

2009 ACADEMIC HEADS' CONFERENCE: PRACTICAL LEADERSHIP

ROUNDTABLES: HOW TO ACHIEVE THE MONASH VISION?: IMPLICATIONS FOR ACADEMIC HEADS

Education

1. Identify the opportunities within the Monash vision that will benefit your School/Department/Faculty, and outline what you can do to achieve outcomes.

1. Embedded honours within the undergraduate degree
 - a. May lead to clearer streaming of high achieving students into HDR programs
 - b. The model of adding a 4th honours year on to a three year degree will not be needed
 - c. An embedded honours program may require students to undertake an overload. This may not suit low SES students who may need to work to support themselves
2. How can we increase the intake of SES students? Campuses in low SES areas may be used to attracting these students and scholarships provided enhance these opportunities.
3. Mature age students without degrees may be attracted to Monash – these students may enhance the experience of all students in the professional programs because of their experiences. Need to get more to apply and to provide support to compensate for their loss of income.
4. More young academics
5. Relevant courses
6. Engaged, better students
7. Research intensive education experience
8. Embedded research experience
9. Academic administration. Doesn't need to be done by Academic staff
10. Career path for excellent leaders

11. Engagement with High Schools
12. Recruit new and innovative people
13. Support the best teachers and provide clear pathway for promotion
14. Improve the teaching experience for students by better engagement with staff
15. Improve excellence and diversity – embrace innovation on some campuses. One size should not fit all, embrace the diversity.
16. Research in education. Needs a structure. Provide an opportunity for education intensive staff to apply for funding.
17. ALTC grants needed to get more money
18. Everyone should engage with the scholarship of their own discipline
19. Consider innovative ways to teach content for 1st & 2nd year students where the focus is mainly on basic content
20. Opportunities for undergraduate teaching with influx of more mature age students (need for more work in marketing and recruitment to identify groups not currently coming to Monash) and further secondary school recruiting/targeting prospective employers
21. Caulfield and Clayton benefit from decision not to increase enrolments, but what about the other campuses?
22. Scope for development in e-Education and flexible semester teaching
23. E-learning
 - a. propositional knowledge
 - b. class based activities with student response modes
 - c. tablet technology
 - d. real time discussions around clinical cases
24. Research & teaching data
 - a. run data during the day and analyse it during the night
 - b. paperless hospitals
25. Teach people at University of Johannesburg; educate them at Monash

2. Outline the major challenges to achieving the vision for your School/Department/Faculty, and what you can do to overcome these

1. Fieldwork for professional programs (education, nursing) may extend throughout the year
2. Costs of fieldwork are excessive – takes resources away from academic positions
3. SES students can't earn as much when on field work, especially in non metro areas. Medical students have accommodation provided during their fieldwork, and this could be shared by other medical fieldwork students. Need to find sponsors for rural placements
4. Higher degrees by research. Harder to find young people willing to study for a HDR degree, because fieldwork positions are more lucrative. Need to address scholarship rankings as it is difficult to get people up to H1 equivalent. E.g. a policy worker with 30 yrs experience may not be H2A equivalence and do not compete well with some other schools.
5. Resources!
6. Time and resources to develop young academic careers
7. Funding research in undergraduate degrees
8. Respect for educators - "cultural" change – almost as great as academic strengthening
9. How do we measure quality with diversity
10. Less focus on entry standards and greater focus on exit standards.
11. Demonstrate quality of exit standards
12. ALTC to increase success rates
13. Challenge of training education intensive staff to perform research
14. Need to support "someone" to move into education research at the tertiary level
15. Access existing research in education to get all disciplines to accept educational research in their field.
16. Combine portfolios of DVC Education and Research to reduce to silos
17. Metrics of outcomes could be by a demonstration of improved performance by students compared to improved performance by staff.
18. Funding – how do we fund time to develop innovative educational experience. Need to get smarter
19. Administrative trivia is so time consuming. Need to resolve this to "win back time"
20. Need "time to think"

21. Challenges of increasing the number of mature age students. May require more courses to be available part-time; increased availability of after hours classes
22. Need to do more but also less (fewer units, prioritise strengths)
23. Tensions between research and teaching are challenging
24. How do we harness the clinical material in an interactive way
25. Need for innovative and technically competent IT support
26. More recognition for teaching efforts – challenged by the increased focus on research achievements (Message is not clear about how that will work)
27. No courses available for staff in curriculum design
28. Educational research in a range of disciplines.

International

1. Identify the opportunities within the Monash vision that will benefit your School/Department/Faculty, and outline what you can do to achieve outcomes.

1. Social discussion and sustainability (opportunity to lead)
2. International reputation
3. Existing research collaborations internationally through ARC grants etc.
4. Using e-technology, e-research in which Australia is well placed
5. Geographical and time zone location of Australia in relation to growing markets

2. Outline the major challenges to achieving the vision for your School/Department/Faculty, and what you can do to overcome these

1. Not having a clear vision (and communicating) what international engagement is
2. Getting the University to support and recognise international connections in terms of international societies and journals
3. Resource e-technology so that collaboration is nimble and immediate
4. Getting engaged mobility of our students rather than passive, and engaging better with the international students who come here
5. Engaging well with international students whilst growing

Research

1. Identify the opportunities within the Monash vision that will benefit your School/Department/Faculty, and outline what you can do to achieve outcomes.

1. Recruit potential staff at levels B & C. First develop international strengths that will be attractive to imports. Sell Melbourne for its lifestyle.
2. Push the 'reset' button and manage out underperformers. Develop and entrench by discipline and level specified workload targets.
3. Need to remove excessive bureaucracy ("boiler-plating"). Frees up time for research and teaching and will show prospective academics that this job is fun and not all drudgery.
4. ASI could /should provide opportunities for better collaboration especially across campuses
5. Teaching intensive staff may allow more research-active staff to spend more time on research (but also an issue regarding staff willing to declare themselves "teaching intensive")
6. New SES and other compact programs should feed through to more local HDR students especially at regional campuses. Should facilitate increase in staff.
7. Pursuing internationalisation both with Monash campuses and other Universities. This will enhance research through novel comparisons, integration and synthesis.
8. 5 key themes – perhaps attract international high flyers (and local) once reputation is established
9. Further integration with industry and various industry based funding. More important than ever due to changing federal funding formula for research money
10. Be able to recruit outstanding academics who will publish highly cited papers, obtain research grants and become prestigious fellows of learned academics
11. Attain research excellence and enhance prestige
12. Attract both high-fliers and younger researchers via fellowship schemes
13. Competitive start-up salary packages
14. Size and ability to attract research focused academics
15. Cross discipline research opportunities (e.g. the Grand Challenges)
16. Opportunity to improve

17. Large pool of students to draw on for future academics – PhD – into academia; a truly research led education
18. International industry research support via international campuses
19. International grant opportunities (e.g. Malaysia eligible for European Union grants)
20. Utilisation of research infrastructure (e.g. marketing to the world)
21. Use performance management scheme to help staff increase output
22. Align staff with research able groups
23. Appoint research only, rising stars; identify who will enter into ASI; create a mechanism for supporting rising stars (particularly relevant to small departments)
24. Convert imbedded honours to research masters degrees
25. Engage staff in research with honours students
26. Add footprint to the vision: Less cars, more trains

2. Outline the major challenges to achieving the vision for your School/Department/Faculty, and what you can do to overcome these

1. Need time to think! Will removal of bureaucratic tasks actually occur to a meaningful extent?
2. Turn the key 5 themes list into a more tangible research agenda (at the moment the themes are so broad, they're probably common to all universities!)
3. Other universities (esp. Go8) are becoming leaner and more focussed. Will enable specialisation in high priority/trendy/new research areas:
 - a. Loss/poaching of key Monash staff
 - b. Difficulty in recruiting HDR
4. Removal of poorly performing staff
5. Lack of real career pathways for teaching intensive staff
6. Public perception of value of higher degrees needs to be greatly improved
7. Factors in the real costs of research i.e. need proper support both from Monash and funding agencies

8. Salary packages in research institutes can be superior, might need to match those in faculties
9. Greater access to outstanding students, double PhD scholarships available, including international students
10. Sustainability of funding for research
11. Better translation of "basic" research. Funds to overcome critical bottle necks in process.
12. Size and need to recognise diversity and capacity of departments/faculties to respond to the vision. E.g. profession orientated departments/faculties or the ability to replace non-research active staff with research active staff
13. Uni support for 'managing poor performing staff' – limited contribution to teaching or education or service
14. 'Shifting ground' – relative % of income from teaching and research. Disconnect (perceived) with emphasis on research & education.
15. Academic excellence at all campuses. Implies research excellence as well as education excellence. Challenge being to fund the differentiated academic excellence areas for campus.
16. Superable salary loadings to compete with other Go8 universities.
17. Becoming a two tiered university
18. Funding research activity
19. Difficult if education is expected to cross subsidise research for professional programs where department funding is not adequate
20. Value people who teach and contribute in ways other than research
21. Improve pathways for publishing teaching related scholarly activities
22. Develop methods to improve stature of teaching staff
23. Public transport. Get a train to all our campuses. Kids with cars go to Monash; kids without cars go to Melbourne.