

The Experience of Change Keynote Speakers

- **Centralising Special Consideration**

Dr Maddy Mc Master - Academic Registrar, RMIT University

In 2007 RMIT University took a bold step to centralise special consideration processes, both administration of applications and decision-making.

The changes came about in response to complaints from students about inconsistency of decisions between schools, allegations of inappropriate application of the policy, and the impossible situation for some students who had accumulated up to a dozen deferred (and deferred-deferred) exams over several years.

Maddy will outline the policy changes made to re-shape student norms, the planned and the unexpected consequences, the administrative nightmare, the response from students, staff and practitioners, and lessons learned.

- **The Administration of Establishing and Online Program with OUA:
Issues and opportunities encountered by a Faculty**

**Mr Bryan Cranston - Manager Students & Programs and Jenny Austen,
Manager, OUA and Learning Materials, Faculty of Higher Education, Lilydale,
Swinburne University of Technology**

In 2007 the Faculty of Life & Social Sciences at Swinburne University of Technology looked to increase teaching and enrolment opportunities by developing, for 2008, the delivery of two online programs with Open University Australia. This paper will focus on the administrative requirements of enacting these programs (in conjunction with the Faculty of Higher Education, Lilydale), rather than the academic side, and will cover such issues as:

- The impacts of incorporating different institutional academic calendars with administration and teaching
- Effective cohort (and associated "needs") identification, administration and management
- Communication processes and identification of task and process responsibility

- **Change and how it affects staff confidence and productivity: An
Interactive Workshop**

Margaret Armstrong – Training Consultant, La Trobe University

Change within a university environment can occur on any, or all, of three levels:

- Changes in information and communication technology (ICT)
- Changes in policies and procedures
- Changes in the work environment

This workshop will explore the nature of these changes experienced by both academic and general staff, how these changes affect staff confidence and

productivity and what can be done to reduce the levels of anxiety and prepare staff to embrace the changes in a positive way. The workshop will consist of a PowerPoint presentation as a guide for discussion and will incorporate some interactive participation.

- **A Framework for Managing Change at Charles Sturt University**
Hedy Bryant - Manager Culture and Change, Charles Sturt University

The constant and increasing rate of change in the higher education sector, has a range of external and internal drivers. Change is necessary to improve the quality of current practices and processes, while undergoing renewal through innovation and setting new strategic directions. Change in universities is also essential for to the development of more flexible structures, and organisational cultures responsive to innovation and renewal, ensuring their viability and currency in a global higher education market. An Organisational Change and Renewal Framework and learning resources have been developed for leaders and managers at Charles Sturt University (CSU).

Through facilitated group work and focussed conversation participants in this workshop will explore a process for developing a framework relevant to their university using the CSU model as a basis.

Participants will be invited to reflect on how their Vice-Chancellor's leadership style might relate to this model, and on whether this assists them, as university administrators, to understand and respond to the leadership style of their Vice-Chancellor.

- **Sowing the Seeds of Change: implementing a student communication model in a sandstone institution**
Samantha Morgan, Lachlan Cameron and Sayaka Treeve– Student Communication Management, The University of Melbourne

The Student Communication Management (SCM) unit at the University of Melbourne was set up in March 2007. SCM's primary task was to develop a model for delivering student-centric information during a period of intense change. One of the key challenges for SCM has been achieving behavioural and attitudinal change in a sandstone institution.

This session will cover the highlights and lowlights of activating change, from the unit's inception to its current operation within the University. Panellists will share SCM's experiences, covering the process of identifying priorities, engaging stakeholders, the methods and tools used and looking at achievements (and failures!), along the way.

- **Vice-Chancellor "Speak": The styles of Vice-Chancellors and their effects on leadership and management in times of change.**
Roslyn Chaffey - Manager, Graduations, Monash University

Interview responses from five Victorian Vice-Chancellors form the basis for this presentation on leading change in universities. Categorising the responses against five approaches to leadership, facilitates understanding of the roles of Vice-Chancellors in managing radical change within their institutions. In

general, the respondents aligned with four of the five leadership approaches, however, varying patterns suggested significant style differences.

- **Digitising Student Records at La Trobe**

Ross Elford - Senior Officer, Record Services, La Trobe University

This case study will focus on a digitised project undertaken on behalf of the Student Records Office at La Trobe University. Like most other universities in Victoria, La Trobe had, until recently, managed its' student records in the physical environment and was, as a result, beholden to many of the problems and issues endemic in such a system: Duplication and gaps in record keeping, backlogs in processing, delays in responding to queries and of course, storage issues. The introduction of the Electronic Document & Records Management System (EDRMS) provided a timely solution.

- **PLENARY SESSION**

Ms Heather Davis

Principal Consultant Waypoint Consulting.

Using a values framework to map and make sense of change experiences.

In June 2007 Heather represented ATEM at the 13th International Conference on Thinking in Sweden through the 2007 ATEM Victorian Branch International Travel Scholarship.

Heather will talk about this life changing experience which has strengthened her commitment to develop and lead staff appropriately for the knowledge-intensive economy we find ourselves in today.

Heather will report on presentations by luminaries such as David Perkins, Howard Gardner and Göran Carstedt and illustrate how their work can inform our own management of the tertiary education sector.

Heather also co-presented a refereed paper "The V-Factor: thinking about values as the epicentre of leadership, learning and life" at the Thinking Conference. Heather will use the values framework— foundation, focus and futures values—from this paper to illuminate an "experience of change" ATEM is currently experiencing with the nationalisation ATEM's professional development delivery—an area where the Victorian Branch of ATEM have long been leading the way.

Heather Davis is an ATEM Associate Fellow and was recently appointed to the ATEM National Council. Heather has more than 10 years experience in the tertiary education sector in Perth and Victoria, including roles in research management and libraries. Heather is currently on sabbatical and has just begun a PhD with the School of Management at RMIT. She holds a Master of Professional Education and Training (Deakin) and a BBus (RMIT). Heather gratefully acknowledges ATEM's support to attend this international conference.

- **Is there a role for CRM in a tertiary institution?**

Jodie Aanensen and Fides Kapteina- Managers Customer Service and Business Services Group, Deakin University

Deakin University has implemented its first and second phases of a Customer Relationship Management (CRM) system to meet the requirements for handling admissions for its international office, conducting telemarketing campaigns and managing course enquiries from prospective students.

The next phase of the implementation will be managing enquiries from current students. Deakin will share its experiences from its decision to go for a CRM solution and the benefits that have flowed on from current implementation.

- **Overcoming Resistance in Time of Change: mandating formal teaching qualifications in Higher Education**

Assoc Prof Andrys Onsman and Sascha Burnside- Centre for the Advancement of Learning and Teaching, Monash University

There is a growing trend in universities Australia wide to make s teacher training in Higher Education compulsory, an idea that has met with some resistance from both beginning academics and more established academics. Monash University has sought to lessen resistance by adopting a very flexible approach to its Graduate Certificate of Higher Education.

The approach necessitated a re-conceptualisation of approach. Academically the GCHE has become inter-modal in delivery and fundamental in pedagogy.

Administratively it has become autonomous, with little direct input from the accrediting faculty. Success depends upon an unusually close working relationship between the academic and administrative coordinators

- **The role of change and communication in implementing a student system**

Michelle Gillespie and Trevor Gosbell – Relationship Manager; Student System Project, The University of Melbourne

Relationships are they key - The role of change and communication in implementing a student system. The University of Melbourne is currently introducing the Melbourne Model, which includes the restructure of faculties, a change to its service delivery model, and a major change to all courses and subjects. At the same time, the University is implementing a new student system and related changes to administrative processes, involving extensive communication and change management.

- **Staff Survey at RMIT: Engaging the Masses**

Amy Love and Diana McDonald - Senior Organisational Development Consultants, RMIT University

During 2007, RMIT University undertook a staff survey. The key purpose of the survey was to inform strategies for improving staff attraction and retention.

What can this process teach us about the art of mass communication and marketing as part of a change initiative? Why has marketing become so important in facilitating

organisational change? By analysing the build up to achieving one of the highest response rates recorded for this survey, this paper investigates the art of mobilising mass action and ways in which universities can harness discretionary effort from its staff and managers. Outcomes of the survey and the impact of change will be explored.

- **How the Melbourne Model is driving a student-centred approach to Student support services**

Janet Beard – Director (Integrated Administration), The University of Melbourne

From 2008, the University of Melbourne is introducing a student services model to support the new curriculum known as the 'Melbourne Model', a major educational change program.

The paper will outline how the University is moving to students accessing their face-to-face support services through 'one stop shop' student centres based in faculties. From a student's perspective, all their services will be provided via their faculty-based student centre or on-line rather than a central service provider.

This model is based on the University's desire to be more student-centred, and acknowledges that students identify with their course and faculty by embedding services in faculties. [NB: As this model differs from most practice, there will be valuable opportunities for audience interaction and discussion]

- **Centralization of Subject Logistics Management**

Satya Webster – Manager Timetable Systems, Monash University

In 2006, the University of Technology, Sydney (UTS) carried out a 12 month project to implement the centralised Subject Logistics Management team in the Student Administration Unit (SAU). This was the recommendation from a review carried out by UTS; to rationalise the full array of subject logistics (timetabling and related activities) into a central team and to ensure the consolidation of currently diverse processes including faculty functions to provide an integrated, standardized service to the University.

Satya was invited to implement this project and will talk about the process involved, the changes to policy and business processes, the impact on staff and staff morale, the culture change of moving functions from faculty to central, the challenges faced in getting various administrative areas of the university and all faculties to come together and agree a common path to get to the go-live date successfully.