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| MQ inline RGB | Implementation Plan for Review of Faculty of Business and Economics |

## Implementation of Findings and Recommendations

### Governance, Leadership and Management

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 1 | Review the responsibilities of the Faculty Board relating to the nature and scope of issues it reviews and reports on prior to referral to the Academic Senate.  |  Executive Dean | Reposition the Faculty Board as FBE’s principal decision-making body for academic matters in order to streamline the operations of committees and reduce the amount of time spent by staff on committee related activities. Restructure the existing Faculty Committees—Learning and Teaching, Faculty Standards and Quality, Research and HDR—as subcommittees of the Faculty Board. Review the membership of the Faculty Board Terms of Reference and subcommittees.Appoint a new Chair of the Faculty Board in place of the Executive Dean, with the Executive Dean to report to the Board on the Faculty’s operational and strategic activities.  |
| 2 | Review claims from staff regarding high levels of bureaucracy and lack of appropriate delegating of signoff responsibilities.  | AD, CQA | Develop a staff feedback system to document overly complex administrative processes as part of a continuous improvement framework.Note: The review of delegations taking place at the University level will assist in implementing the response to this recommendation. |

### Structure

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 3 | Examine the feasibility of restructuring the Faculty to be a single business school without distinct departments.  | Executive Dean | Establish a working group to examine different models of business school structures with a view to ensuring FBE has a structure to support its mission.The working group will be responsible for benchmarking FBE against similar types and size of schools and take into consideration input from Faculty staff.  |
| 4 | Increase the collaboration between FBE, the Macquarie Graduate School of Management (MGSM) and Applied Finance Centre (AFC) in order to better exploit potential synergies, create a stronger brand for the University and drive reputation in the area of business. As a first step, enhance teaching collaboration geared to increasing the number of postgraduate business students at Macquarie University.  | Executive Dean, HoD AFAS | Continue to seek opportunities for greater collaboration on Research and Teaching between FBE, MGSM and AFC. For example, explore areas of overlap in finance teaching across the entities with a view to rationalising the offerings.Note: It is anticipated that the recent appointment of the former Director of the Applied Finance Centre as the Head of the Department of Applied Finance and Actuarial Studies will assist in implementing the response to this recommendation. Engage with the University discussions on the branding and presentation of MGSM/FBE to the broader business community. |

### Finance and Facilities

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 5 | Increase investment in the Faculty’s research pursuits by appointing more senior research staff to develop the Faculty’s research culture and provide mentorship to junior staff.  | Executive Dean | An investment in the Faculty’s research capability was proposed in the 2014 budget and subsequently registered.Redefine the Faculty’s definition of “research active status” to take into account the level of academic appointment which will improve the quality of research outputs in line with the research capability of the Faculty.Manage long term workplace development. |

### Academic Programs

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 6 | Examine potential areas of synergy between FBE, MGSM and AFC in order enhance the program offerings of the Faculty at the postgraduate level.  | Executive Dean, HoD AFAS | As above, Recommendation 4. |

### Research

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 7 | Set an ambitious research vision in key areas where the Faculty can develop an exceptional reputation.  | Executive Dean | Trial an organic approach to developing key areas of research as follows:* Step 1: Informal clusters may pitch research proposals for Faculty funding to a committee which will allocate six months of research seed funding to successful proposals based on specified criteria;
* Step 2: Clusters which achieve the set metrics for the six month period will receive additional funding for a period of 18 months – those unsuccessful will either need to iterate their concept and pitch again for the initial round of funding or disband. Projects in the second round of research development will be incubated with some administrative support to help establish media linkages, develop a public profile, engage with industry and government, and attract research funding and PhD students.
* Step 3: Clusters which achieve metrics relating to engagement, output, funding and self-sufficiency will then be evaluated with a view to becoming Faculty Centres for Research or be incorporated into existing Centres.
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| 8 | Increase the funding allocated to supporting the research agenda of the Faculty.  | Executive Dean | As above Recommendation 4. |
| 9 | Reposition the three Research Centres as Faculty-based, rather than Departmentally-based.  | AD Research | Retain the current setup and position of the Research Centres within Departments in 2014.Transition Research Centres to a new more independent status in 2015 wherein they will be required to generate sustaining revenue and broaden their activities, for example by hosting conferences and providing industry consulting.  |

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| 10 | Reposition, possibly by combining, the roles of the Associate Dean Higher Degree Research (HDR) and of the Associate Dean Research in order to better align areas of research focus.  | AD Research, AD HDR | This recommendation was not supported by the Faculty as the roles were deemed to be too large and strategically important to be managed by one person. The Faculty will explore options for the possible combining the administrative and support activities relating to HDR and Research and examining the HDR load.  |

### Research Training

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 11 | Increase the supervisory capacity of the Faculty in order to accommodate continued growth in the HDR program.  | AD HDR | Review existing workload policy to optimise supervisory capacity.Increase supervisory capacity through recruitment of appropriate qualified supervisory personnel and adjustments to workload and RA definition. |

### Staff and Student Profile

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 12 | Commence a recruitment strategy to prepare for the ageing staff profile of the Faculty which will impact in the coming years.  | Executive Dean | Develop a new categories of positions (e.g. Honorary Fellow) consistent with University review that will enable FBE to maintain a working connection between itself and retired academics who may elect to still do some low load research and teaching during their retirement. Deploy cost savings from these roles to recruit less experienced academics. |
| 13 | Improve the quality control of teaching standards among casual and sessional staff.  | FGM | Deploy the Sessional Academic Staff Unit (SASU) in 2014 to improve these standards.Apply FBE’s AACSB qualification standards and classifications to the employment of all academic teaching staff. |
| 14 | Reduce the risk associated with the Faculty’s high reliance on Chinese international students by diversifying the sources of recruitment of international students across the university.  | Executive Dean | Work with the DVC International to diversify the sources of recruitment of international students.  |

### Community Engagement and Accreditations

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 15 | Develop a FBE-specific alumni engagement strategy.  | Executive Dean | Support the University’s alumni development strategy and pursue innovative approaches to engage with the high proportion of international student alumni located overseas. |

### International

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 16 | Pursue international research linkages with Chinese universities in Project 985 excluding the C9 League.  | Executive Dean | This recommendation has been noted and is consistent with the Faculty’s mission and activities in relation to the Asian-Pacific region.  |
| 17 | Re-establish the role of Associate Dean, International.  | Executive Dean | Consult with the DVC International in relation to re-establishment of the role of Associate Dean, International. |