



# Changing Landscapes in Higher Education

**National Forum**

**30 November–2 December 2021**



# Foreword

## Welcome to the 14th HEPP-QN National Forum



### Our theme is Changing Landscapes in Higher Education!

A special welcome to TEQSA's Chief Commissioner, Professor Peter Coaldrake and Commissioner Joan Cooper together with our other keynote speakers: Mr Michael Wells and Dr Michael Tomlinson. We welcome our panelists: Professor Kerri-Lee Krause, Professor Geoff Scott, Mr Steve Godinho, Ms Sarah Collins, Dr Jeannie Trudel, Professor Helmut Lueckenhausen and Professor Kogi Naidoo and our several professional presenters and workshop facilitators. Special mention of our student panel whose voices we especially value at this Forum.

Our theme, Changing Landscapes in Higher Education, references a range of questions about strategy, policy and practice in the light of the developing ecosystem of higher education. If all ecosystems thrive on diversity, interdependence, respect and balance, our ecosystem calls for our ability to coexist within a frame of mutual obligations for the greater good!

In this light, our theme raises several talking points.

It asks us to consider:

- how we can craft new and measurable paradigms to support student-enhanced learning, assessment and outcomes
- how we can reset priorities in the light of COVID-19 challenges and technological disruptions
- how we can accrue and test generational wisdom and moderate innovative and scholarly practices to continue to be relevant in meeting the changing needs of students/society
- how we can collaborate to advance quality and standards
- how we can advance collegial and constructive conversation to support regulatory conscientiousness
- how we can demonstrate our collective purpose to serve the public good
- how we can develop institutional maturity and confidence in higher education and
- how we can add value to the national reputation of Australian higher education in the light of the Provider Category Standards 2021.

Collectively, this 3-day conversation sparks the opportunity for ongoing dialogue around relevance, impact, sustainability and accountability. It asks what, how, where and when we need to reset priorities and where necessary pivot our positioning to renew and accelerate a more compelling purpose within the changing higher education landscape.

#### To this we are committed:

**Achieving together!**

**Advancing the civic and moral purpose of higher education!**

**Respecting diversity!**

**Raising the national profile of Australian higher education!**

*Jane*

**Professor Jane Fernandez**

Adjunct Professor and HEPP-QN National Founding Convenor, Avondale University  
Provost, Excelsia College

# Changing Landscapes in Higher Education

HEPP-QN National Forum 30 November–2 December 2021

	30 November 2021	1 December 2021	2 December 2021
<b>9.00am–9.30am</b>	Welcome Introduction, Review of the Year Prof Jane Fernandez	Welcome TEQSA and SASH Pilot Update Prof Jane Fernandez	Welcome Projects for 2022 Prof Jane Fernandez
<b>9.30am–10.30am</b> <b>KEYNOTES</b>	<b>Prof Peter Coaldrake</b> Chief Commissioner, TEQSA <b>Provider Category Standards</b>	<b>Mr Michael Wells</b> Managing Director, Wells Advisory <b>Changing Landscapes in Higher Education</b>	<b>Dr Michael Tomlinson</b> Governance and QA Consultant <b>Admissions Processes and Student Outcomes</b>
<b>10.30am–11.00am</b>	<b>DE-BRIEF AND NETWORKING</b>		
<b>11.00am–12.00pm</b>	<b>LUNCH (no presentation)</b>		
<b>12.00pm–1.00pm</b>	<b>Assessment Practice Workshop</b>		
<b>1.00pm–1.45pm</b> <b>WORKSHOPS</b>	<b>Academic Leadership</b> Retention and Students-at-Risk	<b>LinkedIn Masterclass for Higher Education</b>	<b>Rethinking Scholarship</b>
<b>1.45pm–2.00pm</b>	<b>COFFEE BREAK (no presentation)</b>		
<b>2.00pm–2.45pm</b>	<b>Reflections from a Student-Support Professional</b>	<b>Reflections from a Teaching Professional</b>	<b>Prof Joan Cooper</b> Commissioner, TEQSA <b>Scholarship Matters</b>
<b>2.45pm–3.00pm</b>	<b>COFFEE BREAK (no presentation)</b>		
<b>3.00pm–4.30pm</b> <b>PANELS</b>	<b>Panel: Student Experience and Success</b> What success means to me and what I need from my institutions	<b>Panel: Future-Proofing Strategies</b> <b>Prof Kerri-Lee Krause</b> Provost, Avondale University and Deputy Chair, Higher Education Standards Panel <b>Prof Geoff Scott</b> Em Prof Higher Education and Sustainability at Western Sydney University (WSU) <b>Mr Steven Godinho</b> Managing Director, Genix Ventures <b>Ms Sarah Collins</b> Head of Procurement, Australian Broadcasting Corporation (ABC)	<b>Panel: Institutional Maturity</b> <b>Dr Jeannie Trudel</b> President, Christian Heritage College <b>Prof Helmut Lueckenhausen</b> DVC, Global, Academic, Torrens Global Education <b>Prof Kogi Naidoo</b> Academic Dean, Institute of Health and Management and President, HERDSA <b>Dr Michael Tomlinson</b> Governance and QA Consultant



**Prof Peter Coaldrake**  
Chief Commissioner,  
TEQSA



**Prof Joan Cooper**  
Commissioner, TEQSA



**Dr Michael Tomlinson**  
Governance and QA  
Consultant



**Mr Michael Wells**  
Managing Director,  
Wells Advisory

## Our speakers and panelists

<p><b>Professor Peter Coaldrake</b> Chief Commissioner of TEQSA</p>	<p><b>The Provider Category Standards 2021 provides a landmark in respect to our theme Changing Landscapes in Higher Education. Professor Peter Coaldrake's keynote will address the 2021 Standards from the vantage point of his role as Chief Commissioner of TEQSA and his recent role in leading the Provider Category Standards Review.</b></p>
<p><b>Professor Joan Cooper</b> TEQSA Commissioner</p>	<p><b>Prof Joan Cooper will speak to the recent updates to scholarship in response to TEQSA's Compliance Guide.</b></p>
<p><b>Mr Michael Wells</b> Managing Director of Wells Advisory, formerly TEQSA Commissioner</p>	<p><b>Mr Michael Wells will speak to the broad issues relevant to our theme 'Changing Landscapes in Higher Education'.</b></p>
<p><b>Dr Michael Tomlinson</b> Governance and QA Consultant, formerly Senior Director Assurance, TEQSA</p>	<p><b>Dr Michael Tomlinson will address the expectation of the Standards and the gate-keeping protocols relevant to 'Admissions, Progress and Student Outcomes'.</b></p>
<p><b>Panelists: Future-Proofing Strategies</b> Our panelists will speak to current dilemmas and challenges facing higher-education and the strategies and solutions experts recommend to future-proof towards meeting next generation needs/demands</p>	
<p><b>Professor Kerri-Lee Krause</b> Provost, Avondale University and Deputy Chair, Higher Education Standards Panel</p>	<p><b>Juggling organisational and systemic change in higher education: Post COVID-19 challenges and opportunities</b></p>
<p><b>Professor Geoff Scott</b> Emeritus Professor of Higher Education and Sustainability at Western Sydney University (WSU)</p>	<p><b>Dilemmas facing higher education</b> <b>How best to balance:</b> Mission and market; enrolments and standards; specialisation and diversity; quality and growth</p>
<p><b>Ms Sarah Collins</b> Head of Procurement ABC Procurement, Finance Division Australian Broadcasting Corporation (ABC)</p>	<p><b>The value procurement can add beyond price</b> Developing supplier partnerships Social and sustainable procurement and how to leverage these in being a university of choice The research/teaching/student collaboration opportunities with procurement and other corporate services COVID-19 and modern slavery supply chain impacts</p>
<p><b>Mr Steve Godinho</b> Managing Director, Genix Ventures Pty Ltd</p>	<p>Environmental changes for higher education and the implications of these changes for technology solutions used by the sector</p>
<p><b>Panelists: Institutional Maturity</b> Our panelists will address the question of 'what constitutes institutional maturity'</p>	
<p><b>Our panelists will speak to current dilemmas and challenges facing higher-education and the strategies and solutions experts recommend to future-proof towards meeting next generation needs/demands</b></p> <p><b>Dr Jeannie Trudel</b> President, Christian Heritage College</p> <p><b>Prof Helmut Lueckenhausen</b> DVC, Global, Academic, Torrens Global Education</p> <p><b>Prof Kogi Naidoo</b> Academic Dean, Institute of Health and Management and President, HERDSA</p> <p><b>Dr Michael Tomlinson</b> Governance and QA Consultant</p>	<p><b>Standard 2 of the University College Provider Category Standards 2021 (UC PCS 2021) requires providers to demonstrate institutional maturity.</b> Higher education is a volatile and changing landscape. It is confronted with a range of dilemmas, from changing needs of students, to workforce demands, civic responsibilities and economic pressures. In this light and in respect to Standard 2 of the UC PCS 2021 we are interested in the question of institutional maturity.</p> <p>How can institutions demonstrate institutional maturity? What are some measures of institutional maturity?</p> <p><b>We will also invite input from all HEPP-QN members through a follow-up HEPP-QN Survey to be released on 3 December 2021.</b></p>

# Our workshops and professional tips sessions

<p><b>WORKSHOP 1</b></p> <p><b>FACILITATORS</b> <b>Dr Sean Cox</b> Manager, Quality Office, University of Notre Dame</p> <p><b>Assoc Prof Andy West</b> Dean, UBSS</p> <p><b>Prof Geoff Scott</b> Em Prof Higher Education and Sustainability at Western Sydney University (WSU)</p> <p><b>Dr Stephen Spence</b> QA Consultant</p>	<p><b>ASSESSMENT PRACTICE: Changing Landscapes</b></p> <p>This workshop runs on each day of the Forum from 12–1 pm (breakout groups are planned for 30 November, 1 December, 2 December)</p> <p><b>What strategies and systems are needed to support assessment practice in the light of emerging challenges in respect to academic integrity and student learning outcomes?</b></p>
<p><b>WORKSHOP 2</b></p> <p><b>FACILITATORS</b> <b>Dr Glenda Hepplewhite</b> Director of Quality Assurance, Alphacrucis College</p> <p><b>Ms Tess Coughlan</b> Quality and Accreditation Manager, AIB</p> <p><b>Prof Albert Haddad</b> Associate Dean, Higher Education Development at Victorian Institute of Technology</p> <p><b>Dr Alistair Symons</b> Director of Quality, Excelsia College</p>	<p><b>Academic Leadership: Student Retention and Students-at-Risk</b></p> <p>How can academic leadership be strengthened to achieve a coordinated focus on student retention and students-at-risk?</p> <p>The HEPP-QN Academic Leadership Pilot Study produced findings relevant to the demands and pressures of academic leadership against the changing landscape of higher education. In respect to these findings, the HEPP-QN developed an Academic Leadership Statement and Charter which is referenced in TEQSA's Guidance Notes.</p> <p><b>The HEPP-QN defined Academic Leadership as follows:</b></p> <p>'Academic leadership is the art of leading a team in good academic governance to support the achievement of effective academic outcomes measured by indicators of student success. It involves the application of a combination of capabilities and competencies encompassing the design, delivery, implementation and evaluation of all functions of an academic, a team, a faculty, or an institution for the purpose of supporting quality student-centred higher education outcomes'.</p> <p>Page 5 HEPP-QN ACADEMIC LEADERSHIP STATEMENT</p> <p><b>The HEPP-QN Statement on Academic Leadership</b> asks that leaders in the academic sphere commit to the following:</p> <ol style="list-style-type: none"><li>1. Endorse and support a formal academic governance structure to ensure effective review and monitoring of academic outcomes in the context of the Higher Education Threshold Standards Framework (2015) and relevant professional standards</li><li>2. Adopt an integrated approach to quality assurance by aligning the faculty's performance to committee-endorsed institutional policy and practice</li><li>3. Ensure a robust internal continuous improvement system supported by an external system of review and validation</li><li>4. Apply a transparent and communicative approach with internal and external stakeholders</li><li>5. Support a distributed model of academic leadership through deploying shared leadership skills and collegial team-building strategies to connect faculties with the institution's strategic goals and to the formal structures of academic governance.</li></ol> <p><b>The Workshop will review the 5 Commitment Points and four frames of the HEPP-QN Academic Leadership Statement and Charter to extract and build a strategy for supporting students-at-risk.</b></p>

# Our workshops and professional tips sessions

## WORKSHOP 3

### FACILITATORS

#### Dr Simone Morley

Director, Centre for Learning, Teaching & Scholarship, Torrens University

#### Dr Luciano Boschiero

Dean of Studies & Director of Operations, Campion College

#### Prof Elizabeth More

Chief Academic Advisor, Study Group

#### Prof Kogi Naidoo

Academic Dean, Institute of Health & Management and National President, HERDSA

## Rethinking Scholarship

TEQSA's Discussion Paper and the subsequent Compliance Guide are of interest to this workshop. Significant feedback on Scholarship has been raised in the last couple of years. The HEPP-QN developed its Scholarship Model and Matrix over 2020 and 2021. We are in the process of finalising the framework and invite further discussion on how Scholarship can be refined and refreshed to serve learning, teaching and raise professional competencies and maturity.

This workshop helps prepare for the Scholarship session with TEQSA led by Commissioner Joan Cooper.

TEQSA's Definition of Scholarship – The Compliance Guide provides a definition of scholarship as “those activities concerned with gaining new or improved understanding, appreciation and insights into a field of knowledge, and engaging with and keeping up to date with advances in the field. [...]

· advances knowledge or professional practice in a field and transmits advances through contemporary approaches to teaching and learning, and research training if applicable [teqsa.gov.au/consultation-revised-compliance-guides](https://teqsa.gov.au/consultation-revised-compliance-guides)

HEPP-QN Recommendations from Response to TEQSA's Discussion Paper submitted in December 2020 will be referenced. A modified set of recommendations which calls for recognition of the full 'lived experience' of the scholar are provided for discussion.

**HEPP-QN Working Definition of Scholarship:** Scholarship is all professional activity based on the full 'lived experience' of scholars, inclusive of discovery, teaching, professional development, community engagement and inter-institutional collaborations that support advancements or improvements to the learning environment, conducted by academics/administrators/leaders who either individually, in groups or collectively impact, through their professional activities and interactions an institution's holistic learning environment, contextualised to its mission and ethos.

1. Broadening the definition of scholarship to include select activities that articulate the 'lived experience' of academics, leaders, staff and administrators of an educational institution, when those activities/initiatives directly add value to the learning environment in terms of input, outputs and impact.
2. Provision for providers to self-determine a broader and more nuanced range of evidence.
3. Provision for Providers to own and embed the process of tracking and monitoring scholarly evidence within an institutionally-endorsed framework that is purposefully flexible, broad-based and impact-driven. That TEQSA recognize that while all scholarship is not always measurable in inputs and outputs, recognition be given to scholarly activities that are vital to the mission of each provider, including in its production and dissemination and that qualitative evidence be regarded as equally important to aggregated and quantitative volumes of output.
4. Encourage strategic inter-institutional collaborative practice so as to provide opportunity for smaller providers to participate more meaningfully in scholarship and thus maximise opportunity to turn the scholarship enterprise into Australia's best story of scholarly collaboration and purpose.
5. Encourage the sharing of good practice noting that collegial and collaborative sharing across the sector will see Australia lead confidently to reward and recognize the 'lived experience' of academics/scholars and that a TEQSA database of scholarly exemplars to this effect be prioritized in conjunction with the sector's input.
6. Note and support large national scale scholarship projects to maximise value and impact for the sector.
7. Assess favourably intra-sector and cross-sector scholarship projects in the best interest of students nationally.
8. Endorse professional development as scholarly activity where these opportunities are profiled as or converted to scholarship learnings through virtual or follow-on formalised and well-documented peer-review activity [eg. structured sharing of work-practices, problem-solving activities, sharing of innovative ideas and good practice exemplars]
9. Endorse External Engagement as scholarly activity where such engagement results in added value to the institutional landscape. In this context, the HEPP-QN recommends that external engagement be regarded as scholarship where it involves the following three indicators:
  - they constitute scholarly and/or quality assurance and/or 'problem-solving' activity
  - they involve a peer-review process of critique, and
  - are purposeful in adding value to the 'lived experience' of professionals and academics.
10. Give consideration to classifying executive membership or directorship of a professional association as scholarship, [noting the maturity and sophistication these activities engender] where such engagement is evidenced by some form of contribution by the scholar to the host association or the wider community in the context of the 'lived experience' of the scholar].

<b>OUR STUDENT PANEL</b>	<b>Our students share their reflections on:</b> 'What success means to me and what I need from my institution'
<b>PROFESSIONAL TIPS 1</b> <b>Ms Fiona Gentle</b> Associate Lecturer, Academic Support Advisor Excelsia College	A holistic, inclusive and adaptive approach for academic support
<b>PROFESSIONAL TIPS 2</b> <b>Assoc Prof Mulyadi Robin</b> Associate Dean, Teaching and Learning, AIB	Teaching and Learning: Changing Landscapes
<b>PROFESSIONAL TIPS 3</b> <b>Ms Sophia Pereira</b> Senior Marketing & Events Executive, ANZ Chartered Institute of Procurement and Supply (CIPS)	LinkedIn Masterclass for Higher Education

## Member Institutions

Academies Australasia Polytechnic	Academy of Design Australia	Academy of Music and Performing Arts	Adelaide College of Divinity
Alphacrucis College	Asia Pacific International College	Australian College of Physical Education	Australian College of Christian Studies
Australian College of Theology	Australian Guild of Music Education	Australian Institute of Business	Avondale University (Founding Sponsor)
Australian Institute of Higher Education	Australian Institute of Music	Campion College Australia	Chartered Accountants Australia and New Zealand
Christian Heritage College	CIC Higher Education	Crown Institute of Higher Education	Eastern College Australia
Edith Cowan College	Elite Education Institute	Endeavour College of Natural Health	EQUALS International
Excelsia College (Sponsor)	Griffith College	Holmes Institute	Ikon Institute of Australia
Institute of Health & Management	International College of Management, Sydney	International Institute of Business and Technology	JMC Academy
Kent Institute Australia	King's Own Institute	LCI Education Network	Le Cordon Bleu Australia
Macleay College	Melbourne Institute of Technology	Moore Theological College	Morling College
National Academy of Professional Studies	Photography Studies College	Polytechnic Institute Australia	Russo Business School
Sheridan College	SP Jain School of Global Management	StudyGroup	Sydney College of Divinity
Tabor College	The Institute of International Studies	Top Education Institute	Torrens University Australia
Universal Business School Sydney	Universal Higher Education	University of Canberra College	University of Divinity
The University of Notre Dame	Victorian Institute of Technology	Waratah Institute	Western Sydney University International College



# HEPP-QN National Steering Group



**Professor Jane Fernandez**  
HEPP-QN Founding Convenor Provost,  
Excelsia College  
Chair, HEPP-QN Steering Group



**Associate Professor  
Andy West Dean**  
Dean, Universal Business School  
Sydney



**Dr Stephen Spence**  
QA Consultant



**Dr Glenda Hepplewhite**  
Director of Quality Assurance,  
Alphacrucis College



**Ms Tess Coughlan**  
Quality and Accreditation Manager,  
Australian Institute of Business



**Dr David Perry**  
Vice-President Academic,  
Alphacrucis College  
Member of the HES Panel



**Dr Sean Cox**  
Manager, Quality Office, University  
of Notre Dame



**Emeritus Professor  
Geoff Scott**  
Emeritus Professor of  
Higher Education and  
Sustainability at Western Sydney  
University (WSU)

**Thank you to all speakers, presenters, facilitators, members and guests!**

If you would like to join the HEPP-QN please email: [hepp-qn@excelsia.edu.au](mailto:hepp-qn@excelsia.edu.au)

