Go8 DIRECTORS’ CONFERENCE

John Niland Scientia Building
The University of New South Wales

25 May 2011

PROGRAM
WELCOME

The Go8 offers a trusted network through which ideas and expertise are shared. Various committees of Go8 directors meet regularly but separately to share information and to work jointly on projects. Increasingly there are important points of interaction requiring a need for shared understandings, agreed definitions and improved communication across these existing committees.

The first Go8 Directors’ event, held in Melbourne in May 2009, brought together the various director groups with a view to improving collaboration across the Go8 network.

The 2011 event will develop awareness of the changing policy and political context in which universities operate, build new collaborations and develop initiatives in line with the key objectives of the Go8.

High-level Australian and international speakers from government and business have been invited to provide their perspectives on a range of topics. Active participation from all those attending will also be encouraged and appreciated.

The Go8 secretariat and Go8 Vice-Chancellors thank you all for attending, especially those who have travelled from interstate and those who will make presentations on behalf of their colleagues.

At the end of the program we invite you to drinks with the Go8 Vice-Chancellors and the media launch of the Go8’s new research gateway.

We trust you will find the experience worthwhile.

Michael Gallagher
Go8 Executive Director
## PROGRAM

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<td>8.30–9.00</td>
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<td>9.00–10.30</td>
<td>Session 1: The changing operating environment for Australian universities</td>
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<td><strong>Session Chair:</strong> Ian Marshman, The University of Melbourne</td>
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<td>The changing geopolitical order and the rise of China</td>
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<td>Geoffrey Garrett, founding CEO of the United States Studies Centre and Professor of Political Science, The University of Sydney</td>
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<td>The Australian public policy environment</td>
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<td>10.30–11.00</td>
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<td>11.00–12.45</td>
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<td><strong>Session Chair:</strong> Paul Greenfield, Vice-Chancellor, The University of Queensland</td>
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<td>The Go8 Strategic Plan</td>
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<td>Refer to pages 16-18 for Go8 Strategic Plan 2011-2014.</td>
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<td>Implications of government policy for universities</td>
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<td>David Hazlehurst, Group Manager, Higher Education Group, DEEWR</td>
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<td>Anne Baly, Head of Division, Research, DIISR</td>
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<td>Questions and discussion</td>
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<td>12.45–1.30</td>
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1.30–3.00  Session 3: University/business interactions

Session Chair: Fred Hilmer, Vice-Chancellor, The University of New South Wales

Strengthening collaboration with business

Michael Andrew, Chairman, KPMG and Chairman, BCA Education, Skills and Innovation Taskforce

Paul Douglas, Managing Director and Chief Executive Officer, Sinclair Knight Merz

Jennifer Westacott, Chief Executive, Business Council of Australia

Robert Orth, Director of Human Resources of IBM Australia/New Zealand

Questions and discussion

3.00–3.30  Afternoon tea

3.30–4.45  Session 4: Quality of all that we do

Session Chair: Michael Gallagher, Go8 Executive Director

A panel of directors will reflect on the day’s discussion and propose priorities for Go8 benchmarking and other collaborative activity:

Ian Marshman, Senior Vice-Principal, The University of Melbourne

Sue Willis, Pro Vice-Chancellor, Social Inclusion, Monash University

David Henderson, Managing Director, Uniquest, The University of Queensland

David Ward, Director, Human Resources, The University of New South Wales

Ken Richardson, Director of Planning, The University of Queensland

Virginia Deegan, Director, Infrastructure, Property and Technology, The University of Adelaide

Open discussion

Go8 responses to the external changes and expectations:

• What is of most importance to the Go8?
• How can we optimise our collaborative work as a group?

4.45–5.00  Summary and close: Paul Greenfield, Vice-Chancellor, The University of Queensland

5.00–6.30  Drinks with Vice-Chancellors and launch of Australia’s Knowledge Gateway

gateway.go8.edu.au
Refer to pages 19-20 for more about the launch.
SPEAKER BIOGRAPHIES

Ian Marshman

*Senior Vice-Principal*

The University of Melbourne

Ian Marshman was appointed Senior Vice-Principal at the University of Melbourne in March 1999. In this role he is accountable to the Vice-Chancellor and Council for the overall management and administration of the University. He has specific responsibilities for planning and resourcing an institution with some 7000 staff and an annual budget of $1.6 billion. Responsibilities include major projects and facilities planning, audit, compliance and external reporting accountabilities.

Ian’s career began as a career Administrator in the Australian Public Service in Canberra in 1973. He has held senior positions in health at Commonwealth and State Government levels.

He is currently Chair of the Management Committee for Victorian Tertiary Admissions Centre. He is an auditor for Australian Universities Quality Agency. He is the Chair of the Universitas 21 Managers’ Group and a Director of the on-line business school, Universitas 21 Global. He is also a Director of a number of University boards.

Ian has a BA (Honours) from the University of Melbourne and an LLB from the Australian National University.

Geoffrey Garrett

*Chief Executive Officer, United States Studies Centre*

The University of Sydney

Dr Geoffrey Garrett is founding CEO of the United States Studies Centre and Professor of Political Science at the University of Sydney. He was previously President of the Pacific Council on International Policy in Los Angeles and before that Dean of the UCLA International Institute.

Dr Garrett is a frequent commentator on all aspects of US politics, economics and foreign policy in Australian media, including *The Australian*, *Australian Financial Review*, *Sydney Morning Herald*, Sky TV and ABC radio and television programs.

Among the most influential political scientists of his generation, he is author of *Partisan Politics in the Global Economy*, editor of *The Global Diffusion of Markets and Democracy*, both published by Cambridge University Press, and over fifty articles in the world’s leading social science journals.

He has held academic appointments at Oxford, Stanford and Yale universities and the Wharton School of the University of Pennsylvania. He is a member of the New York-based Council on Foreign Relations as well as the Los Angeles-based Pacific Council on International Policy.

A dual citizen of Australia and the US, he was born and raised in Canberra and holds a BA (Hons) from the Australian National University. He earned his MA and PhD at Duke University in North Carolina, where he was a Fulbright Scholar.
Ben Wildavsky is a senior fellow in research and policy at the Kauffman Foundation. He is author of *The Great Brain Race: How Global Universities Are Reshaping the World*, which won the 2010 Frandson Award for Literature in the Field of Continuing Higher Education, and is being translated into Chinese, Vietnamese, and Arabic. He is also coeditor of *Reinventing Higher Education: The Promise of Innovation*, just published by Harvard Education Press.

Before joining the Kauffman Foundation in 2006, Wildavsky was education editor of *US News and World Report*, where he was the top editor of *America’s Best Colleges and America’s Best Graduate Schools*. Before joining *US News*, he was budget, tax, and trade correspondent for *National Journal*, higher education reporter for the *San Francisco Chronicle*, and executive editor of the *Public Interest*. His writings have also appeared in the *Washington Post*, the *Wall Street Journal*, *Foreign Policy*, and many other publications. He blogs for the *Chronicle of Higher Education*’s new global edition and recently contributed a radio commentary to *Marketplace*.

As a consultant to national education reformers, he has written several influential reports, including “A Test of Leadership,” the report of the Secretary of Education’s Commission on the Future of Higher Education. In addition to numerous media interviews, he has spoken to audiences in the United States and abroad, including at Google, the *Economist’s* Human Potential conference, Harvard, Berkeley, Wisconsin, Duke, the London School of Economics, and the Committee for Economic Development.

Wildavsky graduated from Yale University (Phi Beta Kappa, summa cum laude). He is a guest scholar at the Brookings Institution.

Professor Geoff Gallop was the Premier of Western Australia from 2001 to 2006.

He was a Minister in the Lawrence Labor Government from 1990 to 1993 (holding a range of portfolios most notably Education, Fuel and Energy and Minister Assisting the Treasurer) and when that Government was defeated in 1993 he took up a range of Shadow Ministerial appointments. In 1994 he was elected Deputy Leader of the State Parliamentary Labor Party and in 1996 he was elected Leader.

As Premier, he oversaw a range of political and social reforms (electoral reform, gay and lesbian equality and a State Administrative Tribunal), upgraded the State’s industrial and labour laws, brought a spirit of reconciliation to the resolution of Native Title and developed partnership models for the State’s indigenous communities, changed the law to require all 16 and 17 year olds to be in education or training, was the first Premier to commit his government to a major desalination plant, stopped the logging of all of the State’s Old Growth Forests creating record numbers of new national parks, restructured the State’s electricity and racing industries, and started construction of the Perth to Mandurah Railway and City Tunnel.

As Minister for Science he established the Science Council, committed significant funding to Research and Development in the State, and established the Premier’s Research Fellowship Program to attract leading researchers from overseas and interstate.
Professor Paul Greenfield, AO, has been Vice-Chancellor of The University of Queensland (UQ) since January 2008, after more than a decade in a series of UQ Deputy- and Pro-Vice-Chancellor positions.

Paul’s first degree was a Bachelor of Engineering (with first class honours) in chemical engineering from the University of New South Wales, where he also completed a PhD.

As a graduate, he worked in the private sector and then at the CSIRO, before winning a three-year fellowship to the United States. He began his UQ career as a lecturer in chemical engineering in 1975.

He chairs the Group of Eight research intensive universities, the Australian Nuclear Science and Technology Organisation, the International Water Centre, the Thiess International Riverprize Committee, and the Expert Panel on Purified Recycled Water (advising the Queensland Government). He also sits on the Defence Science and Technology Organisation Advisory Board.

Paul was made an Officer in the General Division of the Order of Australia in 2006, for service to science and engineering, particularly through research in chemical engineering, biotechnology, wastewater and environmental management, and to the tertiary education sector.

Prior to his appointment in May 2007 as Executive Director of the Go8 Michael Gallagher was Director of Policy and Planning at The Australian National University.

He was responsible for Commonwealth administration of higher education from 1990-994 and again from 2000-2002. Between 1994 and 1996 he was head of Department of Employment Education and Training Corporate Services. From 2002 to 2003 he was head of Australian Education International within the Department of Education, Science and Training.

He has a long history in the education industry including as a teacher and lecturer at secondary and tertiary level and as a member of the Wran Committee on Higher Education Financing in 1987. Michael has worked overseas for the World Bank and also continues to undertake work for the OECD on higher education issues.
David Hazlehurst is the Group Manager of the Higher Education Group in the Department of Education, Employment and Workplace Relations. He has responsibility for funding and quality assurance for universities, delivering on the recommendations of the Bradley Review and the collection and analysis of data on the Australian Higher Education system.

Prior to this role, David Hazlehurst was the General Manager of the Tax System Division in the Commonwealth Treasury, responsible for whole of system perspectives on tax and transfer policy development, the design of the tax law, and the management of the Government’s tax legislative program, and Chief Advisor, in the Australia’s Future Tax System review (the ‘Henry Review’). Before joining the Treasury in July 2008, David spent nearly 20 years in research, policy development and implementation roles across several Australian Government portfolios including Immigration and Multicultural Affairs, Prime Minister and Cabinet, Social Security, and Family and Community Services.

David has a Bachelor of Economics, Bachelor of Law (Hons) and a Master of Public Policy, all from the Australian National University.

Anne Baly was appointed as the Head of Division, Research, in the Department of Innovation, Industry, Science and Research in January 2010.

Anne has extensive experience in tertiary education policy development and program management in the Australian Government. During 2008, Anne was Secretary to the Review of Australian Higher Education (Bradley Review) and subsequently led a taskforce that developed the Government’s response to the review. She has also held other senior positions in the Department of Education, Employment and Workplace Relations in both higher education and vocational education and training, including roles in policy analysis and development, stakeholder engagement and program delivery.

During 2007, Anne was Minister-Counsellor (Education, Science and Training) at the Australian Embassy in Brussels.
Professor Fred Hilmer was appointed President and Vice-Chancellor of the University of New South Wales on 19 June 2006. Prior to taking up this position, Professor Hilmer was Chief Executive Officer, John Fairfax Holdings Limited from 1998 to 2005. Before joining Fairfax he was Dean and Director of the Australian Graduate School of Management (AGSM) in the University of New South Wales and a Director of Port Jackson Partners Limited. Prior to joining the AGSM, Professor Hilmer was a director of McKinsey and Company – responsible for managing the Australian practice. He holds a degree in law from the University of Sydney, an LLM from the University of Pennsylvania, and a Master of Business Administration degree from the Wharton School of Finance where he was appointed a Joseph Wharton Fellow. In 1991 the Australian Institute of Management awarded him a special John Storey medal for distinguished contribution to the advancement of management thinking in Australia. Professor Hilmer was appointed an Officer of the Order of Australia in 1998 for his service to management education, competition policy, and workplace reform.

Earlier in his career Professor Hilmer was a member of the Faculty of Law at the University of Pennsylvania and he also practised law in Australia. He served on the Committee of Inquiry into Management Education during 1981 and 1982. He was a member of the Commonwealth Higher Education Council and Chairman of the Business Council of Australia’s Employee Relations Study Group. In 1992 and 1993 he chaired the National Competition Policy Review Committee. He is a Director of Westfield Holdings Limited. He previously served as Chairman of Pacific Power, Deputy Chairman of Foster’s Brewing Group Limited and as a Director of a number of other Australian companies. In 2010 Professor Hilmer was made a Fellow Honorary Member of CPA Australia. He has written extensively on strategy, organisation and economic reform and is the author of a number of books, including: When The Luck Runs Out, New Games/New Rules, co-authored Strictly Boardroom, Working Relations and Management Redeemed, and, most recently, The Fairfax Experience – What The Management Texts Didn’t Teach Me.

Michael Andrew is Chairman of KPMG Asia Pacific and has been Australian Chairman of KPMG since 2007. Previously he served 6 years as Chairman of KPMG’s Melbourne Office from 2001-2007 and is a member of KPMG’s International Board and the Global Executive Team.

Michael is a graduate of Melbourne University where he completed a combined Law and Commerce Degree; he is a qualified Barrister and Solicitor of the Supreme Court of Victoria and a Fellow of the Institute of Chartered Accountants.

Michael is a member of the Business Council of Australia, Treasurer of the Melbourne Cricket Club and a Committee Member of Melbourne Racing Club.

He is Chairman of the Dowd Foundation, Chairman of the Business Working with Education Foundation, a Council member of AbaF, the Olivia Newton John Cancer Centre Appeal and the Prostate Cancer Foundation. He is Chairman of the National Sports Museum Advisory Board, a Director of Jawun Indigenous Corporate
Paul Douglas was appointed Chief Executive of Sinclair Knight Merz in 1996. He has direct responsibility for leading, managing and charting the future direction of its growing consulting practice. He has also played a leading role in a number of highly acclaimed government and industry technical service outsourcing, and carried out organisation and management reviews in the water and waste management industries.

Prior to taking on the Chief Executives role, Paul headed Strategic Planning and Environmental marketing activities. He was also our Regional Manager for South East Australia, having commenced that operation in 1985. Paul is also a highly respected chemical engineer, involved in environmental engineering projects across Australia and South East Asia, including investigation, design and operation of sewage, water and industrial waste treatment plants. He has also been involved in the assessment of environmental impacts of projects covering water, odours and dust, and acted as an expert witness on wastewater treatment, water quality and waste disposal issues.

Paul has completed a Degree in Chemical Engineering, Masters of engineering science and Harvard University’s Owner/President Management Program at its Graduate School of Business Administration and was the Inaugural Chairman of the Centre for Engineering Leadership and Management (CELM). He now champions causes such as workplace safety, youth training employment and the environment.

Jennifer Westacott

The Business Council of Australia (BCA) is an association of the chief executive officers of 100 of Australia’s top companies. It was established in 1983 to provide a forum for Australia’s business leadership to contribute directly to public policy debates. The BCA’s vision is to advance and support policies that will help make Australia the best place in the world in which to live, learn, work and do business. Jennifer Westacott took up the role of Chief Executive at the BCA in April 2011. Previously, she was a Director and National Lead Partner at KPMG, heading up the firm’s Sustainability, Climate Change and Water practice and its NSW State Government practice.

Jennifer has extensive policy experience in both the public and private sectors. For over 20 years Jennifer occupied critical leadership positions in the New South Wales and Victorian Governments. She was the Director of Housing and the Secretary of Education in Victoria, and most recently was the Director-General of the New South Wales Department of Infrastructure, Planning and Natural Resources.

At KPMG Jennifer provided advice and assistance to some of Australia’s major corporations on climate change and sustainability matters, and provided advice to governments around Australia on major reform priorities.

Jennifer has a Bachelor of Arts (Hons) from the University of New South Wales where she is an Adjunct Professor at the City Research Futures Centre. She was a Chevening Scholar at the London School of Economics.
Sue Willis was appointed to the newly created role of PVC (Social Inclusion) in April 2010 and was until recently Dean of the Faculty of Education at Monash.

Sue began her career in Western Australia as a secondary mathematics teacher before moving into curriculum development and then university teaching and research. Her research, curriculum and professional development work have had two foci: mathematics and numeracy, and equity and social justice in and through education.

Sue has engaged extensively in consultancy and policy work and served on a number of Boards and Steering and Consultative Committees at state and national levels. She is currently President of The Council for the Humanities, Arts and Social Sciences (CHASS), a Director of the Australian Institute for Teaching and School Leadership Limited (AITSL) and on the Board of the Victorian Curriculum and Assessment Authority (VCAA), chairing its Post Compulsory Curriculum and Assessment Committee. She is past President of the Australian Council of Deans of Education (ACDE).

Robert Orth joined IBM Australia in 1982. Prior to joining IBM, he was a serving officer (Flight Lieutenant) in the Royal Australian Air Force. He is currently the Director of Human Resources, IBM Australia/New Zealand. In this position he is responsible for the Human Resources functions across the business including: learning, professional and management development, leadership development, organisational culture and change, performance management, compensation and benefits, Occupational Health and Safety, Diversity, Workforce Management, Recruiting, employee relations and industrial relations.

He was appointed to this position in March 2002 having previously held the role of Director of Talent for IBM Asia Pacific for 4 years. In his Asia Pacific role, Mr Orth travelled widely across the Region and to Europe and the USA.

During his tenure, as A/NZ Human Resources Director, IBM Australia has been recognised for its leadership in diversity and corporate social responsibility including awards for: the Prime Minister Employer of the Year Award; ACCI Gold National Work and Family Award; Government Award for Employer Champion for Mature Age Workers; Diversity@Work Employment and Inclusion of People with a Disability Award and Inclusion of Mature Age Workers Award; EOWA Employer of Choice for Women – for 10 years; ‘Gold’ rating in the Corporate Responsibility Index.

Over the past 29 years Mr Orth has held various management positions in IBM; 16 years of these in line management positions in Sales and Marketing. He has also held a number of regional positions in Australia/New Zealand including responsibility for total business process re-engineering across the company, customer service and quality, strategic planning and direct marketing.

He is a Fellow of the Australian Human Resources Institute. He is on the Boards of IBM Australia Limited. The Diversity Council of Australia and The Leadership Consortium.

Mr Orth has a Bachelor of Science Degree and a Diploma of Education, both from the University of Sydney.
David Henderson
Managing Director, Uniquest
The University of Queensland

David has more than 25 years experience in technology transfer, new venture establishment, marketing and the growth of technology-based businesses. Prior to joining UniQuest, he managed high-growth software companies in the USA and Australia, consulted for a number of globally recognised companies with Booz Allen and McKinsey, and established an export centre for Queensland Information Technology and Communications firms, which supported a tripling of exports over three years. He was appointed Managing Director of UniQuest in 2001. The company has since established some additional 50 start-ups and the UniQuest portfolio has raised over $340 million of investment and grants. Global sales of products that use technologies licensed by UniQuest now exceed $5 billion per year, and the company has grown to be one of the largest university technology transfer operations in the world. David has a Bachelor of Engineering from The University of Queensland and an MBA from Harvard Business School. He has represented UniQuest on the Boards of a number of venture capital-backed companies, including two which moved to the USA, and Australia’s largest biotech IPO to date.

David Ward
Director, Human Resources
The University of New South Wales

David Ward has held the position of Director, Human Resources at the University of New South Wales since 2008. In his role David is responsible for providing operational and strategic leadership to the university on a range of HR functions including recruitment, superannuation, industrial relations, learning and organisational development, workplace diversity and occupational health and safety.

Prior to his appointment to the position of Director Human Resources David held various positions within HR at UNSW since 1996 including Manager, Industrial Relations from 2002 to 2007. In 2007 he was seconded for 6 months to work with a firm of external consultants reviewing the University’s administrative functions.
Ken Richardson was appointed Director, Planning at the University of Queensland in late 2008. In that role he oversees strategic planning, performance and quality monitoring frameworks, provides policy advice and has responsibility for the university's Management Information Section.

Previously he worked in university research management and administration, most recently as the Executive Officer to the Deputy Vice-Chancellor (Research) at UQ.

Ken served as a member of the Excellence in Research Excellence for Australia (ERA) Indicators Development Group in 2008, advising the ARC on principles and potential indicators for the national research assessment exercise. He maintains a strong interest in the measurement of research quality and innovation within higher education.

Ken holds a Bachelor’s Degree in Business and a Masters in Information Sciences.

Virginia Deegan was appointed to the newly created role of Director, Infrastructure, Property and Technology at the University of Adelaide in April 2008.

Virginia is responsible for the strategic planning, project management and delivery of sustainable and innovative physical and technological facilities and services across all the University of Adelaide campuses, together with delivery of the major capital development program.

Prior to April 2008, Virginia was General Manager, Royal Adelaide Hospital and was responsible for all operational aspects of the hospital including the effective leadership, vision and development of strategic initiatives to meet the ongoing demands on the public health system.

Virginia has over 30 years experience in the public sector, initially in finance roles then branched out into senior management positions and has experience in all aspects of management including technology and infrastructure portfolios, risk management, strategic planning and primarily within the health sector.

Virginia currently serves on the State Procurement Board and SuperSA Board.
Membership
The Group of Eight (Go8) comprises the Vice-Chancellors and Presidents of Australia's leading research universities. Go8 universities are distinguished by the intensity and breadth of the research they perform, the research-informed nature of the education they offer, and the leadership they bring to community consideration of complex issues.

Mission
The Go8 provides a means through which Australia's leading universities can work together more effectively to:

1. enhance their contributions to Australia's social, economic, cultural and environmental well-being and prosperity;
2. increase and broaden their work in generating, preserving and transferring the world's stock of knowledge;
3. strengthen Australia's capacity to engage in and benefit from global developments and opportunities to respond to global and local challenges; and
4. expand opportunities for domestic and international students, regardless of background, to participate in higher education at the frontier of world practice.

The role of the Go8 is to facilitate work that adds to the capacity of member universities, not to substitute for actions that they can undertake effectively themselves.

In working to maximise the potential for collaboration in what is inevitably a competitive environment, the Go8 recognises and celebrates the differences as well as the commonalities among its member universities. As one group of players in a complex system, the Go8 notes that its members have varying relationships with other institutions, including non-Go8 universities, and are active in other multilateral and bilateral alliances.

Vision
Go8 universities clearly demonstrate the excellence of their performance in higher education, research and community service.

Government, business and community leaders recognise the Go8 as an authoritative and trusted source of policy advice and analysis. The Go8 informs and positively influences the policy agenda and is responsive to changes in the policy environment.

The excellent teaching, research and business performance of Go8 members attracts international recognition and facilitates the national and international influence necessary to benefit Australia, advance national wellbeing and help solve the major challenges confronting the world.

In improving their performance and visibility the Go8 universities play an increasing role in preparing the next and current generation of professional leaders and innovators, discovering new knowledge, extending understanding, and building relationships nationally and internationally.

Values
The Go8 will operate professionally, demonstrating integrity, quality of performance and reliability in all that we do.

The Go8 will work inclusively, extending opportunities for collaboration to others achieving high standards of performance, regardless of institutional affiliation.

The value added by the Go8
The Go8 adds value for member universities and for Australia by:

• facilitating collaboration between Go8 universities across their range of functions;
• offering a trusted network through which the leaders and administrators of Go8 universities share ideas and expertise;
• influencing national policies for higher education and university research, as well as broader policy development through mobilising the range of expertise across the group;
• contributing visibly to national innovation;
• sustaining quality brand recognition;
• building community support for research universities;
• developing international strategic alliances and networks; and
• benchmarking for performance improvement.

The operating environment for Go8 universities

Domestic environment

Political: For the immediate future a government dependent on the support of minority parties is likely to avoid contentious major policy initiatives, although it is under significant pressure to show it is producing real reform. Higher education reform seems to be moving in the direction of over-regulation, which is likely to dampen innovation and lead to a standardisation of educational offerings despite the Government’s pronouncements about wanting a differentiated and responsive education system.

Fiscal: The Government will have to be frugal on the outlay side of the budget, given its spending promises and commitment to return to surplus within three years, a commitment it is under political pressure to fulfil. There may be larger revenue flows through the Budget in the out years, though the increased enrolments under a demand driven funding model which could crowd out real increases in funding to support improved quality in higher education and further investment in university research.

Demographic: The overall ageing demographic profile with a spike in the numbers of 16-18 year olds expected after 2015 will lead to increased pressures on the academic workforce which will need to be addressed in the next few years given the long lead times involved.

National productivity: Limited improvements in productivity will increasingly become an issue in a two speed economy with mining industries driving national economic outcomes for as long as commodity prices remain high. The Government has indicated it will look more to vocational education to meet the range of workforce challenges that are emerging. Improving the quality of higher education will be a necessary driver of improved productivity.

Other policy priorities: There are a number of domestic policy issues which will need to be addressed in the current term of Government and beyond. These include major health and hospital reforms, population settings, regional development, climate change, water and energy security. The range and complexity of these ‘wicked problems’ will make it difficult to achieve a sustained focus on higher education issues and funding priorities, even though higher education services will play a necessary role in addressing them. In an increasingly contestable market for policy ideas there is a more pertinent role for Go8 universities as a source of expert, considered and evidence-based advice.

International environment

Political: The rise of Asia in relation to the west in terms of economic growth and political power will dominate the views and positioning in international relations. Australia and the Go8, more specifically, are well placed to build on the significant links we have in the region.

Social and environmental: Poverty, climate change, religious tensions and unstable governments in regions of strategic importance will continue to present global challenges requiring complex policy solutions. Go8 universities, individually and collaboratively, with their broad research base have an opportunity to contribute in a substantive way to these processes.

Student market: With the increased value of the Australian dollar and tightening of the migration intake Australia faces a loss of competitiveness of the high-volume/low cost model with paths to permanent residency. Go8 universities can build on their reputation for excellence, appeal in broader market segments and deep research collaboration links to maintain a sustainable engagement in international education.
Priorities of the Group for 2011-2014

The Go8 has six priorities over the next three years

1. To share information and views within the Group.
   As a result, there is enhanced learning among the leadership and administrators of the member universities.

2. To influence public policy outcomes generally, with a focus on financing and the regulation of higher education and university research in Australia.
   As a result, Australian government policies and regulatory frameworks enable Go8 universities to achieve their goal of maximising the benefits they produce for Australia. Government funding and regulatory settings sustain the international competitiveness of Go8 and other universities.

3. To raise the profile of Go8 universities nationally and internationally.
   As a result, the special capabilities and performance standards of Go8 universities are appreciated by potential partners, students, scholars, enterprises and governments, and Go8 universities attract high quality students, scholars, professional staff and investment.

4. To build closer links between Go8 member universities and business.
   As a result, there will be increased university-industry collaboration in higher education and research, and business leaders will be more willing to champion the cause of excellence in university education and research.

5. To facilitate collaboration within the Group.
   As a result, students and staff will have expanded opportunities, and Go8 universities will develop their networks and markets.

6. To facilitate the participation of Go8 universities in the world’s leading centres for research and higher education.
   As a result, Australia’s best researchers will access the world’s best research facilities and partner with international experts in their fields, ensuring that Australia enjoys the benefits of a seat at the table in discovering the new frontiers of world knowledge.

Strategic Intent

That the Government, the Australian public and international organisations recognise Go8 universities as hubs of concentrated expertise and infrastructure, linked into strong international networks.

The Go8 will adopt an inclusive approach to collaboration with Australia’s other higher education and research institutions on the basis of quality of performance. The Go8 universities will make their research capabilities accessible to researchers and scholars from diverse institutions and discussion forums initiated by the Go8 will be open to participants from other Australian institutions.

The strategic approach of the Go8 to government will be primarily proactive, contributing analyses, ideas and policy solutions, and liaising with central policy departments and key line agencies. The Go8 will also work with all parliamentarians to raise their awareness of higher education and the role of universities in the innovation system, and develop their support for a quality system supported by sustainable funding and regulatory settings.

Go8 universities, separately and collectively, will play a leading role in developing the next generation of scholarly relationships internationally. Over the long-term (25 years) perspective, Australia will strengthen its networks of communication, collaboration and influence with the world’s future business, political and academic leaders.

Go8 universities will develop strong alliances with business over the next decade, and strengthen community support for the role of higher education and university research.
The Group of Eight invites you to the launch of

**Australia’s Knowledge Gateway**

gateway.go8.edu.au

on Wednesday 25 May

at 5.30pm

John Niland Scientia Building
The University of New South Wales

Go8 Vice-Chancellors and senior staff of Go8 universities will be in attendance

Drinks and canapes will be served

**RSVP by 18 May** to Jocelyn Campbell
Email: jocelyn.campbell@go8.edu.au
Tel: 02 6239 5488
The Group of Eight (Go8) research intensive universities recognise the need to make the know how in Australia’s universities more accessible to the community.

World class research and innovative activities occur every day in Australia’s universities but it can be difficult for individuals, businesses and industry groups to identify and contact researchers having the specific expertise and capabilities they need.

With this in mind the Go8 presents “Australia’s Knowledge Gateway” – a new search engine to highlight the activities of Australian researchers and make them more accessible to business, government, Australia’s foreign affairs and trade officials, students and the wider community.

The search uses key words so you don’t need to be familiar with academic terms to make use of it. It identifies individuals and institutions with strength in particular research disciplines.

In promoting Australian research strengths, Australia’s Knowledge Gateway aims to facilitate new linkages between universities, business and the wider community that will result in benefits to all Australians.

gateway.go8.edu.au