The Emerging Leaders and Managers Program (eLAMP)

Guided Cohorts 2014

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OVERVIEW

This guide provides overview of the Emerging Leaders and Managers Program (eLAMP) and outlines how it can be delivered to guided cohorts within individual institutions or regions to support the participants.

For more information on how eLAMP could be used as part of your institution’s overall professional development program please contact Dr Heather Davis, Program Director Awards, LH Martin Institute on +61 39035 8648 or heather.davis@unimelb.edu.au.

The LH Martin Institute for Tertiary Education Leadership and Management

The LH Martin Institute for Tertiary Education Leadership and Management (LH Martin Institute) was established in 2007, with the support of the Australian government, as a new national centre to address an urgent need in Australia and the region for high quality leadership and management education in higher education and vocational education institutions.

The LH Martin Institute’s courses and services are designed as evidence-based, state of the art programs of direct and immediate relevance to current and aspiring leaders and managers in universities, including members of governing bodies.

Using the best available national and international expertise, the LH Martin Institute is rapidly positioning itself as the major tertiary education leadership and management education and training institute in the region, through a suite of activities including: postgraduate coursework programs; continuing professional education and refresher programs; conferences and seminars on policy and management issues; consultancy services, research and policy analysis.

Association for Tertiary Education Management

The Association for Tertiary Education Management Inc (ATEM Inc) is the pre- eminent professional body in Australasia for tertiary education administrators and managers.

Established in 1976 as the Australian Institute of Tertiary Education Administrators (AITEA), our Association has grown to around 1,350 individuals and 60 corporate members. Our members are found across the breadth of the academic environment, including Universities, TAFEs, Polytechnics and Wanangas, private providers, government departments and other related organisations.

ATEM operates as a learning community and our members are our strength. Members are committed to their careers in tertiary education and to the development of their profession. ATEM is committed to advancing the professionalism of tertiary education administration and management in order to support and develop excellence in professional practice and institutional management.

ATEM provides members with a professional framework within which their work can take place, supported by a Code of Conduct and ATEM Capabilities.
THE EMERGING LEADERS AND MANAGERS PROGRAM

The Emerging Leaders and Managers Program (eLAMP) was developed as an accessible and relevant professional development program for aspiring and current tertiary education managers at a time when the tertiary education sector is facing increasing external pressures for change. These pressures include, for example, funding model changes, increasing competition and commercialisation, larger and more diverse student cohorts with increasing expectations for value and quality, growing government scrutiny and rapid changes in technology. In short, it is argued that the current environment in which tertiary education managers work is so complex that the combination of skills, knowledge and judgements required to lead and manage effectively demands substantial professional training and development, and due recognition of accredited practitioners as professionals.

This online resource is reflective of the knowledge and skills necessary for effective institutional management and leadership in challenging times. The program has been constructed to provide a ‘meta-framework’ for management and leadership skills and capabilities across the tertiary education sector and will enable participants to:

- gain a grasp of the breadth and depth of the tertiary education landscape in Australia, New Zealand and in the global context;
- develop an understanding of the complex internal and external drivers influencing the tertiary sector and learn how to respond appropriately to these drivers;
- gain insight into the different roles and styles leaders and managers need to adopt to be successful in their roles and develop flexibility across these styles and roles; and
- grasp the nuances of policy and learn how it aligns with strategic intention and how it influences the development of organisational culture.
Program design and structure

There are four online self-study modules:

**Module 1: Managing and Developing Yourself** is divided into four sections: developing critical reflective practice; intra-personal intelligence; leading the self; and developing your personal career plan.

**Module 2: Managing and Developing Others** is divided into four sections: transitioning into a manager role; inter-personal intelligence; managing relationships in the workplace; and, developing others.

**Module 3: Managing and Developing the Business** has three components; situating Tertiary Education management; thinking and working strategically, and, sustaining Tertiary Education institutions.

**Module 4: Understanding the Tertiary Education Landscape** is the most theoretical of the eLAMP modules. It has two main components; the history and evolution of Australian TE education; and, policy processes and outcomes, which covers the increasing importance of management and the marketplace, institutional governance, funding, internationalisation, institutional and sector diversity, and globalisation and the knowledge economy.

These modules may be taken individually as general professional development or taken together as a program leading to formal credit recognition in LH Martin Institute’s Graduate Certificate programs. Each module can be studied online at participant’s own pace and consists of:

- a solid set of core readings and related rich media resources for self-study, with supplementary resources for those motivated to explore the content more widely;
- opportunities to develop a solid reflective practice; and
- opportunities for online interaction with others engaged in self-study within a virtual cohort.

Accessing the online self-paced modules

The eLAMP’s four online self-paced module components are freely available to all ATEM members.

Institutional members of ATEM have the option to nominate five staff (for Corporate Members) and twenty staff (for Premium Corporate Members) to participate in the online modules of eLAMP free of charge.

Articulation into the LH Martin Institute’s postgraduate programs

When the above modules are taken as a formal program of study, they may lead to articulation into the LH Martin Institute’s Graduate Certificate programs. In addition to the core readings, rich media resources, online interaction with peers and the development of critical reflective practise, the following study is necessary to have these modules count towards advanced standing into a postgraduate program:

- self-assessment in the form of an online, open book, multiple-choice test at the end of each module
- submission of reflective journals indicating understandings of stages of reflective practice
- attendance at a one-day facilitated workshop per module

Participants who meet the above requirements will be provided with a Certificate of Completion for each module. Once participants receive Certificates of Completion for all four modules, they are eligible to submit a final capstone project (drawing together critical reflections of learning from all four modules and applying this to an agreed work-relevant capstone assignment) which will take the form of a 3000 word report or position paper.
The elements for articulation are shown in Figure 1 below:

**Figure 1: eLAMP Articulation pathway to a formal qualification**

Although the program is set up for a self-paced study, nevertheless it is expected that each module will take approximately 30 hours to complete. The capstone assignment is likely to take 12-15 hours to complete.

**Completing the Graduate Certificate of Tertiary Education Management**

Once the eLAMP program is are successfully completed, an equivalent of 25 credit points will be formally recognised for entry into LH Martin Institute’s Graduate Certificate programs as specific advanced standing for the compulsory Foundation Unit 1: Tertiary Education Policy and Management (see for example of the articulation pathway in Figure 2 below).

The remaining electives offered by the LH Martin Institute are also available online so participants are not required to travel to complete the Graduate Certificate.

**Graduate Certificate of Tertiary Education Management (50 credit points)**

**Figure 2: GCTEM Pathways**
Fees and requirements for individuals to articulate into postgraduate programs

To gain advanced standing into the LH Martin Institute’s postgraduate programs participants are required to successfully complete four face-to-face workshops (one for each module) and the capstone assignment, the fees shown in Figure 3 apply, totalling $2,250 + GST per person (Note: fees differ for programs delivered as a guided cohort and can be more cost effective).

| Module 1: Managing and developing yourself | Online self study | Free | Critical reflections, online interaction, open book test One-day facilitated workshop | Free |
| Module 2: Managing and developing others | Online self study | Free | Critical reflections, online interaction, open book test One-day facilitated workshop | $450 + GST |
| Module 3: Managing and developing the business | Online self study | Free | Critical reflections, online interaction, open book test One-day facilitated workshop | Free |
| Module 4: Understanding the Tertiary Education landscape | Online self study | Free | Critical reflections, online interaction, open book test One-day facilitated workshop | $450 + GST |
| Capstone Assignment | N/A | N/A | 3000-word report or position paper | $450 + GST |

Figure 1: eLAMP Activities and Fee Schedule for Standard Delivery
**GUIDED COHORTS**

There is potential to run eLAMP as facilitated program for staff within an institution or region in a guided cohort format. This can include structure study plans, regular participant meetings, as well as a face to face workshop after each of the modules and completion of the capstone assignment.

We recommend the program be taken over a 48 week period, with the recommended timing for each cohort with the suggest timing outlined in Table 1.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timing</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Weeks 1 - 9</td>
<td>Online delivery (9 weeks @ 3-4 hours of study per week) complimented by in-house face-to-face meetings with participants at the mid way point</td>
</tr>
<tr>
<td></td>
<td>Week 10</td>
<td>Workshop with an Accredited Facilitator (9.30 – 4 pm)</td>
</tr>
<tr>
<td>Module 2</td>
<td>Weeks 11 - 19</td>
<td>Online delivery (9 weeks @ 3-4 hours of study per week) complimented by in-house face-to-face meetings with participants at the mid way point</td>
</tr>
<tr>
<td></td>
<td>Week 20</td>
<td>Workshop with an Accredited Facilitator (9.30 – 4 pm)</td>
</tr>
<tr>
<td>Module 3</td>
<td>Week 21-29</td>
<td>Online delivery (9 weeks @ 3-4 hours of study per week) complimented by in-house face-to-face meetings with participants at the mid way point</td>
</tr>
<tr>
<td></td>
<td>Week 30</td>
<td>Workshop with an Accredited Facilitator (9.30 – 4 pm)</td>
</tr>
<tr>
<td>Module 4</td>
<td>Weeks 31-40</td>
<td>Online delivery (10 weeks @ 3-4 hours of study per week) complimented by in-house face-to-face meetings with participants at the mid way point</td>
</tr>
<tr>
<td></td>
<td>Week 41</td>
<td>Workshop with an Accredited Facilitator (9.30 – 4 pm) with formal presentation reception at close of workshop</td>
</tr>
<tr>
<td>Capstone Assignment</td>
<td>Weeks 42-47</td>
<td>Write capstone assignment</td>
</tr>
<tr>
<td></td>
<td>Week 47</td>
<td>Submit Capstone assignment for marking</td>
</tr>
<tr>
<td></td>
<td>Week 49</td>
<td>Assignments marked and returned</td>
</tr>
<tr>
<td>Entry into GCTEM</td>
<td>Next available semester February or July</td>
<td></td>
</tr>
</tbody>
</table>
Options for guided cohorts

There are a number of ways that this program might enhanced by completing it through a guide cohort depending on the level of additional participant engagement the institution or region would like to undertake Including:

1. **Group Registrations to the online modules and the workshops**
   Guided cohort registrations are managed by LH Martin Institute with your program coordinator only needing to enter the participants’ details into an excel spreadsheet in one batch. This saves time for the participants as they will not need to register individually online, and for your program coordinator because they won’t have to monitor individuals to make sure they have registered.

2. **Designated online discussion spaces for participants**
   Guided cohorts are given designated online discussion spaces within eLAMP allowing them to keep in contact with their group. These discussions groups can be moderated by nominated staff member who will also take a lead in arranging some face to face interactions for the participants or by the workshop facilitator for the module*. This allows participants to develop a network within their institution or region of people to assist them during and after the program.

3. **Integrating Face-to-Face Opportunities for Cohort**
   One of the benefits of a guided cohort for an institution or region is that there are opportunities to bring these groups together face-to-face. There are natural opportunities to bring cohorts together given the participants are working at the same institution. The is also the potential for moderators will take a lead in arranging face to face meetings for help keep participants motivated and on target.

4. **In–house Workshop Delivery**
   For participants wishing to gain credit towards the LH Martin Institute’s postgraduate programs, there is a requirement to attend a workshop at the end of each online module which form part of the assessment requirements to articulate. For guided cohorts the LH Martin Institute can deliver these workshops in house at a location of your choice. Having these delivered in house means that participants don’t need to travel to attend the workshops and they can be schedule around your institution needs.

   To attend the public workshops the cost is $495 (including GST) per person per workshop. Alternatively, there will be a discounted set fee for institutions or group of institutions wishing to run these workshops in-house for a cohort of up to 20 participants. An indicative fee structure is set out as Appendix 1 in this document.

5. **Training in-house workshop facilitators**
   It will be possible, for future eLAMP cohorts at your organisation to provide its own workshop facilitators for Modules 1, 2 and 3 once these facilitators have been accredited by the LH Martin Institute. Module 4 can only be facilitated by LH Martin Institute consultants.

   The process for accrediting all eLAMP workshop facilitators is based on a train-the-trainer model. This means the person can facilitate a workshop they must first complete the online self-study module and workshop for that module. They must also complete a separate 2.5 hour accreditation webinar offered by the LH Martin Institute. This webinar will outline the expectations that the LH Martin Institute has for facilitators of the eLAMP workshops and the knowledge and understandings which participants are expected to have before completing each module. This includes details about the rationale for the program and its modules as well as the important assessment responsibilities and requirements that
rest with the workshops. Proposed in-house facilitators are welcome to join any of these webinars offered by the LH Martin Institute and dates will be provided upon request.

An indicative pricing for module 1, 2 and 3 workshops facilitated by your staff for future cohorts is provided in the fee schedule.

* Indicative prices in Attachment 1 are based on the workshop facilitator undertaking the online moderation.
**APPENDIX A: INDICATIVE PRICING**

This pricing is subject to change based on institutional requirements, for a formal quote please contact Heather Davis, Program Director, LH Martin Institute on +61 39035 8648 or heather.davis@unimelb.edu.au.

Indicative pricing to run eLAMP Workshops in-house with an external accredited facilitator

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
<th>Indicative pricing (Australian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 Workshop</td>
<td>Accredited External Facilitator</td>
<td>$6,000 + GST + Facilitator Travel</td>
</tr>
<tr>
<td>Module 2 Workshop</td>
<td>Accredited External Facilitator</td>
<td>$6,000 + GST + Facilitator Travel</td>
</tr>
<tr>
<td>Module 3 Workshop</td>
<td>Accredited External Facilitator</td>
<td>$6,000 + GST + Facilitator Travel</td>
</tr>
<tr>
<td>Module 4 Workshop</td>
<td>Accredited External Facilitator</td>
<td>$6,000 + GST + Facilitator Travel</td>
</tr>
<tr>
<td><strong>Total for all workshops</strong></td>
<td></td>
<td><strong>$24,000 + GST + Facilitator Travel</strong></td>
</tr>
</tbody>
</table>

Please note:
This indicative pricing may vary depending on an individual institution’s needs and should be used as a guide only.

The indicative pricing includes online moderation, formal assessment and acknowledgment of the completion of each online training module; workshop design, delivery and assessment by an accredited eLAMP facilitator, workshop material and certificate of completion.

This indicative pricing does not include venue, catering and AV equipment and onsite support which must be provided and arranged by the hosting institution. This indicative pricing does not include accommodation, travel, taxis and incidentals for the Accredited External Facilitator. This will be an additional cost based on actual expenses.

There should be a maximum of 20 participants per workshop.

This price does not include the capstone assignment fee which will be charged at a rate of $450+GST. Successful completion of this program and the capstone assignment will enable participants to articulate into the Graduate Certificate of Tertiary Education Management at the LH Martin Institute with advanced standing of 25 credit points.
### Additional costs

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
<th>Indicative pricing (Australian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capstone Assignment</td>
<td>Guided supervision and assessment by the LH Martin Institute.</td>
<td>$450 + GST per person</td>
</tr>
<tr>
<td>Accreditation Webinar for in-house program facilitator</td>
<td>Allows in-house workshop facilitators for subsequent cohorts to be accredited. Prior to the accreditation webinar, in-house facilitators will have completed the module (online study and workshop) as a participant prior to facilitating a workshop.</td>
<td>$250 + GST per person</td>
</tr>
<tr>
<td>ATEM membership</td>
<td>To participate in the program staff or their institution must be ATEM members. There are several types of ATEM membership. For more details please visit the website: <a href="http://www.atem.org.au/become-a-member/membership-benefits">http://www.atem.org.au/become-a-member/membership-benefits</a></td>
<td></td>
</tr>
</tbody>
</table>

### Indicative pricing to run eLAMP Workshops in-house with an internal accredited facilitator

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
<th>Indicative pricing (Australian Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 Workshop</td>
<td>Using an LHMI Accredited Facilitator from your organisation</td>
<td>$4,000 + GST</td>
</tr>
<tr>
<td>Module 2 Workshop</td>
<td>Using an LHMI Accredited Facilitator from your organisation</td>
<td>$4,000 + GST</td>
</tr>
<tr>
<td>Module 3 Workshop</td>
<td>Using an LHMI Accredited Facilitator from your organisation</td>
<td>$4,000 + GST</td>
</tr>
<tr>
<td>Module 4 Workshop</td>
<td>Accredited External Facilitator</td>
<td>$6,000 + GST + Facilitator Travel</td>
</tr>
</tbody>
</table>

**Total for all workshops** $18,000 + GST + Facilitator Travel

**Please note:**

Quotation includes formal assessment and acknowledgment of the completion of each online training module, certificate of completion and workshop material.

Institutions must use an LH Martin Institute accredited workshop facilitator and notify the LH Martin Institute that the program is being conducted at least 4 weeks in advance. The nominated workshop facilitator will also moderate the preceding online discussions for the module they are facilitating.

This quotation does not include venue, catering and AV equipment and onsite support which must be provided and arranged by the hosting institution.

There should be a maximum of 20 participants per workshop.

This price does not include the capstone assignment fee which will be charged at a rate of $450+GST. Successful completion of this program and the capstone assignment will enable participants to articulate into the Graduate Certificate of Tertiary Education Management at the LH Martin Institute with advanced standing of 25 credit points.