

**Concurrent Session G**  
**Tuesday 13 September 2016**  
**1:50pm – 2:40pm**



**Session 5**  
**Leadership in Learning Analytics: QUT's Decade of Practice in Higher Education to Inform Curriculum Conversations**  
**Dr Lyn Alderman**  
*Queensland University of Technology*

*With over 20 years' experience in higher education and 10 years focused on evaluation and learning analytics, Dr Lyn Alderman has a wealth of understanding in institution-wide evaluation frameworks, evaluation of teaching, learning analytics and performance models, and how to engage in broad and rich stakeholder engagement to inform curriculum decision-making. As the sole investigator of an illuminative evaluation into Australian Government policy borrowing and implementation, lead investigator to research Post Occupancy Evaluation (POEs) of education facilities, external evaluator to examine the quality assurance framework of an international university and consultant to reconceptualise the student evaluation framework for a national university, Lyn is judiciously situated to present and disseminate her research and experience in higher education and evaluation. Lyn is the President of the Australasian Evaluation Society (2014 - 2018) and an Editor of the Evaluation Journal of Australasia (2012 - current).*

Queensland University of Technology (QUT) made four major, leadership decisions that positioned the institution to become the lead institution for the use of standardised reporting of learning analytics to inform curriculum conversations. QUT Leadership decision #1: In 2007, QUT made a decision to move their paper-based survey system online. As document within an environment scan and literature review conducted (Alderman, Towers & Bannah, 2012), QUT made this decision in response to external guidance by the then national quality agency. QUT Leadership decision #2: This move to bring the surveys online was facilitated by an earlier decision to invest in a data warehouse to hold all institutional reportable data. Therefore, the facility to house the new survey data was already available together with a business intelligence system for reporting. QUT Leadership decision #3: The significant, leadership decision taken in 2007 was to employ an educator to manage the adoption and use of evaluation data across the institution, supervised by the responsible officer for learning and teaching. During the period 2006 to 2008, this was the only educationally-focused evaluation position advertised by Australian universities and thus attracted the attention of a doctoral candidate investigation evaluation in Australian higher education. QUT Leadership decision #4: When the inaugural responsible officer of learning and teaching (Deputy Vice-Chancellor (Teaching Quality)) retired, the new responsible officer (Deputy Vice-Chancellor (Learning and Teaching)) adopted and continued to sponsor appropriate use of evaluation data through standardised report of learning analytics to inform curriculum conversations.

The following impact factors provide evidence of recognition over time. Impact Factor 2010-2016: Dissemination of practice through presentation of ten (10) conference papers and three (3) journal articles supporting this body of work. Impact Factor 2014: This body of work was previously recognised by the ATEM/Campus Review national award for best practice 'The Unipromo Award for Excellence in Information Technology Management'. Impact Factor 2015/1: Reframe: QUT's evaluation framework was externally reviewed by the Centre for Program Evaluation from The University of Melbourne with recognition of widespread organisational change, confirmation to continue embedding the current framework and recommendation to continue to expand the use and depth of activities. Impact Factor 2015/2: Dr Lyn Alderman presented QUT's practice as a

keynote address at the ALASI 2015: Australian Learning Analytics Summer Institute conference held at The University of Sydney.

A decade of success for a business practice is only achieved through dedicated attention of the officers tasked with this body of work. Therefore, QUT can only be successful through the ongoing commitment of the lead evaluator, Dr Lyn Alderman, Associate Director of Academic Quality and Standards and the close collaboration with Mr Wayne McCullough, Director of the Department of Reporting and Analysis. This presentation will provide participants an opportunity to review the critical points over this decade.