



University of
South Australia

Authority & Advocacy

Professor Pat Buckley
Dean of Graduate Studies



University of
South Australia

**Making meaningful & sustainable
improvements in graduate research**



University of
South Australia

**Making meaningful & sustainable
improvements in graduate research**

....without much (direct) authority

....with much (expected) advocacy

UniSA: Ambition for Graduate Research



Dean of Graduate Studies

Student Services

HDR administration
from application
to examination

Admissions

Candidature &
Scholarships

Examinations

Research Services

Support development
& implementation of
strategic initiatives

tPhD

Policy &
strategic advice

PhD Collaborations

Communications

Events, e.g. 3MT

Teaching Unit

Team that supports
students &
supervisors

Strategic, i.e. tPhD

Compliance

Core support



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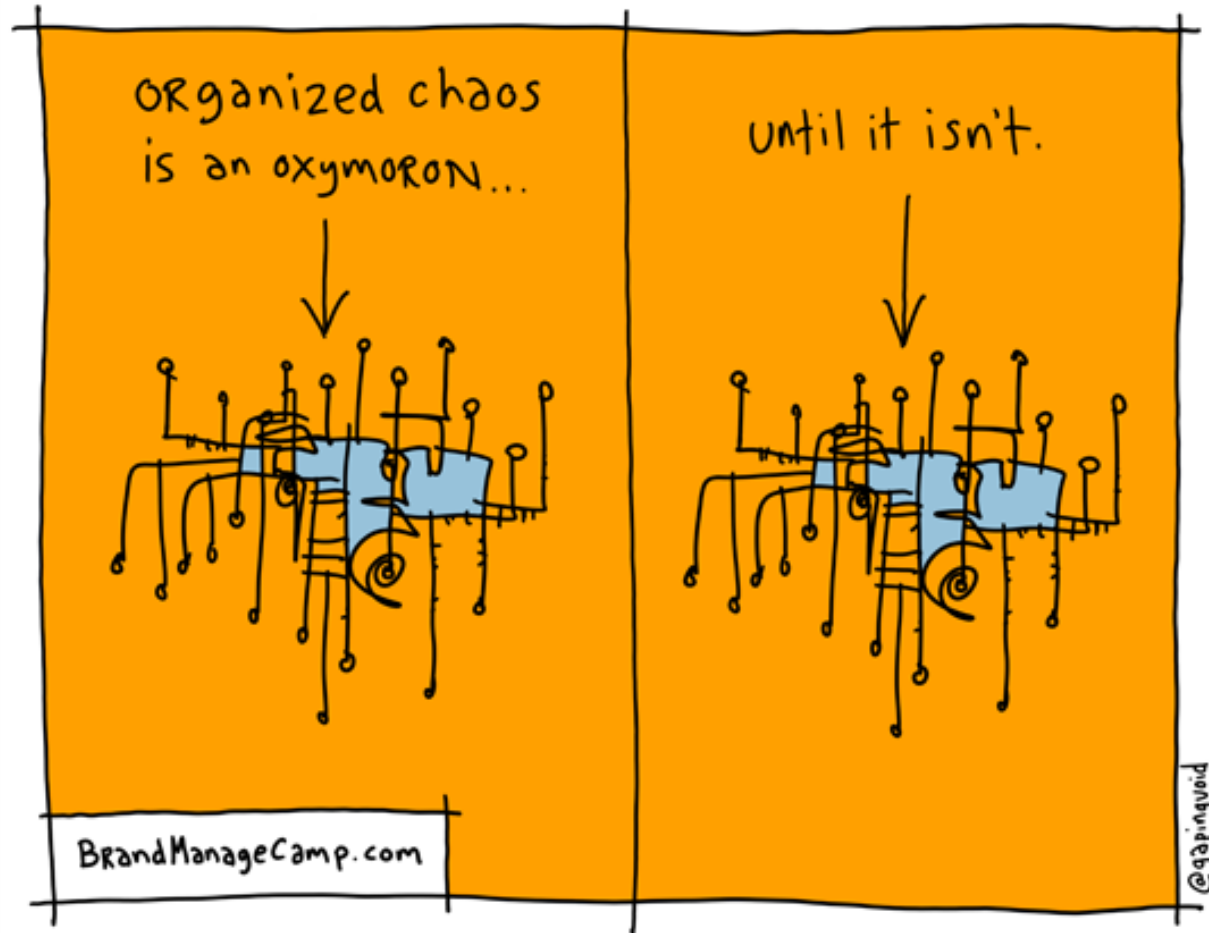
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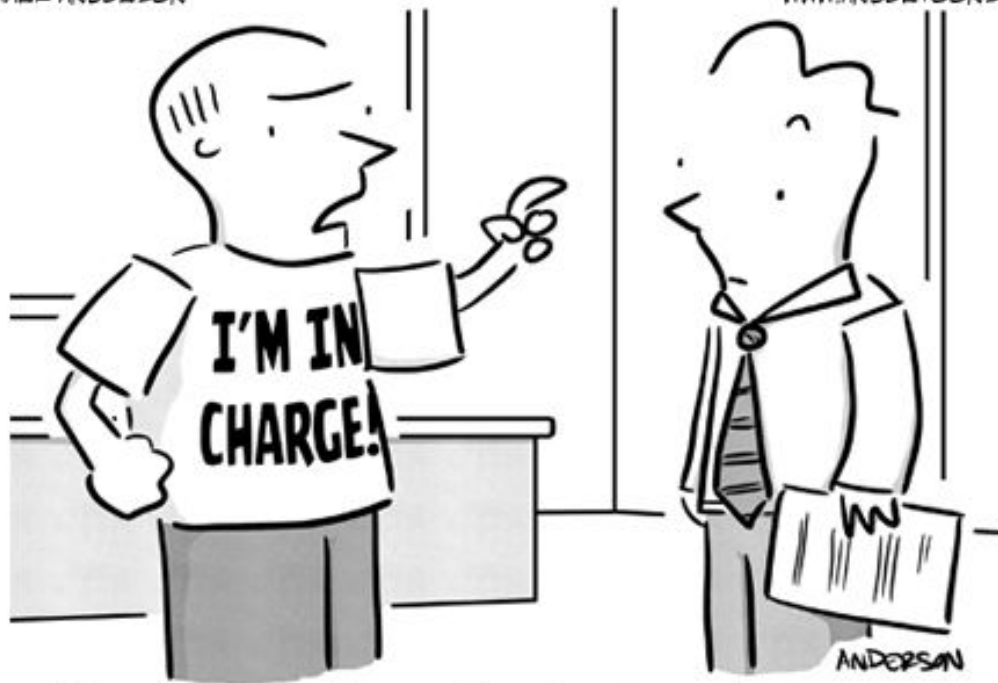
Authority & Advocacy



Authority

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"I'm done exuding authority. From here on out,
I'm announcing it!"

Forms of Authority

Charismatic	Trust, faith
Traditional	Dominant personality; established order
Legal-rational	Grounded in defined laws, rules...



Authority: In an Academic Context

Charismatic	Trust, faith	Personality, qualities
Traditional	Dominant personality; established order	Positional
Legal-rational	Grounded in defined laws, rules...	Bureaucratic

Authority: One More....

Charismatic	Trust, faith	Personality, qualities
Traditional	Dominant personality; established order	Positional
Legal-rational	Grounded in defined laws, rules...	Bureaucratic
Earned	Credible, judgement, do-er, how you conduct yourself	Necessary

Authority: how to build it and exercise it

- **Building it in others: capability-build; backing the portfolio holders - ass deans, RDCs**
- **Do stuff. It stockpiles. Stretch into other research domains. It builds intelligence.**
- **Strategic – operational – strategic: aim for balance & perspective. What's yours?**
- **Establish and nurture key relationships: internal & external**
- **Make decisions.....**
- **Student-centric/ student-focused**



UniSA

Advocacy: for who and what?

tPhD
students
supervisors
Heads of Schools
portfolio holders
University
(myself)



Advocacy: an activity by an individual or group which aims to influence decisions

Aiming for the right outcome

vs

You need to give me/ us what we want

Advocacy: making it work

- Understand others' positions
- Gather evidence/ information/ be analytical
- Devil's advocate
- Respect, not like
- Manage expectations....time.
- Risk. Not at liberty to disclose.
- Student-centric/ student-focused



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