FINDING EFFICIENCES … THE VALUE OF HIGHER EDUCATION

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INSTITUTIONAL RESEARCHER'S CORNER
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BOOK REVIEWS
… PLUS A RANGE OF INTERSTING REPORTS AND NEW PUBLICATIONS THIS MONTH. SEE **PAGE 6-8**

Photo by Kimberly Farmer on Unsplash

CONTENT

FROM THE PRESIDENT

A fond farewell and a big hello!

There have been some changes to the AAIR Executive Committee over the last few months, and a 'thank you' and a 'welcome' are in order.

First, we need to say a big thank you and good luck for what is ahead to Malcom Rees of Massey University. Malcolm made a strong contribution to AAIR over the years by making presentations and organising AAIR events. His contribution to the Committee was important and added a different perspective from his work-related roles in student engagement and evaluation, and he also added a stronger New Zealand viewpoint to what was being discussed. I would like to formally thank him for all that he did and wish him well for the future, which I understand includes building a new house!

Second, we need to welcome Penny Szybiak, Director of Planning and Performance at Charles Darwin University. Many of you will know Penny for her work recently as part of the forum organising committee for the AAIR Annual Forum held in Alice Springs in November last year. We approached Penny and invited her to join the AAIR Executive Committee until the AGM this year, as not only can she offer a regional perspective, but her involvement with the planning directors around Australia was seen as an important connection.

It appears that we will have several vacancies on the Committee at the AGM this coming November. Being part of the AAIR Executive Committee, from my perspective, is very rewarding and well worth taking the leap. We are a voluntary organisation, and I am forever grateful to all members of the Committee for the work that they put into AAIR while still managing their own busy positions and family lives. If you are thinking about becoming more involved and adding your perspective to AAIR, all contributions will be considered and welcomed. Besides getting to be part of a great group of people and contribute to the future of IR in Australasia, there is always the point about how it will enhance your CV showing that you have taken a leadership role in a professional organisation. If anyone is thinking about becoming involved, do not hesitate to contact me or any other members of the Executive Committee for their perspective and insight on what is involved. Be brave – you won't regret it, I can assure you.

As an executive, we do meet regularly via conference call and face-to-face at the Annual Forum. If you have any issues you would like addressed or raised, please feel free to contact me before any given meeting. The schedule for the meetings this year is outlined.

Finally, don't forget about our upcoming events for this year. The SIG Forum is being organised in conjunction with the University of Canberra, and so not surprisingly will be held in Canberra, most likely in July. The Forum will be in Melbourne in November and is being organised by staff from La Trobe University. Watch the website for details, and I hope to see you at one, if not both, of these events this year!

Executive Committee schedule of meetings for the remainder of 2018:

Date	Time
13th March	1-2.30pm
26th April	1-2.30pm
7th June	1-2.30pm
19th July	1-2.30pm
30th August	1-2.30pm
November TBA*	1-2.30pm
6th December	1-2.30pm

In the evening before the commencement of the 2018 Forum (or during Forum)

Kathie Rabel, AAIR President

EDITORIAL

With O Week upon us, it is an ideal time to reflect on the value of tertiary education. Both our higher and vocational education sectors play crucial roles in training our future workforce. This year's policy and funding conversations (and they will dominate our dialogues for some time) should consider the two sectors as part of a different, but associated system.

Students already consider and negotiate these various pathways for further education, and the higher education pathway is now fraught with additional considerations. As Grattan Institute's Higher Education Director, Andrew Norton, noted on 4 January 2018, the measures adopted in December's Mid-Year Economic and Fiscal Outlook (MYEFO) announcements see stalled funding with no guarantees of money going to high demand areas (like regional areas or high demand courses). How the sector interprets the delayed funding regime is yet to play out, and higher education will continue to remain vulnerable in a time of large budget deficits.

In our Institutional Researcher's Corner this month we interview Clancy Birrell, Advanced Analytics Manager at Griffith University. We also preview a new publication, *Building Capacity in Institutional Research and Decision Support in Higher Education*, edited by Karen Webber from the University of Georgia.

Tracy

SECTOR NEWS AND VIEWS

Freeze on funding gets frosty

Senator Birmingham has told *The Australian* (February 8) that priority should be given to "the courses that students want, and that deliver the skills and knowledge Australia needs". He said universities could save money by finding greater "efficiencies" in their administration and marketing. But if they chose to cut teaching programs instead, they should spare the key ones.

USC's VC Greg Hill has raised concerns about the freeze on student places. In the *Campus Morning Mail* (January 18) Professor Hill said there is federal infrastructure funding for a new campus at Petrie, based on the university's capacity to repay a loan – but the freeze means there can be no federally funded students for a new installation for at least two years. As Chair of the Regional Universities Network Professor Hill has been outspoken on the effect of government changes on regional universities.

Universities Australia (UA) predicts an initial shortfall of almost 10,000 student places will not be funded this year due to the Government's freeze on university funding. UA modelling indicates that federal funding cuts will leave a projected 9,500 places unfunded by government in 2018.

UA also added that the latest official data on university finances strengthens the case against the Government's $2.2 billion in university funding cuts. UA Acting Chief Executive Catriona Jackson said the new figures showed the Australian university sector had faced shrinking surpluses even before the pre-Christmas cuts.

Consultant Andrew Dempster discussed the impact of the federal government's late 2017 decision to cap funding on staff salary negotiations and Enterprise Bargaining Agreements at universities.

Stephen Parker and Julie Hare's piece in the *Australian Financial Review* (January 28) calls for a more robust debate around the value of higher education in Australia. In It's time for a national debate about what we want to get out of higher education Parker and Hare note "there now exists the inescapable contradiction that, despite higher education being accessed by more people than ever before, social mobility is stalling, with opportunity becoming increasingly skewed towards the privileged".

Other news

From February 1, a new international agreement will make it easier for Australian higher education qualifications to be recognised in the Asia-Pacific. The Tokyo Convention was signed by Japan, South Korea, China, Australia and New Zealand, and supports the mobility of students, academics and researchers across the region.

The latest National Tertiary Education Union (NTEU) State of the Uni survey has revealed that not only are staff concerned about changes to the industry, but most also felt there was a greater need for both public investment and more staff and student involvement in management. The survey also recorded an increase in high job satisfaction (73.2 per cent), with this attributed mostly to positive work relationships.

Tim Pitman, Senior Research Fellow from Curtin University provided some perspectives on exploring options for a more robust method of gathering data on the performance of Australian universities in *The Conversation* (January 18).

Subsequently, Campus Morning Mail (January 25) reported that the federal government wants to update the Higher Education Information Management System to take advantage of improving technology and address changes since the last audit, in 2004. In particular the departments of Education and Training and Social Security. DET's discussion paper *Redevelopment and Audit of the Higher Education Data Collection* proposes significant changes to the management of data and reporting.

According to UA, proposed new foreign influence laws must safeguard Australia's strengths in cutting-edge global research partnerships and as the world's third most popular destination for international students. In its submission to the Parliamentary Joint Committee on Intelligence and Security, UA has urged the Australian Government to ensure its legislation does not jeopardise these crucial national assets. UA Acting Chief Executive Catriona Jackson said Australia's globally-connected universities were vital to Australia's diplomatic, trade, economic and cultural ties.

The Australian Skills Quality Authority cancelled Study Groups VET registration mid-January, but its January 15 announcement did not mention that higher education courses, provided for partners including ANU and Flinders University, are

not affected. issuing an underlined announcement the following day.

ANU has launched a two-year Indigenous Australian Reconciliation Action plan, to replace their 2009 version. The plan will apply across the university, with specific goals including creating ATSI research fellowships as a means towards an "indigenous professoriate," nearly tripling ANU employment of Aboriginal and Torres Strait Island people to 2 per cent of staff and ensuring professional development for teaching staff so that they include Indigenous perspectives in the curriculum.

Indonesia opens up to foreign universities, has its eyes on top Australian schools. Indonesia has announced that it will open its doors to foreign universities looking to operate in the country, a move that may unlock new opportunities for Australian higher education providers.

Campus news

The transformation of Launceston into an education hub has begun, after the federal government granted $130 million worth of funding to expand the University of Tasmania. The university last year released a master plan for the new Inveresk Precinct, which will house a state-of-the-art campus with modern teaching and learning spaces.

Curtin University has commenced the first courses on its new Dubai campus. The Curtin campus, which is part of the Dubai International Academic City, opened last September and currently teaches programs in mass communication, engineering, business, education and a global MBA.

University of South Australia is setting up a technology transfer office in Suzhou Technology Park, near Shanghai. In 25 years the park has grown to host thousands of companies, international universities including, Monash and the University of Sydney. However UniSA says its technology transfer office will be the first such Australian facility there.

Rankings

Thirteen Australian and three New Zealand universities make the global top 200 Times Higher business and economics list, announced February 8. ANU is equal 36th in the world, with the University of Texas, Austin. It is followed by UniMelbourne (42), UNSW(55) Monash (74), UoQ (=76), UniSydney (83), UniAuckland(101-125), QUT (101-125), UniNewcastle (126-150), UTS (126-

150), UniAdelaide (151-175), UniCanterbury (151-175), UniWaikato (151-175) Griffith U (176-200).

Times Higher Education also announced the Asia University Rankings 2018 with the National University of Singapore toping the rankings for the third year in a row.

Times Higher Education named NZ's Lincoln University as one of the world's best 100 for staff to student ratios, (the only ANZ institution to be included).

The University of Pennsylvania's new edition of its ranking of global policy centres is now available. Of 173 world leading centres, the Australian Institute for International Affairs is 54th, eight down on last year. It is followed by the Lowy Institute at 57th (unchanged) and the Centre for Independent Studies at 104th (up two). Among university affiliated think tanks, ANU's Strategic and Defence Studies Centre (= 27th – up one), the Centre for International Security Studies at UniSydney, (=33rd) the Globalisation and Development Centre at Bond U (47th). The Australia China Relations Institute at UTS is 79th and ANU's National Security College is 84.th In New Zealand, the Centre for Strategic Studies at Victoria University comes in at 39.

The Australian Graduate School of Management at UNSW leads the Australians in the new Financial Times global MBA ranking, in 63rd place, (up four from 2017). The Melbourne Business School follows at 66 (up from 78). In contrast, French-Singaporean Insead is second in the world, the China Europe International Business School in Shanghai rates eighth.

Performance metrics expert Tracey McNichol has formed RankEd, a consultancy service for universities on how they can best present their data for the various performance rankings. The former ANU staffer is skilled in interpreting the statistics that league tables are based on and setting out strategies to improve performance in ways that lift rating results. (Reported in *Campus Morning Mail*, February 2)

Meanwhile in New Zealand

Govt wants to close the 'back door' path from international student to resident. Officials advising the Government on immigration policy say that the rise in international students becoming residents has led to a "gradual decline in the average skill level of new permanent residents observed in the last five years". The new Labour-led Government wants to improve the integrity of the system to make sure international

education system is focused on quality education for genuine students, and to remove the "back door" path to residency for lower-qualified international students.

And additionally, NZ: Government renews scrutiny of international students and PSW. International students and net migration have hit New Zealand headlines again after ministerial briefings revealed concerns that some students were purposely undertaking sub-degree and low-quality programs to obtain permanent residency and employment.

Education New Zealand, along with the New Zealand Film Commission, has partnered with production studios Universal Pictures, MRC and Hungry City Limited on the upcoming feature Mortal Engines to promote the country's creative arts education to overseas students.

Around the world

In December 2018 The Higher Education Academy (HEA) Board agreed to the merger of the HEA with the Equality Challenge Unit (ECU) and the Leadership Foundation for Higher Education (LFHE). The merger follows the recommendations of the Bell review for a single sector agency for learning and teaching, equality and diversity, and leadership and governance in higher education. The new group will be called 'Advance HE' – announced January 29. David Kernohan provided an excellent overview with historical context of UK HE policy in *WHONKE* (January 29) which comes with a 'family tree' visualisation.

Criticism of the UK's Office for Students continues from the former UK Education Minister Andrew Adonis. Office for Students? It's the Office Against Students and it is not going to last. Adonis says, "Controversy about the composition of the OfS board is not over. The further education sector and the National Union of Students are rightly angry that they are not represented on the new regulator and that good candidates have been discarded for political reasons, not least opposition to tuition fees of £9,250 a year among the student candidates".

Ahead of the World Economic Forum in Davos in late January, Times Higher Education released the findings of a study (in partnership with Elsevier) which assesses the impact of the 27 of the world's top universities claiming that together they produce more research than all but two of the world's major industrialised nations, including Germany, Japan and the United Kingdom. If they were a state, they would be

the third-largest producer of research behind only the United States and China and would top the world for research quality.

Attempts to widen UK university student participation have stalled. Efforts to widen student participation at UK universities have stalled, with the proportion of state school students stagnating and slow progress on recruiting from areas of high disadvantage, official figures reveal.

Educause Steps In to Save New Media Consortium. Educause has submitted a $55,000 offer to acquire the assets of the now defunct New Media Consortium. The $55,000 offer, if accepted, would see Educause acquire the NMC's trademarks, website, membership and subscriber lists, as well as its flagship Horizon Project, which produced reports on the future of education technology. The NMC abruptly ceased operations at the end of last year.

The American Association of State Colleges and Universities released the Top 10 Higher Education State Policy Issues for 2018. These include performance based funding, data privacy and guns on campus (!).

Stanford University (CA) has named its first chief information officer. Stephen Gallagher, currently CIO at Harvard Business School, will join Stanford in March to oversee an IT organisation with approximately 550 staff members and an annual budget of $150 million (US). Among Gallagher's first tasks will be leading a review to determine which technology, systems and data should be moved to the cloud and which computing should remain managed within the university.

Higher ed critical to Amazon's success — and institutions joining cities to lobby for new $5B HQ. Amazon has narrowed down its list of 238 potential North American cities to be the site of its second headquarters to a mere 20 locations, reports Retail Dive, with cities including places like Atlanta; Austin, TX; Boston; Chicago; Columbus, OH, among others. Amazon CEO Jeff Bezos proposes will create 50,000 new jobs with average salaries of $100,000 for the areas graduates.

Free higher education offered to low-income families. A new ¥800 billion (US$7.2 billion) package announced by the Japanese government last year will enable students from certain low-income households to be eligible for free education at national universities and reduced tuition costs at private universities, two-year colleges and vocational schools from 2020.

South Korean universities reach agreement with Elsevier after long standoff. After a months-long standoff, a consortium of hundreds of South Korean universities has reached a new deal with scientific publisher Elsevier for access to ScienceDirect, a database containing content from 3500 academic journals and thousands of electronic books. The agreement, which includes price hikes between 3.5% and 3.9%, was concluded shortly before 12 January, the day Elsevier had threatened to cut access to ScienceDirect. The publisher had pushed for a 4.5% increase.

(More) 2018 Predictions

Technology in education: a forecast for 2018
According to consulting firm Accenture, approximately 60% of the world's millennials are expected to live in Asia by 2020. Educational institutions across the world are undertaking significant transformation efforts to enhance the student experience. In *Campus Review*, Jeff Rebenstien shares his thoughts on some of those enhancements that he foresees taking centre stage over the coming year (includes data-led student interventions, classroom design and digital citizens.

International student mobility will continue to grow but the 'where and how' will change, with new destinations and new delivery models taking over, and partnerships between institutions becoming crucial, a new report by StudyPortals argues. From *Education Dive*, 8 global trends impacting higher ed are summarised from this report.

BIG DATA, ONLINE LEARNING, ANALYTICS & TECHNOLOGY

Why your institution should have a Chief Innovation Officer in 2018. Most higher education institutions recognise the importance of innovation, but few universities have taken steps to create roles for chief innovation officers, who focus on reaping revenues from innovation, according to new research. Though most research universities have a technology transfer office (TTO) that helps bring new discoveries to market, a dedicated innovation officer is not

as common—but that's changing, according to The Emergence of the Chief Innovation Officer in Higher Education, a new report from Russell Reynolds Associates.

From Academics Anonymous in *The Guardian* (February 2), Nagging university students for feedback is like pestering for TripAdvisor reviews. Perspective of the UK's National Student Survey and the preoccupation with student feedback. Universities are apparently manipulating their students into providing positive NSS scores to boost their reputations.

Changing behaviours across the data landscape. Simon Gaskell, chair of the Data Landscape Steering Group at HESA in the UK discusses strategies to address duplication and lack of coherence in HE data collections.

LinkedIn seeks to define the LMS market by delving into data. As tech giants Google and Facebook have elbowed into the job board space, LinkedIn has expanded into e-learning by jumping into the online training market. Its goal was to take the guesswork out of learning for business by considering how jobs, industries, organisations and skills evolve over time.

David Myton (*Campus Morning Mail, January 28)* interviewed Professor Hugh Bradlow, President of the Australian Academy of Technological Sciences and Engineering who discussed the impact of transformative technologies, disruption and key challenges facing higher education – in particular redefinitions of the campus experience.

Five Australian universities are working with Turnitin on software designed to identify authors of student papers. According to Turnitin, its Authorship Investigation program will use machine learning algorithms and forensic linguistics to "detect major differences in students' writing style between papers," to address contract cheating.

From *eCampus News* (January 30) 4 reasons why student success is misdefined in higher ed and how data can fix it. Collecting the right data can improve success outcomes for all students.

Why university fundraising must embrace technology and adopt smarter strategies. In a recent Ruffalo Noel Levitz survey, 90 percent of chief advancement officers identified dollars raised as their top priority. To add to that pressure, gift officers report that current fundraising practices lack the necessary level of effectiveness and efficiency to meet higher goals. Institutions are now in an age where they must raise

more dollars on tight timelines without proportional increases in resources.

From LinkedIn, The Internet Of Things (IOT) Will Be Massive In 2018: Here Are The 4 Predictions From IBM. Mentions AI, deep learning and Blockchain.

Blockchain in education is also the focus of a new EU Report that sets out eight scenarios for blockchain education administration.

Blockchain in the Library? Researchers Explore Potential Applications. The technology behind Bitcoin and other cryptocurrencies, blockchain promises a new, decentralised way of recording and storing data. Experts are speculating about its potential uses in business, law and education, and San José State University's School of Information has received a $100,000 grant from the Institute of Museum and Library Services, or IMLS, to find out whether blockchain could be useful for libraries.

kaggle

Discovered Kaggle yet? Kaggle is a platform for predictive modelling and analytics competitions in which statisticians and data miners compete to produce the best models for predicting and describing the datasets uploaded by companies and users.

GRADUATE OUTCOMES AND EMPLOYABILITY

Too many graduates are mismatched to their jobs. What's going wrong? About one in three graduates end up being "mismatched" to the jobs they find after leaving university, research by Universities UK suggests.

EdX Quietly Developing 'MicroBachelors' Program. EdX, the non-profit online-education group founded by MIT and Harvard, is developing a "MicroBachelors" degree that is designed to break the undergraduate credential into Lego-like components.

Putting Learners First: The Future of Microcredentialing. Changing employment opportunities and work requirements mean that lifelong learning has evolved into a fact of life for working adults across North America and beyond. Programming has adapted to this demographic's need for just-in-time learning, and now credentialing is following suit.

And still on credentialing, EdSurge presented a video forum on the future of credentialing with two guests: Sean Gallagher, he founder and executive director of Northeastern University's Center for the Future of Higher Education and Talent Strategy and Nicola Soares, vice president and managing director for Kelly Educational Staffing at Kelly Services.

An interesting article in *The Economist* (January 18) - The onrushing wave takes on a historical perspective of technological change and automation and the future machinations of economic growth.

LEARNING & TEACHING

The 'Huh?' Button. A lecture-capture platform with a "confusion alert" button is changing the way some instructors teach. Echo360 is undergoing changes to improve interaction in online learning.

RESEARCH

Twenty-two new research grants totalling $9.2 million were announced on February 5. Australian Research Council (ARC) Chief Executive Officer, Professor Sue Thomas, announced the grants under the ARC *Linkage Projects* scheme. "The *Linkage Projects* scheme is designed to provide support to assist researchers in our universities to work towards practical solutions to problems and challenges, in real-world, industry-based settings," said Professor Thomas.

Innovation and Science Australia's strategy for Australia's innovation trajectory to 2030 recommends addressing emerging workplace needs by tying higher education HELP course costs to employment outcomes and creating VET measures of course relevance and employment by 2022, with the price of courses set to "market demand for skills." Other proposals include a change in the $3.126bn research and development tax incentive, the largest public innovation outlay in the $10bn innovation spend. ISA also calls for a $4m pa cap and a $40m total for R&D tax incentives and it proposes requiring companies to spend 1 per cent of total outlays on R&D before they can use the incentive.

David Myton's (*Campus Morning Mail*, January 15) interviewed Tanya Monro, University of South Australia's DVC Research. Monro is generally positive about the Government's new research Engagement and Impact framework, piloted in universities

last year and now in operation. She noted that the pilot has revealed that the assessment helps researchers to "create a new language … But I don't see it as necessarily being tied to a shift to doing research that's one to two or three years out from application."

We must have open access to scholarly publishing. Colin Steele's opinion piece in *The Australian* (January 23) discussed the imperative for improved access to Australian research "to maximise educational, economic, cultural, social and health benefits, and to reflect Australian taxpayer investment in research".

(MORE) REPORTS AND RESOURCES

How data is changing the education game

Emy Carr, EC Integrators Managing Director

Campus Review interviewed Emy Carr, digital data expert and EC Integrators managing director on January 23 about how online data is changing the education game and posing new challenges for higher education institutions. Carr discusses the changing nature of data collection and the imporatnce of resources to ensure data security.

Young people in education and training 2016

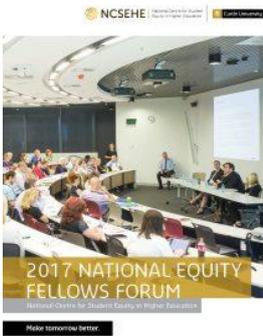**National Centre for Vocational Education Research**

This publication presents a summary of statistics relating to young Australians aged

15 to 19 years who participated in education and training during 2016. It brings together data from multiple sources. As at August 2016 there were 1.5 million young Australians aged 15 to 19 years, of which an estimated 83.2% participated in education and training.

Across this age range, an estimated 57.1% were at school, 16.2% were enrolled in higher education, 4.4% were undertaking apprenticeships or traineeships that were not part of a 'VET in Schools' program, and 5.5% were enrolled in other VET programs.

This report brings together information collected by the ABS, the Australian Government Department of Education and Training, and NCVER to provide data on the number of young people enrolled in school, VET and higher education across the country.

Infographic also available

2017 National Equity Fellows Forum

On 20 November 2017 the National Centre for Student Equity in Higher Education (NCSEHE) staged the second National Equity Fellows Forum, alongside the EPHEA Conference at QUT. The Forum presented conclusions from the 2017 NCSEHE Equity Fellows' projects, and fostered stakeholder consultation and debate to establish key strategic directions for equity policymakers, researchers and practitioners.

The Centre has collated the directions for equity raised by Forum delegates in the *Shaping the Future of Australian Higher Education Equity Policy* session, accessible here:

NCSEHE National Equity Fellows Forum: Synthesis of group discussion

Questions introduced at the Forum to lead discussion were strongly informed by the Equity Fellows' projects:

- James Smith (Charles Darwin University) — *Strengthening evaluation within Indigenous higher education contexts in Australia*

- Matt Brett (La Trobe University) — *Equity, performance and accountability*
- Louise Pollard (University of Western Australia) — *Remote student university success: an analysis of policy and practice*

The final reports from the 2017 Equity Fellows will be published in 2018 and made available on the NCSEHE website.

Thanks to Nina-Marie Thomas from NCSEHE for this summary. NCSEHE has a newsletter. Subscribe for regular news and information from the Centre.

Mapping the External Engagement of Australia's PhD Candidates

Peter Bentley, Emmaline Bexley and Mollie Dollinger

A new study for the Australian Council of Graduate Research, based on responses from 3700 PhD students at a representative sample of ten universities. Overall, results confirmed that external engagement is a minority activity amongst PhD candidates, but there is a range of activities and external resourcing arrangements which are currently unrecorded and potentially unrecognised by universities. Findings included that 58 per cent of STEM researchers and 44 per cent of HASS scholars say their research, is oriented towards industry or society – and, 70 per cent of doctoral students report "they had benefited from external contact or advice on their PhD from non-university organisations".

ON THE MOVE

Provost Professor Andrew Taggart is leaving Murdoch University. Murdoch management says he is retiring after a 40 year career.

Saxon Rice is the new deputy chief commissioner of the Australian Skills Quality Authority.

Ian Jacobs is the new chair of the Group of Eight. He replaces University of Queensland VC Peter Hoj.

Margot McNeill is moving from Navitas to become DVC learning and teaching at the

International College of Management, Sydney

Steve Larkin will be the new head of Batchelor Institute. Professor Larkin is now PVC Indigenous Education and Research at the University of Newcastle and was the first PVC Indigenous Australia, appointed at Charles Darwin University in 2009. He starts at Batchelor in March.

UTS has appointed its first VP for Advancement. **Celia Hurley,** now chief advancement officer at Curtin U, will start at UTS in April.

Sarah Cordiner is appointed head of the University of Notre Dame Australia's Broome campus. She replaces **Juli Coffin** who becomes the university's first head of Aboriginal Research Programs and Partnerships.

Swinburne University's **Sarah Maddison** has been appointed as PVC Academic Innovation. She replaces John Wilson who moves up to DVC and CEO of Swinburne, Sarawak.

Barbara Miles is the ANU's first VP of Advancement. She will join from the University of British Columbia in May.

Michele Allan will continue as chancellor of Charles Sturt University until 2023. Her present term expires in December.

Lee Whiteley is the first CEO of the University of Tasmania University College. The college offers associate degrees designed to meet skill shortages and provide employment-study pathways.

Kate McGrath will become DVC Research at UTS in May. Professor McGrath joins from Victoria University of Wellington, where she is Vice Provost, Research.

Shawn Walker is moving to Charles Sturt University, leaving La Trobe University where he is sales and customer experience director. He will become Executive Director marketing and communications at CSU.

Australian Education Minister Simon Birmingham has reappointed the board of Australia's independent national quality assurance and regulatory agency for higher education. Chief Commissioner **Professor Nicholas Saunders AO, Dr Linley Martin and Professor Clifford Walsh** have had their terms at the Tertiary Education Quality and Standards Agency (TEQSA) extended.

BOOK REVIEWS
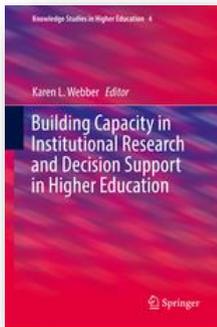
Building Capacity in Institutional Research and Decision Support in Higher Education

Karen Webber

This book examines the relevant roles, skills and knowledge needed to build the institutional research capacity across the higher education sector globally. With a focus on building the capacity of the IR profession, this book's primary audiences include senior leaders who wish to introduce or strengthen their understanding for effective decision support and staff members who are currently in decision support units and those who wish to serve in this capacity.


Bit by Bit. Social Research in the Digital Age

Matthew J. Salganik

Bit by Bit is the essential guide to mastering the key principles of doing social research in this fast-evolving digital age. In this comprehensive yet accessible book, Matthew Salganik explains how the digital revolution is transforming how social scientists observe behavior, ask questions, run experiments, and engage in mass collaborations. He provides a wealth of real-world examples throughout and also lays out a principles-

based approach to handling ethical challenges.

Book reviewed by Farida Vis in Times Higher Education
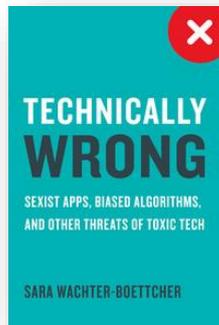
Technically Wrong: Sexist apps, biased algorithms, and other threats of toxic tech

Sara Wachter-Boettcher

A revealing look at how tech industry bias and blind spots get baked into digital products—and harm us all.

Sara Wachter-Boettcher takes an unflinching look at the values, processes, and assumptions that lead to these and other problems. *Technically Wrong* demystifies the tech industry, leaving those of us on the other side of the screen better prepared to make informed choices about the services we use—and demand more from the companies behind them.

Book reviewed by Kent Anderson in The Scholarly Kitchen
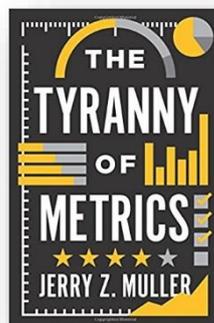

The Tyranny of Metrics

Jerry Z. Muller

Jerry Muller uncovers the damage an obsession with metrics is causing and provides strategies to fix the problem. Filled

with examples from education, medicine, business and finance, government, the police and military, and philanthropy and foreign aid, this brief and accessible book explains why the seemingly irresistible pressure to quantify performance distorts and distracts, whether by encouraging "gaming the stats" or "teaching to the test."

Interview with author in Inside Higher Ed

POSITIONS VACANT
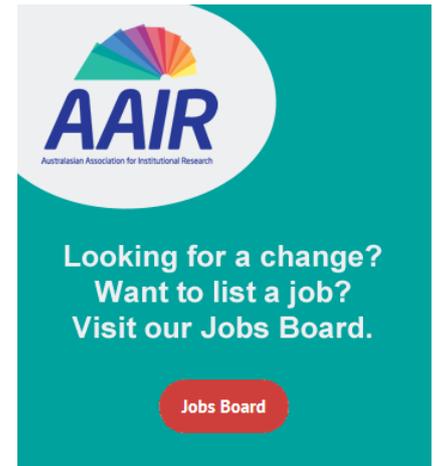
LOOKING FOR SOME TRAINING AND DEVELOPMENT?

See our **Training and Development** webpage focused on training for institutional researchers.

Women & Leadership Australia

Women & Leadership Australia is administering a national initiative to support the development of female leaders across Australia's education sector.

The initiative is providing women with grants of between $3,000 and $8,000 to enable participation in a range of leadership development programs.

The scholarship funding is provided with the specific intent of providing powerful and effective development opportunities for education sector women.

Expressions of Interest
Find out more and register your interest by completing the Expression of Interest form here prior to Friday, March 16: www.wla.edu.au/education

LOOKING FOR HIGHER EDUCATION CONFERENCES AND EVENTS?

Here is a selection of upcoming events (or past events) that may be of interest. See our **Events/Fora** webpage for more national and international events.

atem — Association for Tertiary Education Management

ATEM have released their 2018 event calendar https://www.atem.org.au/documents/item/790

AIR: Institutional Culture of Evidence

Two-part series: February 22 and March 1, each 3:00 – 4:00 pm ET (US)

The webinars focus on why we should use data and evidence to inform decisions, and to measure the impact and effectiveness of those decisions.

Bluenotes APAC 2018 Conference

eXplorance®

22-23 February, 2018, Southern Cross University, Gold Coast Campus, Australia

Informing the Future: Using today's feedback to improve tomorrow

Universities Australia Higher Education Conference 2018

UNIVERSITIES AUSTRALIA HIGHER EDUCATION CONFERENCE 2018
NATIONAL CONVENTION CENTRE CANBERRA
28 FEBRUARY–2 MARCH 2018
FUTURE FUNDAMENTALS

28 February – 2 March, 2018, National Convention Centre, Canberra, Australia

The 2018 conference theme - **Future Fundamentals -** will have speakers exploring the fundamental role of universities in teaching, learning and research as they reinvent themselves in a new political, economic and technological environment.

LAK 18 — The 8th International Learning Analytics & Knowledge Conference — SMC Conference & Function Centre, Sydney, NSW, Australia — March 5-9, 2018 #LAK18 — Hosted by THE UNIVERSITY OF SYDNEY

The 8ᵗʰ International Learning Analytics & Knowledge Conference

SMC Conference and Function Centre, Sydney, NSW, Australia

March 5-9, 2018

The conference will be held at the SMC Conference & Function Centre in Sydney, Australia on March 5–9, 2018. The preparations for LAK18 are currently ongoing and organisers will be releasing information in the coming months.

The Higher Education HR/IR Conference 2018 - *Leading the Way*

2018 Higher Education HR/IR Conference
Leading the way
9-11 May 2018
Stamford Plaza, Brisbane

9-11 May, Stamford Plaza, Brisbane, Australia

For any further queries about the conference, please contact Henry Wong, Conference Manager.

This conference will offer an impressive line of speakers, a unique dining experience, combined with invaluable networking opportunities.

AIR Forum 2018 – *Registrations now open*

AIR FORUM 2018 — Orlando, Florida — MAY 29 – JUNE 1

May 29 – June 1, Orlando, Florida, US

The AIR Forum, the Association's annual conference, is the world's largest gathering of higher education professionals working in institutional research, assessment, planning, and related postsecondary education fields..

National Future Work Summit

FW SUMMIT

30 May, Melbourne Exhibition and Convention Centre, Australia

With speakers from Google, Microsoft, MYOB and more, the event will provide an excellent source of free content for your news mediums.

Discount code: Please use 'AAIR' for a 10% discount, which includes our Early Bird Tickets and Group Discount Tickets

EduTECH Australia 2018

EduTECH® INTERNATIONAL CONGRESS & EXPO
CONGRESS & EXPO 7 - 8 June 2018 MASTERCLASSES 6 June 2018
International Convention Centre, Sydney
ONE GIANT FESTIVAL FOR ALL OF EDUCATION

6-8 June, International Convention Centre, Sydney, Australia

EduTECH is an annual event where the entire education and training sector gather together to learn, debate, exchange ideas and be inspired by the very latest in education thought leadership.

HERDSA: (Re) Valuing Education

2-5 July, 2018, Adelaide, Australia

HERDSA offers an annual international conference on topical teaching and learning issues with opportunities to meet colleagues with similar interests, exchange ideas about teaching and learning and learn about current developments from experienced researchers and practitioners

STARS Conference

STARS 8 - 11 JULY 2018 SKYCITY CONVENTION CENTRE AUCKLAND

8-11 July, 2018, Auckland, New Zealand

Registrations are now open for the 2018 Conference. The STARS Conference provides the opportunity to disseminate and discuss current research, good practice, emerging initiatives and leading edge ideas that are aimed at enhancing students' tertiary learning experiences.

INSTITUTIONAL RESEARCHER'S CORNER

Five questions with Clancy Birrell, Griffith University

What is your job title?

Advanced Analytics Manager, The Office of Planning Services (OPS), Griffith University.

My title @ Griffith University is Manager, Advanced Analytics...but what I call myself on LinkedIn is...*Data Scientist, Applied Statistician, Prescriptive/Predictive/Descriptive Analytics, Consulting, Data Mining, Viz*

Briefly, how would you describe your role in terms of your place in your institution?

I've been asked to act as an internal consulting service whose purpose is to extract strategic value from our data assets using advanced analytical techniques including, but not limited to machine learning, statistical learning, text mining and analysis, visualisation, data mining, predictive and prescriptive analytics, optimisation, simulation and basic statistics. One of our core activities is predicting student retention

From your perspective, what are the emerging areas of interest in institutional research?

- Extracting value from qualitative information i.e. text mining

- Self-serve data supply and analytics platforms to achieve this

- Data lake sandbox to augment traditional databases

- Improving employment outcomes for students

- Determining best action for improving retention outcomes

- Load planning and application offer optimisation

What do you believe will be the future priorities for institutional research?

1. How to compete in an online education environment.

2. How to align graduate qualifications with emerging new careers, industries and technologies.

3. Determining the optimum pre-screen qualifications required for each discipline.

Complete this statement: *In my role, I can't operate effectively without …*

- A great Boss.
- A great Team.
- A little help from our local supercomputer.
- Significant sponsorship from senior leadership.

Connect with Clancy on LinkedIn
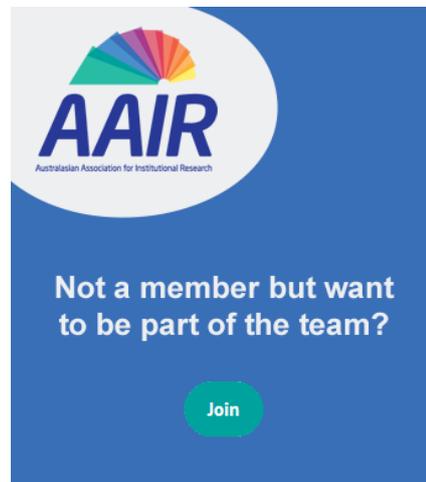
CALL FOR CONTRIBUTIONS

The Institutional Researcher Issue 3, March 2018

A great way to get involved with the AAIR community is to share your thoughts and ideas. Do you have something you would like to share with your IR colleagues? The next AAIR Newsletter will be published in late March 2018. Please send your contributions to the editor@aair.org.au by March 9, 2018.

A reminder about the organisations' social media links to keep you up-to-date and in touch with all the latest news and events

ENEWS SIGNUP

AAIR on Twitter @AAIRaustralasia

Tracy Creagh
Editor, *The Institutional Researcher*

Not a member but want to be part of the team?

Join