Macquarie University: Departmental Review

**Department of Policing Intelligence and Counter Terrorism (PICT)**

18-19 April 2012

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| **R1** While good progress has been made, PICT needs to clarify its direction and priorities. A carefully planned and facilitated strategic planning exercise is recommended. This should take place as soon as possible, with planning commencing within the next few months. The plan developed should include Key Performance Indicators to enable measurement of progress. (This will also address an outstanding recommendation from the Crook review.) |
| Action R1:  Planning has commenced for the strategic planning exercise and will be finalised following QEC’s consideration on 18/10/12 of the information sought by Tim Sprague. It was intended to hold the strategic planning exercise with all PICT staff before Christmas 2012 however the reality that at least 4 senior positions will not be filled until early 2012 supports a strategy of holding the exercise early in 2013 in order to have input from e.g. the new Director of Research, the new Coordinator of Learning and Teaching and the new Deputy Director of PICT. |
| **R2** In view of low response rates to survey instruments there is room to do more to evaluate offerings and ensure teaching quality. A combination of peer assessment, expert auditing of curriculum, and benchmarking with the international best of breed offerings is recommended. Suitable Key Performance Indicators (KPIs) should be developed and incorporated into the Strategic Plan (R1). |
| Action R2:  This will form part of the action being taken in response to Recommendation 1. |
| **R3** That the support available to academic staff in the area of professional development be further investigated. |
| Action R3:  It is proposed to discuss this with each continuing staff member and those to be appointed for 2013. A comprehensive program will then be compiled and progressively implemented. |
| **R4** That market research is undertaken to provide the department with a better understanding of the various sources of its students, and their avenues of employment as graduates. |
| Action R4:  In the absence of any specific funding to undertake such research it is proposed that a survey be conducted of our 2013 students. Discussions will also be held with Macquarie Alumni Office regarding a broader ongoing involvement of PICT Alumni with PICT and as part of this process to investigate the possibility of surveying current PICT Alumni as to their post PICT employment etc. |
| **R5** It is recommended that the University examine carefully what it will accept as legitimate research outputs. |
| Action R4:  It will be a priority task for the new Director of Research to undertake consultation with the University generally and the Faculty in particular with regard to this extremely important matter. |
| **R6**  It is recommended that the realism of the pace with which a research active profile can be developed be examined, and that the Faculty make appropriate budgetary allowances if progress is being made according to an agreed plan. |
| Action R6:  It is proposed that when the “agreed plan” is completed it be the subject of discussion with the Executive Dean. |
| **R7** As part of the strategic planning process, a distinctive strategic research agenda should be determined. |
| Action R7:  Agreed. This will form part of the process being undertaken in response to Recommendation 1. |
| **R8** Since each registered supervisor will have the capacity to supervise 3-5 PhD students, enrolment targets should be set for the Department’s HDR program as part of the strategic planning process. |
| Action R8:  Agreed. This too will form part of the process being undertaken in response to Recommendation 1. |
| **R9** PICT should consider the possibilities for marketing its HDR Program to undergraduates in other disciplines, and to the industry, nationally and internationally, along with addressing its approach to marketing, as part of its strategic plan. |
| Action R9:  This will be considered as part of the process of addressing Recommendation 7. |
| **R10** PICT should give further consideration to the adequacy of its research training program for HDR students. |
| Action R10:  This will form part of the priority tasks to be addressed by the new Director of Research. |
| **R11**  In order to properly manage existing risks, when priorities for development have been identified as part of strategic planning, a succession plan should be developed. |
| Action R11:  This is very much at the forefront of the Department’s thinking as the process commences to fill several senior positions. It is anticipated that this will be completed within a relatively short time following adoption of the new strategic plan. |
| **R12** It is recommended that the Department, taking into account ways in which technological take up can aid in the delivery of quality outcomes, examines the number of units it can afford to run in any one session. |
| Action R12:  This examination has already commenced and has produced a policy whereby the relevant MQ and OUA unit are offered in the same session. The number of units being offered in any one session is constantly under review. |
| **R13** It is recommended that a minimum of 1 additional full time academic, with a PhD., be appointed to the staff in sufficient time to be ready for the commencement of the undergraduate Criminology unit in 2013. |
| Action R13:  Permission to commence the process of gaining approval for the advertising this position was received this week. |
| **R14** That the University, Faculty and PICT carefully consider the appropriate workload model to be applied to enable PICT to flourish. For example, the Department might have a tripartite model whereby teaching, research and engagement, are recognised as equally important outputs, with the possibility of a workload model in which giving expert advice and making industry contribution might contribute more than 20%. |
| Action R14:  This will be further considered upon completion of the Faculty Workload Working Party which meets again in early November. The HOD will have regard to this recommendation in exercising the flexibility provided for in the workload model subject to the concurrence of the Executive Dean to any such departures from the model. |
| **R15**  It is recommended that industry engagement should be recognised by the Department, the Faculty, and the University as a highly important element of PICT's role. |
| Action R15:  The plan to achieve such recognition shall be formulated in consultation with and subject to the approval of the Executive Dean. |
| **R16** It is recommended that the reliance of the Watches on one individual be recognised as a risk requiring management and that it should be addressed in succession planning (See also **R11**). |
| Action R16:  This will be incorporated into the response to Recommendation 11. |
| **R17** It is recommended that resources are applied to marketing, in order to fully realise PICT's potential for enhancing the prestige and profile of the University nationally and internationally. |
| Action R17:  This will be pursued when the position regarding marketing generally within the University and the Faculty is determined. This will enable an identification of what is required which can then be costed and considered in the budget context. |