



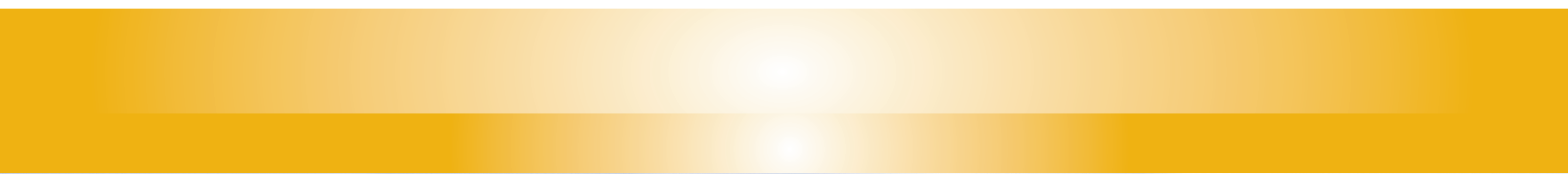
Australasian Association for Institutional Research

2008 ANNUAL FORUM

19 – 21 November 2008

Hyatt Hotel Canberra

www.aair.org.au



ENHANCING QUALITY RESEARCH: A GLOBAL PERSPECTIVE

Forum Handbook

WELCOME

On behalf of the Australasian Association for Institutional Research (AAIR) Forum Organising Committee may I extend a warm welcome to you as a participant in this, the 18th Annual AAIR Forum being held at the Hyatt Hotel, Canberra.

This year's theme, *Enhancing Quality Research: A Global Perspective*, has brought together colleagues from across the Australian higher education landscape involved with research management as well as colleagues from across the seas. There are real opportunities in the next three days to share our research experiences, to hear from experts in their specialities and to develop those network opportunities that these forums offer.

While the Forum will provide a specific focus on research there will be a range of parallel streams on student and graduate survey methodologies, modelling, measuring performance and comparative studies. A number of international visitors are contributing to this mix, sharing their own experiences which we'll probably find are not that much different to our own.

The quality of the keynote speakers will ensure that each day will begin with something to get us thinking. We'll be able to approach the rest of the days' workshops, special interest group discussions or concurrent sessions, with keen vigour and a real passion to find out more, to question previous mindsets and to re-evaluate our behaviours; in simple terms, to learn a few good things.

If networking is your thing then the social activities we have planned should provide a wonderful backdrop for you to engage in conversations which may be the start of many or the continuation of ones already commenced. The cocktail reception at the Deck at Regatta Point and the Gala Dinner at Old Parliament House will, I'm sure, leave lasting impressions of new friends, old acquaintances and that which Canberra has to offer. Hopefully you'll have the time to have a look around this great city as there's so much to see and do.

The Australian National University and its organising partners wish to thank the many Sponsors who have supported this event so generously. Without such support this conference would not have been able to have been staged in such a fine venue as the Hyatt Hotel, Canberra and the various other social locales. The Committee would also like to thank all the presenters who have devoted their time and effort to sharing their ideas, knowledge and experience with their peers especially our international friends who have travelled long distances to join with us.

We've done our best to put the foundations in place (and to the Organising Committee can I say a very big 'thank you') for what I feel will be a sensational conference. It's now up to you to have a great and rewarding time with us in Canberra and I sincerely hope you do.

David Marr
Chair
AAIR 2008 Forum Organising Committee

ORGANISING COMMITTEE

Mr Dave Marr	Australian National University
Ms Sara Rowley	Australian National University
Ms Kim Gower	Australian National University
Ms Debby Gairns	Australian National University
Dr Ian McMahon	Australian National University
Dr Claire Atkinson	Department of Education, Employment & Workplace Relations
Mr Don Johnston	Southern Cross University, Lismore, NSW
Ms Marian Thakur	Monash University

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PROGRAM

Tuesday, 18 November 2008

1500 to 1730 Forum Registration opens at Hyatt Hotel

Wednesday, 19 November 2008

0800 to 1700 Forum Registration and Reception open

0900 to 0930 Welcome by Forum Chair
Welcome to Country – Agnes Shae, Ngunnawal Elder
Forum Opening: *Professor Ian Chubb AC*, Vice-Chancellor, ANU

0930 to 1030 Keynote Speaker: *Senator the Hon Kim Carr*
Minister for Innovation, Industry, Science and Research
The Innovation Review: its implications for research in higher education

1030 to 1100 Morning Refreshments

Location	Federation Ballroom	Mount Ainslie	Black Mountain	Murrumbidgee
1100 to 1230	Workshop 1.1 Survey SIG <i>Bruce Guthrie</i> , GCA	Workshop 1.2 Session Free	Workshop 1.3 DEEWR SIG <i>Don Johnston</i> , SCU <i>Wayne Shippley &</i> <i>Maureen Wood</i> , DEEWR	Workshop 1.4 Research Evaluation: Quick, Cheap, Good: Pick Any Two <i>Catherine Rayner</i> , ANU
1230 to 1330	Lunch			
1330 to 1500	Workshop 2.1 Data Warehouse SIG Part I: Data Matching of Bibliographic Data <i>Dr Peter Christen</i> , ANU Data Warehouse SIG Part II: A demonstration of Natbes <i>Dean Ward</i> , ECU	Workshop 2.2 Risk Management Workshop <i>Ivan Skaines</i> , UWS	Workshop 2.3 Load Management Workshop <i>Jeff Holmes</i> , QUT	Workshop 2.4 Knowledge sharing: Who knows (and who knows who knows)? <i>Dave Marr</i> , ANU
1500 to 1600	Afternoon Refreshments			
1800 to 2030	Welcome Drinks and Canapés – The Deck			
2030	Free Evening for delegates - own arrangements for dinner			

Thursday, 20 November 2008

0800 to 1700 Forum Registration and Reception open

0930 to 1030 Keynote Speaker: *Professor Tim Brown*, Deputy Vice-Chancellor (Research), La Trobe University
Measuring Research Performance in Different Disciplines

Sponsored by  Graduate Careers Australia

1030 to 1100 Morning Refreshments



Location	Federation Ballroom	Mount Ainslie	Black Mountain	Murrumbidgee
1100 to 1140	Paper 3.1 Winners and Losers: the Legacy of the Research Assessment Exercise in the UK <i>Professor John Taylor</i>	Paper 3.2 Student Perceptions of Learning and Support Environments within a Technological University <i>Lifen Sudirjo</i>	Paper 3.3 Using large group methods in change, planning and quality management processes: what you may not know <i>Dr Josie Palermo</i>	Paper 3.4 Expectations, Perceptions, and Reality – or “You Can’t Always Get What you Want” (apologies to the Rolling Stones) <i>Graeme Bryant Cindy Tilbrook,</i>
1150 to 1230	Paper 4.1 Student Engagement in Two Countries: A Comparative Study Using NSSE Data <i>Dr Camille Kandiko</i>	Paper 4.2 Long-term institutional gains from research assessment <i>Dr Miriam Goodwin</i>	Paper 4.3 Predictive Modelling of Undergraduate Student Intake <i>Anatoli Lightfoot</i>	Paper 4.4 A Novel Approach to the Implementation of a Data Warehouse at the University of Newcastle <i>Sandra Sirasch</i>

1230 to 1330 Lunch

Location	Federation Ballroom	Mount Ainslie	Black Mountain	Murrumbidgee
1330 to 1410	Paper 5.1 The Unexamined University: The Evolution of UWA’s Research Management Tool, Socrates <i>Natalie Mast</i>	Paper 5.2 International students - expectations and realities beyond graduation <i>Dr Zakir Rahmani</i>	Paper 5.3 Restoring opportunities for early to mid-career researchers <i>Dr Milica Symul</i>	Paper 5.4 Developing a framework for tracking and benchmarking research performance at UTS <i>Robyn Peutherer, Michael Rothery</i>
1420 to 1500	Paper 6.1 Measuring research quality using the journal impact factor, citations per paper and ERA’s ‘ranked journals’: Blunt instruments or inspired metrics? <i>Som Jarwal</i>	Paper 6.2 Developing an Historical Australian Graduate Survey Database: an Update <i>Bruce Guthrie</i>	Paper 6.3 Research Initiatives in a New University College in Malaysia <i>Sor Heoh Saw</i>	Paper 6.4 Session Free

1500 to 1530 Afternoon Refreshments

Location	Federation Ballroom	Mount Ainslie	Black Mountain	Murrumbidgee
1530 to 1610	Paper 7.1 Enhancing the Quality of Research Student Experience in a University <i>Ivan Skaines</i>	Paper 7.2 Benchmarking using Surveys: Look Before You Leap <i>Wendy Marchment</i>	Paper 7.3 A discipline specific factor analysis approach to using student surveys for improvement <i>Assoc Professor Kate Patrick</i>	Paper 7.4 <i>Session Free</i>
1830 to 1930	Pre-Dinner Drinks - King's Hall, Old Parliament House			
1930 to 2330	Forum Gala Dinner – Members' Dining Room, Old Parliament House			

Sponsored by  

Friday, 21 November 2008

0800 to 1300	Forum Registration and Reception open			
0900 to 1000	Keynote Speaker: <i>Ms Leanne Harvey</i> , General Manager of Research Excellence, Australian Research Council Research Excellence – Assessment and Evaluation in the new ERA			
1000 to 1010	Australian Corporate Software Sponsor Presentation			
1010 to 1050	AAIR Annual General Meeting (including election of office bearers)			
1040 to 1120	Morning Refreshments			

Location	Federation Ballroom	Mount Ainslie	Black Mountain	Murrumbidgee
1120 to 1200	Paper 8.1 Institutionalising Interdisciplinary Work in Australia and the UK <i>Professor Paul Blackmore, Dr Camille Kandiko</i>	Paper 8.2 International Graduates in the Australian Graduate Survey: an Overview <i>Graeme Bryant, Bruce Guthrie, Cindy Tilbrook</i>	Paper 8.3 Integrated Research Reporting - Getting off the Ground into ORBIT <i>Rodney Jewell</i>	Paper 8.4 Using transnational partnerships to effect mutual transformation: the case of Oman and Deakin University <i>Dr Josie Palermo,</i>
1210 to 1250	Paper 9.1 Strategy in Research Management <i>Dr Laura Dan</i>	Paper 9.2 Knowledge Sharing across a Global Network of Universities <i>Dave Marr</i>	Paper 9.3 <i>Session Free</i>	Paper 9.4 A Qualitative Study of TAFE Students' Exit from TAFE Programs <i>Catherine Buchanan</i>
1300 to 1400	Lunch			
	Announcement of 2009 & 2010 Forums, Awarding Prizes for Best Paper and Best Presentation			
	Forum Close by AAIR President			

KEYNOTE SPEAKERS



Wednesday, 19 November 0930 – 1030

The Innovation Review:
its implications for research in higher education
Senator the Hon Kim Carr
Minister for Innovation, Industry, Science and Research

Kim Carr has been a Labor Senator for Victoria since 1993. He was sworn in as Minister for Innovation, Industry, Science and Research in December 2007.

He was appointed as Shadow Minister for Industry, Innovation, Science and Research in December 2006, a position he previously held in 2003/2004. The combination of these policy areas under a single portfolio reflects the Labor Party's commitment to growing vibrant, R&D intensive, Australian enterprises.

Kim has previously served as Shadow Minister for Housing, Urban Development, Local Government and Territories; Shadow Minister for Open Government and Public Administration, Indigenous Affairs and Reconciliation, and the Arts; as Labor's Parliamentary Secretary and Senate Spokesperson for Education; as well as Labor Manager of Opposition Business in the Senate. His policy interests include innovation, industry, science, research, education, and cultural heritage.

Kim graduated from the University of Melbourne with a BA (Hons), MA, and Dip Ed, and taught in secondary schools in Melbourne's northern suburbs for over ten years before becoming a policy advisor to the Victorian State Government on conservation, education, and Commonwealth/State relations.

Notes



Thursday, 20 November 0930 – 1030

Measuring Research Performance in Different Disciplines

Professor Tim Brown

Deputy Vice-Chancellor (Research), La Trobe University

Tim’s interest in probability and statistics is excited by the applications to a wide variety of disciplines as well as the beauty and power of the underlying mathematics. Research interests have been in probability, especially probability approximations and stochastic processes, applied statistics and educational measurement (with applications to Year 12 moderation, scaling and interstate transfer).

Tim’s teaching experience has included a wide variety of mathematics, statistics and probability courses from external general audience courses to postgraduate probability. Tim was Dean of the College of Science (2005-2007), Dean of the Faculty of Science (2002-2007) and Professor of Statistics at the Australian National University. He was also President of the Australian Council of Deans of Science (2004-2006). Prior to that, Tim was Head of the Department of Mathematics and Statistics at the University of Melbourne (2000-2002) and Professor of Statistics and Head of the Department of Statistics (1992-2002). He has been President of the Statistical Society of Australia and Chair of the East-Asia and Pacific Regional Committee of the Bernoulli Society and an elected member of the International Statistical Institute. Tim was Professor of Mathematics (Probability/Statistics) at the University of Western Australia (1987-1992) and Foundation Director of the Statistical Consulting Centre at the University of Melbourne (1984-1987).

Tim’s committee service has included membership and chairing a wide variety of committees over the full range of teaching, research, administration and quality assurance, at four different universities and for a variety of external bodies including the Victorian Board of Studies (now the Victorian Curriculum and Assessment Authority) and the Victorian Tertiary Admissions Centre. Tim was Chair of the ACT Board of Senior Secondary Studies in 2007.

Notes



Friday, 21 November 0900 – 1000

Research Excellence –
Assessment and Evaluation in the new ERA
Ms Leanne Harvey
General Manager of Research Excellence,
Australian Research Council

Ms Harvey is the General Manager of Research Excellence at the Australian Research Council and has considerable knowledge and understanding of the research and innovation system in Australia.

Prior to her move to the ARC Ms Harvey was the Branch Manager of the Research Quality Branch in the former Department of Education, Science and Training managing the Research Quality Framework (RQF) project. She was a member of the RQF Reference Committee and the RQF Development Advisory Group.

Ms Harvey is primarily responsible for providing evidence-based policy advice for the development of the Excellence for Research in Australia (ERA) initiative. She is also responsible for providing policy advice on the open access and the proposed Accessibility Framework.

Previously she has been responsible for:

- Development of the former RQF
- Providing policy analysis and advice relating to Australia’s research system, including the quality of research, with a particular focus on publicly funded research institutions and universities
- Administering the higher education block funding programmes for research
- Providing research and analysis of Australia’s science and innovation system for both national and international stakeholders
- Supporting efforts to implement Australia’s National Research Priorities.

Notes

CONCURRENT SESSIONS

Wednesday, 19 November 1100 - 1230

Workshop 1.1 Federation Ballroom
Survey SIG
Bruce Guthrie

"This is an Australian Graduate Survey (AGS) Q&A session for institutional Survey Managers and others who need to learn about the AGS. GCA staff will give attendees an update on AGS developments, answer their questions and engage in related discussions. These sessions are always well attended and very popular with Survey Managers who find them useful as a source of information and ideas."

Bruce Guthrie has been the Research Manager at Graduate Careers Australia since 1990, with responsibility for the running of the national Australian Graduate Survey (AGS) which includes the Graduate Destination Survey (GDS), Course Experience Questionnaire (CEQ) and Postgraduate Research Experience Questionnaire (PREQ). He has managed the AGS through notable growth and development of the survey process over the years, including the development of the Code of Practice for data use and the Standard Recommended Methodology, the amendment of survey instruments, the introduction of alternate delivery methods (such as online surveying), the testing and introduction of new questions, and finding new means of reporting and delivering the data.

Over the years he has held positions on various working and advisory groups including those that have been tasked with developing and introducing the CEQ and PREQ to the Australian higher education sector. The work has included the development or introduction of CEQ and PREQ scales, helping to guide the instruments through the political and research-based concerns and objections that arose in the sector at the time, and educating the sector in the broader basics of the AGS and the use of the data.

Workshop 1.2 Mount Ainslie Room
Session Free

Notes

Workshop 1.3 Black Mountain Room
Department of Education, Employment and Workplace Relations (DEEWR)
Special Interest Group (SIG)
Don Johnston, Wayne Shippley, Maureen Wood

This special interest group is intended for anyone involved in the management or production of the DEEWR student file collections of their respective institution or higher education provider. The SIG will cover areas such as providing an update of the 2008 student file collections processing, Higher Education Provider Client Assistance Tool (HEPCAT) Release 4.0 and 5.0, changes to the 2009 and 2010 data collections, national applications and offers data collection and the Higher Education Information Management System (HEIMS) data load process.

Don Johnston is the Institutional Research Officer, Office of Planning, Quality and Review at Southern Cross University (SCU). Don is responsible for the coordination and collection of DEEWR student and staff files at SCU, preparation and dissemination of data and statistical information as well as undertaking institutional research and analysis for the University.

Wayne Shippley is the Director, Higher Education Business Development, Tertiary Systems Branch at DEEWR. He holds responsibility for the development of business specifications and for undertaking testing activity associated with the HEIMS development. Also responsible for the development of business specifications and for undertaking testing activity associated with HEPCAT. Wayne has been working on the HEIMS project since 2004, having previously worked in University Statistics section within Higher Education.

Maureen Wood is the Director, Higher Education Business Operations, Tertiary Systems Branch at DEEWR, with responsibility for the operational aspects of HEIMS. These activities include data collection activities, Ministerial Determinations, sector communications (including training), Australian Tax Office (ATO) reporting and Commonwealth Higher Education Student Support Number (CHESSN) management. Maureen worked in the Higher Education Fee Help unit prior to joining the HEIMS project in 2006.

Workshop 1.4 Murrumbidgee Room
Research Evaluation: Quick, Cheap, Good: Pick Any Two
Catherine Rayner

The title of this workshop comes from a common saying in the service industries, where many customers try to demand a first class job, in record time, and for a bargain price. It emphasises that a fast, high quality job is usually expensive and that most things which are quick and cheap are that way at the expense of quality. The aim is to see if this maxim holds true for evaluating research quality or if a quick, cheap and good system is indeed possible.

A panel of four people has been assembled for the workshop, all of whom have extensive involvement in research assessment, as academics, assessments experts and people running the logistics of large assessment exercises.

Panellists:

Professor Chris Baker: Dean of Engineering and Computer Science at the ANU with experience of the UK Research Assessment Exercise.

Ms Linda Butler: an internationally recognised expert in using bibliometric data for research evaluation

Dr Jonathan Powles: currently in the Law School at the ANU with experience of research assessment as an academic in the UK, as part of the secretariat for the 2004 ANU Quality Review and as the author of a report for the Australian Academy of the Humanities on the Research Quality Framework.

Ms Liz Visher: from the Australian Research Council with extensive experience in running large-scale peer-review exercises.

Wednesday, 19 November 1330 - 1500

Workshop 2.1 Federation Ballroom

Data Warehouse SIG Part I: Data Matching of Bibliographic Data - Recent Advances and an Open Source Matching System

Dr Peter Christen

Peter will give a presentation on novel algorithms and techniques for data matching and recent research advances for improved matching of bibliographic databases. Peter is working with the ANU Research Office on matching bibliographic databases as required by the Excellence in Research for Australia (ERA).

There will be a short demonstration of the open source software Febrl (Freely Extensible Biomedical Record Linkage) system. It contains many recently developed advanced techniques for data cleaning and standardisation, indexing (blocking), field comparison and record pair classification, and encapsulates them into a graphical user interface.

Dr Peter Christen is a Senior Lecturer at the Department of Computer Science at the Australian National University (ANU) in Canberra. He received his Diploma in Computer Science Engineering from the ETH Zurich (Switzerland) in 1995, and his PhD in Computer Science from the University of Basel (Switzerland) in 1999. His research interests are data mining, record linkage and privacy-preservation (in the context of record linkage and health informatics).

In the past seven years he has written or contributed to more than 25 papers in the area of record linkage, and he is the principal developer of the Febrl (Freely Extensible Biomedical Record Linkage) open source record linkage system, which has been developed since 2002 as part of a collaborative research project between the ANU and the NSW Department of Health, Sydney.

Data Warehouse SIG Part II: A demonstration of NatBes - The National Benchmarking System for DEEWR Higher Education Statistics

Bono Poon, Dean Ward

The NatBes project has developed a National Benchmarking System for student data collected by DEEWR as part of the Higher Education Student Collection. NatBes is a web-based application that stores university benchmarking information. This application will be hosted by Edith Cowan University (ECU) but made available to all interested parties via the web. Users will be asked to register prior to using the system and will be able to extract data in a standard format based upon a set number of parameters and conditions they may select from.

Dean Ward is the Manager, Strategic Info Services at Edith Cowan University and Bono Poon is the NatBes Project Manager at ECU.

Workshop 2.2 Mount Ainslie Room

Risk Management Workshop

Ivan Skaines

The AS/NZS 4360:2004 Risk Management standard states that risk is “the chance of something happening that will have an impact on objectives. It is measured in terms of likelihood and consequences.”

This workshop will show how risk management can be linked to organisational objectives and strategy development. The workshop will commence with a brief presentation giving an overview of risk management and strategy development at the University of Western Sydney.

Specific topics to be covered in the workshop include:

- Context (including the existing strategic imperatives)
- Identify (what can stop you, what do you worry about)
- Analyse (what’s the likelihood or probability.....?)
- Evaluate (set priorities)
- Treat (control, transfer, avoid, accept)

The workshop will also include a “hands on” exercise where participants will be asked to identify risks for a fictitious Australian university which has both multi-campus, multi-sector operations and a significant international student cohort both on-shore and off-shore.

The group activity will involve:

- Identifying risks
- Undertaking a quick risk rating using a risk matrix
- Thinking of ways to treat risks
- How could this impact on the strategy of the organisation?

At the end of the workshop there will be plenty of opportunity for general discussion and sharing of ideas and learnings from participants based on their experiences in the area of risk.

Ivan Skaines is currently President of AAIR and Our People 2015 Project Research Officer in the Special Projects Unit at the University of Western Sydney and he was previously Manager, Strategic Planning and Review at UWS from 2005 to 2008. He has held similar positions in the areas of planning, performance measurement and quality assurance at the University of Newcastle, NSW Environment Protection Authority and Hunter Institute of TAFE. In 2000 he worked as a consultant at Singapore Polytechnic assisting with their application for Singapore Quality Class status. Ivan has conducted workshops for a range of organisations including ATEM and conducted a similar workshop for the Australian Universities Quality Forum earlier in 2008.

Workshop 2.3 Black Mountain Room

Load Management Workshop

Jeff Holmes

Load management (forecasting or planning) can broadly be described as the forecasting of student load or enrolments and the revenue generated by that load.

This workshop is the first step in setting up a Load Management Special Interest Group (SIG) through AAIR. Assuming there is sufficient interest to go forward, the intention is to establish an ongoing SIG for Load Management as a forum for the sharing of ideas, general discussion and advancement of the practice of Load Management, and to build a network of colleagues through AAIR.

To start the ball rolling, the following topics are suggested as broad areas for discussion:

Benchmarking

Modelling

Processes, procedures, who’s involved, systems

Relationship to planning and budget

Load management and the government (Investment Plan in NZ, and Funding Agreement in Aust etc)

From discussions with staff at a range of universities, it is clear that there are a broad range of methods and approaches used. Load management is undertaken by staff in planning units, budget sections, statistics and reporting areas, and in faculties, divisions, departments and schools. It is done using sophisticated in-house systems, purchased packages and on the back of envelopes.

Suggestions are welcome for other topics for discussion, and for the organisation of the workshop and way forward to get the SIG up and running.

Jeff Holmes is the Manager, Load Forecasting in the Division of Finance and Resource Planning at QUT. He has been involved in load management for five years but built his first enrolment forecasting model in the early 1990s. Jeff has been working in Higher Education for over 20 years, and among other things has been a postgraduate student administrator, programmer, trainer, and has marketed courses in Scandinavia.

Workshop 2.4 Murrumbidgee Room Collaborative Knowledge Sharing: Who knows (and who knows who knows)? Dave Marr

In this workshop we have a brief introduction to the various aspects of collaborative knowledge sharing and their application to institutional research. We'll explore: tacit knowledge versus explicit knowledge; communities of practice; the meaning of web 2.0 and the use of social network tools; using narrative and storytelling to share knowledge; and the notions of collaboration and sharing rather than the traditional dictum of being told "you have to start sharing". It's mostly about changing the mindset for both managers and individuals especially those working in information management.

There will also be time for a get-out-of-your-seats and interact where we'll explore an age-old question about teams and collaboration through a Jumpstart storytelling activity. You might be surprised by what happens!

David Marr is currently the Manager of Statistical Services at the Australian National University. He has been working in the higher education sector since Adam was a boy. Prior to his appointment to ANU, David had spent over twenty years at the University of Newcastle in various roles but mostly in areas of data management and institutional research. David has a keen interest in knowledge management (KM) and has attended a number of conferences and forums related to KM.

Thursday, 20 November 1100 - 1140

Paper 3.1 Federation Ballroom Winners and Losers: the Legacy of the Research Assessment Exercise in the UK Professor John Taylor

The Research Assessment Exercise (RAE) has been a major influence in UK higher education since the mid-1980s. The results of the present exercise, the sixth to be undertaken, will be issued in December 2008. Thereafter, the UK will move to a different, more metrics-based method for allocating core research funding. The effects of the RAE have been profound. Significantly, they go far beyond the simple task of informing resource allocation, as originally intended and still the key rationale for the exercise. The RAE has had a deep impact on institutional management, especially but not solely the management of research; on the organisational structures of universities; on the ranking and branding of institutions; on the academic profession; on the relationship between research and education in UK universities; and on the conduct of research in general. The RAE has generated very strong feelings, both positive and negative.

Now, with the results of the final RAE, or, at least, the final RAE in the present form keenly awaited in the UK, it is a good time to reflect on the effects of the exercise over the last twenty or so years. This paper is based on a series of interviews with Vice-Chancellors, senior managers and academic staff in six universities, supplemented by a detailed review of the very significant literature that has been generated by the exercise. The paper also draws on the author's personal experience, having worked in various capacities on every exercise undertaken from the first Research Selectivity Exercise in 1986.

Professor John Taylor is Director of the Centre for Higher Education Management and Policy at Southampton (CHEMPaS), University of Southampton, UK, an interdisciplinary centre for research and professional development on all areas of higher education management. His research interests are in strategy and planning, management of resources, marketing and the management of research.

Paper 3.2 Mount Ainslie Room
Student Perceptions of Learning and Support Environments
within a Technological University
Dr Raj Sharma, Lifen Sudirjo

The engagement in student and other higher education surveys constitutes an important aspect of institutional research. In particular such surveys provide decision support to the institution, as well as underpinning much of the quality and planning processes within universities. Student experience surveys are particularly important in a growing climate of accountability and a rapidly changing environment in terms of increasingly diverse student population and related factors. Accordingly, this paper reports on a student survey undertaken within a University of Technology in 2007, covering perceptions of the learning and teaching environment, including the use of the good teaching scale and overall satisfaction, together with those of the support activities including the library, computer facilities and other activities. Given the increasing diversification of the student body, survey findings were cross-tabulated against a number of demographic and related variables to ascertain their effects on student perceptions of the learning and teaching and support environments. It considers the planning and policy implications of the findings of the study.

Lifen Sudirjo was born in Bandung, Indonesia. She graduated with a Bachelor degree in Economics and worked as a Statistics for Business lecturer at Maranatha Christian University in Bandung. While working as a lecturer, she became a member of the university research centre and involved in some collective surveys. Some of the survey reports were published and presented. She went to Australia to gain her postgraduate degree in Business Administration from Monash University. Currently, she is working as a data analyst at the Survey Services Centre, RMIT University.

Paper 3.3 Black Mountain Room
Using large group methods in change, planning and quality management
processes: what you may not know
Dr Josie Palermo

This presentation will provide insight into the use large group methods. Large Group Methods (LGM) are often used by consultants in organisations to involve stakeholders in change and/or decision making processes related to work processes or systems. What makes LGM unique to many other methods is its focus on the common ground held by participants, rather than their differences. The inclusion of stakeholders in the process also makes this unique. Our experience in organisations indicates that while there is awareness about LGM in general, there is not necessarily a good understanding of the theoretical underpinnings of these methods and what their benefits are.

Based on work in Oman with higher education institutions using various large group methods, we will demonstrate a variety of these methods using practical examples to address the following:

- Theoretical underpinnings of large group methods;
- How large group methods assist in minimising the potential 'politics' associated in making organisational decisions that impact on stakeholders;
- Determine the large group method most applicable to the purpose for which a group is being held. For example, methods for future planning (change processes and strategic planning), work design and quality.

Dr Josephine Palermo has been involved over the last decade in extensive organisational research and practice in complex organisations. These have involved organisational enhancement, executive development, leadership coaching and whole systems change interventions for higher education and health sectors in Australia, the government of the Sultanate of Oman and Toyota Australia. Prior to joining Deakin University she held senior positions at two Australian universities with responsibilities for developing and implementing quality management systems across all aspects of organisational functions.

Paper 3.4 Murrumbidgee Room
Expectations, Perceptions, and Reality
– or “You Can’t Always Get What you Want” (apologies to the Rolling Stones)
Graeme Bryant, Cindy Tilbrook

The ‘University and Beyond’ (U&B) research project concluded the second collection cycle in August 2008, and obtained over 55,000 responses across the two collection periods (2007 and 2008). The objective of this ongoing research project is to gain knowledge about student’s post-university plans, their perceptions about various aspects of university life, and of their expectations if they plan to enter the full-time workforce. The research also examines how students within universities obtain career-related information, what their motivations are in attending university, and how they rate their generic employability skills.

With such a high level of response, the data provide an in-depth analysis of the results by a wide variety of differing demographic profiles. The broad scope of Graduate Careers Australia’s (GCA) overall research activities also allows some of the major findings from the ‘University and Beyond’ survey to be coupled with information collected in GCA’s ‘Graduate Outlook Survey’ (a survey of graduate employers) and GCA’s ‘Australian Graduate Survey’ (a survey of the outcomes of new graduates). This analysis identifies key ‘perception gaps’, provides some unique insights into the views of students and employers, and allows for comparisons between desired and actual outcomes.

The presentation will briefly outline the survey methodology before progressing to an examination of some of these key ‘perception gaps’ and variations between student cohorts. Top-level outcomes from the second cycle of the U&B project will be discussed, together with some of the more detailed findings from the first cycle.

Graduate Careers Australia (GCA) is a national not-for-profit body that is Australia’s leading authority on graduate employment issues. GCA conducts a series of research projects associated with employer and graduate perceptions, expectations and outcomes, and produces a range of career and graduate recruitment publications for students and graduate recruiters.

Graeme Bryant is a Senior Researcher at GCA and has been with GCA for just over 3 years. Graeme brings a commercial focus to GCA’s research activities through his background in the market research industry.

Cindy Tilbrook is the Executive Director of GCA. She was appointed to the position in April 2003.

Notes

Paper 4.1 Federation Ballroom

Student Engagement in Two Countries: A Comparative Study Using NSSE Data

Dr Camille Kandiko

As nations try to maximize their development of human capital through educating a larger number of students at a lower cost, one way to cut costs is by limiting the number of full-time faculty, hiring more contingent faculty, and increasing class size, particularly in low-cost fields of study. The rising use of part-time instructors and non-tenure-track faculty is raising questions about the quality and success of undergraduate teaching. These changes to the faculty profession are occurring despite the documented importance of student-faculty interaction on student performance and attainment.

To compare faculty-intensive metrics of student engagement in two countries with different responses to global market forces, Canada and the USA, a series of hierarchical linear regression (HLM) models were developed to analyse data from the 2006 administration of the National Survey of Student Engagement. Overall, students in the USA are more engaged in areas of active and collaborative learning and student-faculty interaction. This study identified areas of student engagement in both countries that administrators and researchers should investigate more thoroughly: Canadian and USA students in education and professional fields of study were more engaged generally, whereas Canadian students in the arts and humanities, and life and social sciences were less engaged than their peers. This research highlights market-related disciplinary differences and provides a template for further comparative research of student engagement.

Dr Camille Kandiko joined King's Learning Institute at King's College, London as a Research Associate in January 2008. Her research agenda focuses on the study of disciplines and interdisciplinary, assessment of PhD supervision, and the development and advancement of concept mapping. Camille holds a first degree in English and Classics from Cornell University (USA) and a Masters degree in Higher Education Administration from The University of Pennsylvania (USA). She was awarded a Certificate of Institutional Research in 2005 and a PhD by Indiana University (USA) in 2007. Her current research interests are in assessment, methodologies of teaching and learning, and international and comparative dimensions of Higher Education.

Notes

Long-term institutional gains from research assessment

Dr Miriam Goodwin

Research assessments foster excellence through the knowledge that an organisation gains as well as by contributing to cultural change.

The Australian Nuclear Science and Technology Organisation (ANSTO) annually reviews its full research portfolio. In 2005-06 it undertook a wider research performance assessment that has delivered significant ongoing benefits. It assessed individual researchers, building on practices in the UK and New Zealand. Having data with such granularity contributed to the introduction of fellowships for mid-career researchers (similar to Future Fellowships) – achieving more postdoctoral fellows and better management of them. It also enabled better resource decision-making. In addition, a system for salary increases based on the quality of research outputs was developed based on the individual evidence portfolio approach used in the assessment. External expert assessors and reviewers who participated are more aware of ANSTO’s activities than before, and one reviewer subsequently joined ANSTO in a senior role!

The process complemented ANSTO’s strategic direction, announced in 2004, to focus on excellence in the research area. The research assessment process improved understanding of what “excellence” means and how the organisation values it. As an applied R&D organisation, ANSTO constantly reinforces to staff and external stakeholders that excellence in its work cannot be measured in the same way as in a university. Its research ranges from novel discoveries to outreach to end-users, and it is vital that researchers are confident that the organisation values research in all types of outputs across that spectrum. Research assessment processes generally struggle with such diverse outputs and measurements of excellence.

Dr Miriam Goodwin is Senior Adviser, Research Management and Policy at the Australian Nuclear Science and Technology Organisation (ANSTO). This covers government relations regarding research and such matters as grants, research planning and performance, and collaborations. Her ANSTO role is part-time. She also runs a consultancy called Goodnews Marketing and Communications. She began her own business in 1993, when she began working on her PhD, with the Australian Centre for Innovation at the University of Sydney. Her thesis was titled “Technology Absorptive Characteristics of a National Innovation System”. For the previous ten years she had been Group Director, High Technology with a major public relations firm, and Senior Consultant in a smaller PR firm. Her first degree is a Bachelor of Arts (Communications) from University of Technology Sydney. She undertook a Masters in Science and Society at the University of New South Wales while working in PR, and that inspired her to embark on her PhD.

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Paper 4.3 Black Mountain Room

Predictive Modelling of Undergraduate Student Intake

Anatoli Lightfoot

Correctly managing student intake is vital to universities. When unsound modelling practices, instincts or guesswork are relied on to inform this process the results may be far removed from reality. This is because typical “common sense” approaches make assumptions that are often violated in practice. How this occurs will be discussed, and a practical and mathematically sound alternative that leverages basic statistical modelling techniques will be presented. To conclude, one application will be considered in detail: The prediction of take-up rates for undergraduate tertiary admission centre offers.

Anatoli Lightfoot began working for Statistical Services as a Graduate Officer in 2005 after graduating from the ANU with a Bachelor of Science in 2004. Since then he has remained in Statistical Services in the role of Data Analyst, while completing a Masters in Applied Statistics at the ANU. He is currently involved in the development of ANU’s data warehouse.

Paper 4.4 Murrumbidgee Room

A Novel Approach to the Implementation of a Data Warehouse at the University of Newcastle

Sandra Sirasch

A novel approach adopted by the University of Newcastle in its development of a data warehouse management reporting solution has proven to be a sound approach given the University’s recent AUQA experiences. The approach adopted was one which concurrently used top down and bottom up approaches in the identification of the data to be gathered, the areas of focus for the reporting and the basic reports to be developed.

The main motivation for the new data warehouse was to be able to better monitor the University’s performance across eight defined areas. These are Student Characteristics & Enrolment; Teaching & Learning; Research; Finance & Resources; International & Internationalisation; Staffing; Marketing & Reputation; and Corporate Development & Community Partnerships.

Having decided that these eight areas within a consolidated data warehouse would give the University the basis for the improved management capabilities that it wanted, the University then went looking for the necessary data sources that would enable it to monitor and report on them and at the same time identified from the users the basic reporting to be generated by the data which in turn modified the data to be gathered. Proof of any phase of the warehouse was the production and validation of the basic reports identified.

The approach and the resulting scope of data meant that the University was well positioned to understand and provide in depth reporting on its business for the AUQA cycle. The defined areas were detailed enough to go well beyond the initial reporting used as the proof of concept in the project.

Sandra Sirasch is the Director of the Corporate Information unit within the Services Division of the University of Newcastle, with responsibilities ranging from performance reporting, statistical reporting, and survey management, University compliance with statutory reporting, data governance, the University’s web site, university records and external reporting and compliance. Sandra has been the business owner and main driver of the Data Warehouse Implementation at the University of Newcastle and is responsible for the ongoing development of the reporting framework that surrounds the warehouse. Qualified with a Bachelor of Science (Hons), a Diploma in Education and a Master of Psychology, Sandra has worked as an academic in the university sector since 1975. Her diverse roles have included, University Lecturer, Assistant Dean, Deputy Dean, Director of Teaching and Learning and Deputy Executive Dean in the Faculty of Education & Arts. Throughout her career Sandra has been responsible for overseeing the development and implementation of many systems to manage university processes such as tutorial registrations and the recording of academic workload. She was actively involved in the use of corporate data to bring about academic change at the University in 2005. This was followed by her move to the Director’s role at the start of 2006.

Paper 5.1 Federation Ballroom

The Unexamined University:

The Evolution of UWA’s Research Management Tool, Socrates

David Glance, Natalie Mast, Robyn Owens

In late 2006, the University of Western Australia (UWA) launched Socrates, an online application designed to draw data from key systems, including the HR Database, the UWA Publications Database and Research Master, in order for the University to prepare portfolios for the Research Quality Framework (RQF).

A ‘Socratic Index’ was developed, which scored each researcher’s Inputs (grants) and Outputs (publications) over the RQF census period. As a result, averages for research groups, schools, faculties, academic levels and the University as a whole were created, and for the first time, the University’s Executive was able to examine and compare the research performance of different sections of the University. Further, in light of the influence of international rankings, the Socratic Index was expanded, and now includes an ISI Index, which examines the number of publications a researcher has had indexed within the Web of Science over the RQF census period.

This paper explores the evolution of Socrates from an application designed for the RQF to a research management tool. The paper argues that Socrates has allowed the University to identify areas of strength and weakness within its research performance, and has provided researchers with an ability to recognise how they compare to their peers. Data visualisation tools have allowed researchers and research managers to construct a view of their research performance, and to manage research strategically. Overall, Socrates has provided UWA with an invaluable tool for the examination of its researchers and their performance, and its introduction has led to significant behavioural changes.

Natalie Mast is the Business Development Manager at the University of Western Australia’s Centre for Software Practice. She is a member of the Socrates Development Team.

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Paper 5.2 Mount Ainslie Room

International students - expectations and realities beyond graduation

Dr Zakir Rahmani

In September 2007, Australian Educational International (AEI) released the results of the International Student Survey. The survey aimed to obtain a comprehensive view of the expectations and experiences of international students in Australia. The survey covered all education sectors and provided data on a range of issues, including students' course choices and satisfaction with course quality, pastoral care and student services.

Then in May 2008, AEI released the 2007 Follow-up International Student Survey, with further information collected from international and Australian graduates of higher education and Vocational Education and Training (VET) courses, who were previously surveyed in 2006.

The 'repeated measures' design, in which feedback was obtained approximately 12 months apart from the same respondents, was employed to measure whether students' attitudes to, and satisfaction with, Australian education had changed significantly over time, and to examine employment and/or further education outcomes following graduation. The data were collected by a self-completion on-line survey. More comprehensive information was obtained through 20 in-depth case studies from the 2007 survey participants in six countries (China, India, Thailand, Singapore, Malaysia and Australia). Where possible, their parents and employers were also interviewed.

The presentation will highlight key issues such as employment and/or further education outcomes, barriers to finding a suitable employment, and level of satisfaction with studying and living in Australia one year after graduation across the higher education and VET sectors.

Dr Zakir Rahman, PhD (NSW), MEd (Monash), MSc (Qld), MAMSRS, QPMR. After serving as an officer in the Royal Australian Navy for about 20 years, Dr Rahmani joined the Australian Public Service. Since then he has worked as a senior researcher/evaluator in various Departments and is now with the Department of Education, Employment and Workplace Relation as a Research Manager in the International Strategy and Communication Branch of Australian Education International. Dr Rahmani has been conducting both qualitative and quantitative research for many years mainly in the education and training arena. His work is well published in numerous international and Australian journals and he has presented refereed papers at various international forums.

Paper 5.3 Black Mountain Room

Restoring opportunities for early to mid-career researchers

Dr Milica Symul

The number of researchers in Australia and other countries has risen sharply compared with the early 1980's, indicating that the role of researchers as the core human capital in the establishment of a knowledge-based economy is expending. In this context, countries around the world regard the development and retention of excellent researchers as the centrepiece of their science and technology promotion policies and are implementing a variety of initiatives suited to their own circumstances and challenges.

In order to ensure the development and retention of human resources capable of supporting Australia's intellectual foundation, it is important to provide young researchers, who are the key of this challenge, with a variety of research opportunities suited to their aptitudes. However, careers of many young researchers in Australia are in a holding position. Many of them are in their second or third postdoctoral position with low salary, low status, limited or no job security and uncertain career prospects. The postdoctoral period appears to turn into a "holding pattern" of "normal employment" for scientists who can not find a permanent position. This is frustrating for them, but it is also of institutional and national concern.

In this presentation, opportunities for early to mid-career researchers across the higher education sector in Australia and internationally will be compared. Possible career paths, sources of funding and national policies will be explored as will the possible consequences for Australia if this issue is not addressed in the near future.

Dr Milica Symul finished her PhD in particle physics in 2006 at the Australian National University. She worked in the Australian Tax Office for 2 years before joining the Research Office at the ANU in 2007. Before coming to Australia, Milica worked in the Department of Education, Serbia, on projects such as implementation of the Bologna convention. Milica has a wide interest in higher education policies and research management.

Paper 5.4 Murrumbidgee Room
Developing a framework for tracking and benchmarking research performance at UTS
Robyn Peutherer, Michael Rothery

The University of Technology Sydney (UTS) has embarked upon an ambitious project to integrate reporting of its key performance indicators and supporting performance metrics in an integrated dashboard environment, supported by a data warehouse of performance metrics. The BI solution will bring together performance metrics covering the broad domains of the UTS Strategic Plan:

- Teaching & Learning
- Research
- Student Experience
- Organisational Sustainability

It draws data from the UTS internal systems, including student system (Student 1), HR & Finance systems (Oracle), research management system (Research Master), as well as internal and external survey data, national aggregated data sets and NSW admissions centre data. The programme of work is supported by a Workplace Productivity Programme Grant, which was awarded in 2007 for implementation in 2008-2010.

This presentation will outline the business analysis by which Key Performance Indicators (KPIs) and other performance metrics were defined and scoped in relation to the Research Performance domain of the UTS performance management framework. It will show the elements of the UTS Research Performance management environment delivered in Cognos 8, demonstrating how the executive will be able to track progress towards achieving strategic goals and targets. The presentation will demonstrate how KPIs are delivered via dashboards, scorecards and reports, allowing further exploration by the executive and tracking of UTS performance against industry benchmarks.

Robyn Peutherer is the Manager Strategic Intelligence at UTS. Robyn has a long career in business intelligence and executive decision support.

Michael Rothery is the Reporting and Analysis Coordinator for the Planning & Quality Unit at UTS and has fifteen years experience in the higher education sector. He has a professional interest in information management with experience in business analysis, management reporting and project management. Michael is currently ATN representative on the Technical Working Group for National Data Collection of University Applications and Offers and is the UTS DEEWR collection coordinator.

Notes

Paper 6.1 Federation Ballroom

Measuring research quality using the journal impact factor, citations per paper and ERA's 'ranked journals': Blunt instruments or inspired metrics?

Andrew Brion, Som Jarwal, Maxwell King

The journal impact factor (JIF) is probably the most widely used bibliometric tool for measuring the quality of a journal and its constituent research and are frequently used as a quality indicator for individual articles and citations per paper (cpp). Strong arguments have been advanced both for and against the use of JIF and cpp as measures of research quality. The Excellence in Research for Australia (ERA) initiative has developed lists of 'ranked journals' as a proxy measure of the quality of research published by Australian academics.

In this paper we examine whether, and to what extent, the JIF, cpp and ERA's 'ranked journals' might be used to predict the quality of research articles within broad disciplinary groupings. The analysis is based on a Mock Research Quality Framework exercise conducted by Monash University during 2006/2007 in which external assessors were employed to score submitted research articles for their quality. The JIF and cpp were obtained from Thomson ISI databases. 'Ranked journals' correspond to lists produced by learned academies and discipline peak bodies for ERA. For social science disciplines there was no relationship between JIF and the quality score while for science disciplines the relationship was significant with varying predictability. Among science disciplines the relationship was strongest in medicine and biological sciences. The findings warrant some caution when using these indicators and are directly relevant to ERA which proposes proxy measures of research quality such as 'ranked outlets' and citations per paper as a less administratively expensive substitute for peer review.

Som Jarwal is currently working in the Office of the Deputy Vice-Chancellor (Research) at Monash University. His role is to undertake the Excellence in Research for Australia (ERA) initiative work and to analyse research quality at Monash University and includes benchmarking. In Som's previous roles in Australia (1994 to 2007) he worked mainly as a research scientist in the Victorian Department of Primary Industries (DPI). His work at the DPI addressed a number of issues on sodic soils, specialty oilseeds and recycled water use in horticulture. During this period he also worked in the Australian Bureau of Statistics. Before moving to Australia in 1993, he worked at the Haryana Agricultural University, Hisar mainly on the use of remote sensing techniques in agriculture.

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Paper 6.2 Mount Ainslie Room

Developing an Historical Australian Graduate Survey Database: A Message from Washington

Bruce Guthrie, Dr Massimiliano Tani Bertuol

In this session, Bruce Guthrie will provide a brief update on the continued development of the project to combine all GCA's AGS data files into a single historical database. The intention of the database is to harmonise data for key variables across all the years for which data are available (from the mid 1970s to the present day and beyond), making the fine-tuning of old time series and the development of new times series and analyses simpler for all data users.

Based on this project, the speaker won a Fellowship to attend the US Association for Institutional Research (AIR) Summer Data Policy Institute (SDPI) in Washington DC in June 2008. The SDPI gathers together users of national US educational databases and introduces them to key background concepts in the gathering, presentation and uses of the data. The speaker will discuss the Australian project in the light of what he learned in Washington and he will also give a brief overview of the SDPI and his experience in the US.

Bruce Guthrie has been the Research Manager at Graduate Careers Australia since 1989.

Paper 6.3 Black Mountain Room

Research Initiatives in a New University College in Malaysia

Sor Heoh Saw

This paper provides a critical account of the efforts and achievements by a newly upgraded private institution of higher learning in Malaysia to initiate its faculties to engage in research. With a mission towards achieving full university status within the next 5 years, it has carefully introduced various strategies to promote, encourage and support sustainable research within its faculties. Some of the pertinent issues taken into consideration include changing the work culture, teaching load, support and funding. Policy, structure and supports were developed and a seed fund was set up not so much as to attract the faculties but to facilitate the faculties to start engaging in some research studies.

Associate Professor Dr Saw Sor Heoh is Associate Vice-President for Teaching & Learning at INTI International University College (INTI-UC), Malaysia since 2004. She was previously the Principal of INTI College Subang Jaya. She founded the Faculty of Engineering in INTI College Subang Jaya, and INTI-UC. She assisted in the establishment of the Engineering Department in INTI College Sarawak. She was actively involved in introducing the ISO9000 quality management system and was responsible for its successful implementation in INTI College Subang Jaya. Her areas of responsibility include ISO9001:2000 Quality Management System, Academic Quality Assurance and Enhancement, and the promotion of excellence in Teaching and Learning.

Paper 6.4 Murrumbidgee Room

Session Free

Paper 7.1 Federation Ballroom

Enhancing the Quality of Research Student Experience in a University

Dr Leonid Grebennikov, Mahsood Shah, Ivan Skaines

This paper outlines the strategy used by the University of Western Sydney (UWS) to measure the research student experience and steps taken by the University to address key areas needing improvement to enhance student experience as a direct result of their feedback. The paper presents the key findings of the Research Student Satisfaction Survey (RSSS) conducted in 2005 and again in 2007. The actions taken as a direct result of student feedback in 2005 and monitoring the progress of the actions via 2007 survey are also discussed.

The paper also provides a brief analysis of the key themes as a result of Cycle 1 AUQA audits specifically related to research students' experience.

The RSSS at UWS measures the total student experience of research including aspects related to: supervision, annual progress report, outcomes of research, administration and access, library services, computing facilities, infrastructure needs, research culture, student services, essential resources policy and general student facilities.

Ivan Skaines is currently President of AAIR and Our People 2015 Project Research Officer in the Special Projects Unit at the University of Western Sydney and he was previously Manager, Strategic Planning and Review at UWS from 2005 to 2008. He has held similar positions in the areas of planning, performance measurement and quality assurance at the University of Newcastle, NSW Environment Protection Authority and Hunter Institute of TAFE. In 2000 he worked as a consultant at Singapore Polytechnic assisting with their application for Singapore Quality Class status. Ivan has conducted workshops for a range of organisations including ATEM and conducted a similar workshop for the Australian Universities Quality Forum earlier in 2008.

Paper 7.2 Mount Ainslie Room

Benchmarking using Surveys: Look Before You Leap

Wendy Marchment

There has been a bit of a rush on benchmarking in the two years since AUQA's announcement that there will be a focus on benchmarking data in the Cycle 2 audits. At the same time, there has been an increase in approaches by external organisations promising benchmarking data, most often via the use of a survey tool, which it is claimed can draw comparisons against other organisations on a university's performance.

How reliable or valid are these efforts at benchmarking? What should universities be considering before they enter into such arrangements?

The author considers a number of surveys that encompass the notion of benchmarking and proposes a number of questions that should be asked and what considerations should be taken into account before entering into external survey arrangements.

Attendees to this session will be invited to share their own experiences.

Wendy Marchment is currently the Director of the Office of Quality, Planning and Statistics at Griffith University. She started working in the Australian higher education sector over 20 years ago after being one of the casualties of the October 1987 crash which has been referred to in recent times, given a similar dramatic downturn in the sharemarket this year. She admits to remembering the Dawkins reforms which resulted in a merger at her first institution. Although Griffith is her sixth institution work-wise and eighth if you count tertiary studies as well, she hasn't managed to cover quite all the states as yet and doesn't have any aims to do so, so don't believe the rumours.

Paper 7.3 Black Mountain Room

A discipline specific factor analysis approach to using student surveys for improvement

Assoc Professor Kate Patrick

Australian universities have used the Course Experience Questionnaire (CEQ) as a measure of teaching quality for nearly twenty years; the CEQ Good Teaching scale has been used as a measure of university performance for funding purposes over the past five years. It is widely acknowledged, however, that university Good Teaching results are similar; the differences are primarily between disciplines. This paper reports work being done at an Australian university to unpack these disciplinary differences and to generate resources that help academic staff identify critical aspects for improvement.

Assoc Prof Kate Patrick is currently a Senior Consultant in the Quality Consultancy Unit at RMIT University, Melbourne, with responsibility for organisational reviews. She provides advice and support for staff across RMIT from a quality perspective, while maintaining her academic interests, with a particular focus on students' experiences. Kate has taught in several Victorian universities. From 1994 to 2002 she worked at RMIT as an educational developer, leading cross-university initiatives including course improvement, mentoring for new academic staff and internationalising curriculum. She led the development of RMIT's renewed educational quality system in 2002/2003, and headed the Business Academic Development Unit in 2004/2005. Her papers include several on the interpretation and use of the CEQ for improvement.

Paper 7.4 Murrumbidgee Room

Session Free

Notes

Friday, 21 November 1120 – 1200

Paper 8.1 Federation Ballroom

Institutionalising Interdisciplinary Work in Australia and the UK

Professor Paul Blackmore, Dr Camille Kandiko

As universities around the globe engage with highly applied research, with a focus on application and use, modes of inquiry increasingly cut across traditional boundaries. This study in Australia and the UK identified factors, at the national, institutional and department/research centre level that promote effective leadership of interdisciplinary work, with a focus on the key challenges that arise in interdisciplinary work. The literature points to four key issues: recruitment, communication, reward systems and management.

This study adopted Jarzabkowski's (2005) qualitative, activity-based strategy as practice method to investigate leadership and management of interdisciplinary work as it is practised by academics. Many of the challenges that leaders of academic work spoke of can be grouped at various levels in which problems arise. First, faculty in both countries spoke of the influence of national policy context on facilitating and impeding interdisciplinary research, particularly how interdisciplinary research is quantified under assessment schemes. Second, at the institutional level, policies related to promotion and tenure greatly affected researchers' attitude towards interdisciplinary research, particularly for junior academics. Third, leaders at the department level and in research centres had a significant influence in the ability to create collaborative spaces, physically, socially and mentally, to foster and promote interdisciplinary research. This study provides indicators of effective practices, suggests a number of key institutional indicators and proposes a future research agenda.

Professor Paul Blackmore joined King's College London, UK in November 2007 as Professor of Higher Education and Director of King's Learning Institute. Before this he established and directed a Centre for Academic Practice at the University of Warwick from 1995 for over ten years before becoming Professor of Higher Education and Director of the Centre for the Study of Higher Education at Coventry University. Paul's research expertise is in the conceptualisation and exploration of professional expertise, including its social dimensions, particularly leadership roles in academic settings and he has published widely in the field. He has recently completed a Leadership Foundation-funded research project that maps approaches to development in institutions in the UK and a Higher Education Academy-funded study of the professional learning of course and module leaders in Higher Education.

Dr Camille Kandiko joined King's Learning Institute at King's College, London as a Research Associate in January 2008. Her research agenda focuses on the study of disciplines and interdisciplinary, assessment of PhD supervision, and the development and advancement of concept mapping. Camille holds a first degree in English and Classics from Cornell University (USA) and a Masters degree in Higher Education Administration from The University of Pennsylvania (USA). She was awarded a Certificate of Institutional Research in 2005 and a PhD by Indiana University (USA) in 2007. Her current research interests are in assessment, methodologies of teaching and learning, and international and comparative dimensions of Higher Education.

Paper 8.2 Mount Ainslie Room

International Graduates in the Australian Graduate Survey: an Overview

Graeme Bryant, Bruce Guthrie, Cindy Tilbrook

The annual Australian Graduate Survey (AGS) collects a great deal of data concerning the educational experience and post-graduation work and study outcomes of the graduates of Australian higher education. Much analytical work is done on the responses of domestic graduates. Responses from international graduates are used in all AGS analyses but have never been gathered together to articulate a coherent picture of outcomes for international graduates.

In this paper, the authors collate and review published data and present new analyses that compare and contrast outcomes for international and domestic graduates to assist the sector to a broader understanding of the experience of international graduates. The development and results of these analyses will also inform future AGS examination of data from international graduates.

Graduate Careers Australia (GCA) is a national not-for-profit body that is Australia's leading authority on graduate employment issues. GCA conducts a series of research projects associated with employer and graduate perceptions, expectations and outcomes, and produces a range of career and graduate recruitment publications for students and graduate recruiters.

Graeme Bryant is a Senior Researcher at GCA and has been with GCA for just over 3 years. Graeme brings a commercial focus to GCA's research activities through his background in the market research industry.

Bruce Guthrie has been the Research Manager for GCA since 1989.

Cindy Tilbrook is the Executive Director of GCA. She was appointed to the position in April 2003.

Paper 8.3 Black Mountain Room Integrated Research Reporting - Getting off the Ground into ORBIT Rodney Jewell

'Research Management' is a broad church, covering a raft of activities, requirements and compliance issues for academics and research managers. Research management systems are diverse and traditionally poorly integrated with other corporate systems. As such integrated research reporting, both operational and strategic, has proved difficult to provide.

An initiative at the University of Adelaide is underway to build ORBIT (Operational Research Business Intelligence Tool). Part of a larger project to implement/enhance on-line ethics management, centralised research outputs capture, and support for the ERA initiative, ORBIT itself envisages in its first release, three discrete but related modules.

The operational Student Profiles Module accesses data from two student systems and supplies supplementary management functionality. Due late 2008, the Research Financial module will integrate Financial, Research Master (grants management) and HR salaries data to provide comprehensive research project management. While providing strategic reporting, it offers extensive operational financial budgeting, breakdown and management capability. In 2009 the Researcher Profiles Module will bring together strategic data concerning academic research activity, permitting researchers to add data and produce up-to-date CVs. It will permit strategic searching and should underpin a researcher expertise system.

ORBIT leverages off web technologies. Using its own database, reports are delivered via intuitive screens, with fully controllable and exportable data. Use of drop-and-drag techniques should permit on-screen organisation of CVs. Users are authenticated and automatically use their corporate system access.

This paper discusses the broad issues underpinning the project and its development. Demonstration of features will be followed by some ideas for future development.

Rodney Jewell has been in research management at the University of Adelaide for 12 years, initially as a data analyst in its Research Branch. Since 1999 he has been responsible for ResearchMaster (research system) administration and has presented at its 2005 and 2007 user Forums, and at EduCause 2005, reviewing research administration system developments. Currently he acts as a project consultant for the ORBIT project, developing integrated research reporting, providing business and technical advice particularly on grants and publications management. His engagement with research systems saw him invited to assist Auckland University in their ResearchMaster implementation, and many of his enhancements, business and technical, have been adopted by other Research Offices in the Australian sector. He has been involved with the defunct RQF and new ERA initiatives, producing benchmark datasets, and has a keen interest in developing integrated reporting.

Using transnational partnerships to effect mutual transformation: the case of Oman and Deakin University

Dr Josephine Palermo

Substantive university-community engagement activity is transformative. Within this activity, members of each organisation come to deepen their understanding of their and their partner's work. Currently the Ministry of Manpower, Sultanate of Oman and Deakin University are engaged in a partnership "Developing Effective Quality Cultures" that aims to:

- review the quality management framework being implemented in the Colleges of Technology/Institutes;
- develop and conduct an integrated coaching and training program that builds capability cumulatively; and
- provide mentoring and coaching to members on issues related to the program.

Cycle 1 of the program has involved collaboratively implementing, in some instances for the first time, a number of large scale reviews and interventions in relation to:

- Strategic Planning
- Institutional Self-Assessment
- Quality Manual/Sub-manual
- Internal audit
- Evaluation, tracking and reporting mechanisms.

This presentation will highlight some of the participatory processes that have been found to achieve mutually beneficial outcomes for both the Ministry and Deakin in relation to transforming practice, increasing capability and capacity and achieving a deeper understanding of the University's purpose in internationalisation activities. The presenters will share their respective stories about the challenges and highlights of conducting this kind of partnership activity and discuss the implications of their learning for transnational partnership development in the future.

Dr Josephine Palermo has been involved over the last decade in extensive organisational research and practice in complex organisations. These have involved organisational enhancement, executive development, leadership coaching and whole systems change interventions for higher education and health sectors in Australia, the government of the Sultanate of Oman and Toyota Australia. Prior to joining Deakin University she held senior positions at two Australian universities with responsibilities for developing and implementing quality management systems across all aspects of organisational functions. Current research projects include: investigations into the impact of gendered culture, values and ageing on organisations and people; and evaluations of health planning frameworks for the Victorian government.

Notes

Friday, 21 November 1210 - 1250

Paper 9.1 Federation Ballroom
Strategy in Research Management
Dr Laura Dan, Bryony Wakefield

Research managers face three central questions in evaluating the prospects of the research activities they manage: What is the present situation? Where do the research activities need to go from here? How should they get there?

The first question prompts research managers to evaluate the conditions and competitive pressures existing on the research market, the current performance, the existing resource strengths and capabilities, and the competitive weaknesses. The second question pushes managers to make choices about the direction their research activities should be headed, e.g. what new sources of funding they should endeavour to find, what research aspects they should be promoting, what changes in their research activities are required. The final question challenges managers to craft and execute a strategy capable of moving the research activities in the proposed direction, growing and improving their financial and research performance.

This paper looks at the different strategies that could be applied in the area of research management to support and further the mission of research offices across Australian research institutions. In addition, the paper will explain why the tasks of crafting and executing strategy are core management functions in research management, as well as in any other business, and why excellent execution of an excellent strategy is the most reliable formula for turning a research institution into a prominent performer.

Dr Laura Dan has spent the last thirteen years in the tertiary education sector developing a track record in research and research management. She is currently a Senior Research Development Coordinator at the Australian National University in Canberra in a team of dedicated staff who provide the highest quality research management befitting a world-class research university. In June 2008 she attended the International Network of Research Management Societies in Liverpool, UK, where she and her team won the first prize for a poster on the ANU model of research management.

Paper 9.2 Mount Ainslie Room
Knowledge Sharing across a Global Network of Universities
David Marr

Information management has long been the cornerstone of institutional research. Knowledge management, however, may not be as familiar a term in the higher education management vernacular, despite it being more widely accepted in the business world, a world that is acutely aware of the need to be 'global'.

Knowledge management draws together four key elements: people, process, technology and content, each of which is very familiar to institutional researchers. Knowledge can be simply described as 'information in context'. Knowledge sharing is the integration of the four key elements allowing contextualised information to be shared. In an age where 'globalisation' is becoming more pertinent, the ability to share information, let alone knowledge, across different organisations, different time barriers and continental boundaries is crucial but difficult.

The Australian National University, as a member of the International Alliance of Research Universities (IARU), a global network of ten universities spanning the USA, the UK, Europe and Asia, is endeavouring to establish understandings of each of the universities in the alliance through knowledge sharing. This session will look at how the IARU has approached knowledge sharing in this global context.

David Marr is currently the Manager of Statistical Services at the Australian National University. He has been working in the higher education sector since Adam was a boy. Prior to his appointment to ANU, David had spent over twenty years at the University of Newcastle in various roles but mostly in areas of data management and institutional research. David has a keen interest in knowledge management (KM) and has attended a number of Forums including those related to KM.

Paper 9.4 Murrumbidgee Room
A Qualitative Study of TAFE Students' Exit from TAFE Programs
Catherine Buchanan

Institutional researchers have undertaken many studies of student attrition in the past but mainly focusing on the quantitative dimensions. No doubt it is important for institutions to be aware of their attrition rates and how this may vary by demographic and other variables in order to develop strategies to minimise drop out rates and thereby reduce downward pressures on income foregone. However, not many studies have focused in the past on qualitative perceptions of tertiary level students discontinuing their programs. Collecting detailed qualitative information from students who are exiting their tertiary studies provides the opportunity to obtain valuable information for the purposes of program and student services improvement and a reduction in the incidence of a negative form of student attrition in the future. Accordingly this paper presents the findings of a qualitative research into reasons and associated issues concerning students exiting from TAFE programs within an inter-sectoral university.

Catherine Buchanan works in the Survey Services Centre at RMIT University as the Production Manager. She is responsible for the administration of 120,000 survey forms per semester, including the Course Experience Survey, the Student Experience Survey and the Australian Graduate Survey. She has worked in the University Higher Education Sector for ten years. She has also worked at Graduate Careers Australia as the Operations Manager, which involved the editing and writing of careers information for graduates, as well as the administration of the national Australian Graduate Survey.

Notes

SOCIAL PROGRAM

Wednesday, 19 November
Welcome Reception 1800 – 2030
The Deck at Regatta Point

Dress Code: Smart Casual

Join other delegates for the first social event of the forum. Take in the magnificent view whilst enjoying hot and cold savouries, drinks and the company of old and new friends. The Deck overlooks Lake Burley Griffin and Commonwealth Park, with one of Canberra's most wonderful and picturesque views. Our welcome reception will be held outdoors on the capacious deck this venue was named for.

The welcome reception is included in the cost of each full registration - additional guests can be booked at a cost of \$55.

Thursday, 20 November
Gala Dinner 1830 – 2330
Old Parliament House – Members'
Dining Room

Dress Code: Smart Dress

Delegates will begin their evening with drinks in the regal Kings Hall where historic portraits of famous Australians grace the walls, before moving to the historic Members' Dining Room for our gala dinner for a superb three course dinner, drinks and entertainment. The atmosphere of Old Parliament House, which was designed by the first Federal Government architect, John Smith Murdoch and was opened in May 1927, will add to the atmosphere of our forum dinner.

The forum dinner is included in the cost of a full registration - additional guests can be booked at a cost of \$120 each.

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Additional Guests: Forum Social Program

The Welcome Reception and Forum Gala Dinner are included in the cost of each full forum registration. Places for additional guests for these events may still be available at a cost of \$55 for the Welcome Reception and \$120 for the Forum Gala Dinner. Bookings can be made at the Registration Desk subject to availability. You will not be provided with an actual printed ticket and additional guests will be included on the event guest lists.

AAIR MEMBERSHIP

Benefits of AAIR membership include:

- A reduced 'members' registration fee to the Annual Forum
- A monthly e-newsletter
- Journal of Institutional Research
- Access to an Australasian network of IR specialists
- The opportunity to join one of the AAIR Special Interest Groups
 - Data Warehouse SIG
 - DEEWR SIG
 - Survey SIG
- Affiliation with the US Association for Institutional Research (AIR), the European Association for Institutional Research (EAIR), Southern African Association for Institutional Research (SAAIR), and South-East Asian Association for Institutional Research (SEAAIR).

To Join AAIR:

A full registration to this AAIR Forum included one year's registration of AAIR. Membership information is available from the AAIR web site at www.aair.org.au.

FORUM

GENERAL INFORMATION

Registration Desk

Please direct any questions you may have regarding registration attendance, accommodation or social functions to the Leishman Associates staff at this desk.

The Registration Desk will be open at the following times:

Tuesday, 18 November	1500 – 1730
Wednesday, 19 November	0800 – 1700
Thursday, 20 November	0800 – 1700
Friday, 21 November	0800 – 1300

During the Forum you can reach the organisers at the registration desk on 6269 8838.

Accommodation

If you have any queries relating to your accommodation booking, first please see the staff at your hotel. Your one night's deposit has been transferred to the hotel you have selected – please confirm this on check-in with your hotel. If you have arrived 24 hours later than your indicated arrival day you may find that you have forfeited your deposit.

Banking

There is an ATM located at the Yarralumla Yacht Club, approximately a 10 minute walk from the hotel.

Forum Name Badges

All delegates and exhibitors will be provided with a name badge. Please wear your name badge at all times as it will be your entry into all sessions and all social functions.

Disclaimer

The 2008 AAIR Forum reserves the right to amend or alter any advertised details relating to dates, program and speakers if necessary, without notice, as a result of circumstances beyond their control. All attempts have been made to keep any changes to an absolute minimum.

Entry to Forum Sessions

It is suggested that delegates arrive at preferred sessions promptly to ensure a seat. If sessions become full then delegates will not be allowed entry.

Entry to Social Events

Entry to most social events will be via a checklist situation, with the attendees and additional guests appearing on a checklist.

Messages

Messages can be left on the message board located near the Registration Desk. Please check this board regularly as no responsibility can be taken to deliver messages personally.

Mobile Phones and Pagers

As a courtesy to other delegates, please ensure that all mobile phones and pagers are turned off or in a silent mode during all sessions and social functions.

Photographs, videos, recording of sessions

Delegates are not permitted to use any type of camera or recording device at any of the sessions unless written permission has been obtained from the relevant speaker.

Public Telephones

These are available in the hotel lobby and standard phone charges apply.

Speakers

Speakers will be asked to report to the AV Technician to load their presentations onto the forum laptop. This must be done AT LEAST four hours before you are due to present – this may mean the day before your presentation. An audio visual technician will be available throughout the forum. Please see the staff at the Registration Desk for further information.

Speakers Preparation Area

The Speakers Preparation Area will be located next to the forum Registration Desk in the Atrium Foyer. Computer and audio visual equipment will be available for speakers wishing to review or change their presentations. This area will be open at the same times as the Registration Desk.

Special Diets

All catering venues have been advised of any special diet preferences you have indicated on your registration form. Please identify yourself to venue staff as they come to serve you and they will be pleased to provide you with all pre-ordered food. For day catering, there may be a specific area where special food is brought out, please check with catering or forum staff.

Smoking

The Hyatt Hotel is a non smoking venue - no rooms are designated smoking rooms however guests are allowed to smoke outside the venue.

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- conduct national research projects related to graduate outcomes and recruitment, including undergraduate expectations, graduate outcomes and experiences four months post-graduation, and employer expectations and perceptions.
- provide marketing opportunities, resources and advice for those wishing to recruit graduates
- promote and foster employment and career opportunities for graduates from higher education institutions
- provide high quality careers education products and services targeted at tertiary students and those intending to undertake tertiary studies
- form a proactive networking facility for all parties involved in graduate employment and training.

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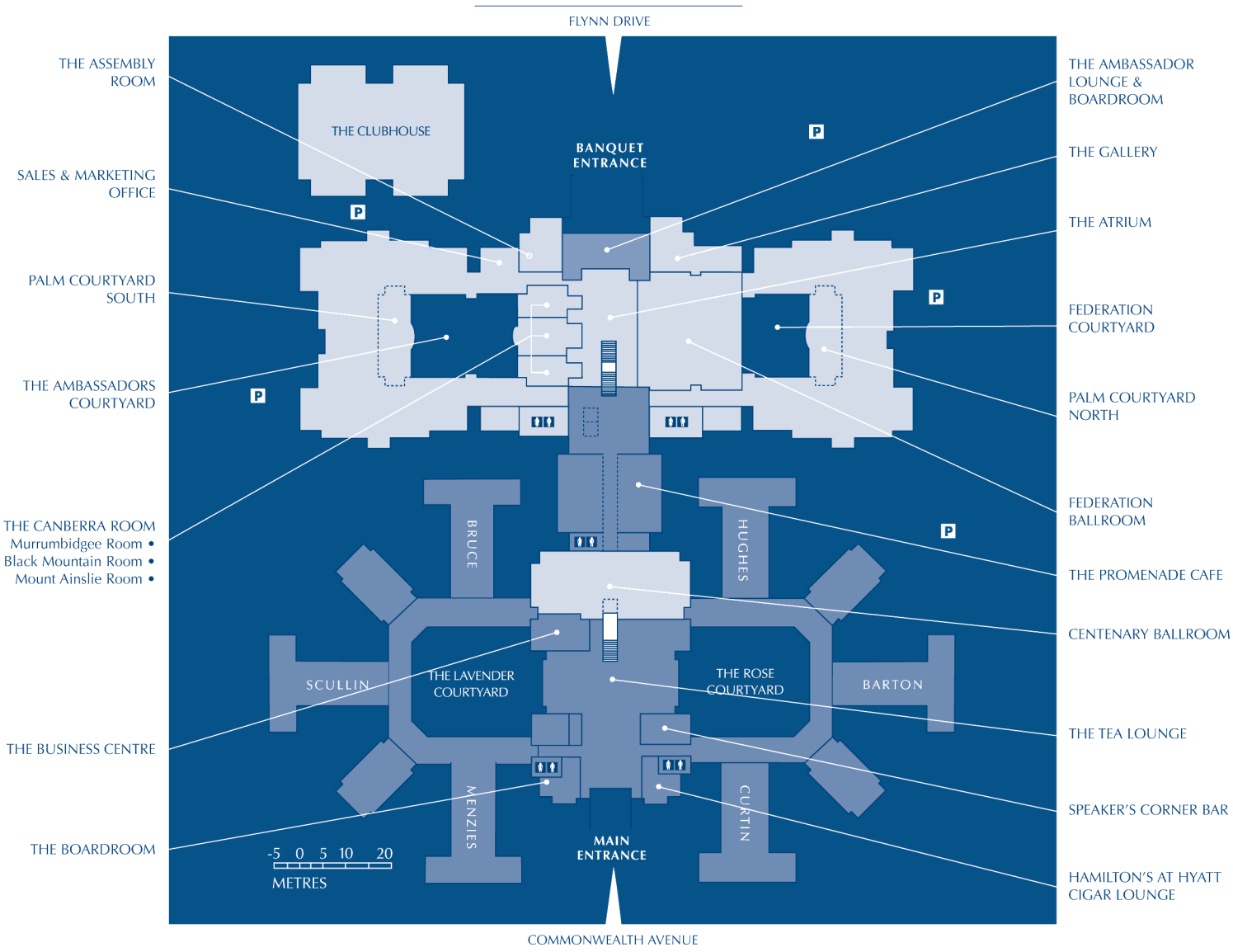
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HYATT HOTEL FLOOR PLAN



THINGS TO DO & SEE IN CANBERRA

Within Short Walking Distance of the Hyatt Hotel Canberra

Commonwealth Park/ Captain Cook Memorial Jet

Located on the City-side of Lake Burley Griffin, Commonwealth Park has been the long-term home of Canberra's showcase event, Floriade. During spring, the gardens abound with beautiful flowers. Walking paths throughout the park provide an opportunity to meander beside the lake and ponds. The National Capital Exhibition is open during business hours and the surrounding area provides a wonderful vista of the lake. From the park, the Captain Cook Memorial Jet, the Carillon and Blundell's Cottage are close by. The park also provides a good starting point for Canberra's bridge-to-bridge walking and cycle path.

Lennox Gardens

Located behind the Hyatt Hotel, Lennox Gardens provide an ideal opportunity for a delightful walk, especially in spring.

High Court of Australia

Open Mon-Fri 9.45 am – 4.30 pm (Free entry)
Home to Australia's highest court of appeal, the High Court building is striking and features a stunning waterfall and seven-storey high public hall. When the court is in session, visitors can observe from the public gallery if seating is available. Visitors can enjoy refreshments and lunch in the cafeteria.

International Flag Display

Located in Commonwealth Place beside Lake Burley Griffin and near the National Library, the display acknowledges the international presence in the nation's capital. The 80 flags are dedicated to the United Nations and those nations that have a diplomatic presence in Canberra. The flags are flown continuously, 24 hours a day, and lit at night, casting a vivid reflection on the lake.

National Archives of Australia

Open Daily 9.00 am – 5.00 pm (Free entry)
Housed in what was once Canberra's general post office, the National Archives holds a treasure trove of fascinating records including Australia's first Constitution. It features exhibitions and opportunities to delve into original government records in areas such as immigration, transport, politics or Indigenous affairs.

National Gallery of Australia

Open Daily 10.00 am – 5.00 pm (Free entry to permanent collection)
The National Gallery has the finest modern art collection in the southern hemisphere. It has more than 70,000 works which range from European Old Masters to contemporary Aboriginal artists, and is renowned for its international blockbuster exhibitions and permanent gems such as Jackson Pollock's Blue Poles. A wander through the Sculpture Garden will introduce you to many exciting works by Australia's foremost sculptors, and the wonderful "fog sculpture" shrouds the garden and lily pond in a delicate white mist.

Old Parliament House

Open Daily 9.00 am – 5.00 pm
This beautiful and iconic 1920's building was the home of the Australian Parliament for 61 years. It provides an opportunity to stand where former Prime Minister Gough Whitlam announced his government's dismissal in 1975, check out Bob Hawke's modest prime ministerial suite and see the tiny office space of a backbencher. Enjoy lunch or light refreshments in the Café in the House or fine dining in the Ginger Room.

Old Parliament House

Rose Gardens

Open Daily 7.00 am – 8.00 pm during daylight saving
Located on either side of Old Parliament House, the Rose Gardens have been re-opened recently and provide a wonderful chance to 'stop and smell the roses'. The spring-time display is a rose-lover's and photographer's delight.

Parliament House

Open Daily 9.00 am - 5.00 pm (Free entry)
Built into the peak of Capital Hill, Parliament House is the focal point for the whole of Canberra. The interior incorporates Australian artworks and is designed to embody the spirit of democracy. Visitors can take a guided tour, have lunch on the terrace, or view the story of Australian democracy in the theatre.

Questacon

Open Daily 9.00 am – 5.00 pm
More like a movie set than a museum, Questacon, the National Science and Technology Centre, is a hands-on science centre that takes visitors through a maze of scientific knowledge and endeavour.

A Short Drive from the Hyatt Hotel Canberra (some within walking distance)

Australian National Botanic Gardens

Open Daily 8.30 am – 5.00 pm (Free entry)
On the slopes of Black Mountain, the National Botanic Gardens covers 50 hectares that focus on over 6000 species of native flora. The misted rainforest is a highlight; there's a walk among medicinal plants used by the Aborigines; there are guided tours; and the eucalypt forest numbers over 600 species.

Australian War Memorial

Open Daily 10.00 am – 5.00 pm (Free entry)
The Australian War Memorial is a national shrine and museum with a vast collection of exhibits, militaria, relics and paintings documenting Australia's military history.

Canberra Glassworks

Open Wed-Sun 10.00 am – 4.00 pm (Free entry)
Housed within the old heritage-listed Canberra Powerhouse, is the Canberra Glassworks. A new feature on Canberra's art trail, it is Australia's only cultural centre that is wholly dedicated to contemporary glass art. It provides diverse opportunities for visitors to interact with and learn about glass making. Visitors can relax and recharge in the Glassworks Café.

Canberra Museum and Gallery

Open Tue-Fri 10.00 am – 5.00pm, Sat-Sun Noon – 5.00 pm (Free entry)
A vibrant place in the heart of the city, Canberra Museum and Gallery celebrates the region's social history and visual arts with dynamic exhibitions. Housing a permanent collection, Reflecting Canberra, and a variety of local, national and international exhibitions, CMAG provides a refreshing insight to the integration of social history and the visual arts.

National Film and Sound Archives

Open Daily 9.30 am – 5.30 pm (Free entry)
The National Film and Sound Archives houses Australia's film, television, recorded sound and radio heritage dating from the 1890s. The Studio café is located next to the central courtyard and is an ideal place to relax.

National Museum of Australia

Open Daily 9.00 am – 5.00 pm (Free entry)
The museum dominates the foreshore of Lake Burley Griffin and can be seen from many locations. It celebrates the culture of our great nation and visitors can not only enjoy a visual display of our history and heritage but also hands-on activities. There are two cafes and the fine-dining restaurant, Axis.

Royal Australian Mint

Open Mon-Fri 9.00 am – 4.00 pm, Sat-Sun 10.00 am – 4.00 pm (Free entry)
Opened in 1965 and commissioned to produce Australia's decimal coinage, the Mint has produced 11 billion circulating coins. The Mint's theatrette, shop, visitors' presses and a special exhibition are open to the general public. However, the observation galleries will be shut until early 2009 due to a major refurbishment. Collector coins can be purchased from the shop.

Telstra Tower

Open Daily 9.00 am – 10.00 pm
The 195 metre Telstra Tower, a high-tech transmitting station, offers spectacular 360 degree views of Canberra and the region, as well as a souvenir shop and revolving restaurant. Accessible by road, the Tower can also be reached by one of the walking tracks up Black Mountain.



Telstra Tower

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