2010 Conference Program
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

11-12 November 2010, Quay West Suites, Melbourne
## Day 1: Multi-sectoral institutions

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<td>8:30 am</td>
<td>Registration with arrival tea &amp; coffee</td>
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<td>9:00 am</td>
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| 10:15 am| What is the tertiary education sector? What should it look like & what needs to change? | *Representative bodies’ perspectives:*
|        |                                                                        |  
|        |                                                                        |    - Dr Glenn Withers AO, CEO, Universities Australia                                      |
|        |                                                                        |    - Bruce Mackenzie, Chair, TAFE Directors Australia & CEO, Holmesglen Institute of TAFE  |
|        |                                                                        |    - Claire Field, Acting CEO, Australian Council for Private Education & Training (ACPET) |
|        |                                                                        |    - Jeannie Rea, President, National Tertiary Education Union                             |
|        |                                                                        |    - Pat Forward, Federal TAFE Secretary, Australian Education Union                       |
| 10:30 am| Morning Tea                                                            |                                                                                              |
| 10:55 am| What is the tertiary education sector? What should it look like & what needs to change? | *Roundtable 1: AQF & new AQF policies, Kim Bannikoff, Tertiary education expert & Consultant*  
|        |                                                                        | *Roundtable 3: What do the multi-sectors need from policy? What strategies would be helpful? How to influence policy, Jim Davidson, Principal, Strategy & Public Policy Group, Nous*  |
| 3:45 pm (cont’d)|  - Roundtable 2: Quality, governance & academic cultures, Assoc. Prof. Leesa Wheelahan, LH Martin Institute* |                                                                                              |
|        |                                                                        |  - Scholarship & teacher development, Denise Stevens, CEO, TAFE Development Centre           |
| 12:30 pm| Lunch                                                                  |                                                                                              |
| 1:15 pm| The battle of the models                                               |                                                                                              |
|        | What are the benefits & limitations of co-located, dual-sector & mixed-sector institutions (ie. TAFEs and private providers with less than 20% provision in the other sector) |                                                                                              |
|        | *Co-locations:* Prof. Stephen Crump, Pro Vice-Chancellor & Director, Central Coast Campuses, The University of Newcastle; TAFE NSW Director, Hunter Institute |
|        | *Mixed-sector:* Adrian Marron, Chief Executive, Canberra Institute of Technology |
|        | *Dual-sector:* Prof. Margaret Gardner, Vice-Chancellor, RMIT University |
|        | *Partnerships:* Prof. Andy Smith, Pro Vice-Chancellor (Schools and Programs), University of Ballarat |
|        | *Private dual-sector/mixed-sector:* Martin Cass, Director, JMC Academy  |
| 2:45 pm| TEOSA – What’s next?                                                   | Ian Hawke, Interim CEO, TEOSA                                                                |
| 3:30 pm| Afternoon tea                                                          |                                                                                              |
| 3:45 pm| Roundtables: What impact will the new tertiary education policy framework have on multi-sectoral institutions? How can institutions respond & influence policy? | *Roundtable 1: Regulatory, quality assurance, funding, equity, Prof. Peter Matthews, Head, Arts Academy, University of Ballarat; & Prof Dale Murphy, Deputy Vice-Chancellor Academic, Swinburne University of Technology/NTEU project*  
|        |                                                                        | *Roundtable 3: What do the multi-sectors need from policy? What strategies would be helpful? How to influence policy, Jim Davidson, Principal, Strategy & Public Policy Group, Nous*  |

## Day 2: Building Leadership Capacity in the VET sector

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<tr>
<td>10:45 am</td>
<td>Parallel sessions</td>
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<td>11:30 am</td>
<td>Stretch break</td>
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<td>11:40 am</td>
<td>Report back from the parallel sessions &amp; discussion</td>
<td>Respondent: Robin Shreeve, CEO, Skills Australia</td>
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<td>12:30 pm</td>
<td>Closing Plenary: Future leadership capacity</td>
<td>John Maddock, CEO, Box Hill Institute of TAFE</td>
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<td>1:15 pm</td>
<td>Lunch</td>
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*Details are correct at the time of printing, however, in the case of unforeseen circumstance, presenters may change without prior notice.
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

The Federal Government’s drive towards a ‘whole tertiary sector’ has given new prominence to multi-sector institutions and polytechnics. What does this mean for tertiary education? What kinds of institutional models and policies are needed? What are the governance, regulatory, quality assurance, funding and policy challenges? How should leadership capacity be built to support this?

Director’s welcome

The Bradley Review of Higher Education has given impetus to the development of a single tertiary education sector and a blurring of the sectoral divide. The Victorian State Government has produced a tertiary education plan, and other state governments are in the process of doing the same. However, moves towards a single tertiary education sector are rapidly outstripping the policies Australian governments are putting in place to support its development.

Divided into two days, this conference will explore the progress, contradictions and ambivalences towards a single tertiary sector by focusing on multi-sector tertiary education institutions and the challenges they face.

Day 1 – Multi-sectoral tertiary institutions will debate controversial ideas regarding the current agenda to move toward a whole tertiary sector and how policy can build capacity, exploring the similarities and differences between the multi-sectors: the dual-sector universities and TAFE institutes that offer higher education, and public and private multi-sectors.

Day 2 – Building Leadership Capacity in the VET Sector, will draw on key findings from the VET Leadership for the Future: Contexts, Characteristics and Capabilities study, highlighting key opportunities and challenges for leaders in VET. Themes to be explored include: what can be done to manage the looming leadership succession crisis and build leadership capability? How can organisations build leadership capacity and excel in times of change and uncertainty?

I look forward to discussing these key issues with you throughout the next two days.

Professor V. Lynn Meek
Director
**Chair for Day 1:** Professor Joyce Kirk, Pro Vice-Chancellor Students and Vice-President, RMIT University

Professor Joyce Kirk has extensive teaching and research experience in higher education, as well as leading a professional association, where she was involved in the development of training packages for vocational education and training. At RMIT, Prof Kirk has responsibility for the services, programs, systems and processes that underpin the student experience.

She is an Honorary Auditor with the Australian Universities Quality Agency and a panel member with the Victorian Registration and Qualifications Authority. She is also Board member of the Melbourne City School and a former Chair of the Board of Directors of the Australian Library and Information Association.

Prof Kirk is a member of the editorial boards of international journals in library and information management. Her contributions to library and information management education, research and practice have been recognised through awards including a Fellowship of the Australian Library and Information Association; and a Distinguished Alumna of the University of Canberra.

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**Event Schedule**

**Welcome**

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

Professor and Foundation Director of the LH Martin Institute, Lynn was previously Professor and Director of the Centre for Higher Education Management and Policy at the University of New England. Having completed a PhD in the sociology of higher education at the University of Cambridge, he has nearly three decades experience researching higher education policy issues.

Specific research interests include governance and management, research management, diversification of higher education institutions and systems, institutional amalgamations, organisational change and comparative study of higher education systems.

He has attracted numerous competitive research grants, is regularly invited to address international conferences and is frequently invited to be guest editor of international journals with respect to special issues on aspects of higher education policy. Lynn has published 30 books and monographs and numerous scholarly articles and book chapters. He is on the editorial board of several international journals and book series and has worked with such international agencies as UNESCO and the OECD.

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**What are the regulatory challenges for tertiary education from a VET perspective?**

**Kaye Schofield**, Interim Chair, National VET Regulator

Kaye was appointed as Interim Chair of the National Vocational Education and Training (VET) Regulator in July 2010. To lead its establishment in collaboration with its stakeholders. She has worked in the VET sector for 30 years in a wide range of roles including: CEO, SA Department of Employment & TAFE; Chair, TAFE SA Board; member, NSW TAFE Commission Board; and as an independent researcher and analyst for many major Ministerial inquiries and reviews.

She has also worked in the higher education sector in the role of Executive Director, National Research Centre for VET at the University of Technology Sydney; and as Adjunct Professor of Education. She is also a Director of the International Centre of Excellence in Water Resource Management, a company owned by five Australian universities which works in both the domestic and international market.

Past roles include CEO of the SA Department of Labour & Administrative Services and Chairperson of the NSW Board of Adult & Community Education. In 1994 she received the National AUSTAFE Award for Educational Leadership in TAFE and in 1999 was awarded the Australian College of Education Medal for services to education.

Kaye has a strong interest in and commitment to international development and has worked in this field for a decade. Currently, she is AusAID’s Special Adviser on TVET in the Pacific.

**What is the tertiary education sector? What should it look like & what needs to change?**

**Setting the scene: Dr Gavin Moodie**, Principal Policy Advisor, RMIT University

Gavin Moodie is principal policy adviser at RMIT, a dual sector university. He held a similar role at Griffith University from 2002 – 2009. Prior to that, he was an administrator at Victoria University in Melbourne, another dual sector university, which stimulated his interest in relations between vocational and higher education.

This was the subject of his PhD and his book From Vocational to Higher Education: an International Perspective, published by McGraw-Hill.

Gavin is participating in three projects led by the LH Martin Institute: ‘Higher Education in TAFE’ funded by the NCVER, ‘Mixed Sector Tertiary Education’ also funded by the NCVER and a study on the ‘Quality of Teaching in Vocational Education’, funded by the Australian Government.

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**Morning Tea**
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges
Day 1: Multi-sectoral institutions, Thursday, 11 November 2010

10.55 – 12.30

What is the tertiary education sector? What should it look like & what needs to change? Representative bodies’ perspectives:

Claire Field, Deputy CEO, Australian Council for Private Education (ACPET)
Claire was appointed Deputy CEO of the Australian Council for Private Education and Training (ACPET) in June 2010. Previously, Claire was with TVET Australia for three years, where she was initially responsible for the establishment of the National Audit and Registration Agency (NARA). Claire later combined her regulatory responsibilities as General Manager, NARA, with the management of Training Products Australia (TVET Australia’s commercial arm, responsible for the sale of learning resources to the training sector).

She has extensive experience in the VET sector, having worked in a range of strategic policy, planning and performance review roles at both the national and State government level. In 2005, Claire worked with Commonwealth officials on a suite of VET reforms for consideration by COAG. Prior to that she worked in the NSW government, with senior roles in TAFE NSW and Quality Assurance Services supporting the work of the NSW Vocational Education and Training Accreditation Board (VETAB).

Claire has had senior management experience in Mission Australia as an advocate on behalf of the clients of Mission Australia’s employment and community services. She commenced work in the VET sector with research and policy development roles at the Australian National Training Authority. Claire has a Bachelor of Arts (Education), a Masters of Education and most recently, an Executive Masters of Public Administration from the Australia New Zealand School of Government.

Pat Forward, Federal TAFE Secretary, Australian Education Union
Pat Forward was elected to the position of Federal TAFE Secretary of the Australian Education Union (AEU) in January 2004. She previously held the position of Federal TAFE President for six years and was at the same time Vice President TAFE in the Victorian Branch of the AEU.

She has taught in Victorian TAFE Colleges, at university and in schools. An advocate of the public TAFE system in Australia, Pat is committed to maintaining and extending the status of the profession of TAFE teaching, for all TAFE teachers.

Bruce Mackenzie, Chair, TAFE Directors Australia & CEO, Holmesglen Institute of TAFE
With over 25 years experience in the field of vocational education, Bruce Mackenzie PSM has played a leading role in the successful development and implementation of the TAFE system in Victoria. His contribution to the vocational education and training (VET) sector was formally recognised in his selection for the 1994 National AUSTAFE Award for Educational Leadership. In the 2005 Australia Day Honours List, Bruce Mackenzie was awarded the Public Service Medal for outstanding services to vocational education.

Bruce was a founding member of TAFE Directors Australia and is currently its Chair. He is also Chief Executive of Holmesglen Institute. Holmesglen Institute enrols over 50,000 students each year, trading locally, nationally and internationally.

Jeannie Rea, President, National Tertiary Education Union
Jeannie Rea commenced as the National President of the National Tertiary Education Union (NTEU) on 1 October 2010. She came to the position from being the Deputy Dean of the Faculty of Arts, Education and Human Development at Victoria University in Melbourne. Prior to this, she was the Head of School of Communication and the Arts. She teaches and researches in gender studies, public relations, public advocacy and social change.

A professional educator for nearly thirty years, Jeannie was a lecturer at Victoria University from 1992 and before that taught at a Victorian TAFE college. Throughout her career, she has focused upon access, equity and quality education for Victoria’s diverse populations.

Dr Glenn Withers AO, CEO, Universities Australia
Dr Glenn Withers is Chief Executive of Universities Australia. Previously, he was Professor of Public Policy at the Australian National University, and a Professor at the Australia and New Zealand School of Government.

Dr Withers has extensive experience working in government, including as Head of the Economic Planning Advisory Commission, Chair of the National Population Council, and consultant and adviser for business and governments, such as the OECD and Business Council of Australia.

Dr Withers is a Harvard PhD graduate and was awarded an Order of Australia in 1992 for service to applied economics, in the areas of immigration and population research, including for the development of the Australian immigration points system.

12.30 – 1.15

Lunch
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

Day 1: Multi-sectoral institutions, Thursday, 11 November 2010

1.15 – 2.45

The battle of the models: What are the benefits & limitations of co-located, dual-sector & mixed-sector institutions (i.e. TAFEs & private providers with less than 20% provision in the other sector)

**Co-locations – Professor Stephen Crump**, Pro Vice-Chancellor & Director, Central Coast Campuses, The University of Newcastle

Professor Crump will use the experience of his current cross-sectoral appointment as a university Pro Vice-Chancellor for the University of Newcastle with responsibility for two multi/cross sectoral campuses, including simultaneously being a TAFE NSW Director for the Hunter Institute, as well as his experience in setting up a multi-sector arrangement for the University of Sydney at Orange NSW between 2002-2005, to discuss making partnerships happen, keeping them going, and the benefits and challenges co-location offers.

Prof Crump has been awarded more than $2 million in competitive grants, has over 150 publications, is a Visiting Fellow of the University of London in 2010/11, is an assessor for ARC, ALTC and CRC schemes, as well as being extensively involved in community engagement, boards, centres and government bodies on the beautiful Central Coast of NSW and at Port Macquarie.

**Dual-sector – Professor Margaret Gardner**, Vice-Chancellor, RMIT University

Professor Margaret Gardner was appointed Vice-Chancellor of RMIT University in April 2005, having previously held the position of Deputy Vice-Chancellor (Academic) at the University of Queensland. She has extensive academic experience, having held various leadership positions in Australian universities throughout her career.

She has been a member of Committee in the areas of the arts, education and industrial relations, and is currently a member on various federal government and state government committees, advisory boards and reference groups.

Prof Gardner currently chairs the Museums Board of Victoria, RMIT International University Vietnam Pty Ltd and RMIT Vietnam Holdings Pty Ltd, Council of Australian and Latin American Relations Education Advisory Group and holds directorships on the Australian Teaching and Learning Council and Open Universities Australia.

In 2007, Prof Gardner was made an Officer of the Order of Australia, in recognition of service to tertiary education, particularly in the areas of university governance and gender equity, and to industrial relations in Queensland.

**Mixed-sector – Adrian Marron**, CEO, Canberra Institute of Technology

Adrian Marron is Chief Executive Officer of the Canberra Institute of Technology (CIT), the largest vocational education and training institution in the Australian capital.

Adrian joined CIT in early 2010 from his role as Managing Director, TAFE SA- Adelaide North Institute, where he had responsibility for providing effective leadership to the largest of the three Institutes that comprise the South Australian TAFE system. Adrian was also International Director for the SA TAFE System.

He has an extensive background in the education sector, including experience in schools, colleges and universities.

Adrian has contributed to a number of policy debates at the state and national level and has spoken at various international conferences and events. He is a Fellow of the Australian College of Educators, a board member of the TAFE Directors Association and a Fellow of the Australian Institute of Management. He is currently the TDA representative on the national Quality Council.

Adrian has gained a sophisticated understanding of the policy agenda at both Commonwealth and State level and has an intrinsic understanding of the education industry and its needs. He has a commitment to organisational capability building and believes in and is committed to educational quality and a very strong focus on the customer, as well as excellent business practice in the provision of educational services in VET.

**Private dual-sector/mixed-sector – John Martin Cass**, Director, JMC Academy

John Martin Cass is Founder and Director of the JMC Academy, a dual sector education provider with campuses in Sydney, Melbourne and Brisbane.

He has been an ACPET member since 1994 and is currently Deputy National Chair and Director representing New South Wales on the ACPET Board of Directors.

Since the JMC Academy’s inception in 1982, Martin has remained staunchly dedicated to lifting the quality of education and training in the Creative Industries.

Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

Day 1: Multi-sectoral institutions, Thursday, 11 November 2010

1.15 – 2.45 (cont’d)

*Partnerships – Professor Andy Smith, Pro Vice-Chancellor (Schools & Programs), University of Ballarat*

Professor Andrew Smith is Pro Vice-Chancellor (Schools and Programs) at the University of Ballarat and is responsible for providing overall strategic leadership and management of the schools and programs within the university. He holds an MA in History (Cambridge University), MBA (Aston University) and PhD (University of Tasmania). Prior to joining the University of Ballarat, Andrew held a number of senior positions at Charles Sturt University.

Prof Smith began his career in the manufacturing industry in the United Kingdom. He held a number of positions in human resource management, training and development and organisational development in the aerospace and automotive industries, before immigrating with his family to Australia in 1987.

He has conducted extensive research in the area of employer training strategies and the development of national vocational education and training policy. An acknowledged international expert in employer training policy and strategy, Prof Smith has won over 20 national competitive grants and published widely in international journals on aspects of training policy. He is author of the book Training and Development in Australia.

Professor Smith was Foundation Editor of the International Journal of Training Research from 2002-2009 and has served as a member of the Executive Committee of the Australian and New Zealand Academy of Management (ANZAM) and as an ANZAM Research Fellow.

2.45 – 3.30

*TEQSA – What next?*

*Ian Hawke, Interim CEO, TEQSA*

Ian has worked as a senior executive in the Queensland Department of Education and Training (DET) for the past six and a half years. Over a period of nearly 20 years prior to this, he worked in senior management roles at Griffith University and the Queensland University of Technology in areas of strategic planning, higher education policy, academic management and quality assurance.

Prior to his TEQSA appointment, Ian was the Assistant Director General (Tertiary, Non-State and Higher Education), which included responsibility for regulation of higher education and VET in the Queensland DET.

Ian continues to serve as a Director of Queensland Tertiary Admissions Centre and was a Board member of AUQA for five years. He is a subject specialist on the register of the Hong Kong Council for Academic Accreditation, a member of the Oman Accreditation Council’s Register of External Reviewers and the international auditor register in South Africa.

3.30 – 3.45

*Afternoon tea*

3.45 – 4.25

*Parallel Sessions: What will the new tertiary education policy framework have on multi-sectoral institutions? How can institutions respond to & influence policy?*

*Roundtable 1: Regulatory, quality assurance, funding, equity*

*Professor Peter Matthews, Head, Arts Academy, University of Ballarat*

Peter Matthews grew up on a farm near Kyabram in central Victoria prior to attending the University of Melbourne to study Agricultural Engineering. At University, Peter started dance classes with legendary contemporary dance teacher Margaret Lassica, which began a career in dance as a performer and choreographer. He was in the first graduating class of the Victorian College for the Arts, School of Dance. Peter has worked with the Australian Dance Theatre, Sydney Dance Company and Melbourne Theatre Company, as well as working in Holland, the UK, New Zealand and in the USA on a Churchill Fellowship based at the University of Michigan and the Juilliard School in New York.

Since retiring from dance and retraining in arts management, Peter has worked with Carclew Youth Arts Centre, the Australia Council, as Deputy and Acting Director of the Australia Foundation for Culture and the Humanities; has undertaken consultancies for arts organisations large and small; and has run arts management courses at the University of South Australia and the Victorian College of the Arts.

From 1998–2004, he was Director of Regional Arts Victoria, before accepting the position of Professor of Creative Arts and Head, Arts Academy at the University of Ballarat.

Currently, Peter is seconded fulltime to the role of Director, Dual-Sector Cohesion Project, funded by the Commonwealth Government.

*Professor Dale Murphy, Deputy Vice-Chancellor Academic, Swinburne University of Technology/NTEU project*

Professor Dale Murphy is with the Faculty of ICT at Swinburne University of Technology, Melbourne, after various industry roles in Australia, Thailand and the UK. He is a graduate of Monash, London and Oxford universities.

Dale has been with Swinburne for 21 years and for seventeen of these, has held academic leadership positions at various senior levels, but has more recently chosen to return to academic work, which he is very much enjoying.

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Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges
Day 1: Multi-sectoral institutions, Thursday, 11 November 2010

3.45 – 4.25 (cont’d)

Roundtable 2: AQF & new AQF policies

Kim Bannikoff, Tertiary education expert & Consultant
Kim has wide experience in education and training as a consultant and as a public servant in Victoria, Queensland, the Australian National Training Authority (ANTA) and the Commonwealth.
Kim currently works as a consultant and specialises in vocational education and training (VET) and its relationship with government and other educational sectors. He works on strategic programs for systemic reform, the design of training products and services relevant to the needs of industry, and leadership and management in education and training delivery. He is currently a member of the Australian Qualifications Framework Council.

Roundtable 3: What do the multi-sectors need from policy? What strategies would be helpful? How to influence policy

Jim Davidson, Principal, Strategy & Public Policy Group, Nous
Jim Davidson is a Principal in Nous’ Strategy and Public Policy Group, commencing in the role in May 2010. This follows a 12 month period as Managing Director of TVET Australia, leading organisational transformation of this Ministerial Company.
Prior to this position, Jim was the first Deputy Secretary, Tertiary, Youth and International in the Department of Education, Employment and Workplace Relations (DEEWR). Jim has been a strong advocate and supporter of tertiary education in Australia, leading the Budget negotiations following the Bradley Review.
Jim has more than 30 years experience in the public sector with the Australian, Victorian and South Australian Governments and holds a Bachelor of Arts (Hons), Masters Degree in Social Administration and Graduate Diploma in Applied Science (Social Statistics).

4.25 – 4.35
Stretch Break

4.35– 5.30

How can we build HE capacity in the mixed-sectors?

Quality, governance & academic cultures

Associate Professor Leesa Wheelahan, LH Martin Institute
Leesa Wheelahan is Associate Professor at the LH Martin Institute for Higher Education Leadership and Management at The University of Melbourne. She has published widely on lifelong learning, tertiary education policy, student equity, recognition of prior learning, credit-transfer and student articulation between the sectors of post-compulsory education and training, cross-sectoral relations between the VET and higher education sectors, and the role of theoretical knowledge in curriculum.
Leesa has taught in tertiary education for approximately 16 years, which includes time as a TAFE teacher in policy development, an academic developer at a dual-sector university and as a higher education teacher in adult and vocational education teacher preparation programs.

Scholarship & teacher development

Denise Stevens, CEO, TAFE Development Centre
Denise has developed extensive educational managerial experience with over 25 years working in the Victorian VET sector. The diversity of experience has included roles as a Department Manager, Director for Innovation and, more recently, as a Director for Teaching and Learning.
She has also worked internationally to develop vocational educational programs to meet skills gaps and changing economic needs. Her commitment to the VET sector is now focused on supporting the practitioner to develop the required skills and knowledge to work and compete in an ever changing environment. Her practical approach to education and training is predicated on the philosophy that education provides a pathway to both personal and professional development.

5.30 – 7.00
Cocktail Reception
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

Day 2: Building Leadership Capacity in the VET sector, Friday, 12 November 2010

Chair for Day 2: **Julie Moss**, former Chair, ACPET & Managing Director, Photography Studies College

Julie has over 25 years experience in the vocational education and training sector in Australia, including management experience in community education and employment programs. She has been involved with the Australian Council for Private Education and Training (ACPET) since its inception in 1991. ACPET is the national industry association for more than 1000 private institutions, delivering higher education, vocational education and training, English language and school courses and is the leading advocate for the private post-compulsory education and training sector in Australia. Julie joined the Board in 1998 and was Deputy Chair from 2000-2004 and National Chair from 2004-2008.

She has a wealth of experience representing the interests of private education and training providers at the state, national and international levels in a range of capacities, including her participation over a number of years, in the judging of the Australian and Victorian Training Awards. Julie was an inaugural Board member of both the Victorian Qualifications Authority and its successor, the Victorian Registration and Qualifications Authority. She also served for a number of years on Victoria’s Higher Education Advisory Committee.

Hamish teaches research methods at all levels and works routinely with advisory groups. He publishes and presents widely, runs workshops and conferences and has worked with all Australian universities and numerous training organisations. Hamish serves on a number of editorial boards, has been a consultant to the World Bank and OECD, and has held visiting fellowships at the University of Michigan and UNESCO’s International Institute for Educational Planning.

**Response from panel**

**Dr George Brown**, Academic Director, Think: Education Group

Dr George Brown was appointed Group Academic Director at Think: Education Group in 2007. Think: Education Group offer a range of diverse and niche academic programs in the higher education, vocational, ELICOS and VET in Schools sectors to over 10,000 students in three states.

Prior to this, he held senior academic positions with the Navitas Group, Le Cordon Bleu Australia, International College of Hotel Management and TAFESA.

In January 2010, Dr Brown was appointed as a Board Director of the Australian Learning and Teaching Council (ALTC). As part of this role, Dr Brown sits on the Steering Committee of the Learning and Teaching Academic Standards Project and the Fellowship Scheme Standing Committee.

Dr Brown is also a Board Director of the Australian Universities Quality Agency (AUQA), the Australian Council for Private Education & Training (ACPET) and the Tourism & Hospitality Education International Centre of Excellence (THE-ICE). His research interests surround higher education accreditation, quality improvement and the burgeoning problem of non-official higher education provision.

Dr Brown holds a PhD from the University of Adelaide, a Master of Educational Management from Flinders University and both a Bachelor of Business and Graduate Diploma of Education from the University of South Australia.

Continued next page
### Elizabeth McGregor, Institute Director, North Coast Institute of TAFE

Elizabeth McGregor is Director, North Coast TAFE, one of 10 Institutes in TAFE NSW, with key responsibilities including:

- working with industry, government and community leaders to understand the skill needs of the region
- working with people in the Institute to deliver on those needs, whether through the Institute’s own capability or through partnerships
- leading the development of an adaptive management approach and a collaborative, customer-focused culture
- articulating the interests of the region on a state-wide and national basis.

Elizabeth began her career in the VET sector in the Northern Territory, following time working in the Pacific, and has worked in regional NSW since the early ’90s. She has particularly enjoyed working in a sector where it is possible to move back and forth between practitioner roles and senior leadership roles – whether for interest reasons or to suit the changing demands of family life. Her main motivation for working is to learn, so the diverse range of roles offered by the VET sector and the dynamic environment in which it operates, have kept her there for 20 years.

She is a public provider representative on the National VET Equity Advisory Council, a member of the reference group for the Australian College of Educators review of the quality of teaching in VET and Acting Chair of Regional Development Australia Mid North Coast.

### Dr Anne Jones, Deputy Vice-Chancellor, Vocational Education, Victoria University

Anne is Deputy Vice-Chancellor and Director of TAFE at Victoria University (VU), providing strategic leadership to the University’s Vocational Education (VE) faculties, the Victoria University College and Victoria University International. She manages the University’s performance agreement with the Victorian Learning and Skills Commission and has positioned VU to address emerging workforce development needs.

Anne, originally trained as a scientist, has worked in vocational education for 30 years in a number of organisations: Bendigo College of Advanced Education, RMIT TAFE, Flagstaff College of TAFE, Box Hill Institute, and Victoria University since late 2005.

Anne has been involved in most aspects of vocational education and training delivery and has particular interests in dual sector education, work-based learning, and the development of VET teaching capability and the internationalisation of VET.

### Win Scott, CEO, Sunraysia Institute of TAFE

Win Scott was appointed to the role of CEO of Sunraysia Institute of TAFE in 2006. The Institute delivers 58.4% of government-funded training in the North West of Victoria and is the largest training provider in the region. With campuses at Mildura, Swan Hill, Robinvale and Ouyen, it covers a geographic area of 77,000 square kilometres.

Since moving to Mildura, Win has become involved in a number of Boards including Arts Mildura, the Mildura Arts Centre, the La Trobe Regional Advisory Board, the Sunraysia Sustainability Network and Mildura Tourism, of which she is the current President. As well as the service aspect, she finds that Boards provide a way of being connected with the community.

She is passionate about environmental projects and has been actively involved in establishing sustainability festivals, demonstration sites and events in the region.

Win has a Master of Education (Educational Management) from the University of Melbourne, a Diploma of Education and a Bachelor of Arts. Before joining the VET sector in 1990, Win was a restaurateur.

### Allan Ballagh, Director, TAFE, RMIT University

Allan Ballagh is Director TAFE and Vice-President at RMIT, a position he has held since November 2003. Prior to joining RMIT as a TAFE Projects Director in 1998, and later as Associate Director TAFE, Mr Ballagh held a number of positions at the Western Melbourne Institute of TAFE.

Allan has a record of leadership in developing and implementing approaches to teaching and learning, professional development and the implementation of quality systems in the TAFE sector. He is RMIT’s nominee to the Victorian TAFE Association (VTA) CEO Council and a member of the VTA HR/IR Standing Committee.

He is also a member of the Capital City Local Learning and Employment Network (LLN) Management Committee and currently represents TAFE Directors Australia (TDA) as a member of the Framework Implementation Action Group, which oversees implementation of the recommendations of the VET Products for the 21st Century report.
Building Australia’s Tertiary Education Sector: Alternative models and their leadership challenges

Day 2: Building Leadership Capacity in the VET sector, Friday, 12 November 2010

10.45 – 11.30 (cont’d)

Session 3: Tensions: educational outcomes, commercial outcomes

Elizabeth McGregor, Institute Director, North Coast Institute of TAFE

Elizabeth McGregor is Director, North Coast TAFE, one of 10 Institutes in TAFE NSW, with key responsibilities including:

- working with industry, government and community leaders to understand the skill needs of the region
- working with people in the Institute to deliver on those needs, whether through the Institute's own capability or through partnerships
- leading the development of an adaptive management approach and a collaborative, customer-focused culture
- articulating the interests of the region on a state-wide and national basis. Elizabeth began her career in the VET sector in the Northern Territory, following time working in the Pacific, and has worked in regional NSW since the early ‘90s. She has particularly enjoyed working in a sector where it is possible to move back and forth between practitioner roles and senior leadership roles – whether for interest reasons or to suit the changing demands of family life. Her main motivation for working is to learn, so the diverse range of roles offered by the VET sector and the dynamic environment in which it operates, have kept her there for 20 years.

She is a public provider representative on the National VET Equity Advisory Council, a member of the reference group for the Australian College of Educators review of the quality of teaching in VET and Acting Chair of Regional Development Australia Mid North Coast.

11.30 – 11.40

Stretch break

11.40 – 12.30

Report back from the parallel sessions & discussion

Respondent: Robin Shreeve, CEO, Skills Australia

Robin Shreeve has worked in the skills sector for more than 30 years in Australia and England. He is currently Chief Executive of Skills Australia, an independent advisory body advising the Australian Government on workforce development and workforce skill needs.

Prior to this appointment, Robin was Principal of a Central London College of Further and Higher Education. From 1989–2005, Robin worked for the Department of Education and Training in New South Wales, Australia. There he was Deputy Director-General for Technical, Further and Community Education (TAFE). From 1995–2000, he was Director (Principal) of the North Coast Institute of Technical and Further Education in northern New South Wales.

Robin was foundation Chair of the Board of TAFE Global Pty Ltd, an international project management company set up following TAFE NSW’s success as the official training partner for the Sydney 2000 Olympic and Paralympics Games.

12.30 – 1.15

Closing Plenary: Future leadership capacity

John Maddock, CEO, Box Hill Institute of TAFE

John Maddock has been Box Hill Institute’s Chief Executive Officer since early December 1999. He was formerly Director of Gordon Institute of TAFE from January 1996–December 1999.

He is responsible for educational leadership within the Institute, which includes strategic positioning and promotion of the Institute within government, industry and the community, as well as strategic planning and development. He is also accountable for the Institute's business growth, management and financial performance and is the Managing Director of Box Hill Enterprises.

John has wide experience in vocational education and training (VET), across areas of responsibility such as a strategic and business planning; business development; marketing and public relations; information services; international education; VET program delivery; development of flexible delivery modes; entrepreneurial and commercial activities; VET research; quality and customer service initiatives; and financial management.

1.15 – 2.00

Lunch
About 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 environment in which to lead and manage; one in which 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 the next generation of leaders of Australia's higher education and vocational education 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.

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

As a national institute, established with the support of the Commonwealth Government and based at the University of Melbourne’s Graduate School of Education, LH Martin Institute programs are conducted across Australia, New Zealand and internationally.

Further information

Detailed information regarding the full range of LH Martin Institute programs is available on the Institute website: www.lhmartininstitute.edu.au

The institute, in response to the needs of the sector, is continually developing and conducting new programs, research and other collaborative projects. To be kept informed we encourage you to subscribe online to receive the latest information via the Institute’s monthly digital newsletter.

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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.

November 2010

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