 3 x 3 residential modules. Participants can register for any or all modules depending on their interest and relevance to career development.
<b>Program fee</b>	\$3,000 per module (\$3,300 incl. GST), or \$7,000 for all modules (\$7,700 incl. GST).

## Women in Research Leadership

Focusing on the career challenges and opportunities for women within the research sector, this highly successful program has been designed in collaboration with the UQ Downtown Business School. It generates the opportunity for women researchers and managers from the tertiary sector and from research institutions, to share their experience.

The program draws on recently developed international research on the factors that underpin success for women researchers, as well as the strategies necessary to 'thrive and excel' rather than merely 'survive'. Designed to increase understanding of the global research environment, participants of this program will explore strategies to negotiate institutional barriers and obstructions, and develop strategic approaches to career development and professional profiles.

Participants will meet and learn from high profile speakers and commentators from government, tertiary education and the public sector and engage with them in professional discussion to improve understanding of key imperatives for leadership and management.

### Who should attend?

Designed for women in Australian and New Zealand universities and research institutions who have particular interest in developing their understanding of the research environment, particularly those who wish to develop their careers as research managers or research team leaders.

<b>Delivery mode</b>	5 day program, offered as both residential and non-residential.
<b>Program fee</b>	\$4,954 (\$5,450 incl. GST) residential, or \$4,045 (\$4,450 incl. GST) non-residential.

### Testimonials

*'The quality of female presenters and the open sharing of their stories and time has been exceptional.'*

*'It was fantastic. Perfect for me at this time. An excellent use of the week – it was full of information that will serve me for years to come. Also, wonderful women! I thought Helen Garnett was a huge assist and her meeting with me was very, very helpful.'*

*'The program provides a platform for translating the key principles into action plans.'*

*'The diversity of speakers was wonderful providing insights into leadership from so many perspectives, not just higher education. Thanks!'*

In collaboration with



UQ Downtown  
Business School

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## Executive Leadership & Management in International Education

Developed jointly with the International Education Association of Australia (IEAA), this program assists the next generation of international education leaders to achieve the visionary, entrepreneurial, strategic and executive level management skills required to ensure their continuing success in international education.

Participants will engage with practitioners and peers through a range of short presentations, case studies, facilitated interactive discussions and interactive group work.

### Who should attend?

Designed for participants at the senior and middle levels of management in higher education and VET institutions with, or likely to undertake, a leadership role in international education within their organisation, including Directors or Associate Directors International, academic and professional staff responsible for the planning, management and delivery of School/Faculty-based international education programs.

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**Delivery mode** 2 x 2 day modules, non-residential program.

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**Program fee** \$3,200 (\$3,520 incl. GST).

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### Testimonials

*'I feel re-invigorated and have enjoyed connecting with peers.'*

*'Extremely insightful and thought provoking.'*

*'Good balance of general leadership and international specific information.'*

*'Relevant to my professional development aspirations.'*

In collaboration with



## Moving into Management

Developed jointly with ATEM, this program provides an opportunity for new managers to explore different leadership styles and their effects; team dynamics; broader leadership challenges; and the policy environment of their institution.

Throughout the program, guest speakers with extensive career experience in tertiary education, offer insights into the challenges and opportunities associated with management, during facilitated discussion sessions.

Participants will gain the tools to succeed in a tertiary management role and develop a comprehensive understanding of the tertiary education system in the context of a changing political, economic and social environment. There will also be an opportunity for peer exchange and networking.

### Who should attend?

Designed for new and aspiring managers, this program is suitable for staff at HEW levels 5-7 and equivalent teaching and academic positions, including Tutors, Research Assistants and Associate Lecturers.

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**Delivery mode** 5 day residential program.

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**Program fee** \$4,090 (\$4,499 incl. GST).

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### Testimonials

*'This program has given me greater focus on how I might approach my career in the future.'*

*'...greatly enjoyed the learning about leadership session. Very inspiring and thought provoking.'*

*'Excellent format, creating opportunities for introspection (and) networking.'*

*'As a new team leader I now feel I will be able to undertake my role.'*

In collaboration with



Association for Tertiary Education Management



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# Specialist Short Courses

Designed for middle and senior level academics, teachers, managers and professionals, these short concentrated courses focus on skills based training and current topical issues. Specialist short courses aim to increase participants' understanding of specific areas; develop expertise in their current role; and prepare them for the next stage of their career.

## NEW Beating the Toxic Challenge – Restoring an Academic Department to Health

One of the most difficult tasks is working with a group of staff who are unmotivated. This may result in underperformance in some individuals and high levels of cynicism in others. This new program assists participants to understand the causes of poor motivation, the behaviours they may have to deal with and how to develop strategies for improvement.

### Who should attend?

Academic and professional staff in leadership roles including Director, Dean, Head of School/Department, HR Manager and executive managers from the tertiary sector who are responsible for an academic department.

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**Delivery mode** 1 day non-residential program.

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**Program fee** \$950 (\$1,045 incl. GST).

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## Budgeting & Financial Management for the Tertiary Sector

Tailored to the tertiary education environment and utilising a series of related case studies, this program provides participants with a practical understanding of budgeting and financial management within the context of their role and its relation to the organisation as a whole.

At the completion of this program, participants will have learnt:

- the role of financial functions in the tertiary education sector
- how to enhance their revenues
- how to allocate and control costs
- the development of relevant financial indicators
- how to determine the financial feasibility of academic programs
- the importance and relevance of annual reports.

### Who should attend?

Designed for senior staff with budget and/or resource management responsibilities, including those who wish to communicate more effectively with financial specialists.

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**Delivery mode** 2 day non-residential program.

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**Program fee** \$1,800 (\$1,980 incl. GST).

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### Testimonials

*'Fantastic opportunity to share ideas and compare financial mechanisms across universities.'*

*'Excellent facilitator, great examples and very interesting debates around the greater tertiary issues.'*

*'Great workshop – highly informative and eye opening for those with/out finance background.'*

*'Engaging, entertaining, thought provoking, well organised.'*

## NEW Engaging with Politics – the Art & Necessity of Lobbying

Tertiary education and its peak bodies are not renowned for their ability to influence politics. Taking stock of the current strengths and weaknesses of the sector's lobbying approaches and activities, this new program explores how current practices can be improved and draws on the experiences and insights of highly effective lobbyists from inside and outside the tertiary sector.

### Who should attend?

Vice-Chancellors, Deputy/Pro Vice-Chancellors, Executive Deans, Research Directors, members of Council.

**Delivery mode** 1 day non-residential program.

**Program fee** \$950 (\$1,045 incl. GST).

## Enhancing Academic Workload Management

This interactive one day program examines effective approaches to developing workload models, drawing on best practice case studies from universities across the sector.

Participants will develop a broad understanding of the industrial drivers for the development of workload models and understand the differences in approach to the development of workload models.

They will also have the opportunity to learn from others' experience in the implementation of different model types, and have the opportunity to discuss specific problems or issues they are experiencing.

### Who should attend?

Heads of School or Department, HR Managers and other academic and professional staff involved in leading or supporting the development of academic workload models.

**Delivery mode** 1 day non-residential program.

**Program fee** \$950 (\$1,045 incl. GST).

### Testimonials

*'Excellent structure of case studies balanced with NTEU perspective. Great the way the speakers accumulated a significant pool of information.'*

*'A good experience for me was getting a better sense of the field in Australia.'*

## NEW Having the Difficult Conversations... Working with Underperforming Staff

This new program provides insights into the causes of individual performance problems, strategies for working with individuals to improve performance and how to manage yourself in these difficult situations.

### Who should attend?

Designed for academic and professional staff in leadership roles including Directors, Deans, Heads of School/Department, HR Managers, or tertiary sector managers who have staff management responsibilities.

**Delivery mode** 1 day non-residential program.

**Program fee** \$950 (\$1,045 incl. GST).

## NEW Negotiating the New Regulatory Environment

Led by Sir David Watson, participants will explore the implications of the evolving regulatory environments and gain insights into their potential impact and how to manage this. The program examines: the emergence of the informal 'quality' environment proliferating in social network sites; and strategies to manage and translate expectations in ways that will resonate with academic colleagues.

Leaders from Universities Australia, the ARC, TEQSA and the ALTC will share their perspectives, together with colleagues who have managed the impact of social network sites or successfully leveraged external processes to lead internal change.

### Who should attend?

Deputy Vice-Chancellors, Pro Vice-Chancellors, Executive Deans, Deans and Directors Quality and Planning.

**Delivery mode** 1 day non-residential program.

**Program fee** \$950 (\$1,045 incl. GST).

## NEW The Green Campus

Developed in collaboration with EIDOS, this program explores the social, economic and educational benefits of tertiary education institutions 'going green'. Rather than a fragmented approach to tertiary education institutions' impact on the environment, the program addresses the question of sustainability holistically, ranging from policies on energy conservation to the pursuit of sustainable missions.

### Who should attend?

Academic and professional staff in policy-making and implementing roles such as Pro Vice-Chancellors, Deputy Vice-Chancellors, Deans, Heads of School/Department, Property and Campus Service Managers.

**Delivery mode** 1 day non-residential program.

**Program fee** \$950 (\$1,045 incl. GST).

In collaboration with

**EIDOS INSTITUTE**  
an Australian public policy think tank



## NEW Thought Leaders Series

In response to the emerging tertiary landscape, the TAFE Development Centre (TDC) and LH Martin Institute will jointly deliver a series of thought-provoking programs for the tertiary sector in 2011. These will provide leaders and managers with opportunities to consider and debate emerging issues impacting the sector, with leading commentators in the field. Seminars will explore themes including: *The Future of the VET Workforce* and *The Role of Curriculum in VET*.

### Who should attend?

Senior managers and policy-makers in higher education and VET.

**Delivery mode** TBC

**Program fee** TBC

In collaboration with

**TAFE Development Centre**

# Executive Seminar Series

Designed for tertiary education executives, these interactive one day small group seminars, are led by international and local experts, and address current, topical issues of importance to the tertiary sector. The small group settings allow for an interactive exchange of ideas, sharp debate, and critical examination of new approaches to management and leadership.

In 2011, the LH Martin Institute will host a number of high profile local and international experts, including **Prof David Kirp** (University of California, Berkeley, USA) and **Prof Frans van Vught** (independent higher education expert and former President and Rector Magnificus, University of Twente, Netherlands). These seminars will focus on current tertiary education policy issues. For the latest information, please visit our website.

Previous executive seminars have addressed:

- *Academic Productivity at the School & Faculty Level*, presented by **Prof Bill Massy**, Professor Emeritus of Education and Business Administration, Stanford University, USA
- *Academic Standards & Performance Assessment*, **Dr Peter Ewell**, Vice President, National Center for Higher Education Management Systems, USA
- *Franchising Higher Education in Further Education Colleges*, **Prof Gareth Parry**, Professor of Education, University of Sheffield, UK. Held jointly with TAFE Directors Australia and the National Centre for Student Equity in Higher Education
- *Quality, Standards & Multi-dimensional Rankings*, **Prof Frans van Vught**, independent higher education expert and former President and Rector Magnificus, University of Twente, Netherlands
- *Sustaining an Effective Workforce – HR Challenges & Solutions*, **Prof Dave Ulrich**, Professor of Business, University of Michigan & Principal Partner, RBL Group.

## Testimonials

*'... an extremely knowledgeable and referenced individual in higher education practices and policies.' (Academic Standards & Performance Assessment, 2010 participant)*

*'Excellent structure building on argument with refinement in experience and research and leading to group addressing specific issues.' (Quality, Standards & Multi-dimensional Rankings, 2010 participant).*

## Media

*'Massy's core idea is that universities can improve their teaching performance by drilling into the data they already have in their management information systems to work out what the academically optimum, cost-effective class size is and what course design can accomplish.' (Comments on Academic Productivity at the School & Faculty Level, from The Australian, 'Cover all bases for productivity', 13 January 2010).*



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please visit our website: [www.lhmartininstitute.edu.au](http://www.lhmartininstitute.edu.au)

# Conferences, Seminars and Events

In fulfilling its role of promoting debate on tertiary education leadership, management and related policy issues, the LH Martin Institute conducts a range of public seminars, symposia and conferences, which bring together international and national experts, sector leaders and the general public.

## Conferences

The 2011 LH Martin Institute Conference will focus on building international relations in the context of European initiatives in higher education and research. This arises from an ongoing EU-funded Erasmus Mundus program conducted between the LH Martin Institute and ESMU in Brussels, and is designed to strengthen understanding of Australia/ Europe relations. The conference will feature high profile speakers from both Australia and Europe. More information will be available shortly on our website.

Previous conferences have included:

- **2010 Conference: 'Building Australia's Tertiary Education Sector: Alternative Models and their Leadership Challenges'**

With a focus on the various types of multi-sector institutions, this conference debated regulatory changes and considered how public policy could support the development of these institutions. Keynote speaker Kaye Schofield, Interim Chair, VET Regulator, discussed the regulatory changes in tertiary education from a VET perspective.

The conference also explored the theme of building leadership capacity in the VET sector, drawing on the findings of the LH Martin Institute and ACER study: 'VET Leadership for the Future: Contexts, Characteristics & Capabilities'.

- **2009 Conference: 'The Attractiveness of the Academic Profession: the Management Challenge'**

Exploring the relative attractiveness of the Australian academic profession vis-à-vis its major competitor systems, this conference addressed the impending succession crisis of academic staff. Held in collaboration with the Australian Council for Educational Research and the Centre for Higher Education Management and Policy (University of New England), delegates heard keynote presentations from international speakers and the insights of an Australian Vice-Chancellors' panel.

## Tertiary Education Policy Seminars

Since 2007, the LH Martin Institute and the Centre for the Study of Higher Education have jointly presented the University of Melbourne's highly successful Tertiary Education Policy Seminar Series. This series of interactive public seminars features presentations from leading researchers, commentators and policy-makers. The seminars attract large audiences, including senior leaders from the higher education and VET sectors across Australia.

In 2010, the series focused on *Realising the National Vision for Tertiary Education*, exploring the progress of recommendations arising from the 2008 Bradley Review of Australian Higher Education. It comprised four seminars: 'The Caravan Moves on: The Bradley Reforms After 18 Months – are They on Track?'; 'Meanings of "Inclusion": TAFE, Universities and the Participation Agenda'; 'Australian Tertiary Education Under Reform: A Helicopter View of Progress and Speed Humps'; and 'The Revolution Meets the Election: The Future of Australian Tertiary Education'.

In 2009, the *Tertiary Education Policy Seminar Series* featured three seminars: 'The 2009 Federal Budget: What it Means for Tertiary Education'; 'Participation & Equity: What are the Cross-Sectoral Implications of the Bradley Targets for Expansion and Equity'; and 'Quality, Standards and Regulation: The Start of a New Era'.



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## Public Seminars

The LH Martin Institute is committed to hosting a range of public seminars presented by national and international tertiary education experts.

In 2010 these included:

- *Sociology of Education as Powerful Knowledge*, presented by **Prof Michael Young**, London Institute of Education. Co-hosted with the University of Melbourne's Education Policy and Leadership Unit, and Melbourne Education Research Institute.
- *Knowledge and the Politics of Localisation*, presented by **Assoc Prof Elizabeth Rata**, School of Critical Studies in Education, The University of Auckland, New Zealand.
- *Performance Indicators and Performance-based Funding for Teaching and Learning in Australian Higher Education*. Co-hosted with the Centre for the Study of Higher Education, at the University of Melbourne, this seminar explored the policy implications of the DEEWR Performance Indicator discussion paper. Guest speakers included **Jason Coutts**, Higher Education Group, DEEWR, **Prof Ian Young**, Swinburne University of Technology, **Mike Gallagher**, Group of Eight & **Dr Gavin Moodie**, RMIT University.

## International Study Tours

In collaboration with the European Centre for Strategic Management of Universities, the LH Martin Institute coordinates European Study Tours for Australian and New Zealand senior executives as part of an EU Erasmus Mundus-funded program. These tours focus on key issues in education; research and innovation; and trends in European higher education. Participants are given the opportunity to engage with senior university leaders in both formal and informal settings.

In 2011, the program will take place from 10-15 April and visit Brussels, Valencia and Glasgow.

### Testimonials

*'The EU-STEP Tour was one of the most memorable and useful professional development activities that I've undertaken in recent years. The presenters at all stages of the tour were high-calibre "movers and shakers" in the European higher education scene, and they shared both the achievements and the challenges facing the sector in Europe with unusual frankness. The opportunity to discuss these issues in a number of European locations was a bonus. I have strongly recommended future iterations of the tour to senior executives in my own University.'*

*'This study tour exceeded my expectations in terms of the quality of the presentations and the general organisation of the program, which was faultless. In six very intensive days we were given an excellent overview of latest key developments in European Higher Education, as well as some useful and varied case studies. An additional benefit was the opportunity to share perspectives on the course and on developments in our home country with other participants. I thoroughly recommend it.'*



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# Research

LH Martin Institute research activities aim to contribute to the improvement of professional practice in tertiary education management and leadership.

Tertiary education institutions have undergone a period of profound change over the last 10–15 years. This has had a major impact on the way that they are governed and managed, and it is clear that these changes are far from over. External demands from a variety of stakeholders continue to increase; policy environments, nationally as well as internationally, change on an almost continuous basis; and we are only beginning to understand the impacts of the evolution into knowledge-based societies.

LH Martin Institute research activities are geared to better prepare institutional leaders, both academic and professional, at the executive and middle-level to intellectually engage with this dynamic environment. The five main research themes are:

- Diversity and Differentiation
- Good Governance
- Institutional Leadership
- The Changing Nature of the Academic Profession
- International Education.

# Mentoring

## UAEW Mentor Project for Senior Women

The LH Martin Institute is working in partnership with Universities Australia Executive Women (UAEW) in implementing the UAEW Mentoring Program for Senior Women. With the support of UAEW as a national steering group, the LH Martin Institute maintains an online resource site for mentors and mentees, and provides information to develop and enhance leadership skills and extend mentoring opportunities for senior female staff.



For more information and the latest updates  
please visit our website: [www.lhmartininstitute.edu.au](http://www.lhmartininstitute.edu.au)

# Our Advisory Board

In achieving its aims and objectives, the LH Martin Institute benefits 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.

Current Members:

**Emeritus Prof John Hay** (Chair); Former Vice-Chancellor & President, University of Queensland

**Kathryn Campbell CSC**, Deputy Secretary, Tertiary Skills and International cluster, Department of Education, Employment & Workplace Relations

**Pam Christie**, Deputy Director-General (TAFE & Community Education), NSW Department of Education & Training

**Prof Peter Coaldrake**, Universities Australia Chair; Vice-Chancellor, Queensland University of Technology

**Prof Glyn Davis AC**, Vice-Chancellor & Principal, The University of Melbourne

**Prof Margaret Gardner AO**, Vice-Chancellor & President, RMIT University

**Prof Elizabeth Harman**, Vice-Chancellor & President, Victoria University

**Prof Owen Hughes**, Deputy Dean, Education, Monash University; Professor of Public Management, ANZSOG

**Prof Richard James**, Pro Vice-Chancellor (Participation & Engagement); Director, Centre for the Study of Higher Education, The University of Melbourne

**Prof Paul Johnson**, Vice-Chancellor & President, La Trobe University

**Prof V. Lynn Meek**, Director, LH Martin Institute

**Julie Moss**, Victorian Executive Committee Member, Australian Council for Private Education & Training; Managing Director, Photography Studies College

**Marie Persson**, Board Member, Skills Australia; former Deputy-Director General, TAFE & Community Education, NSW Department of Education & Training

**Prof Alan Pettigrew**, Adjunct Professor, College of Medicine, Biology and Environment, The Australian National University

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

**Prof Adam Shoemaker**, Deputy Vice-Chancellor (Education), Monash University

**Robin Shreeve**, CEO, Skills Australia

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

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

**Dr Stephen Weller**, President, Association for Tertiary Education Management (ATEM); Deputy Vice-Chancellor (University Services) and Registrar, James Cook University

# Our Staff

The LH Martin Institute has a small core teaching and support team:

**Prof V. Lynn Meek**, Director

**Assoc Prof Leo Goedegebuure**, Deputy Director

**Prof Sharon Bell**, Senior Programs Developer & Professorial Fellow

**Assoc Prof Hamish Coates**, Associate Professor

**Prof Vin Massaro**, Professorial Fellow

**Sandra McAuliffe**, Executive Assistant

**Dr Chinh Nguyen**, Academic Programs Support Officer

**Dr Geoff Sharrock**, MTEM Program Director

**Theoni Sklavos**, Communications & Marketing Coordinator

**Russell Smith**, Executive Manager

**Anna Steer**, Program & Events Manager

**Assoc Prof Leesa Wheelahan**, Associate Professor

**Anita Wong**, Program & Events Support Officer

**Connie Yuen**, Office Manager & Executive Assistant

In addition to this core team, the Institute has a network of associates, fellows and collaborative partners, and draws on senior experts, practitioners and facilitators to lead and contribute to its activities. More details can be found on our website, including staff biographies, publications and contact details.

## Contact details

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The logo for the LH Martin Institute features the text "LH Martin Institute" in a white, sans-serif font, centered within a blue rectangular box with a gradient from light to dark blue. A thin white line is positioned above the text.

# LH Martin Institute

For Higher Education Leadership and Management

### Disclaimer

The information in this outline was correct at the time of printing. The LH Martin Institute reserves the right to make changes as appropriate.

As details may change, you are encouraged to visit the Institute's website or contact us for updated information.

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