Leading and Managing in Universities: Critical Insights for Academic and Corporate Leaders

- Program Overview
- Program Agenda Workshop 1: ‘Know the sector in which you are leading and managing’

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Program Overview

In 2016, the LH Martin Institute offers an interactive and engaging program for leaders and managers in higher education. This program is especially suitable for those who now serve, or who aspire to serve, as deans or associate deans, heads of departments or schools (or similar organisational units) and those who act as mid- to senior-level leaders and managers.

As a member of a learning community, you will be encouraged to examine significant international, national, and organisational policy issues and approaches central to leading and managing in contexts of constant change. You will also be invited to consider the challenges and opportunities we all have as leaders and managers in relation to our universities' intellectual and social missions and key corporate strategies.

Several assumptions inform this unique offering:

- participants will have diverse views;
- being exposed to each other's perspectives will aid our collective understanding of the values, motivations, knowledge, and skills that people bring to leading and managing in higher education;
- the range of issues that characterise the sector manifest in different ways at different times and in different locations, but often they are fundamentally similar in terms of substance—knowing and sensing that similarity builds empathy, capacity, and understanding; and
- when shared, the wisdom and experience that each participant brings to the program enhance individual and collective capacities to lead and manage.

Emphasis is placed on asking powerful questions of ourselves, each other, the literature, and our guest presenters, and on thoughtfully responding to that which is offered to us. In this program, such opportunities are offered in:

- frameworks presented by the facilitators that provide different ways to understand and evaluate the merits of topics and issues under discussion;
- dialogues about and guidance on methods of approach to leading and managing;
- presentations and reflections on leading and managing by senior figures in higher education with high levels of expertise and experience in the sector;
- case studies provided by participants that draw on their own experiences and knowledge-bases, and that refer back to set readings provided in advance of each residential workshop;
- conversations that, with the aid of structures and tools, will generate and address important questions; and
- harvests or summary periods in which our collective learnings and insights are shared.

Attributes to consider:

The University of Melbourne Graduate Attributes Statement informs the program design.

Participants will be:

- attuned to diversity;
- adept at learning in a range of ways;
- critical and creative thinkers, with an aptitude for continued self-directed learning;
- able to map out potential constructive change in their conduct, management and leadership styles and engagements in the workplace;
- in a position to synthesise and evaluate knowledge from various sources;
- able to use analytical, cognitive and affective/emotional skills appropriately;
- have excellent interpersonal skills, and an awareness of personal strengths and limitations, and;
- participate fully in collaborative learning and confront unfamiliar problems.
Each module has one key focus:

- Workshop 1, examines the higher education sector and the range of national and international pressures, trends, and emerging issues that typify it;
- Workshop 2, deals with leadership and our organisations, focusing on some of the nuance of human resource management, financial resource management, and engagement/outreach; and
- Workshop 3, deals with how we lead and manage, inviting participants to think about their values, ethical frameworks, capacities and capabilities—past, present, and future.

Delivery Mode:

The program is made up of three standalone, three day workshops balancing different approaches to learning; from generalities and theory and from particularities and practice.

The schedule and guest speakers for each workshop will be made available on the LH Martin Institute website closer to the dates.

Residential workshop summaries

1 - Canberra - Wednesday 27– Friday 29 July

Know the sector in which you are leading and managing

Our first residential workshop is based in the national capital and centres on a collective consideration of the wider policy setting that influences our individual and organisational lives as leaders and managers. We will hear from colleagues in very senior policy roles in both the Australian Government and the sector. Benefitting from these presentations, we will develop a sense of the national setting in which work in our own organisations plays out.

2 - Adelaide - Wednesday 28 - Friday 30 September

Know the organization in which you are leading and managing

In this workshop, we attend to questions about leadership and our organisations. Emphasis is placed upon considering the skills that we require and deploy in the day-to-day balance between ‘steering and rowing’ that is typical of middle management. In this regard, we will interrogate three key challenges: working in environments of constant change; human and fiscal resources; and fostering leadership teams.

3 - Melbourne – Wednesday 23 – Friday 25 November

Know the person you are and can be in leading and managing

The value of unhurried conversations among peers who have spent time together is that a measured pace allows for considered reflection and engagement and engenders a sense of generalised trust and capacity for reciprocity. In our third workshop, the focus is upon ourselves. Participants will be invited to hear from tertiary education leaders asked to share how they have been tested and grown through their experiences. Time will be given to deliberation on those presentations as they relate to our own understandings of leading.
Learning outcomes for the program

This program will enable you to demonstrate your understanding of the following, and consider adapting the ways in which you approach leading and managing:

- systems, processes, and contexts that typify and strongly influence the higher education sector;
- values, modes of conduct, methods of practice, and forms of engagement that give effect to how the sector, our organisations, and we perform;
- the histories, stories, and projections that we have about the sector and that give rise to the collective cultures in which we operate; and
- the benefits to be gained for those working in the higher education sector from sustained self-reflection and practices of self-care.

Recommended pre-reading provided as part of this package

1. Christopher M Branson, Margaret Franken and Dawn Penney, Middle leadership in higher education: A relational analysis, Educational Management Administration & Leadership 2016, Vol. 44(1) 128–145
2. Sandra Jones, Marina Harvey, Geraldine Lefoe and Kevin Ryland, Synthesising theory and practice: Distributed leadership in higher education, Educational Management Administration & Leadership 2014, Vol. 42(5) 603–619
3. Adisorn Juntrasook (2014) ‘You do not have to be the boss to be a leader’: contested meanings of leadership in higher education, Higher Education Research & Development, 33:1, 19-31, DOI: 10.1080/07294360.2013.864610

Other recommended readings

Program Agenda

Workshop 1 – Know the sector in which you are leading and managing

27 – 29 July 2016
Clifton Suites on Northbourne, Canberra ACT

Required Pre-Reading


One of the difficulties of setting reading is the fluidity of the current context given the election. Participants could keep up with the debate about Higher Education policy and proposed budgets in The Conversation, as well as post-election developments. Here are some links:

- Federal election 2016: higher education policies to watch out for. April 2016

and the Universities Australia page:


Preparation Task: Internal stakeholder dialogue

In preparation for this session, as well as scanning the program guide and undertaking the required pre-reading, it will be important for you to undertake a stakeholder dialogue by completing the tasks outlined in the attached Stakeholder Dialogue Document. Please give yourself enough time (up to two to four weeks) to allow for scheduling and participating in two stakeholder interviews. Your learnings from these conversations will be drawn on in our sessions together, and we look forward to hearing the insights you gain from this preparatory work.

Please note: pre-readings and Stakeholder Dialogue are also available for download via the LMS.
### Workshop 1 Agenda

During the workshop there are five valuable conversations scheduled, each with a leader in a very senior policy role in the sector or the Australian Government. The topic of the conversations will be *the state of the union*, how each leader is seeing the immediate past, the present and the foreseeable future of higher education.

Following presentations you will then have time to reflect on and discuss the issues raised by our guest speakers during their presentations.

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>13:15</td>
<td>Registration, tea and coffee on arrival</td>
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<tr>
<td>13:30</td>
<td>Facilitators’ welcome and introduction</td>
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<td></td>
<td>• Introduction of the facilitators</td>
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<td>• Introduction of the program</td>
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<td>• Principles for the learning environment</td>
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<tr>
<td>14:45</td>
<td>Activity: Establishing your higher education context</td>
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<td>Includes Afternoon Tea</td>
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<td>16:30</td>
<td>Competing Values Framework</td>
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**Wednesday, 27 July 2016**

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<tr>
<td>13:00</td>
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**Thursday, 28 July 2016**

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<th>Time</th>
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<tbody>
<tr>
<td>08:45</td>
<td>Networking, tea and coffee on arrival</td>
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<tr>
<td>09:00</td>
<td>Insights and review, includes discussion of required pre-reading</td>
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<tr>
<td>09:30</td>
<td><strong>Professor Frances Shannon,</strong></td>
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<td></td>
<td>Acting Vice Chancellor, Canberra University</td>
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<tr>
<td>10:45</td>
<td>Morning Tea</td>
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<tr>
<td>11:00</td>
<td>Reflecting and consolidating</td>
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<tr>
<td>11:30</td>
<td><strong>Ms Jenny Lambert,</strong></td>
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<td></td>
<td>Acting CEO – Australian Chamber of Commerce and Industry (Education portfolio)</td>
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<tr>
<td>12:45</td>
<td>Lunch</td>
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<tr>
<td>13:45</td>
<td>Reflecting and consolidating</td>
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<td>14:15</td>
<td>Activity: Looking towards the future, including stakeholder dialogue discussion</td>
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<td></td>
<td>Includes afternoon tea</td>
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<tr>
<td>16:15</td>
<td><strong>Ms Jessie Borthwick,</strong></td>
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<td>Acting Deputy Secretary, Department of Education</td>
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<td>17:15</td>
<td>Close. Free time and/or drinks</td>
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<tr>
<td>19:00</td>
<td><strong>Workshop Dinner</strong></td>
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<td>Chairman and Yip Restaurant</td>
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<td></td>
<td>1 Burbury Cl, Barton ACT 2600</td>
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<tr>
<td></td>
<td>(02) 6162 1220</td>
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<td>chairmangroup.com.au</td>
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LH Martin Institute  [www.lhmartininstitute.edu.au](http://www.lhmartininstitute.edu.au)
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<tr>
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<td>Insights and review</td>
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| 09:30 | Insights and review                           | **Professor Leo Goedegebuure,**  
**Director, LH Martin Institute**                                    |
| 10:45 | Morning tea and shared insights              |                                                                                  |
| 11:15 | Framework, making sense                      | **Professor Barney Glover,**  
**Chair, Universities Australia, and Vice Chancellor, University of Western Sydney,** |
| 12:30 | Lunch                                        |                                                                                  |
| 13:15 | Framework, making sense                      |                                                                                  |
| 14:45 | Evaluation and check out                     |                                                                                  |
| 15:00 | Close                                         |                                                                                  |
Facilitators

Elaine Stratford is Professor of Human Geography and has been a member of the University of Tasmania since December 1996. Prior to that time, she taught at University of New South Wales (Canberra) and before then was engaged in doctoral research and teaching at the University of Adelaide. She began her academic career at 22 as a tutor in geography at Flinders University, where she completed a first class honours degree, having majored in geography and visual art history and theory. Elaine has served as a ‘line academic’ and in several other capacities. In the then-School of Geography and Environmental Studies, Elaine was at various times honours coordinator and Graduate Research Coordinator, Deputy Head of School and Head of School—the last for over eight years. She served as the University’s Community, Place and Change Theme Area Coordinator for four years, and is presently Director of the Peter Underwood Centre for Educational Attainment and a deputy director of the University’s Institute for the Study of Social Change. Elaine is a also member of the Australian Research Council College of Experts, Fellow of the Royal Society of Arts, Fellow of the Institute of Australian Geographers, and a member of various professional organisations related to geography and island studies. She is currently Editor-in-Chief of Geographical Research journal and lead editor of the Rowman and Littlefield International series Rethinking the Island, serving on a number of other editorial boards, and engaging in varied research projects. An elected member of the University of Tasmania Academic Senate and the academic staff representative on the University Council, Elaine has a keen interest in university governance, leadership and management. She completed her Masters of Tertiary Education Management in 2010 at the University of Melbourne, and is a Senior Honorary Fellow of the LH Martin Institute.

As a leading higher education consultant, Jill Currey works to create and facilitate programs to support and develop academic and professional leaders and managers in universities. While working at the University of Tasmania between 2003 and 2013, Jill had extensive experience successfully working with Heads of School and senior leaders to facilitate leadership conversations, strategic planning, stakeholder engagement, and systems engagement. In 2005, the University received a commendation by the-then Australian Universities Quality Agency (AUQA) “for the implementation of the well received and effective Orienting Heads and Talking Heads leadership and management development programs for HoS”. Jill delivered innovative leadership programs for over 200 academics in varied leadership roles including those recognised as highly talented researchers; and also for professional and academic women—with over 250 women attending the highly regarded yearlong programs, many of them experiencing higher levels of promotion and recognition. In 2007, Jill was awarded the prestigious Vice-Chancellor’s award for Exceptional Performance by Professional Staff. Jill also spearheaded the University of Tasmania Statement of Values, a significant consultative process that achieved the participation of many hundreds of university staff at all levels, working with dialogue, facilitation and innovative co-creation. That process led to a successful consultation process for the University of Tasmania’s five-year strategy, Open to Talent. In 2011, the Tertiary Education Quality and Standards Agency (TEQSA) commended the consultative processes underpinning both the Statement of Values and Open to Talent. Since establishing her private consultancy, Jill has continued her focus in higher education, providing strategic facilitation, executive coaching, and design and delivery of bespoke leadership programs. Jill is passionate about creating learning environments that support people to see the world in new and empowering ways, and seeks to create those spaces with approaches that provide clear and inviting rationales, expert frameworks, reflective experiences, and insightful conversations.
**Guest Speakers**

**Professor Barney Glover,** the fourth Vice-Chancellor of Western Sydney University, a distinguished academic leader, an accomplished mathematician and mathematics educator and an experienced Vice-Chancellor, assumed his position at Western Sydney University in January 2014. In May 2015, he was appointed chair of Universities Australia.

Professor Glover is a board member of: the Museum of Applied Arts and Science; NSW International Education Advisory Board; the Australian American Fulbright Commission; and the Committee for Sydney. He is the ministerially appointed Commonwealth Government representative of the University of the South Pacific Grants Committee. Prior to his current role at UWS, he was the Vice-Chancellor of Charles Darwin University (CDU). In May 2015, Professor Glover was awarded the title of Emeritus Professor by CDU, in recognition of his outstanding leadership during his tenure as Vice-Chancellor of CDU.

Professor Glover has also held senior positions at a range of other Australian universities, including: Deputy Vice-Chancellor (Research) at the University of Newcastle; Pro Vice-Chancellor (Research and Development) at Perth’s, Curtin University of Technology, and a number of senior positions at the University of Ballarat in Victoria.

**Professor Frances Shannon** is currently Acting Vice Chancellor of the University of Canberra with her substantive position being Deputy Vice Chancellor, Research with responsibility for research, innovation and research training across the university. Frances also has responsibility for international ranking strategy and university-wide indigenous strategy. Prior to joining the University of Canberra in 2010, she was the Deputy Director and then interim Director of the John Curtin School of Medical Research at the Australian National University.

Professor Shannon graduated in 1977 from University College Dublin (UCD) with a BSc (Hons 1st Class) in Zoology followed by a PhD in biochemistry in 1981. Frances is a molecular biologist whose work has made a significant contribution to understanding gene regulation and epigenetics in the immune system. Her contributions have been recognised through various awards such as the Boehringer Medal from the Australian Society for Biochemistry and Molecular Biology and the Julian Wells Medal from the Lorne Genome Conference. She worked initially as a Postdoctoral Fellow at the University of Adelaide and was a Founding Member of the Hanson Centre for Cancer Research at the Institute of Medical and Veterinary Science in Adelaide. In 1998, Prof Shannon joined the John Curtin School of Medical Research at the ANU where she led a success research group over a 14 year period. In addition, she led the development of a large genomics facility at the ANU and contributed to the planning, funding and design of the new JCSMR building project.

**Jessie Borthwick** is acting Deputy Secretary for Higher Education, Research and International.

Prior to this, Jessie was acting Deputy Secretary, Higher Education Reform and Support, and Group Manager, Higher Education in the Department of Education and Training.

Earlier, Jessie was Head of Division across a range of policy and program areas covering tertiary education policy and regulation, research, science and infrastructure in the Department of Education and Training and predecessors. From
2010 to 2011, she held the position of Executive Director, Strategy in the Australian National Institute for Public Policy at the Australian National University.

Jessie has extensive experience at senior levels in state and Commonwealth agencies across tertiary education including in the New South Wales Technical and Further Education Commission, the Employment and Skills Formation Council, the Australian National Training Authority and the National Centre for Vocational Education Research.

Director at the LH Martin Institute, Professor Leo Goedegebuure is active in the field of higher education policy research and management. Prior to his move to Australia in 2005 (University of New England, Centre for Higher Education Management and Policy), Leo was Executive Director of the Center for Higher Education Policy Studies (CHEPS), at the University of Twente, Netherlands, Europe’s largest research centre in this field.

Leo’s research interests are in the areas of governance and management, both at the systems and institutional level, system dynamics including large scale restructuring policies, university-industry relationships, and institutional mergers. Most of his work has a comparative focus, both within and outside of Europe, which has resulted in a strong international network. He is an auditor for the Hong Kong Quality Assurance Council and has been a member and rapporteur for the OECD tertiary education review of New Zealand. He has worked as an expert on governance and management in Central and Eastern Europe, the Russian Federation, Africa, South East Asia and South America on projects initiated by the European Commission, the World Bank and UNESCO.

During the period 1997-1999, Leo spent a 3-year term in institutional administration as deputy to the Rector Magnificus at the University of Twente, the Netherlands, with primary responsibility for the teaching & learning portfolio. In this capacity he restructured the university’s education programs. This experience not only furthered his overall management skills, it also equipped him with the project management skills to successfully direct complex institutional change processes.

Jenny Lambert has been serving the business community for 28 years as a senior manager within industry associations, including 17 years as a CEO of associations largely in the services sector.

Commencing with the Australian Hotels Association as their Industrial & Research Officer in 1984, Jenny then served as Project Manager at Tourism’s Industry Training Advisory Board in the early 1990s, working on projects relating to workplace reform, workplace assessment, competency standards, training accreditation and quality assurance.

Jenny took on her first CEO role as head of Restaurant & Catering NSW, and then jointly held the national CEO role until 1999. Then followed six years as CEO of Meetings & Events Australia, overseeing amongst other activities, a structured professional development and accreditation system. In 2005, she became CEO of Nursery & Garden Industry Australia and in 2007, CEO of the National Tourism Alliance, which is the peak body for tourism associations nationally. She commenced with the Australian Chamber in May 2011.
Venue Map

Clifton Suites on Northbourne (Pacific Suites)
100 Northbourne Avenue, Canberra ACT

Accommodation close by:

Avenue Hotel
80 Northbourne Avenue, Canberra, ACT
(02) 6246 9500
avenuehotel.com.au

Capital Executive Apartment Hotel
108 Northbourne Ave, Braddon, Canberra ACT 2612
(02) 6243 8333
ceahotel.com.au