

1990

# AAIR

## *Forum*

### PROCEEDINGS

Inaugural Conference of the  
Australasian Association for  
Institutional Research (AAIR)

25-27 September 1990

University College  
of Central Queensland  
Rockhampton, Queensland,  
Australia

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#### PART 1

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PLENARY SESSIONS:  
PRESENTATIONS AND  
DISCUSSIONS

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## *Editor's Preface*

### *The Australasian Association for Institutional Research (AAIR)*

The Australasian Association for Institutional Research (AAIR), established in 1988, is affiliated with the international Association for Institutional Research (AIR) founded in the USA some 30 years ago.

The broad aim of AAIR is to benefit, assist, and advance research leading to improved understanding, planning and operation of tertiary educational institutions within Australasia.

Background information on AAIR is provided in Appendix A.

### *The AAIR Forum*

The conduct of an annual conference, the AAIR Forum, is a key strategy in the pursuit of the Association's fundamental aims as a professional body.

The inaugural Forum was held at the Rockhampton Campus of the University College of Central Queensland from 25-27 September 1990. This Forum offered the first real opportunity within the Australasian region for people interested in Institutional Research to take part in a program of activity dedicated to topics directly relevant to their professional concerns. The program aimed at providing a comprehensive coverage of issues, concepts and techniques concerned with planning, data analysis and research, and related aspects of management support in tertiary education.

### *Proceedings of the 1990 Forum*

This volume (Part 1) and a companion volume (Part 2) present the proceedings of the inaugural (1990) AAIR Forum.

Part 1, contained herein, outlines the overall Forum program, provides a record of the presentations and discussion from the plenary sessions, and offers some background information on AAIR and its activities to help set the 1990 Forum in context.

Part 2 contains the papers presented in particular tracks offered in the parallel sessions.

**Bruce Zimmer**  
**University College of Central Queensland**  
**November 1991**

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## *Information*

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## *Introductory Comment*

*by Professor Ron Young,  
Chair, 1990 AAIR Forum Committee*

The University College of Central Queensland is proud to have hosted the inaugural Forum of the Australasian Association for Institutional Research at its Rockhampton Campus from 25-27 September 1990. The establishment of an Australasian AIR was a commendable and timely initiative, and we are pleased to have played some part in it.

Congratulations are offered to AAIR and its Management Committee, and especially to its President Dr Raj Sharma who, whilst serving as Executive Assistant at UCCQ, conceived AAIR and its inaugural Forum.

Congratulations are also due to our Conference Secretary and all members of the Forum Committee, who so ably undertook the work of conference organisation. I would like particularly to mention the work of Bruce Zimmer, a member of our Forum Committee as well as liaison member on the AAIR Management Committee, who played a key role in facilitating the successful translation of the Forum program into reality.

Let me also take this opportunity to convey thanks to our invited keynote speakers and panellists both from within Australia and overseas, who unselfishly contributed their time, energy and expertise. Equally, I would like to thank the presenters of papers in the parallel sessions; their efforts enabled the program content to meet the needs of Forum participants. Finally, I wish to express my gratitude to those who were prepared to support AAIR in its first major undertaking, by attending the Forum and thereby ensuring its success.

I am now pleased to introduce this first volume of the Forum Proceedings. A second volume contains presentations from the parallel sessions. I trust that these Proceedings will meet your expectations, and will provide useful material for your future reference and continuing professional development.

**Professor Ron Young  
Pro-Vice-Chancellor (Operations and Resources)  
University College of Central Queensland**

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*1990 AAIR Forum Committee*  
*University College of Central Queensland*

**Chair:** **Professor Ron Young**  
Pro-Vice-Chancellor (Operations and Resources)

**Members:** **Ms Sandi Clarke**  
Community Relations Officer

**Ms Sheila Tweedy**  
Centre for Continuing Education

**Mr Lyle Vycke**  
Ansett Airlines Representative

**Mr Bruce Zimmer**  
Executive Assistant (Chancellery)

**Conference Secretary:** **Ms Val Whyte**  
Centre for Continuing Education



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## *Program Outline - The 1990 AAIR Forum*

### *Monday, 24 September*

2.00 - 5.00pm

**Workshop:**

Dr Richard D Howard

Dr John A Muffo

*'How to Undertake Strategic Planning in Tertiary Education Institutions'*

### *Tuesday, 25 September*

9.00am - noon

**Workshop:**

Dr Richard D Howard

Dr John A Muffo

*'Decision Support Systems for Institutional Research in Tertiary Education Institutions'*

9.00am

**Forum Registration**

1.00pm

Lunch

2.00pm

**Welcome:**

Professor Arthur S Appleton,

Vice-Chancellor,

University College of Central Queensland

2.15pm

**Opening address:**

Professor Ron Young

Forum Chair

3.00pm

Afternoon tea

3.30pm

**Keynote address:**

*'Environmental Changes in the Pacific Basin: the Context for Higher Education Planning in the 21st Century'*

Mr J (Josh) I Owen

Director, Institute of Administration

University of New South Wales, Australia

5.00pm

**AAIR Annual General Meeting**

7.30pm

**Forum Dinner**

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## *Program Outline - The 1990 AAIR Forum*

### *Wednesday, 26 September*

9.00am

**Keynote address:**

*'Management Information and Analysis: Future Directions with an International Perspective'*

Dr John A Muffo

Director

Program Review and Outcomes Assessment

Virginia Polytechnic Institute and State University  
USA

9.30am

**Panel Session:**

*'International Trends in Institutional Research'*

Dr Edgar Frackmann

Hochschul-Information-Systems

Hannover

Germany

Dr Richard D Howard

Director (Institutional Research)

North Carolina State University

USA

Dr John A Muffo

Director

Program Review and Outcomes Assessment

Virginia Polytechnic Institute and State University  
USA

10.30am

Morning tea

11.00am

**Panel Session:**

*'Institutional Research in the Australasian Region'*

Dr Alex Cicchinelli

Deputy Principal and Bursar

University of New South Wales

Australia

Mr Bruce Phillipps

Deputy Principal

Wellington Polytechnic

New Zealand

Mr Andrew Wong

Associate Director (Resources)

Open Learning Institute

Hong Kong

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## *Wednesday, 26 September*

12.30pm Lunch

2.00pm - 4.45pm

### **Parallel sessions:**

Presentation of contributed papers on the following three tracks (a list of presentations is appended) \*

Research Management and Planning

- Decision Support Systems
- Human Resources Planning and Management
- Resource Planning

6.30pm

### **Tropicana Dinner**

## *Thursday, 27 September*

9.00am

### **Parallel sessions:**

Presentation of contributed papers on the following three tracks (a list of presentations is appended)

- Strategic Planning and Management
- Enrolment Management and Planning
- Academic Planning

10.30am

Morning tea

11.00am

### **Plenary session:**

*'Future Directions for Institutional Research and Tertiary Education Planning'*

Dr Edgar Frackmann

Hochschul-Information-Systems

Hannover, Germany

Dr Gregor Ramsey

Chair

National Board of Employment, Education and Training  
Australia

12.30pm

### **Closing Remarks:**

Professor Ron Young (Forum Chair)

12.45pm

### **Advice on 1991 AAIR Forum:**

Dr Raj Sharma (President, AAIR)

1.00pm

### **Lunch and departure**

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## *Parallel Sessions: List of Presentations*

*Wednesday 26 September, 2.00 - 4.45 pm*

**Track 1: Research Management and Planning**

- 2.00-2.45 pm *University Management of Research: A Data-based Research Policy Evaluation and Promotion*  
Dr Jose Strubbe  
Manager of Research  
State University of Ghent  
Belgium
- 2.45-3.30 pm *Approaches to the Development of Research Management Plans*  
Dr Ian McMahon  
Research Policy and Grants Branch  
Department of Employment Education and Training  
Australia
- 4.00-4.45 pm *Research Training in Postgraduate Management Education Through Action Learning and Action Research*  
Dr Ortrun Zuber-Skerritt  
Senior Lecturer  
Centre for Advancement of Learning and Teaching  
Griffith University  
Australia  
(presenter: Mr Barry Cameron)

**Track 2: Decision Support Systems**

- 2.00-2.45 pm *The Revival of MIS in Industry: What do we learn for Higher Education?*  
Dr Edgar Frackmann  
Hochschul-Informations-System  
Hannover  
Germany
- 2.45-3.30 pm *Decision Support for Executives: Executive Information Systems*  
Dr Dennis Viehland  
Senior Systems Planning Analyst  
Information Technology Planning and Policy  
University of Arizona  
USA
- 4.00-4.45 pm *Planning Support Systems - A Case Study: The University of New South Wales*  
Ms Joan Burns  
Planning Services Department  
University of New South Wales  
Australia

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## *Parallel Sessions: List of Presentations*

- Track 3: Human Resources Planning and Management**
- 2.00-2.45 pm *Academic Staff Reviews for Enhanced Effectiveness:  
A Case Study*  
Dr Muredach Dynan  
Acting Principal  
Catholic College of Education  
Sydney  
Australia
- 2.45-3.30 pm *Institutional Planning and Staff Vitality*  
Professor John Sharpham  
Director  
Ballarat University College  
Australia  
(Note: video presentation)
- Track 4: Resource Planning**
- 2.00-2.45 pm *Direct Teaching Cost Simulation Model for  
Undergraduate Disciplines in Australian Higher Education*  
Dr Raj Sharma  
Planning and Information Services Manager  
Swinburne Institute of Technology  
Australia
- 2.45-3.30 pm *A Model for Allocating Research Funds Across  
Departments*  
Dr James Tognolini  
Director  
Institutional Research Unit  
University of Western Australia

### *Thursday 27 September 9.00 - 10.30 am*

- Track 1: Enrolment Planning and Management**
- 9.00-9.45 am *Altered Plans: Students Who Decline the Offer  
of a Place in Higher Education*  
Mr Barry Cameron  
Academic Staff Development Unit  
Queensland University of Technology  
Australia
- 9.45-10.30 am *The Higher Education Contribution Scheme:  
Its Impact on Enrolments in Western Australia*  
Dr Neil Bardsley  
Director Institutional Research  
Curtin University of Technology  
Australia

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<b>Track 2:</b>	<b>Strategic Planning and Management</b>
9.00-9.45 am	<i>Strategic Management in Higher Education: The Dawn of a New Era</i> Associate Professor Graham Pratt School of Business and Public Administration University of Technology, Sydney Australia
9.45-10.30 am	<i>A Research Based Planning Approach to Aid the Survival of Small Educational Providers</i> Mr Nick Zepke Director Wairarapa Community Polytechnic Masterton New Zealand
<b>Track 3:</b>	<b>Academic Planning</b>
9.00-9.45 am	<i>Quality and Quantity</i> Dr David Woodhouse Deputy Executive Director Hong Kong Council for Academic Accreditation

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# Welcome

*by Professor Arthur S Appleton  
Vice-Chancellor, University College of Central Queensland.*

It is my special pleasure to welcome you to the University College of Central Queensland. I have met a number of you over the last few years at other institutions, and in the USA, Europe and other countries. I regard it as a particular privilege that we have been fortunate enough to host the inaugural Forum of the Australasian Association for Institutional Research, and more than a little credit for this goes to Dr Raj Sharma. Certainly, it is a historic occasion. I have had the privilege of attending both the European and the American AIR Forums, and certainly on both those continents, AIR is an exciting organisation. I am therefore delighted to see that we have got the Australasian AIR off the ground. That is not to say that it has happened easily, nor that there have not been some concerns expressed in other organisations that we are going to infringe on their own areas of activity.

Perhaps Australia has taken a bit longer than the rest of the world to realize that we have to know how our own organisations work before we can respond to the outside requirements that, increasingly, we are being asked to meet. However, here in Australia, as indeed elsewhere in the world, we all know that these are days of increasing accountability, that these are days which increasingly require us to operate, if I can use the oft quoted phrase, - 'efficiently and effectively'. In order to do so, we need first to know how our own organisations work, to know how we can respond to external stimuli, and to know whether we are spending our money and are serving our students and community to the best of our ability. I am sure that the days of 'dreaming spires', when we just meandered on, have gone forever.

Again, it is a great pleasure to welcome you here, and I am delighted that you have come. It is a bit late in the year, and if you had come a couple of months ago we could have offered you our mild winter weather. We are now into spring and, whilst it is rather warmer, I am still sure that you will have a very pleasant time here. I hope that you will leave with pleasant memories of UCCQ, hopefully to become the University of Central Queensland in the not too far distant future.



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