



Executive Master of Public Administration

Student Guide

2010

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Disclaimer

Information provided about courses and curriculum and any arrangements, including staffing, are an expression of intent only and are not to be taken as a firm offer or undertaking. ANZSOG reserves the right to discontinue or vary such courses and curriculum or arrangements at any time without notice and to impose limitations on enrolment in any course or subject.

Successful applicants to ANZSOG's EMPA are required to enrol in a participating university to gain entry into the degree. Applicants must satisfy the eligibility and enrolment requirements of their chosen participating university. ANZSOG therefore cannot guarantee enrolment into the course at any participating university.

1. Message from the Dean

The Australia and New Zealand School of Government (ANZSOG) was established by a consortium of Australian and New Zealand Governments, Universities and Business Schools who share a vision of creating a world-class institution which focuses on the needs of the government and community sectors. Consortium members recognised that one of the significant challenges for all governments in the 21st century is to enhance the breadth and depth of policy and management skills and invest in the further education and development of those who are destined to be leaders in the public sector.

ANZSOG is an exciting and important initiative for Australia and New Zealand. It will assist in developing the future generation of public sector leaders, and will help promote the idea that public administration is a profession of great social value. ANZSOG will provide a unique opportunity for national and international learning, networking, collaboration and research in the areas of public policy, public management and public administration.

Professor Allan Fels, AO

Dean

2. Introduction to ANZSOG

ANZSOG is designed to be a flagship world-class school of government in the Australia and New Zealand geographic region equivalent in stature to Australia's two national business schools (Australian Graduate School of Management and Melbourne Business School) and the best international schools of government, such as the Kennedy School of Government at Harvard. ANZSOG seeks to attract outstanding, high potential students from government and the government-related sector in Australia and New Zealand and in due course from other countries in our geographical neighbourhood.

ANZSOG is an independent company with its own Board. The School's members are governments, universities and business schools in Australia and New Zealand. It is both a teaching and research institution headquartered in Melbourne. Academic staff hold appointments at the partner universities. The School itself does not award degrees in its own name; rather, degrees are directly awarded by the partner universities. The School is a multi-campus institution delivering its offerings at the campuses of partner universities.

ANZSOG comprises the following members:

Governments	Universities and Business Schools
Commonwealth New Zealand Australian Capital Territory New South Wales Northern Territory Queensland South Australia Victoria Western Australia	Australian National University Carnegie Mellon University Charles Darwin University Curtin University of Technology Flinders University Griffith University Melbourne Business School Monash University University of Canberra University of Melbourne University of New South Wales University of Queensland University of Sydney University of Western Australia Victoria University of Wellington

3. EMPA course aims and outcomes

The EMPA aims to prepare emerging public sector leaders for the demands and challenges of delivering value to the community in an increasingly complex environment.

It is expected that students enrolling in the EMPA will demonstrate:

- strong evidence of leadership potential including potential to contribute at the senior executive level as part of the next generation of public sector leaders
- clearly and consistently above average work performance

- sound management capability/potential
- commitment and ability to contribute to class learning, to learn from others and to share learnings in the workplace
- strong commitment to career development and to a career in the public sector
- capacity to complete a rigorous master's program (usually evidenced by successful completion of an undergraduate degree)
- in most cases, at least five years relevant work experience

The program provides agencies with the opportunity to develop selected potential leaders by enhancing management skills and providing the tools and frameworks needed to be clear about the value they deliver. The intention is that graduates of the program will be better equipped to manage complex accountabilities and the shifting priorities of government against a backdrop of tight finances, a probing media, well-organised interest groups and, in many cases, entrenched organisational cultures. Students have both structured and unstructured opportunities to meet and interact with key political and public sector leaders from both Australia and New Zealand. The national and international networks established during the EMPA are expected to be invaluable to participants as they move into ever more demanding roles and to boost their ability to develop whole-of government approaches.

In summary, it is expected that graduates will:

- Be familiar with fundamental theory underpinning effective performance in public sector management and policy development
- Have a sound understanding of the issues involved in delivering results in government
- Be skilled in applying theory and analysing data to solve real-world management and policy problems
- Have well-developed personal and leadership skills
- Demonstrate a capacity to work with ambiguity and changing objectives
- Sort out real problems from symptoms and learn how to manage people to solve real problems more quickly
- Understand the roles and influences of structure, organisations, leadership, human nature, values and bounded rationality and
- Understand the distinctive and evolving characteristics of Westminster-type systems of government.

The core curriculum is multi-disciplinary and application oriented, and emphasises technique, experience, judgment and values – in short, the ‘trade-craft’ of government. It builds on an explicit recognition that there is a corpus of knowledge, skills, competencies and values which is essential for effectiveness in Australian and New Zealand governments. The curriculum integrates the students’ real-world roles as managers and policy advisers, by providing opportunities to integrate theory and practice. Subjects are delivered face-to-face at venues selected by the School or at one of the partner university’s campuses.

4. Course structure

The EMPA consists of ten subjects: seven core subjects and three electives. Core subjects have been developed around the areas of policy analysis and development, public sector management, and ethics and personal effectiveness skills. Core subjects are taught by faculty of ANZSOG or adjunct faculty drawn from our partner universities. Each subject is developed and overseen by a Subject Leader and consists of around 40 hours of instruction time. This is supported by a further 80 hours of your own study time. Intensive core subjects are taught over 5 days and the workload is spread over that week and the time for required for reading and preparation of assignments.

The three electives are taken from subjects on offer at the student's university of enrolment.

Core Subjects

The core subjects are:

- Delivering Public Value
- Government in a Market Economy
- Designing Public Policies & Programs
- Decision Making Under Uncertainty
- Governing by the Rules
- Leading Public Sector Change
- Work-Based Project

Delivering Public Value, Designing Public Policies & Programs, Governing by the Rules and **Leading Public Sector Change** are taught in residential, intensive mode over 5 days. Teaching is by a mix of faculty, adjuncts and guest presenters.

Government in a Market Economy and **Decision Making Under Uncertainty** are two core subjects that are taught in each jurisdiction over 5 days, in blocks of 1-2 days. Teaching is by adjunct faculty.

The Work-Based Project concludes the course. Student teams are supervised by a faculty member or adjunct. Students come together for 2 days at the end of this subject.

Electives

There are three elective subjects. One of these electives must be in the area of public sector financial management. Each partner university offers a suitable subject approved by ANZSOG.

The other two electives are selected by the student, with the approval of the Academic Director. These electives are taken from the postgraduate offerings of the partner universities. The rule of some universities is that all electives must be taken at that university only.

Students can select electives to:

- bridge their past study and experience and the core curriculum;
- enhance their knowledge in a specific discipline area, such as law, economics, finance or management; or
- enhance their knowledge of a specific policy area, such as health, education, environmental or international policy.

Each student requires approval of their electives by the Academic Director according to:

- the student's wishes;
- needs identified by their sponsoring agency;
- the overall course objectives; and
- extent of overlap with core subjects.

Course Fee

Fees for sponsored places are paid by the sponsoring agency. The fee for the course for the 2010 intake is \$AUD39,138.75 for an Australian student and \$AUD39,582.50 for a New Zealand student. (The difference lies in the amount of GST on the invoice.)

5. Subject overviews

You can find the outlines of subjects on the website at www.anzsog.edu.au.

6. Study path

Each core subject is taught by ANZSOG once for each intake. These subjects are spread across the 2 years of the course. The timing of elective subjects depends on the approved choice of subjects and when the partner university offers the approved electives. By planning ahead, students can create a manageable balance of core and elective subjects.

7. Proposed calendar for 2010 cohort

The following table shows the proposed timetable for the 2009 intake. Final dates will be supplied as soon as they are available. Note that the electives timetable is indicative only.

EMPA 2010 Cohort Calendar

SUBJECT	DURATION	2010												2011											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Delivering Public Value (residential)	5.5 days	☐ Melbourne																							
Government in a Market Economy (in home city)	5 days over 3 months	☐ Brisbane, Canberra, Melbourne, Perth, Sydney, Wellington																							
Designing Public Policies & Programs (residential)	5 days	☐ Brisbane, Perth, Wellington																							
Decision Making Under Uncertainty (in home city)	5 days over 3 months	☐ Brisbane, Canberra, Melbourne, Perth, Sydney, Wellington																							
Elective (at enrolled university)		☐ Enrolled university																							
Governing by the Rules (residential)	5 days	☐ Sydney																							
Leading Public Sector Change (residential)	5 days	☐ Melbourne, Canberra																							
Elective (at enrolled university)		☐ Enrolled university																							
Elective (at enrolled university)		☐ Enrolled university																							
Work Based Project (residential)	2 days	☐ Wellington																							

2010 Schedule

Delivering Public Value will be taught in Melbourne in early February 2010.

Government in a Market Economy will be taught in Brisbane, Canberra, Melbourne, Perth, Sydney and Wellington over 5 days in blocks of 1 and 2 days between March and May 2010. Students do this subject in their closest city.

Designing Public Policies & Programs will be taught in 5 day intensive mode to 3 different cohorts of about 40 students. These are planned for June and July 2010 in Brisbane, Perth and Wellington.

Decision Making Under Uncertainty will be taught in Brisbane, Canberra, Melbourne, Perth, Sydney and Wellington over 5 days in blocks of 1 and 2 days between September and November 2010. Students do this subject in their closest city.

8. *Travel and accommodation for core residential subjects*

The EMPA fee covers accommodation and meals at residential subjects. The additional costs for the sponsor are:

- Travel to and from residential subjects.
- Accommodation for nights before or after a residential subject.

9. *Core Subject Reading Material*

Reading material will be sent to students and/or posted on the ANZSOG e learning site approximately three weeks prior to subject delivery.

10. *Website*

Our website at www.anzsog.edu.au is being updated progressively with course information and includes information for enrolled students by cohort. You will be provided with a login and password after you accepted into the EMPA program.

11. *ANZSOG eLearning site*

Many of the core ANZSOG subjects are supported by our eLearning system. You will be provided with a login and password, and will be able to access the system through your cohort's page on the main ANZSOG website. Resources available include subject readings, PowerPoints, key administrative information and student forums. You will occasionally be required to access the site in order to complete assignments.

12. *Mentors*

Each student sponsored in the 2009 EMPA program must have a mentor nominated by their agency with whom they can form an encouraging and constructive relationship during their time on the program. It is assumed that the mentor will be a manager from the sponsoring agency's senior leadership group who does not have a direct reporting relationship with the student. To support participation in the program, briefings for mentors and students will be held in each capital city early next year. How the mentoring process works, how often the mentor and student meet, how their meetings are structured and so on, should follow from discussions between the mentor and the student.

More details about mentoring and the [EMPA mentor program](#) can be found on the ANZSOG web site.

13. *Updating your contact details*

We will keep closely in touch with you throughout the course. It is important to ensure that your contact details are up to date. Please provide any change in details to the Student Coordinator at ANZSOG and at your university.

14. Policies for students

The following section sets out policies and procedures that affect you as a student. Where there is a conflict between an ANZSOG policy and that of your enrolled university, the policy of your enrolled university will prevail. Where there is an absence of an ANZSOG policy, the enrolled university policy will apply.

13.1 Admission criteria

In order to enrol a candidate must have:

- (a) (i) graduated with a Bachelor's degree; or
(ii) produced evidence to the satisfaction of the Dean of the School and the enrolling university of equivalent qualification for entry to the degree through extensive practical, professional or scholarly experience of an appropriate kind;
- (b) at least five years' relevant work experience (at the discretion of the Dean of the School and the enrolling university this requirement may be waived in special circumstances); and
- (c) been accepted as a candidate for the degree by the School and the enrolling university.

A candidate without a Bachelor's degree or with less than five years' work relevant experience should contact the Student Coordinator. We may arrange an interview with you. Note that enrolling universities maintain their own requirements about entry criteria and this may affect your selection of university.

13.2 Exemption for previous study

Each candidate must successfully complete 10 subjects to complete the degree. Where a candidate has recently successfully completed a university subject which is substantially equivalent to an EMPA subject, they may apply for exemption in that subject. Should exemption be granted, the candidate will be required to undertake an alternative subject approved by the Academic Director. Applications for exemption are considered on a case-by-case basis. Details and documentation will be required. You can contact the Student Coordinator for further information.

13.3 Attendance requirements

You are expected to attend all scheduled sessions as this is important to achieve your learning outcomes and assist you with your assessment tasks. Where absence is unavoidable, notification to the subject leader and the Student Coordinator is required in writing as soon as possible. You will be asked to give reason for your non-attendance. Work commitments will not be an acceptable reason. In the event of an absence of up to 20% of sessions, you will be requested to submit additional assessment in lieu of missed work. If the absence is more than 20% of sessions, you will be required to repeat the subject, including all assessable work. Should this occur, the results may be recorded as a fail at your university and you would be liable for payment of the repeated subject.

13.4 Deferrals

There may be times where you need to defer a subject, for work or personal reasons. You should discuss this with your manager or sponsor and contact the Student Coordinator as soon as the situation arises. You must confirm your intention to defer in writing with a brief explanation as to when you intend to complete the subject. You will also need to provide a supporting letter from your manager or sponsor. Wherever possible, consider deferring an elective rather than a core subject so that you can continue with your cohort.

You must also defer formally from the subject through the University where you are enrolled. **You should be aware that Universities will have local rules governing deferrals and that your decision will be subject to these rules. In some cases there may be an academic and /or monetary penalty in deferring from a subject.**

13.5 Assignment submission

All subjects include forms of assessment. Assessment is an important element of each subject and is designed to integrate and enhance learning. Part of the design is the time for submission and the word limit. You may be penalised for late submission or for exceeding the word limit.

If you require an extension for an assignment, you must apply directly to the Student Coordinator, who will forward it to your lecturer. This application is a request for special consideration. An extension will be granted only at the lecturer's discretion. Extensions are normally granted only for medical or other serious reasons before the required submission date. Work related reasons are not normally accepted, as students are required to balance hectic work schedules and assessment deadlines, the latter being advised well in advance.

Failure to submit assessment or to attend an examination will be regarded as failure in that assessment unless prior written approval has been obtained. If there is any doubt as to the authenticity of submitted assessment, the student may be given an examination (possibly including an oral component) on the content of the subject.

Unless otherwise directed, you submit your assessment to ANZSOG by email to assignment@anzsog.edu.au. A cover sheet must be attached. The date of submission is the date of receipt. The date will be recorded and you will receive by return an acknowledgement of submission. Students may be penalised for late submission of an assignment. You must keep a copy of your assignment in case the submitted version is lost.

Style Guide for assessment submission

The preferred style is the Harvard Referencing System, found at the link below.
<http://www.lc.unsw.edu.au/onlib/ref1.html>

13.6 Plagiarism and Collusion

Plagiarism is the use of the work of another person presented as your own, and the failure to acknowledge adequately the use that has been made of ideas or material from other sources. Acts of plagiarism include:

- Copying parts of a document, or work in other media without acknowledging and providing a source for each quotation or piece of borrowed material
- Using or extracting another person's ideas, concepts or conclusion without acknowledging the source
- Summarising another person's work, or submitting substantially the same version of a work or assignment as another participant's
- Allowing another person to copy your work, outside the guidelines for group assessment, for the purposes of assessment
- Submitting an assignment which is substantially similar to one which has already been, or will be, submitted to another lecturer or for another subject
- Quotation without the use of quotation marks, even if you refer to the quoted source in your work
- Significant paraphrasing in similar wording to the work without acknowledging the fact that the source has been paraphrased
- Citing sources which you have not read, without acknowledging the secondary source from which you obtained the knowledge.

Plagiarism is academic misconduct and is the basis for disciplinary action. Where a marker suspects plagiarism, the procedure is as follows:

1. The marker presents details to the Examination Committee
2. If the Committee determines to proceed, the student will be invited to a hearing before the Committee or to place views to the Committee
3. If, after the hearing, the Committee is of the opinion that the student has been guilty of plagiarism it may do one or more of the following:
 - require the student to undertake further assessment in the subject
 - return a mark of zero for the piece of assessment
 - return a grade of fail for the subject
 - refer the matter to the Dean as a case of academic misconduct requiring further penalty.

All work submitted as assessment must be your own independent work, and not the result of collaboration or collusion with others, unless it is clearly indicated in the assessment details that the submitted assessment may be a joint or collaborative work. When a submission is a joint one, you must specify the identity of your co-workers and that you have worked within the guidelines for the group assessment.

It is your responsibility to be sure that it is clear to the reader which ideas, arguments or views are yours or those of your assessment group and which are those of other people. You should acknowledge sources accurately enough so that a reader can check information and ideas in the original source.

If you have any doubt at all whether a particular practice is acceptable, please consult your lecturer.

13.7 Special consideration

Sometimes, circumstances outside your control can affect your assessment. You may apply for special consideration where you believe your performance in an assessment has been significantly affected by illness, accident, or other circumstances beyond your control. You submit your request as soon as you are aware of the affect on your assessment. You apply to the Subject Leader via the Student Coordinator and you may be asked to support the application with further documentation. Your request does not automatically result in additional assessment or an amended mark. The Student Coordinator can provide you with further information.

13.8 Results

You will receive a mark for each piece of assessment and a result for each subject. From time to time the School will moderate marks to achieve greater consistency and fairness in assessment standards across jurisdictions and cohorts.

Results issued by the School are unofficial results. Your enrolled university will provide official results and these will be final.

13.9 Grievance procedure

The School endeavours to ensure any decision which relates to any aspect of a course or subject is made fairly and is based on appropriate academic and administrative criteria that are consistently applied. This policy applies to any student or participant enrolled in a course or subject at the School.

A student should make a grievance known within a reasonable time, and the School will listen seriously to a legitimate complaint and endeavour to resolve it as quickly and satisfactorily as possible. Usually, grievances will be resolved through fast and

informal consultation without the need for formal appeal. There will be instances where a more formal process is required. The procedure is as follows:

1. The student contacts the faculty or adjunct faculty concerned within a reasonable time and they try to resolve the grievance.
2. If it remains unresolved, the student takes the grievance to the Subject Leader concerned or the Academic Director of the course (or other responsible person nominated by the Faculty) who attempts to resolve the grievance informally.
3. If still not resolved, the student refers the grievance to the Dean in writing. The Dean commences an investigation, including staff as the Dean sees fit, and provides an answer to the student within a reasonable time. The Dean provides reasons for the recommendation or decision.
4. Should the student remain dissatisfied, the student may appeal in writing to a Grievance Committee established by the Dean. The appeal must be lodged with 14 days of receipt of the Dean's notification and must contain sufficient and founded reasons for the appeal.

All participants in the grievance resolution process should strive to maintain confidentiality as to the nature of the grievance, the deliberations involved and the outcome of the process. If you so request, your identity will be kept confidential to the full extent possible, and your identity will not be revealed to the person about whom you are complaining without your permission. However, in many cases, to progress the matter, we would have to tell the person about whom you are complaining what the complaint is about, so that they can present their viewpoint and help to fix the problem.

15. Policies for withdrawal and deferral

The following rules that affect your sponsor set out the consequences of deferral or withdrawal and are included here for your information.

Withdrawal before commencement - If a participant is selected by ANZSOG and then withdraws before commencement of the course, the sponsor may nominate a substitute immediately, provided this is at least four weeks before the commencement of the program. Should no immediate substitute be offered, ANZSOG may offer a place from the waitlist to another sponsor. If the vacancy is not filled, the first half of fees are payable for the EMPA.

Withdrawal from EMPA during first half of course - If a student withdraws from the EMPA after commencement, and during the first half of the course, half the EMPA course fees are payable for the withdrawing student

Withdrawal from EMPA during second half of course - If a student withdraws from the EMPA after commencement, and during the second half of the course, the EMPA full course fees are payable for the withdrawing student.

Deferral from EMPA - If a student defers from the EMPA, fees are payable for the stage already invoiced. Any outstanding amount for the second instalment can be paid upon recommencement.

Failure in EMPA - If a student fails a subject in the EMPA course, that subject can be repeated. The student will be invoiced for one tenth of the full course fee for the repeat and may seek reimbursement from the sponsor. A student who fails a second time will be asked to show cause to the Dean why he or she should not be excluded from the course.

Change of employment during EMPA - An EMPA student who changes employment during the course is permitted to complete the degree, provided the student or new employee pays the remaining fees to the School, or comes to an arrangement with the sponsor relating to fees already paid.

Completion time for EMPA - The EMPA degree is normally to be completed within four years of commencement.

16. Graduation

Graduation will be from your enrolled university. Your university can provide you with advice about graduation.

17. Study Tips

To get the most from the course you need to take advantage of all learning opportunities. You will learn more effectively if you:

- are fully prepared by working through readings and materials sent to you before teaching begins
- are prepared to discuss your views with other students and the lecturer
- develop a habit of study – choose a quiet, comfortable place and use it regularly
- manage your time – make a weekly study plan and a list of tasks you hope to complete in each study session. It helps to be specific by setting goals that are realistic in terms of topics to be covered and time allocated to study sessions.
- get started and don't wait until you are in the mood
- stay motivated – vary your tasks each session and take a break every hour. Reward yourself for completing tasks. Keep your eye on your longer term goals.
- comprehend the material – perform some meaningful activity with the material to help your learning; for example, you could make point summaries, ask yourself how this applies to what you know at work and discuss the material with other students
- start work on your assignments early.

18. The case method

Case studies are used extensively in this course. This section assists you to participate most fully in what can be a high quality experience. This note has been prepared by Professor John Alford.

Educational rationale of the case method

This course imparts not only concepts and facts, but also addresses problem-solving and decision-making. A powerful vehicle for exploring these aspects is the case study method. Through case studies it is possible to place concepts in context, to illuminate their significances and dynamics in the light of differing contingencies.

The case method involves discussion of real-life situations that have been faced by public sector managers. These situations have been written by case-writers, who have sought as good reporters to present you with information available to the manager in the case in question.

Preparing for a case discussion

In brief, your preparation involves carefully reading and thinking about each case *prior* to the session. Your aim is to be in a position to contribute to a discussion loosely structured around the questions set out on the front cover sheet of the case in question or raised in the case.

No single way works best for everybody, but a useful approach is to read the case through quickly first, then to go through it again in more detail, looking for points relevant to the questions. There are no necessarily right or wrong answers. Indeed, the session will often spark debate about various issues. The aim is to use the questions as reference points for examining certain concepts in a realistic way.

What happens in the session

In the session, the presenter will explore various concepts by way of a discussion of the case, organised around the set questions. This means that you, the participants, will be doing at least as much of the talking as the presenter, and preferably more.

The presenter will be doing 3 things:

1. Asking you questions about the case, similar to those on the cover sheet.
2. Probing you on your contributions.
3. At certain points, spelling out key concepts relevant to the discussion. In the process, the presenter will be drawing out the relevance of these concepts to the situation and task faced by the managers in question.

19. Privacy statement

As part of the services provided by ANZSOG, it collects and records personal information about applicants from a number of sources. In dealing with personal information, ANZSOG complies with the National Privacy Principles as set out in the Privacy Act 1988 (Cth) and the Privacy Amendment (Private Sector) Act 2000 (Cth). In particular, ANZSOG may disclose personal information collected about applicants to participating universities and to the applicant's sponsor.

Further details about the ANZSOG privacy policy may be found at the ANZSOG website.

Your consent to disclosure of information pursuant to the ANZSOG privacy policy is taken to have been given when you complete an application and provide it to ANZSOG.

20. Intellectual Property

Assignments and assessment submitted by participants as part of a program at ANZSOG constitutes intellectual property developed, created or contributed by the participants that relates to ANZSOG's business. To the full extent permitted by law, ANZSOG owns such intellectual property.

ANZSOG acknowledges participants' right of authorship. Notwithstanding this, ANZSOG has a perpetual non-exclusive royalty-free right to use publications written by participants as part of a program at ANZSOG for its own purposes.

Subject to any relevant provisions of this policy, participants assign to ANZSOG all right, title and interest throughout the world in and to all Intellectual Property, wherever subsisting, in the materials created by them as part of assignments and

assessment submitted as part of a program an ANZSOG (“the Works”), effective immediately on the creation of any such Intellectual Property.

Participants must help ANZSOG as requested to protect its intellectual property.

Participants will execute any documents and do anything necessary to give effect to the assignment of the Intellectual Property rights in the Works, both during the program with ANZSOG and after it ceases.

“Intellectual Property” means all rights conferred under statute, common law and equity in and in relation to inventions, discoveries, patents, designs, trade marks, logo and get up, circuit layouts, source codes, copyright and author’s rights and includes applications to the right to make applications, for any of the foregoing.

21. *Quality Improvement*

ANZSOG is committed to the highest quality in its programs. We engage in rigorous and comprehensive review of each subject and the course as a whole. An important part of this review is the continuous feedback we receive from all our students. You will complete an evaluation at the end of teaching in each subject. You will also be asked to complete an evaluation of the whole course. Your identity is kept confidential in our feedback instruments. We also encourage informal feedback to us throughout the course. Participants frequently remark on our responsiveness to feedback.

22. *Alumni*

The development of a strong and active alumni organisation is a central aim in establishing the School. It is important in strengthening and expanding your professional networks, providing opportunities for lifelong learning and helping to build recognition of the School.

We will seek your input to ensure the alumni organisation works for all our graduates.

23. *Where to go for help*

ANZSOG academic and administrative staff are available to help with any matters that arise. These can range from enrolment information to difficulties coping with study. We are here to assist and we encourage you to contact us.

You will be a student at ANZSOG and at your enrolled university. You will also have access to student services at your enrolled university.

Many adults returning to formal study after a break of some years have concerns about meeting expectations and balancing work, study and personal commitments. It is common for mature adult students to perform academically at a much higher level than was the case when they studied as undergraduates.

Part-time study introduces a demanding commitment into your life. Balancing study with work, private life, relaxation and unexpected crises is difficult for even the most effective student. Sometimes, you begin to fall behind on your study because of work and personal commitments. If you feel that you require some assistance to meet course expectations, please contact us. We can refer you to someone who may be able to help you. Other difficulties may require help of a different kind. We may be

able to refer you to appropriate assistance if you find personal or work difficulties are interfering with your ability to study.

Your first point of contact is the Student Coordinator, Linda Losanno, whose role is to answer your questions and to work with you to find solutions to problems. The contact details are:

Phone: +61 3 8344 1969

Fax: +61 3 9349 5849

Email: l.losanno@anzsog.edu.au

Website: www.anzsog.edu.au