

Rapporteur Report
Session 5-A3: Negotiating the Bureaucracy

Facilitators
Jennifer Clark
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JC raised the issue of crossing the staff/management divide
The problem of selling pedagogy
Meeting needs and desires of the discipline and the bureaucracy
Staff not always aware of these competing challenges
Variety of stakeholders in the exercise

MK spoke of his experiences at George Mason University
Issue of the vagaries of goals required by management
The advantage to discipline colleagues of having a colleague with management experience
Management have own agendas. Closely tied to discipline agendas but subtly different
Management have the resources
Provided two examples
1. Technology competency required by state of Va
Institutions allowed to decide
Used the opportunity to deliver on own agenda
2. Similar example of using external funds in almost a subversive way to drive internal desires
How can we deliver proposals in ways that deliver what we want and what management want?

PH spoke to difficulty of being in a campus wide learning and teaching role
Discussed issue of external funding
How do you operationalise a strategy?
Provides an opportunity for us to get the cash
Students a powerful ally
L&T units can be an ally
Difficulties quality assurance vs quality enhancement
Discussion of T&L units and their issues ensued

General Discussion

The issue of L&T and limitations because often a tool of HR raised
The example of a positive case in this regard was given from Murdoch

JC broke workshop into three groups around set questions

- 1 supporting curriculum renewal and embedding standards in own departments
- 2 how can we encourage colleagues to embrace standards but maintain creativity and autonomy
3. How can we determine whether our efforts are effective within current evaluation practices open to us

Group feed back

Group 1.

A broad ranging discussion.

Shared experiences.

Importance of being inclusive.

Danger junior staff can be exploited and difficulty for them being change agents/champions

Usefulness of pilots as a renewal tool

Importance of student involvement

Group 2

The problem of trying to generalize pilots

Fear about renewal equals culling

How do we meet those challenges?

Need to make arguments around diversity

No national T&L leadership org

Issues about AHA as the peak body

Group 3

The central importance of peer review at national and local level

Importance of discipline visitors

From like institutions perhaps also some one from a different institutional background

Importance of students in the process

Need longer term national survey

Importance of alumni. Seen too hard in Australia

Bring student rep on an external review

PH noted an example where a uni brought back students after five years to speak about what they have valued

Importance of experts recognized teachers

Difficulty of finding the right external assessors

SSB