

Concurrent Session B
Monday 31 August
11.45am – 12.35am



Session 5

Welcome to Higher Education Survivor: the Global Edition

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Having worked at the University as a chemistry lab class demonstrator, student adviser, course administrator, IT process creator and new student system implementer, James has worked as a business analyst at the University of Melbourne since 2006. His passion for creating new things daily is well matched with his daily workplace challenges, and in his spare time he loves to explore creativity in many forms, by attending art galleries, seeing theatre, and cooking up a storm for friends and family.

In a constantly shifting operating environment faced with ever blowing winds of economic and political change, tertiary education administrators must become highly adaptive at surviving and thriving, to sustainably manage the success of their business and protect from global marauders. And so we say “Welcome to Higher Education Survivor: the Global Edition”, where every provider needs to out-think, and out-play their competitors, delivering excellent support to course work and research students and academic staff within their university so that “victory” (i.e. ongoing operations) is assured. Ultimately, the real challenge is how to sustainably re-build, re-energise and re-focus the organisation’s human, cultural and technological capital to maximum benefit, and hopefully create a sustainable competitive advantage.

This presentation shall examine the preparations that are made by staff in the face of news that a storm is coming, how reserves are carefully preserved to survive the storm, and most importantly, tips for how to thrive again after the storm is over. As noted by Clayton Christenson, creative destruction is by definition disruptive and wildly destructive, shaking up the status quo. Similarly storms can be destructive, and invigorating, and once the chaos has passed, may enable an environment to be created that permits and allows organisations to become more innovative and embracing of change opportunities. Drawing examples from faculties and service units across the University of Melbourne this presentation shall also explore the role of organizational position i.e. of leader or follower, as an influencing factor in moderating the positive and negative effects of the change, and how framing the event so that change itself is not the enemy can enhance long term outcomes.