

Faculty of Arts Operational Plan 2006

1. People

Goal

To attract the best staff and students, and provide them with opportunities to teach, learn and conduct research of the highest possible standard.

Strategies

Making the Faculty a destination of preference for outstanding Australian and international students by

- 1.1 Maintaining high standards of selection, admission, guidance and support;
- 1.2 Attracting and supporting outstanding students with attention to equity and diversity through the scholarships program and Access Melbourne;
- 1.3 Attracting, supporting and developing outstanding academic and general staff with fair, open and consistent recruitment and promotion practices, and with support and encouragement for them to perform at the highest standard;
- 1.4 Encouraging equity and diversity;
- 1.5 Valuing a collegial, evolved approach to decision-making, and empowering members of the University community to exercise initiative and responsibility for the development of plans and priorities;
- 1.6 Encouraging prospective students, parents and employers to appreciate the value of the Faculty's degrees.

Faculty Operational Targets 2006

By the end of 2006:

- 1.1 Recruit and retain
 - at least one additional eminent scholar on a full-time or fractional basis (Accountability: Dean);
 - at least one Federation Fellow (Accountability: Dean, Associate Dean Research);
- 1.2 Achieve at least one nomination for the 2006 round of the Australian Awards for University Teaching (Accountability: Associate Dean Academic Programs);
- 1.3 Report evidence of the Faculty's entry standards and outcomes through benchmarking against key national and international universities to ensure that the Faculty is comparable with those of first rank universities around the world (Accountability: Dean, Associate Dean Academic Programs);
- 1.4 Further promote 'Kick Start Your Career' and increase participation from 107 to 175 students (Accountability: Associate Dean Academic Programs);
- 1.5 Increase departmental participation in the Graduate Certificate in University Teaching by raising involvement from three departments to six departments (Accountability: Dean, Heads);
- 1.6 Ensure that all new tutors participate in the Tutor Training scheme (Accountability: Heads).

2. Research

Goal

To strengthen the research and reputation of the Faculty as a leading research faculty in the humanities, social sciences, languages and creative arts.

Strategies

To promote research excellence by:

- 2.1 Recognising and rewarding outstanding research performance;
- 2.2 Providing researchers with appropriate research infrastructure;
- 2.3 Ranking the standing of research in all disciplines and departments to ensure high standing and prepare for the RQF;
- 2.4 Placing a high priority on the growth of external funding for research and research training, from both government and industry, and in particular on the growth of national competitive income;
- 2.5 Providing research higher degree students with research supervision, infrastructure and support of the highest possible quality;
- 2.6 Creating a welcoming, supportive environment for research higher degree students and using regular, systematic feedback from them to improve the quality of the research environment and the supervision;
- 2.7 Identifying and supporting opportunities for national and international research collaboration;
- 2.8 Ensuring appropriate policies for knowledge transfer of research.

Faculty Operational Targets 2006

By the end of 2006:

- 2.1 Undertake and complete by June 2006 an evaluation of research performance to identify the Faculty's research strengths (Accountability: Dean; Associate Dean Research);
- 2.2 Ensure that all disciplines and departments that do not achieve ranking in the top three nationally have plans for improvement (Accountability: Associate Dean Research, Heads);
- 2.3 Implement new procedures for improved ARC performance by ensuring that all staff are actively engaged in preparation for, or submission of, an NCG application (Accountability: Associate Dean Research, Heads);
- 2.4 Maintain the Faculty's ranking by:
 - Increasing research income by 15%, from \$8.2m in 2004 to \$9.4m in 2006;
 - Increasing research higher degree enrolments from 564 EFTSL in 2005 to 580 in 2006;
 - Increasing research publications by 10% from 786 in 2004 to 865 in 2006; (Accountability: Associate Dean Research, Heads, Faculty grant co-ordinator);
- 2.5 Submit at least 20 Linkage grants and increase funded applications from 6 in 2005 to 10 in 2006 (Accountability: Associate Dean Research, Heads);
- 2.6 Undertake a comprehensive audit of all RHD candidates enrolled in 1999 and 2000 and obtain plans for all who have not completed (Accountability: Associate Dean Research);

- 2.7 Ensure that no more than 7% of research students indicate they are very dissatisfied with any of the 11 academic support questions in the 'Quality of Research Supervision and Academic Support Questionnaire' (Accountability: Associate Dean Research);
- 2.8 Prepare at least two proposals for the University's future generation fund (Accountability: Dean, Heads);
- 2.9 Prepare at least one proposal for a Centre of Excellence (Accountability: Dean, Heads);
- 2.10 Prepare and implement a Faculty plan for knowledge transfer (Accountability: Dean).

3. Teaching and Learning

Goal

To create and maintain outstanding learning environments for undergraduate and postgraduate students.

Strategies

To enhance the quality of teaching, learning and educational outcomes by:

- 3.1 Providing professional development opportunities for university teachers at all levels of experience;
- 3.2 Giving proper recognition and reward to excellence in teaching;
- 3.3 Developing flexible course structures and delivery options;
- 3.4 Maintaining and resourcing small-group teaching as a crucial element of teaching;
- 3.5 Providing all students with the opportunity to gain knowledge and competencies available through online learning;
- 3.6 Evaluating the likely growth patterns of postgraduate coursework and developing appropriate programs;
- 3.7 Promoting sensitivity to cultural diversity among staff and students;
- 3.8 Promoting excellence in the teaching and learning of languages other than English;
- 3.9 Reporting on measures undertaken to introduce greater Faculty-level policy and co-ordination of undergraduate and postgraduate teaching programs, to drive subject rationalisation and increase coherence;
- 3.10 Responding to and preparing for the changes in undergraduate programs foreshadowed in Growing Esteem.

Faculty Operational Targets 2006

By the end of 2006:

- 3.1 Achieve in 2006 student-staff ratios that are equal to or lower than the 2005 ratio of 19 (Accountability: Dean);
- 3.2 Report to the 2006 Operational Performance Review indicating the national standing in learning and teaching for each department/discipline and for those departments/disciplines not achieving a leading national ranking (ie 'top 3' or equivalent), the actions that are being taken to achieve that ranking by 2008 (Accountability: Dean, Heads, Associate Dean Academic Programs);

- 3.3 Achieve
- a mean score of 4.2 or higher for Question 2 ('This subject was well taught') and Q9 ('Overall I was satisfied with the quality of the learning experience') in the 'Quality of Teaching' survey of undergraduate programs conducted in Semester Two, 2006;
 - a national ranking in the top 15% of Australian institutions in graduate perceptions of the quality of teaching, the acquisition of generic skills and overall satisfaction with their University experience as reported in the national Course Experience Questionnaire
 - continuing improvement in graduate perceptions of the quality of teaching, the acquisition of generic skills and overall satisfaction with University experience as reported in the CEQ (Accountability: Associate Dean Academic Programs);
- 3.4 Achieve an increase of 10% in students in agreement in 'Quality of Teaching' survey with Questions 7 and 8 concerning effectiveness and value of interactive technologies and web-based subject material (Accountability: Associate Dean IT and MM, Heads);
- 3.5 Improve participation in the First Year Transition Program to at least 400 commencing students (Accountability: Associate Dean Academic Programs);
- 3.6 Increase by 40 EFTSL the enrolments in language acquisition subjects (Accountability: Head, School of Languages and Director, MIALS);
- 3.7 Increase in the number of students enrolled in subjects offered outside normal two-semester framework, from 328 in 2005 to 380 in 2006 (Accountability: Associate Dean Academic Programs, Heads);
- 3.8 Ensure that the recommendations of the 2005 DML review are fully implemented across the University (Accountability: Head, School of Languages and Director, MIALS);
- 3.9 Explore the implications for the Faculty of the University's move to postgraduate professional courses and investigate the feasibility of appropriate undergraduate courses (Accountability: Dean, Associate Dean Academic Programs, Heads);
- 3.10 Complete implementation of changes to the BA Major, and explore appropriate responses to the BA and BA Hons in the light of Growing Esteem (Accountability: Dean, Associate Dean Academic Programs).

4. International Positioning

Goal

To ensure appropriate and effective international engagement of staff and students, so that the Faculty becomes established as a widely recognised contributor to international scholarship and learning.

Strategies

To advance the internationalisation of the Faculty by:

- 4.1 Attracting high quality staff and students from outside Australia;
- 4.2 Encouraging the internationalisation of curricula, and giving particular prominence to the study of other languages and societies;
- 4.3 Promoting a deeper understanding of the Asian region;
- 4.4 Positioning the Faculty as a leader within the Asian region by giving particular priority to educational and research collaboration with major Asian institutions, to the nurturing of Asian alumni institutions and to the role of the Faculty as an internationally significant centre for the study of Asian languages and societies;

- 4.5 Through scholarships, bursaries, involvement in aid projects and other forms of assistance, engaging the Faculty to increase educational opportunity, economic development and social and cultural amenity, particularly in developing societies in south-East Asia;
- 4.6 Developing and maintaining linkages with overseas schools and tertiary institutions that provide high quality students;
- 4.7 Maintaining an active program of research in key markets and developing new and attractive programs to increase the diversity of the international student population;
- 4.8 To work with all Departments, particularly the School of Languages and MIALS, in highlighting to academic staff the importance of encouraging their students to go on exchange to improve language proficiency and better understand cultural nuances;
- 4.9 To continue to work closely with Careers and Employment in identifying overseas employers and to ensure Arts international graduates are well prepared for finding employment in their home country.

Faculty Operational Targets 2006

By the end of 2006:

- 4.1 To have completed at least three formal benchmarking projects to assess the international standing of the honours year courses (Accountability: Associate Dean Academic Programs);
- 4.2 Increase by 10% to 220 the number of students who undertake study abroad and exchange opportunities (Accountability: Associate Deans Academic Programs and International);
- 4.3 Increase by 40 EFTSL the number of CSP students enrolled in subjects offered by MIALS, the School of Languages and other departments with a designated 'Asia' focus (Accountability: Director, MIALS and Head, School of Languages);
- 4.4 Hold at least one international Alumni function in Hong Kong (Accountability: Associate Dean International);
- 4.5 Undertake research into factors influencing study destinations for prospective students in the Indian, UK, and USA postgraduate markets (Accountability: Associate Dean International);
- 4.6 Achieve the 2006 international student teaching load target of 1,305 EFTSL in a manner that reduces overall reliance on traditional source countries and increases by 15% the numbers of commencing students enrolling in postgraduate courses (Accountability: Associate Dean International);
- 4.7 Enrol at least 10 students in the Universitas 21 Certificate in Global Issues (Accountability: Associate Dean Academic Programs);
- 4.8 Implement updated country-specific strategies for India and China that will achieve for admission to the Faculty's courses in 2008 an increase in the number of eligible off-shore international student applications of 10% (Accountability: Associate Dean International);
- 4.9 Ensure that the International and Development Committee meets quarterly to consider departmental and faculty initiatives to increase and enhance our outreach and promotional activities (Accountability: Associate Deans Development and International);
- 4.10 Implement an integrated Strategic Marketing Plan for International and Domestic students (Accountability: General Manager).

5. Serving Wider Communities

Goal

To promote informed public discussion and interest in the humanities, social sciences, languages and creative arts, and to make the expertise of the Faculty serve the community.

Strategies

To serve the wider community by:

- 5.1 Making the resources and expertise of the Faculty available to enrich intellectual, cultural, educational, economic and social life;
- 5.2 Promoting informed and constructive public discussion, debate and policy formation, and encouraging academic staff to engage in public intellectual discourse;
- 5.3 Promoting greater social awareness of the crucial significance of the humanities, social sciences, languages and creative arts;
- 5.4 Consulting and working with Indigenous Australian in order to assist them meet their social and educational needs and aspirations;
- 5.5 Strengthening links with Victorian and interstate schools;
- 5.6 Fostering our relationships with professional associations;
- 5.7 Ensuring the educational significance of Arts is understood and appreciated by educational agencies and those responsible for them;
- 5.8 Work with the Development Office to establish guidelines and relevant data on fundraising and a long term strategic plan for benefaction and fundraising;
- 5.9 Work with the Development Office to ensure that all Faculty alumni activities support the University's 'Alumni Relations Framework'.

Faculty Operational Targets 2006

By the end of 2006:

- 5.1 To publish three editions of Arts Alumni News that will include Asian Alumni content (Accountability: Associate Dean Development);
- 5.2 Ensure that Arts Alumni News is distributed to a wider audience, including prospective postgraduate students, industry contacts, benefactors, international agents and other key Faculty stakeholders (Accountability: Associate Dean Development);
- 5.3 Expand recent graduate readership of Arts Alumni News by targeting students at graduation ceremonies in March and April 2006 (Accountability: Associate Dean Development);
- 5.4 Hold at least two major Alumni reunions for graduates of the 1970s, with a targeted participation of at least 200 graduates (Accountability: Dean, Associate Dean Development);
- 5.5 Work with the Development Office to update the Arts Alumni data base (Accountability: Dean, Associate Dean Development);
- 5.6 Redesign 'Arts Career' brochure to highlight the value of our programs by featuring graduate career profiles across a range of industries (Accountability: Associate Dean Development);
- 5.7 Work with the Development Office and Schools, Centres and Departments in compiling a Faculty list of key external stakeholders (Accountability: Associate Dean Development);

- 5.8 Work with all Schools, Departments and Centres to identify a particular staff member or Committee to have responsibility for development, and ensure that this person or committee liaises with the Faculty on all aspects of development including alumni, outreach programs, profiling activities and fundraising (Accountability: Associate Dean Development);
- 5.9 Participate in outreach sponsorship programs such as Melbourne Writers' Festival, events at the National Gallery Victoria and State Library Victoria to build the profile of the Faculty in the community and strengthen links with other key cultural institutions (Accountability: Associate Dean Development);
- 5.10 Produce a brochure on major Faculty bequests and identify new opportunities for sponsorship and benefaction (Accountability: Associate Dean Development);
- 5.11 Hold quarterly meetings of the Bachelor of Arts Advisory Committee (Accountability: Associate Dean Academic Programs).

6. Management

Goal

To achieve continuous quality improvements in the academic and administrative management of the Faculty.

Strategies

- 6.1 Developing and maintaining comprehensive and vigorous internal quality assurance processes and evaluation mechanisms to ensure the Faculty's academic and management performance is regularly appraised;
- 6.2 Upholding the highest standards of financial management and accountability;
- 6.3 Complying with all statutory or regulatory requirements including those relating to occupational health and safety, environmental standards, competitive neutrality, equal opportunity, research ethics, industrial relations and financial accountability;
- 6.4 Maintaining systematic, performance-based strategic and operational planning linked to the annual planning and budget cycle;
- 6.5 Ensuring that all appropriate performance appraisal is carried out in relation to all management functions at all levels, from individual performance appraisal to internal auditing and monitoring;
- 6.6 Achieving the greatest possible degree of transparency, accountability and consistency in Faculty decision-making processes;
- 6.7 Maintaining effective representative student participation in the affairs of the Faculty.

Faculty Operational Targets 2006

By the end of 2006:

- 6.1 Ensure all staff with more than one year of service are appraised, and that all appraisers have undertaken appropriate training (Accountability: Dean, Heads, General Manager);
- 6.2 Ensure all new staff up to and including Level C attend relevant courses in CSHE within a year of appointment (Accountability: Heads);
- 6.3 50 per cent of all general staff to undertake a professional development activity (Accountability: Dean, Heads, General Manager);

- 6.4 Improve ratings of perceptions of the Faculty's service delivery by achieving an increase from 3.52 (2003) to 3.6 (2005) in the mean score for the question 'Overall I was satisfied with the quality of the services provided' in the 'Quality of Administrative and Support Services for Students' survey (Accountability: Dean);
- 6.5 Achieve average score of no less than 4.0 in survey of quality of Faculty management by Heads and other members of Faculty (Accountability: Dean and General Manager);
- 6.6 Undertake an analysis of the Faculty's structure, organisation and resource allocations and identify improvements in organisational structure (Accountability: Dean, Heads);
- 6.7 Undertake a review of administration across the Faculty (Accountability: Dean, General Manager, Departmental Managers);
- 6.8 Implement changes to teaching and research arrangements while maintaining staff satisfaction with internal communication and decision-making (Accountability: Dean, Heads).

7. Quality Infrastructure

Goal

To enhance the physical environment and teaching, learning and research facilities of the Faculty.

Strategies

- 7.1 Ensuring that all staff and students have the best possible teaching and research spaces;
- 7.2 Seeking additional space to meet the needs created by Faculty's increase in teaching, research and research training;
- 7.3 Ensuring that all staff have the best possible IT resources and infrastructure that address emergent and on going needs;
- 7.4 To investigate and provide access to new service provisions (local or central) that will enhance and assist research activity and administration;
- 7.5 To ensure the effective and efficient utilisation of the opportunities afforded by the WWW for teaching, research and promotion of the Faculty;
- 7.6 To provide assistance in the training of staff and students in the use of information technology for teaching and research.

Faculty Operational Targets 2006

By the end of 2006:

- 7.1 Position the Faculty to take advantage of proposed moves out of the Old Geology Building and Chemistry by undertaking a space audit early in 2006, and prepare a scope of works for the proposed decommissioning of the Arts Centre Building (Accountability: Dean);
- 7.2 Increase substantially the provision of space and resources for research higher degree students and achieve a rating of at least 3.8 for access to adequate working space in the annual Quality of Research Supervision survey (Accountability: Associate Dean Research);
- 7.3 Provide a secure and dedicated web/database service for postgraduate research activities (Accountability: Associate Dean IT & MM);

- 7.4 Review the status of the recommendations implemented after the 2005 ArtsIT Review and assess their success and effectiveness with regard to staffing, the centralisation of maintenance and booking of Faculty computer labs, and faculty services (Accountability: Associate Dean IT & MM);
- 7.5 Ensure that ArtsIT reviews and audits the back-up regime against the University's regulatory requirements and that assessment is made of backup procedures, their documentation and their communication to stakeholders (Accountability: Associate Dean IT & MM);
- 7.6 Decommission the John Medley 4th floor lab and re-scope to consider ways in which the space may be used most productively (Accountability: Dean, Associate Dean IT & MM);
- 7.7 Assess the status of the changed role for the Horwood Language Centre in light of the ArtsIT Review recommendations and appraise whether the new structure and facilities are meeting the needs of SOL and MIALS (Accountability: Associate Dean IT & MM, Head, School of Languages and Director, MIALS).

8. Resources

Goal

To expand the resource base to meet the teaching and research activities of the Faculty.

Strategies

- 8.1 To encourage and increase domestic and international fee-paying enrolments;
- 8.2 To encourage and increase additional revenue from Study Abroad and CAP enrolments;
- 8.3 To generate external contributions from alumni, donors, business and philanthropic foundations;
- 8.4 To encourage, support and increase research income from external agencies;
- 8.5 To manage liabilities for annual and long-service leave.

Faculty Operational Targets 2006

By the end of 2006:

- 8.1 Ensure that the Faculty's gross fee income target of \$30.663m is met, and implement co-ordinated central and faculty student marketing and recruitment plans that enable the Faculty to increase its unit-of-resource funding through the achievement of fee revenue targets; (Accountability: Dean);
- 8.2 Develop a clear fee-revenue strategy to underpin the 15% growth pa in projected fee revenues (Accountability: Dean);
- 8.3 Increase by 5 EFTSL (from 54 to 59) the number of commencing students enrolling in domestic undergraduate fee-paying courses (Accountability: Dean);
- 8.4 Increase by 49 from 209 to 258 EFTSL the number of commencing students enrolling in domestic postgraduate fee-paying courses (Accountability: Dean);
- 8.5 Ensure that the domestic fee-paying teaching load targets of 259 undergraduate and 436 postgraduate are met (Accountability: Dean and General Manager).

9. Equity and Access

Goal

To promote equity and merit as fundamental principles in all the activities of the Faculty.

Strategies

- 9.1 Applying the principles and practice of equity in all areas of human resource policy and management;
- 9.2 Increasing educational opportunities for good students from disadvantaged backgrounds through:
 - the Access Melbourne Programs and Scholarships;
 - admissions programs and criteria designed to ensure that students with outstanding educational potential are not precluded by reason of prior educational disadvantage;
- 9.3 Giving priority to providing Indigenous Australians with the opportunities to study in the Faculty and the support they need to succeed in their study;
- 9.4 Recognising the workplace needs and aspirations of Indigenous Australians and promoting their employment and career development;
- 9.5 Promoting family-friendly policies;
- 9.6 Supporting female staff to develop their careers and reach their full potential.

Faculty Operational Targets

By the end of 2006:

- 9.1 Ensure that Faculty meets its Access Melbourne targets (Accountability: Dean, General Manager);
- 9.2 Continue to work with under-represented schools, visit at least ten under-represented schools and promote Access Melbourne (Accountability: Associate Dean Academic Programs);
- 9.3 Review current student selection criteria to encourage the provision of humanities, social sciences, languages and creative arts in disadvantaged Victorian schools, and maintain current commitment to middle band selection as a way of encouraging the provision of humanities, social sciences, languages and creative arts in Victorian schools; and to review the subjects listed for middle band consideration (Accountability: Deputy Dean, Associate Dean Academic Programs);
- 9.4 Undertake regional school liaison visits to: Shepparton, Wangaratta, Ballarat, Bendigo and Gippsland (Accountability: Associate Dean Development, General Manager);
- 9.5 Increase the number of Indigenous Australian students from 100 in 2005 to 110 in 2006 (Accountability: Dean);
- 9.6 Work with the Centre of Indigenous Education to investigate the feasibility of employing an Indigenous Liaison Officer in the Faculty of Arts (Accountability: Dean, General Manager);
- 9.7 Undertake two targeted school liaison activities in conjunction with the Centre of Indigenous Education (Accountability: Dean);
- 9.8 Increase from 12 by at least two the number of female professors (Accountability: Dean);
- 9.9 Increase the number of female appointments at Level C from 34 to 40, and at Level D from 19 to 22 (Accountability: Dean).