



Australian Government

Tertiary Education Quality and Standards Agency

# Lessons and Learnings in Higher Education Leadership: A Regulator's Perspective

*Learning Leaders in Higher Education and Higher Education Quality Network Conference*

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Presented by

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## Overview

- Lessons and learnings – What goes wrong and how to get it right
- Journey to leadership
- What does TEQSA mean by academic leadership?
- Senior academic leadership
- Why does it matter? Student progress
- Questions

# Leaders and the APS – Words matter!

Now



Future



Presented at APS200 conference April 2019





## Academic Leadership – TEQSA definition

- TEQSA sees academic leadership as:
  - *a subset of the overall institutional or corporate leadership of the provider, differentiated mainly by its focus on ‘academic matters’.*
- Good academic leadership is evident in providers with a strong academic governance model and a culture of integrity, rigour, innovation and free enquiry.

# Elements of Academic Leadership

- organisational leadership structures
- defined leadership roles and accountabilities
- particular enabling organisational functions and processes - academic planning and quality assurance, policy development processes
- leadership within academic disciplines - in teaching, research, HDR supervision, mentoring, scholarship
- individual leadership - through personal academic achievements and related contributions

## Outputs of strong Academic Leadership

- Agreed institutional directions on academic matters within a provider
- Established academic cultures and values within the provider
- Consistent adherence to agreed academic directions and policies
- Positive student learning experiences and quality academic outcomes
- Academic influence and innovation through dissemination of ideas about higher education, whether within a provider, the sector or more generally.

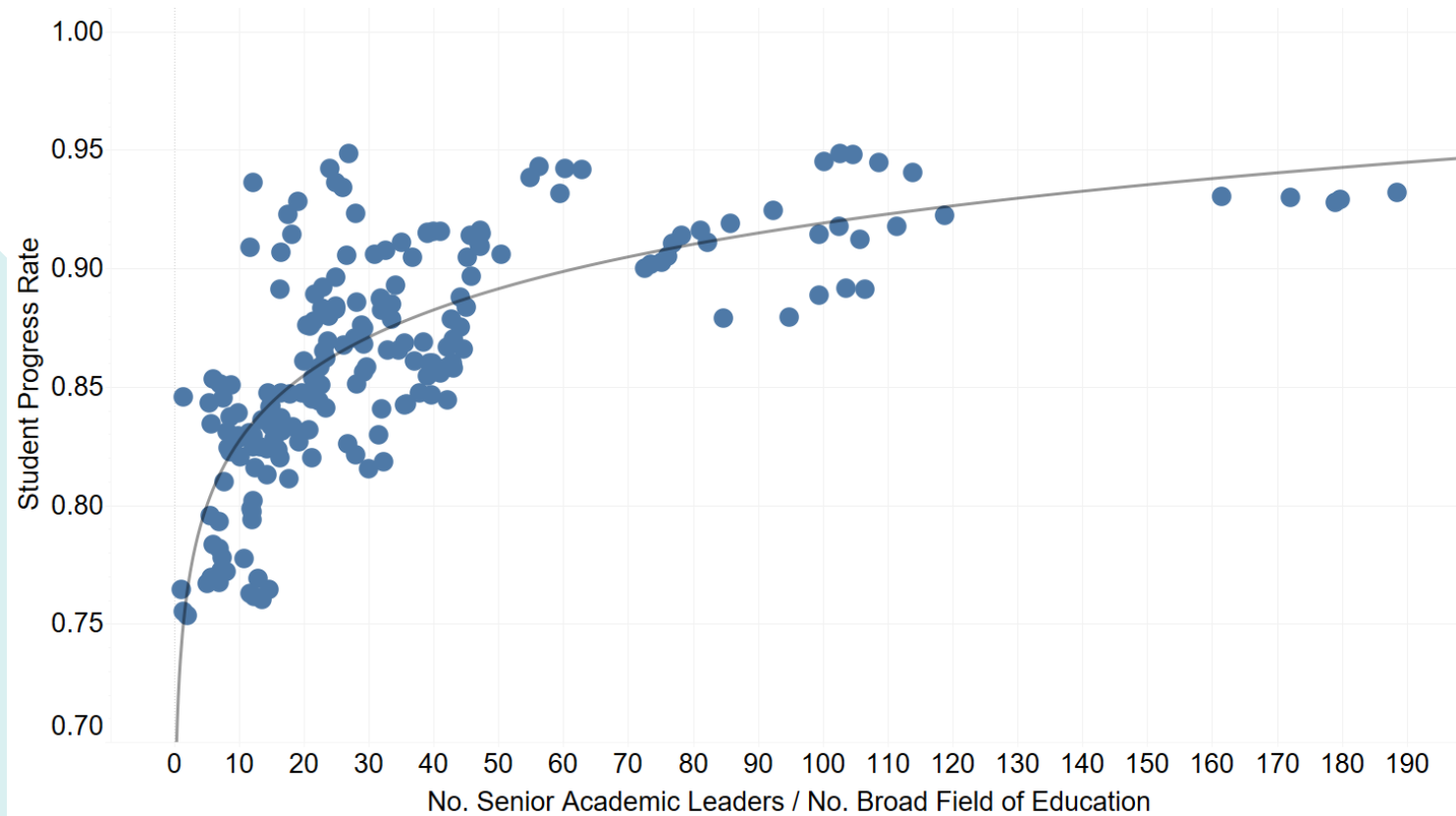


## Senior Academic Leaders

- Annual provider risk assessments
- Findings shared with each provider and used to inform regulatory practice
- Number of senior academic leaders per broad field of education is one of three risk indicators relating to staff profile
- Providers with a strong academic leadership profile also have strong student performance outcomes

# Senior Academic Leaders and Student Progress Rates

University data 2013-2017



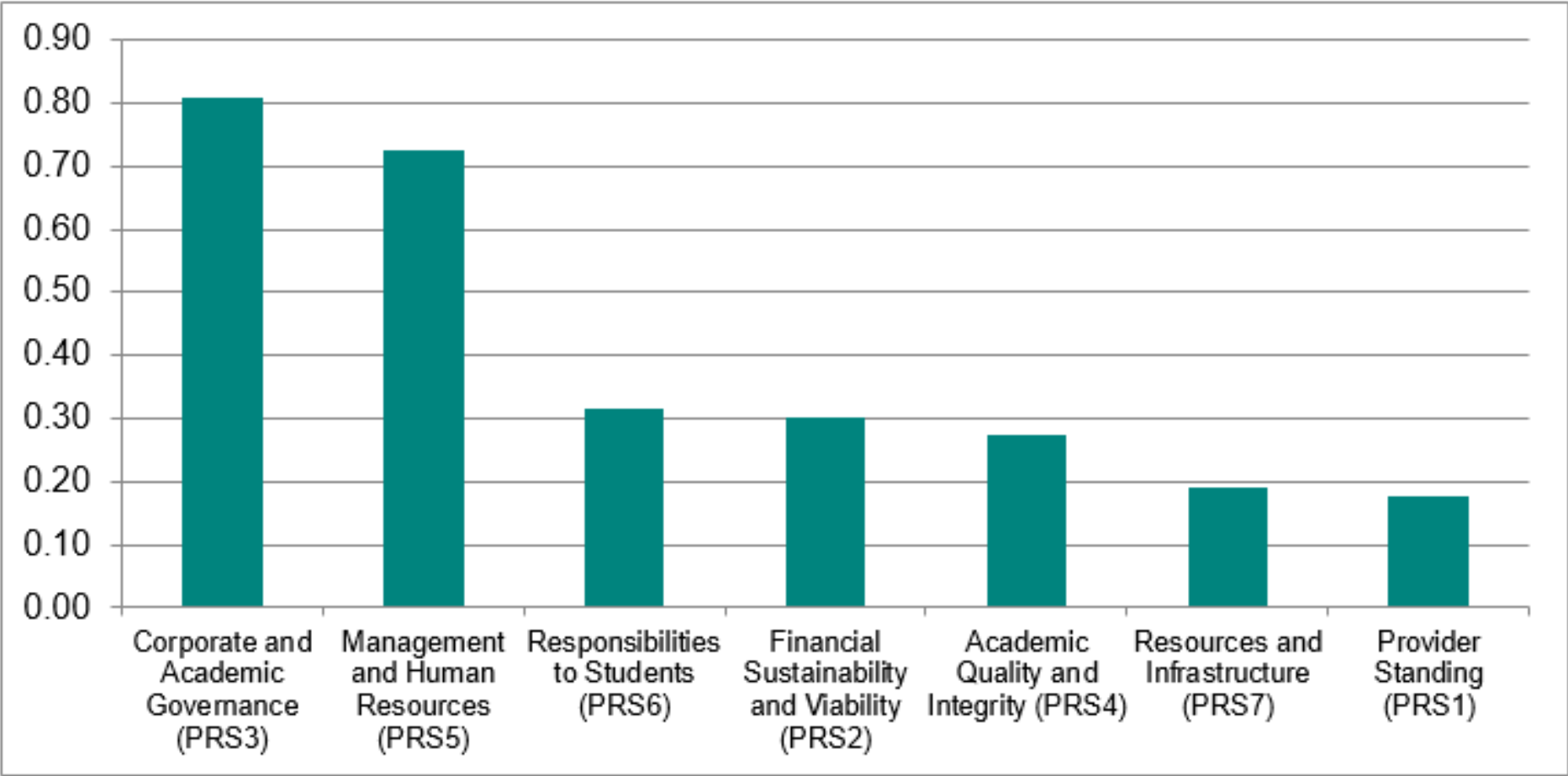


## Senior Academic Leadership

- A Senior Academic Leader should have a formal requirement to contribute leadership in one or more of the following areas:
  - Curriculum and assessment:
  - Pedagogy,
  - Staff management, professional development, research, and/or scholarship.
- For providers subject to the University Award, these staff members will have a minimum classification of Level D (Associate Professor).
- Providers who are subject to the Education Services (post secondary) Award will have a classification of Level C and meet the definition above.

# Reasons for TEQSA's adverse decisions

Proportion of adverse re/registration decisions referencing registration standard sections as a reason for an adverse finding (2013-2017)





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**Questions?**



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# TEQSA

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**TEQSA**  
4<sup>th</sup> Annual  
Conference

Partnerships driving quality

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