



ADELAIDE
INSTITUTE
of HIGHER EDUCATION

AIHE International Research Conference

POLYCRISIS AND THE FUTURE OF EDUCATION 2026

21 October 2026

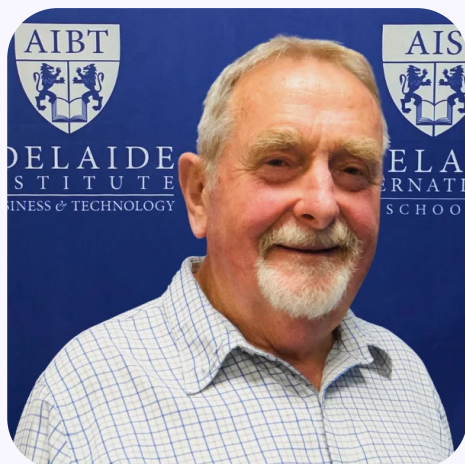


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Conference Committee



Keynote Speaker

Dr Peter Mickan

Keynote Speaker for the AIHE International Research Conference on Polycrisis and the Future of Education 2026.

Conference Leadership & Coordination Team



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Dr Wasana
Jayawickramaratna



Executive Chair
Ms Fatima Reyes



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Amrith Thilan



Technology & Virtual Conference
Ashley Xu



Special Address

Dr Joanne Barker

Special Address for the AIHE International Research Conference on Polycrisis and the Future of Education 2026.

Academic Review Panel



Review Committee
Dr Nayomi Wijesinghe



Review Committee
Dr Diego Dominguez Mejia



Review Committee
Dr Raquel Ho



Review Committee
Dr Samadi Madiwala



Review Committee
Dr Tanvir Ahmed



Review Committee
Dr Jasmine Pham



Review Committee
Dr Usama Riaz



Review Committee
Dr Muzammil Hussain



Review Committee
Dr Toan Nguyen



Review Committee
Dr Isra Sarfraz

Conference Program

Date & Venue

Wednesday, 21 October 2026
Melbourne, Australia

Program EMCEE

Ms. Fatima Reyes
Conference Executive Chair
Chief Executive Officer, AIHE

Presentation Format

Parallel rooms (Morning)
Combined session (Afternoon)
15-minute presentation+ 5 Minute
Q&A, 20 Minutes per paper

Paper Sessions and Online Access

Session	Theme	Room	Meeting Link
Morning - Parallel 10:20- 12:00	Business, Leadership and Economic Resilience in Asia	Room 6 Online Presentations	Join Meeting
Morning - Parallel 10:20- 12:00	Artificial Intelligence, Education and Governance	Room 7 Online Presentations	Join Meeting
Afternoon Combined 13:00- 15:30	Leadership, Resilience and Human Capability Awards & Certification of Presentation Ceremony	Room 7 Online Presentations	Join Meeting

Opening Plenary

Time	Program
8:30 - 9:00	<i>Registration & Morning Coffee</i>
9:00 - 9:05	Welcome Address: Dr Wasana Jayawickramarathna, Conference Chair
9:05-9:35	Keynote Address: Polycrisis and Education: Agency, Language and Research Dr Peter Mickan, <i>Keynote Speaker</i>
9:35-9:50	Special Address: Human Ethics in Research in Australia, Dr Joanne Barker
9:50-10:20	<i>Morning Tea</i>

Conference Program

Morning Paper Sessions- Parallel Rooms

Time	Business, Leadership and Economic Resilience in Asia <i>Room 6. Online Presentations</i>	Artificial Intelligence, Education and Governance <i>Room 7. Face to Face</i>
MORNING SESSION 10:20-12:00	Session Chair: Dr Peter Mickan	Session Chair: Dr Joanne Barker
10:20-10:40	Entrepreneurial Leadership in India's Startup Ecosystem During an Era of Global Polycrisis: Developing an Indian Startup Leadership Model <i>Sanket Jack & Fred Utanes</i> <i>GlobalNxt University</i>	Preparing Global Citizens for a Polycrisis World: University Students' Perceptions of SDG 4.7 Competency Development through English-Medium Higher Education in Taiwan <i>Daniel Dat Tran (Tran Vuong Quoc Dat)</i> <i>National Yunlin University of Science and Technology, Taiwan</i>
10:40-11:00	Building Resilience Amidst a Challenging Condominium Marketplace: How Amenities Drive Value in Singapore <i>Sophie Fang & Fred Utanes</i> <i>Aston University, Kaplan</i>	The Relationship Between Governance and Drug Trafficking: A Comparative Analysis Between the United States of America and the United Kingdom <i>Diego Dominguez Mejia</i> <i>Adelaide Institute of Higher Education</i>
11:00-11:20	BAB-AI sa Lakas Komunidad Program (Women for Community Empowerment) <i>Steve Z. Logatoc, Jacqueline O. Caacbay, Averiec Nathaniel L. Danaytan, & Celah Faith L. Urbino</i> <i>Polytechnic University of the Philippines</i>	Human-Centred AI Culture in Healthcare: Understanding How Artificial Intelligence Shapes Workforce Adaptability and Organisational Trust <i>Muzammil Hussain</i> <i>Adelaide Institute of Higher Education</i>
11:20-11:40	Crisis-Driven Business Transformation in Singapore's Environmental Services Industry: The Shift to Outcome-Based Contracting <i>Arthur Lim (Lim Chew Teck)</i> <i>Arden University – Ascensus</i>	Pedagogical Challenges in Higher Education: Engaging Digital-Native Generations <i>Faisal Abdullah</i> <i>Adelaide Institute of Higher Education</i>
11:40-12:00	Organisational Barriers to Effective Nutritional Care in Australian Residential Aged Care Facilities: Developing a Best Practice Nutritional Care Management Framework <i>Laura Natalia Gonzalez Munoz</i> <i>Adelaide Institute of Higher Education</i>	Labor Productivity Resilience in ASEAN Manufacturing Amid Global Polycrisis — A Cross-National Analysis with Implications for Japanese Firms in the Philippines <i>Nobuyuki Abe</i> <i>GlobalNxt University</i>
12:00-13:00	Lunch	



Conference Program

Afternoon Paper Sessions- Parallel Rooms

Time	Leadership, Resilience and Human Capability <i>Room 7. Combined session for all delegates. Face-to-face</i>
AFTERNOON SESSION 13:00 - 14:20	Session Chair: Dr Vanessa Ratten
13:00 - 13:20	Leadership Styles and Organisational Performance: Implications for Organisational Resilience in an Era of Polycrisis — Evidence from Singapore <i>Nithin Narayanan & Fred Utanes</i> <i>Applied Materials Singapore / Technical University of Munich</i>
13:20- 13:40	Destigmatising AI Disclosure in Higher Education: A Narrative Literature Review <i>Raquel Ho</i> <i>Adelaide Institute of Higher Education</i>
13:40- 14:00	The Impact of Artificial Intelligence (AI) on Professional Accountants in New Zealand <i>Janaka Jayawardena, Saman Bandara & Nayomi Wijesinghe</i> <i>Unitec Institute of Technology / Adelaide Institute of Higher Education</i>
14:00-14:20	Reconceptualising Hospital Resilience in a Polycrisis Era: A Practice-Based Strategic Leadership Framework <i>Samadi Madiwala</i> <i>Adelaide Institute of Higher Education</i>
14:20-14:35	Break & Transition to Closing Plenary

Afternoon Paper Sessions- Parallel Rooms

Time	Program
14:35 - 15:20	Awards & Certificate of Presentation Ceremony Dr Vicki Feast, <i>Chair of the Academic Board</i> , AIHE and Mr Don Chen, <i>Founder and President</i> , AEG Group
15:20 - 15:30	Closing Remarks & Vote of Thanks Mr Nigel Smalls, <i>Chair of the Council</i> , AIHE
15:30-17:00	Conference Close and Networking Drinks

Abstracts for Research Presentations

Human-Centred AI Culture in Healthcare: Understanding How Artificial Intelligence Shapes Workforce Adaptability and Organisational Trust

Muzammil Hussain

Artificial intelligence (AI) is increasingly embedded in healthcare organisations, reshaping clinical and administrative work, decision processes, professional roles and institutional governance. Although international research increasingly addresses human factors, trust and responsible AI, the literature reviewed for this study offers less integrated explanation of how AI adoption, AI-augmented decision-making, psychological safety, workforce adaptability, ethical AI governance and organisational trust operate together, particularly in Australian healthcare. This concept paper develops a human-centred framework for AI-enabled organisational transformation, positioning healthcare organisations as institutional settings where technological change must be reconciled with professional judgement, learning, accountability and trust. Drawing on Socio-Technical Systems Theory and psychological safety scholarship, the framework proposes two related pathways. The workforce pathway proposes that AI adoption enables AI-augmented decision-making, which contributes to workforce adaptability, with psychological safety strengthening the relationship between augmented decision-making and adaptability. The governance pathway proposes that AI adoption is associated with organisational trust, with ethical AI governance strengthening this relationship through visible accountability, transparency, fairness, privacy safeguards and human oversight. As a concept paper, the study does not report empirical results. Instead, it synthesises relevant scholarship and Australian policy developments to derive testable propositions. A subsequent explanatory mixed-method study is proposed, combining a survey of 250–350 Australian healthcare professionals analysed using PLS-SEM with 10–15 semi-structured interviews to explain the observed relationships. The framework contributes to the conference theme of Technology, AI, and the Transformation of Institutions by showing how healthcare transformation depends not only on adopting AI, but on the organisational conditions through which people use, question and govern it responsibly.

Keywords: Artificial intelligence, healthcare, socio-technical systems theory, psychological safety, workforce adaptability

Leadership Styles and Organisational Performance: Implications for Organisational Resilience in an Era of Polycrisis — Evidence from Singapore

Nithin Narayanan and Godofredo Cristobal 'Fred' Utanes, Ascensus Institute

This study examines how transformational, transactional and laissez-faire leadership are associated with financial performance, innovation, employee satisfaction and customer satisfaction in Singaporean organisations during sustained global disruption. Organisational resilience is used as an interpretive lens rather than a measured outcome; the four outcomes are treated as resilience-relevant capacities supporting shock absorption, adaptive renewal, coordinated effort and stakeholder trust. A positivist, deductive and cross-sectional survey design generated 535 valid responses from professionals across technology, manufacturing, finance, healthcare and services, and Pearson correlations and 12 separate single-predictor regressions assessed the leadership–performance relationships, supported by reliability analysis, composite-score principal-components analysis and descriptive statistics. Transformational and transactional leadership were positively associated with all four outcomes, whereas laissez-faire leadership was negatively associated with each outcome; all 12 directional hypotheses were supported at $p < .001$, with absolute correlations ranging from .899 to .984. However, one composite component explained 94.50% of variance, with absolute loadings of .949–.996, indicating extensive shared covariance and limited construct distinctiveness. The same-source cross-sectional design, dominant shared component and bivariate models therefore prevent causal or independent-effect interpretation, and future studies should use item-level confirmatory measurement models, multi-source and objective outcomes, simultaneous structural models and longitudinal designs. In practice, organisations should pilot an active leadership portfolio combining purposeful direction with execution discipline and clear decision and escalation rights, distinguishing bounded empowerment from leadership absence, with outcomes tracked through financial, innovation, employee and customer indicators. The study provides a multidimensional, cross-sector account from Singapore and converts an interpretive risk into a contribution: a transparent diagnostic protocol—omnibus reliability scrutiny, composite-level single-factor diagnostics and benchmarking against meta-analytic norms—for evaluating implausibly large same-source leadership relationships. Overall, active leadership accompanied favourable performance perceptions and avoidant leadership unfavourable perceptions; resilience itself was not directly tested.

Keywords: transformational leadership, transactional leadership, organisational performance, organisational resilience, Singapore

Entrepreneurial Leadership in India's Startup Ecosystem During an Era of Global Polycrisis: Developing an Indian Startup Leadership Model

Sanket Jack and Godofredo Cristobal 'Fred' Utanes
GlobalNxt University

The contemporary business environment is increasingly shaped by interconnected global disruptions, including economic uncertainty, geopolitical conflicts, technological transformation, climate change, and public health emergencies - collectively described as a polycrisis. In this context, effective leadership is essential to enabling startups to innovate, remain resilient, and achieve sustainable growth. This research investigates entrepreneurial leadership in India's rapidly growing startup ecosystem and proposes a leadership model suited to its unique context. India is recognised as the world's third-largest startup ecosystem, according to Inc42.com's 'State of Indian Startup Ecosystem Report (2025)' and the Department of Science and Technology, Government of India, highlighting the importance of understanding leadership practices within this dynamic environment. This study examines the evolution of leadership theories from traditional approaches to contemporary perspectives such as transactional, laissez-faire, to servant, empathetic, and transformational leadership, emphasising their relevance to startups. A qualitative multiple-case study methodology was adopted to explore entrepreneurial leadership across diverse Indian startups. Data were collected through semi-structured interviews with ten (10) entrepreneurs from six (6) cities and six (6) industries, interactions with thirteen (13) team members, workplace observations, expert inputs, and secondary sources. Nine leadership styles were examined, and the data were analyzed using NVivo software through thematic, content, and sentiment analysis. The findings contribute to the existing body of knowledge by proposing an Indian Startup Leadership Model that addresses the distinctive challenges and opportunities of the Indian startup ecosystem. The study offers theoretical and practical insights into how entrepreneurial leaders can foster innovation, organizational resilience, and sustainable growth, and provides a framework that entrepreneurs can use while navigating an increasingly uncertain global business environment.

Keywords

Entrepreneurship, leadership models, polycrisis, startup challenges, startups in India.

Labor Productivity Resilience in ASEAN Manufacturing Amid Global Polycrisis – A Cross-National Analysis with Implications for Japanese Firms in the Philippines

Nobuyuki Abe

GlobalNxt University

ASEAN manufacturing economies face growing uncertainty amid rising US tariffs on Southeast Asian exports, China+1 supply chain shifts, geopolitical tension, and new anxieties about AI (Ng & Sibuea, 2025; World Economic Forum, 2025). Employee engagement is often thought to support manufacturing productivity, but little quantitative, cross-country evidence tests this idea or examines how national culture might shape it.

This study looks at the relationship between employee engagement and manufacturing productivity across major ASEAN economies, with Japan included as a benchmark. It draws on the Job Demands–Resources (JD-R) model, and treats Hofstede's Power Distance dimension as a factor that may change the strength of this relationship. Individual-level engagement survey data, of the kind usually used in this field (such as Gallup's employee engagement indices), could not be obtained within the project timeline. Instead, an alternative Engagement Proxy Index was built from ILOSTAT data on working hours and vulnerable employment, capturing the same underlying idea — job resources — that Gallup data would have measured directly.

The study uses panel data from five countries — Japan, the Philippines, Thailand, Vietnam, and Indonesia — covering 2015 to 2024 (50 country-year observations, 45 after a one-year lag). A regression model tested engagement, Power Distance, and their interaction, alongside capital investment and industrial structure as comparison factors.

Capital investment was the clearest, most reliable driver of productivity. The link between engagement, culture, and productivity was not significant in the main model, but became significant once shared shocks such as COVID-19 were accounted for — a tentative pattern that may depend on cultural context. These findings offer insights for business management, workforce policy, and business education, pointing to capital investment and culturally responsive engagement as complementary paths to resilience in ASEAN manufacturing.

Keywords

ASEAN manufacturing, cultural dimensions, employee engagement, JD-R Model, labor productivity

Building Resilience Amidst a Challenging Condominium Marketplace: How Amenities Drive Value in Singapore

Sophie Fang and Godofredo Cristobal 'Fred' Utanes
Aston University, Kaplan Singapore

Trends in the global housing markets are confronted with uncertainties, concerns of affordability, evolving household structures, and stiffening household demands. In Singapore, condominium developers are confronted with land scarcity, inflation, and fledging consumer preferences while ensuring project viability and attracting more property investments. Growing prevalence of smaller households and widespread adoption for remote working create opportunities for developers to introduce more compact but amenity-rich mixed-use housing that focus on integrated work-live environment. To evaluate the competitiveness of such smaller amenity-rich condominiums, a sample size of 384 was recommended for reliable results. Due to the study's exploratory nature, a reduced sample size of 200 was gathered for this quantitative research, with combined quota and snowball sampling techniques for data collection. IBM SPSS Statistics and Python programming were used to generate descriptive and inferential statistics in data analysis. Statistical relationship and differences were assessed using other statistics tools such as Spearman's Rho and ANOVA. The study utilized Ordinary Least Squares (OLS) regression to construct a predictive model to quantify the precise uplift in Willingness to Pay (WTP) predicted by subjective value consumers placed on different amenities. The findings confirmed the study's hypotheses revealing a generational divide, with stronger preference for convenience-focused-mixed-use features in young investors. The limited influence on amenity importance suggest that residency status, education level, or income do not significantly predict how individuals value amenities. Instead, there appears to be a shared emphasis on value-driven considerations, particularly with transportation accessibility. The result recommends that developers design strategies around convenience features in de-densified regions to maximize investment returns through strategic location and pricing and prospective investors to consider long-term value based on high-impact features while balancing on family needs.

Keywords: Condominium amenities, developer strategies, quantitative study, real estate development, Singapore

Preparing Global Citizens for a Polycrisis World: University Students' Perceptions of SDG 4.7 Competency Development through English-Medium Instruction in Higher Education in Taiwan

Daniel Dat Tran (Tran Vuong Quoc Dat) and Syou-Rung Tsau
National Yunlin University of Science and Technology, Taiwan

Global Citizenship Education (GCE) faces challenges from the current “polycrisis,” raising concerns about whether English-medium instruction (EMI) in higher education effectively develops the global citizenship competencies required by SDG 4.7 to help students respond to increasing ecological, geopolitical, and economic uncertainty. This study investigated university students' perceived development of SDG 4.7 global citizenship competencies within EMI contexts in Taiwan, examined how EMI contributes to this development in a polycrisis world, and identified the learning factors that facilitate or hinder students' engagement with GCE. A 25-item questionnaire, adapted from established global citizenship and SDG 4.7 measurement instruments, was administered to 145 undergraduates across three universities in central Taiwan (one private, two public), complemented by semi-structured interviews with a purposive selected subsample of 30 students. Quantitative data were analyzed descriptively; interview data were examined through reflexive thematic analysis. Students reported relatively strong awareness of SDG 4.7 competencies, particularly in human rights and peace ($M = 3.86$), but comparatively weaker intercultural and socio-emotional competencies ($M = 3.70$). EMI was perceived as providing only moderate support for competency development ($M = 3.15$), with interview participants describing uneven access to discussion-based engagement, linguistic anxiety when discussing sensitive global topics in English, and a persistent gap between endorsing global citizenship values and having structured opportunities to enact them. Institutional support for GCE was rated lowest of all measured dimensions ($M = 3.08$), and interviewees consistently linked this to inconsistent, professor-dependent inclusion of global citizenship content rather than a lack of institutional rhetoric. Authentic intercultural interaction, reflective and identity-connected assignments, and discipline-relevant framing of global issues emerged as the strongest perceived facilitators across interviews. The findings suggest EMI has latent potential to foster SDG 4.7 competencies but requires stronger curriculum integration, culturally responsive pedagogy, and institutional support to translate global citizenship values into meaningful educational practice in a polycrisis world.

Keywords: global citizenship education, global citizenship competencies, SDG 4.7, English-medium instruction, higher education

When Disclosure Feels Like a Confession: Understanding Generative AI Non-Disclosure in Higher Education Academic Work

Raquel Tomasa R. Ho

Adelaide Institute of Higher Education (AIHE)

As generative artificial intelligence (GenAI) becomes embedded in students' academic work, higher education institutions increasingly require students to acknowledge or declare its use. Yet emerging evidence indicates that students do not always disclose, fully disclose or consistently interpret what requires disclosure. This structured narrative literature review examines the question: What factors shape students' non-disclosure of GenAI use in higher education academic work? English-language literature published between January 2023 and August 2026 was identified. Directly relevant empirical studies were synthesised alongside supporting literature concerning stigma, guilt, trust, policy, authorship and student GenAI practices. Four broad and overlapping domains were identified: Social and relational pressures, Psychological and identity-related responses, Institutional and assessment conditions, and Normative and authorship interpretations. These domains are organised as the SPIN framework for GenAI disclosure. The synthesis suggests that non-disclosure ranges from deliberate concealment and selective visibility to omissions arising from uncertainty or a genuine belief that minor or assistive use does not require declaration. Disclosure may expose students to anticipated judgement, threaten their identities as capable and honest learners, and create perceived academic risk when guidance or enforcement is unclear. At the same time, the normalisation of GenAI can reduce the perceived need to disclose without removing the stigma attached to visible use. The review argues that meaningful transparency depends not only on student compliance but also on clear, proportionate and context-specific requirements, consistent interpretation, disclosure literacy, institutional trust and psychological safety. The SPIN disclosure framework is proposed as a provisional organising framework for research and practice, not as a validated or predictive model.

Keywords: generative artificial intelligence; GenAI disclosure; AI declaration; AI shaming; AI stigma; higher education; academic integrity

The Impact of Artificial Intelligence (AI) on Professional Accountants in New Zealand

Janaka Jayawardena and Saman Bandara, Unitec Institute of Technology
Nayomi Wijesinghe, Adelaide Institute of Higher Education (AIHE)

This study investigates the impact of artificial intelligence (AI) on professional accountants in New Zealand, with a particular focus on its influence on job roles, work efficiency, and job security. Guided by the Task–Technology Fit (TTF) Theory, the research employs a quantitative survey methodology, collecting responses from 101 professional accountants across diverse accounting sectors. The findings reveal that AI is reshaping the accounting profession by transforming job roles rather than replacing accountants. Routine and repetitive tasks are increasingly automated, enabling professionals to shift their focus towards advisory, analytical, strategic, and decision-support functions that require higher-order skills and professional judgement. AI adoption was also found to notably improve work efficiency by reducing the time required for repetitive processes, enhancing accuracy, minimising human errors, and allowing accountants to concentrate on higher-value activities. Perceptions of job security, however, varied across respondents, with more experienced accountants expressing greater concern about AI-related workforce changes than their less experienced counterparts. These findings highlight the importance of continuous reskilling, upskilling, and organisational support to ensure professionals remain adaptable in an evolving technological environment. The study further emphasises the critical role of professional accounting bodies, employers, and educational institutions in integrating AI-related competencies into accounting curricula, professional training, and continuing professional development programmes. By providing empirical evidence from the New Zealand context, this research contributes to a deeper understanding of how AI is transforming the accounting profession and offers practical implications for practitioners, educators, organisations, and policymakers seeking to support successful AI integration. Future research could explore longitudinal changes, cross-country comparisons, and qualitative insights into accountants' experiences in AI-enabled work environments.

Keywords: Artificial Intelligence, Accounting, Work Efficiency, Job Roles, Job Security

The relationship between governance and drug trafficking: A comparative analysis between the United States of America and the United Kingdom

Diego Domínguez M.

Adelaide Institute of Higher Education (AIHE)

This study provides a comparative analysis of the relationship between governance and drug trafficking in the United States of America and the United Kingdom. Drug consumption was modelled as a proxy for trafficking-linked demand using cocaine and heroin prevalence data drawn from the National Survey on Drug Use and Health (NSDUH) and the Crime Survey for England and Wales (CSEW), matched against the six governance dimensions surveyed by the World Governance Indicators (WGI) project. Beyond a standard regression model, this study applies first-differencing and cointegration testing to each country independently, to guard against relationships that reflect a shared trend rather than a genuine long-run association. A single, country-specific dimension of governance withstood this more rigorous testing in each case: government effectiveness in the United States, and political stability in the United Kingdom. The theoretical framework supporting this study suggests that organised crime activities affect governance quality through money laundering practices and the establishment of political-criminal alliances. From this view, the study opens a door to further research formulating drug policy on a corruption-based approximation. As drug consumption is also a public health and social problem, these findings raise implications beyond governance and law enforcement alone, including for how institutional erosion of this kind may extend to education systems, and for the role of education quality as a protective factor against future drug demand among young people.

Keywords: drug policy, governance, drug trafficking, econometrics, political-criminal collaboration, corruption

Bab-ai Sa Lakas Komunidad Program (Bab-ai/Women For Community Empowerment Program): Towards A Policy Intervention

Caacbay, Jacqueline O., Danaytan, Averiec Nathaniel L., Logatoc, Steve Z., Urbino, Celah Faith L.

Polytechnic University of the Philippines

Women in the Philippine informal economy face compounding exposure to AI-driven labor disruption, low educational attainment, and exclusion from social protection. More than 70 percent of Filipino workers are informally employed, with women disproportionately represented in low-paying, routine-task occupations that international labor research identifies as structurally most susceptible to generative-AI displacement. Roughly 69 percent of female informal workers, an estimated 8.3 million women, remain uncovered by the Social Security System, PhilHealth, or Pag-IBIG, leaving them without institutional protection against the very disruption they are most exposed to. This paper examines the feasibility of the BAB-AI sa Lakas Komunidad (BLK) Program, a university-led, community-based intervention establishing decentralized AI-Powered Community Digital and Skills (AI-CDS) Hubs across Polytechnic University of the Philippines campuses, local government facilities, and TESDA centers. Grounded in Human Capital Theory, Task-Based Technical Change, Digital Divide Theory, Diffusion of Innovation Theory, the Capability Approach, and the Sustainable Livelihoods Framework, the program combines hybrid AI-Enhanced Adaptive Learning Modules with a Social Protection Integration Mechanism connecting participants to national social insurance agencies, piloted among 5,000 women in the Bangsamoro Autonomous Region in Muslim Mindanao. Employing a qualitative, document-based methodology drawing on government policy, institutional partnership precedents, and comparative program evidence, the study finds the intervention institutionally feasible through existing TESDA–state university collaboration frameworks. A cost-benefit analysis grounded in TESDA's 2025 per-capita training schedule estimates a pilot cost of ₱125 million, with recoupment through new social contributions projected within four to five years, supported by comparative vocational training evidence from Uganda and Delhi. The findings suggest the BLK Program offers a scalable, evidence-grounded model for closing the digital and social protection gap facing women in the Philippines' informal sector, while identifying the need for primary validation through pilot implementation.

Keywords: Artificial Intelligence (AI), informal economy, women's economic empowerment, digital upskilling, social protection

Pedagogical Challenges in Higher Education: Engaging Digital-Native Generations

Faisal Abdullah

Adelaide Institute of Higher Education (AIHE)

The rapid evolution of digital-native demographics—predominantly Gen Z and subsequent cohorts—demands a fundamental restructuring of higher education pedagogy in the future. Furthermore, the increased use of generative AI since 2022 to the present has significantly impacted pedagogy in the university. Educators or lecturers have been confronted with the fact that students are becoming increasingly passive in the classroom but engaged actively with technological devices, including generative AI. The study reviews more than 50 existing studies in related fields as well as examines the multifaceted challenges modern educators face (some are taken from principal researchers' personal experiences), categorised into a few core domains, such as instructional design and engagement, and institutions to transition their pedagogical system from traditional, teacher-centric models toward dynamic, personalised, and cloud-supported learning architectures. Furthermore, the study also discusses technological and AI integration, focusing on shifting assessment frameworks away from rote information retrieval toward critical evaluation, ethical AI collaboration, and human judgement to counter algorithmic bias. It also promotes holistic educator roles that manage the delicate boundary between academic instruction and emotional mentorship to support student mental wellbeing without experiencing role strain. In addition, participating actively in professional development to mitigate the generational faculty skill gap regarding generative AI through structured institutional frameworks. To remain competitive and relevant, higher education must empower faculty to move beyond basic digital literacy. The paper advocates for the systematic implementation of the TPACK (Technological Pedagogical Content Knowledge) framework, ensuring instructors can successfully serve as facilitators of meta-cognitive, experiential, and inquiry-based mastery.

Keywords: Digital Natives, Gen Z, Pedagogy, Generative AI, TPACK, Hybrid Learning, Instructional Design

Reconceptualising Hospital Resilience in a Polycrisis Era: A Practice-Based Strategic Leadership Framework

Samadi Madiwala

Adelaide Institute of Higher Education (AIHE)

Hospitals increasingly operate in environments characterised by multiple, interconnected and prolonged disruptions, including pandemics, workforce shortages, supply-chain vulnerabilities, financial pressures and changing patterns of service demand. Traditional approaches to hospital resilience have largely emphasised preparedness, surge capacity and the availability of organisational resources required to withstand and recover from discrete crises. However, a polycrisis environment challenges the assumption that disruption is episodic and that resilience can be understood primarily as a relatively stable stock of preparedness resources. This paper develops a practice-based strategic leadership framework that explains how hospitals dynamically enact resilience under conditions of persistent and interconnected disruption. Using a narrative literature review, the paper synthesises research across hospital resilience, crisis-as-practice, leadership-as-practice, strategic leadership and strategy-as-practice. The analysis retains the established 4S architecture of Staff, Stuff, Space and Systems as the core operational infrastructure of hospital resilience, while engaging with the broader 6S framework by conceptualising Strategies and Services as emergent organisational configurations rather than additional static resource categories. The framework proposes that distributed strategic leadership practices including collective sensemaking, routine coordination, prioritisation, resource mobilisation, improvisation and learning, dynamically activate and reconfigure the 4S infrastructure. These interactions generate or strengthen four interrelated resilience capacities: absorptive, adaptive, transformative and learning capacities. Four theoretical propositions specify relationships among distributed strategic leadership practices, 4S reconfiguration and resilience outcomes. The paper contributes to the crisis management and hospital resilience literature by moving beyond the established observation that crisis management and leadership are collective practices to specify where and how these practices act within hospital resource infrastructures. It also reconceptualises strategic leadership as a distributed organisational accomplishment rather than a function located exclusively in senior executives. The framework provides a basis for empirical research and offers hospital managers a practice-oriented approach to developing resilience in volatile and interconnected environments.

Keywords: organisational resilience, polycrisis, leadership-as-practice, crisis-as-practice, 4S framework for hospital resilience.



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