



MACQUARIE
University
SYDNEY · AUSTRALIA

Faculty of Arts Strategy

2026–2030





Foreword from the Executive Dean



It is my privilege to present the *Faculty of Arts Strategy 2026–2030*, our shared plan to guide the faculty's priorities and strengthen how we teach, research, and work together in the years ahead.

Over the next five years, we will continue to educate our students to think critically, act ethically and drive positive change. Our disciplines equip them to understand complexity, engage with diverse perspectives and apply their knowledge to contemporary challenges. We will also continue to produce impactful research that shapes public understanding and policy. Our priorities reflect the integrated nature of our work and the values of our community. We will:

- continue to deliver transformative learning experiences that build capability, confidence and connection
- enhance research excellence while amplifying the social, cultural and ethical impact of our scholarship
- foster partnerships grounded in respect and shared purpose, particularly with the Wallumattagal people of the Dharug Nation, on whose Country we live, learn and work
- invest in the people and infrastructure that enable us to thrive as a high-performing, collaborative and inclusive faculty.

To plan effectively for the years ahead, we must recognise the major forces reshaping universities, from resource pressures and rapid technological change to climate challenges and growing expectations of transparency and public trust. Meeting these shifts will require open engagement across diverse perspectives in an increasingly contested environment. We are committed to responding with care, building resilience, using emerging technologies like AI responsibly, and continuing to strengthen public understanding. This strategy outlines the principles that will guide us in delivering high-quality work in a changing world.

This plan reflects who we are today and who we aspire to become. It was shaped through extensive consultation with staff, students, alumni and partners. It aligns closely with the University's key frameworks, ensuring our work contributes directly to the University's broader strategic direction. At its core, the plan embeds diversity, inclusion and belonging across all aspects of our work.

Our staff and students are central to the faculty's success. This strategy builds on their contributions and outlines practical steps to ensure the faculty remains a collaborative, inclusive and impactful place to work and study.

Professor Chris Dixon

EXECUTIVE DEAN, FACULTY OF ARTS



Acknowledgement of Country

As the Faculty of Arts at Macquarie University, we acknowledge with deep respect the Traditional Custodians of the land on which we learn, teach, and work, the Wallumattagal peoples of the Dharug Nation. We recognise that this Country has been shaped, cared for, and sustained through Wallumattagal knowledge and culture since time immemorial.

We honour Elders past and present and those who will carry this responsibility into the future. We pay respect to the Ancestors whose presence remains within the land and waters, and whose knowledges and stories continue to guide and nourish this place.

As a faculty committed to learning, critical inquiry and responsibility, we acknowledge that our work takes place on living Country. We recognise the ongoing connection of the Wallumattagal people to this land and affirm our responsibility to listen, to learn, and to act with care, humility and respect as we walk together on this Country.







Mission and vision

The Faculty of Arts at Macquarie University is a values-driven community dedicated to transformative education, impactful research and meaningful engagement across local, national and global contexts.

Our mission is to serve students and society through education that develops critical thinkers, ethical leaders and changemakers equipped to navigate complexity and contribute to more just, sustainable and inclusive futures. Grounded in disciplinary excellence and enriched by cross-disciplinary collaboration, our programs prepare graduates not only for employment, but for lives of purpose, agency and engaged citizenship.

Our research examines the social, cultural, political, legal and ethical dimensions of the contemporary world. Through both fundamental and challenge-focused inquiry, we generate rigorous scholarship, policy insight and public discourse that advance social justice, cultural understanding and human dignity. Our work addresses pressing global challenges, including sustainability, inequality, democratic resilience, the future of education and technological transformation.

We adopt a human-centred approach to technology, using artificial intelligence and other digital tools to support and extend – never replace – human creativity, critical thinking and scholarly judgement. Technology adoption is guided by our academic mission and values.

The faculty is deeply connected to the communities we serve. We build respectful partnerships with Dharug and other Indigenous peoples and recognise the foundational importance of Indigenous knowledges. We engage authentically with communities, industry and government, contributing expertise and insight to shared challenges and opportunities.

Our vision is to be globally recognised for excellence in the arts, humanities, social sciences, education and law, and for scholarship that transforms societies and enriches lives. We strive to be a destination

of choice for students seeking rigorous, inclusive education where all can belong and thrive. We are known for leadership in Indigenous scholarship and partnerships, for interdisciplinary collaboration, and for research that addresses complex societal issues with integrity and courage.

This strategy advances our mission and vision through four interconnected priorities:

- Future-focused education
- Impactful research
- Meaningful partnerships
- People and resources

The faculty's strategy is designed to be realistic, adaptive and actionable. Co-created through genuine engagement and aligned with University strategy, it embeds diversity, inclusion and belonging, and Indigenous priorities across all pillars.



**18,000
HISTORIC ARTEFACTS**
ranging from the prehistoric
to the 21st century

Housed in The Gale History Museum

FACULTY SNAPSHOT



14,261 STUDENTS

in 2025

*Domestic: 12,845 (90%)
International: 1,416 (10%)*



SCHOOLS

Centre for Critical Indigenous
Studies

Macquarie Law School

Macquarie School
of Education

School of Communication,
Society and Culture

School of Humanities

School of International Studies



TOP 20

for Philosophy

QS World University Rankings by Subject 2026



RESEARCH CENTRES

Early Childhood Education
Research Centre

Environmental Law
Research Centre

Geopolitical Risk
Research Centre

Global Indigenous Futures
Research Centre

Housing and Urban
Research Centre



TOP 100

Classics and ancient history

English, language and literature

Law and legal studies

Modern languages

QS World University Rankings by Subject 2026



UG

#1 in Sydney for graduate salary

*Humanities, culture and social sciences:
QILT Graduate Outcomes Survey 2024*

PG

#1 in Australia for creative arts

*Postgraduate teaching, resources:
QILT Student Experience Survey 2024*

Strategic priority 1:

FUTURE-FOCUSED EDUCATION

1.1 Create communities where students thrive	• Foster inclusive academic communities through peer networks, student-led initiatives and interdisciplinary engagement that builds connection, identity and belonging. • Promote inclusive access, retention and success with culturally responsive support for under-represented cohorts, including Aboriginal and Torres Strait Islander, international, mature-age and first-in-family students. • Create safe, respectful environments where diversity is recognised as a strength and students can bring their whole selves to their learning.
1.2 Deliver programs that enable student success	• Implement programmatic assessment that supports deep learning and prepares students for complex real-world challenges. • Strengthen feedback literacy across the student lifecycle. • Leverage learning analytics to provide timely, proactive support and tailored interventions. • Emphasise strong alignment between teaching and research, ensuring students learn from academics at the forefront of their disciplines. • Integrate immersive technologies and AI in ways that enhance learning while preserving academic integrity and human judgement. • Support discipline-specific pedagogies, including supervised professional experience, case-based learning and practice-oriented assessment.
1.3 Prepare changemakers for the future	• Strengthen alumni engagement, industry partnerships and mentoring opportunities. • Articulate the distinctive contribution of arts disciplines to addressing complex societal challenges. • Support student-led initiatives in entrepreneurship, creative industries and social enterprise. • Prepare students to engage critically and ethically with digital and AI-mediated environments with creativity, ethical awareness and critical perspective.
1.4 Inclusive curriculum and pedagogy	• Support the Wingaru Initiative to embed Indigenous perspectives and knowledge systems across all programs through sustained, respectful engagement with Indigenous communities. • Ensure curriculum design and review processes systematically integrate diverse voices, worldviews and epistemologies. • Institutionalise inclusive, culturally responsive and accessible pedagogies that support diverse learners, including neurodivergent students. • Strengthen visible representation across teaching teams, guest contributors and student leadership to reflect and affirm the diversity of our communities.

“During my teaching placements, I’ve been able to see firsthand how teachers handle challenges, and teaching an actual class has allowed me to practice the skills I’m learning at uni. My degree has equipped me with everything I need to teach, and I’m excited for my career.”

Ria Shrestha

BACHELOR OF EDUCATION (SECONDARY)
TEACHER, INDIE SCHOOL





Strategic priority 2:

IMPACTFUL RESEARCH

2.1 Accelerate world-leading research performance	• Support researchers to publish in high-quality outlets and navigate the external funding environment. • Provide targeted support for early and mid career researchers and those from underrepresented groups. • Support participation in the Macquarie University BioInnovation Initiative. • Strengthen grant development through collaborative review processes and build capacity across diverse funding categories. • Expand interdisciplinary collaboration and support research aligned with Indigenous-led methodologies and data sovereignty principles.
2.2 Develop future research leaders	• Enhance industry engagement to benefit students, researchers and external partners. • Expand international partnerships, including cotutelles and joint PhDs. • Create coherent research training pathways from undergraduate to MRes and PhD. • Embed professional development into teaching and foster transferable skills. • Support a positive supervision culture through training, guidance and inclusive practices.
2.3 Strengthen external research collaboration	• Provide mentoring and targeted workshops to support researchers to build trusted and productive research relationships with external partners. • Work with research centres to map existing partnerships and identify new opportunities. • Engage with government, industry and cultural organisations to develop collaborative research initiatives.
2.4 Deliver research with world-changing impact	• Provide training on designing and communicating research impact. • Support research that advances social justice, equity and community wellbeing. • Develop high-quality impact case studies for national assessment. • Foster a vibrant research culture through mentoring, co-publication and opportunities for early career researchers. • Strengthen research integrity through training in ethics, AI use, data management and authorship.

“Macquarie’s security studies programs put me in the room with leading researchers and practitioners, grounded my learning in real-world simulations and casework, and the teaching staff personally helped me launch my career, first with an Australian intelligence provider and then a consulting firm. The analytical discipline, technical skills and security mindset I developed there still shape how I work every day.”

Dimitri Dubuc
MASTER OF INTELLIGENCE AND MASTER OF CYBER SECURITY ANALYSIS
CYBER ASSOCIATE (CYBER THREAT INTELLIGENCE), NSB CYBER





Strategic priority 3:

MEANINGFUL PARTNERSHIPS

3.1 Adopt a challenge-based partnership approach	• Adopt challenge-based collaboration as a key mode of engagement, bringing researchers, students and partners together around shared questions. • Utilise and scale projects in research and education in response to partner needs and faculty expertise. • Position the faculty's expertise as essential to understanding and solving contemporary challenges, particularly the human, social and ethical dimensions of emerging technologies, including AI.
3.2 Place-based engagement	• Support cultural initiatives and truth-telling. • Create visible Indigenous presence across faculty spaces. • Collaborate with the City of Ryde, schools and community organisations. • Host public events that make our research accessible and relevant. • Leverage the Gale History Museum as a strategic asset for engagement and widening participation.
3.3 National partnerships	• Build respectful partnerships with industry, government and the creative and cultural sectors. • Strengthen national research collaborations across universities, research institutions and cultural organisations. • Engage with peak bodies and professional associations to shape national conversations in arts, humanities, social sciences, education and law.
3.4 Global engagement	• Cultivate strategic international partnerships based on shared values and research strengths. • Expand opportunities for staff and student mobility, joint programs and collaborative research. • Embed global perspectives across the curriculum. • Enhance international student experience through culturally responsive teaching, peer networks and targeted support.
3.5 Alumni engagement	• Develop active and enduring relationships with alumni as ambassadors, mentors, partners and supporters. • Build mentoring networks connecting students and alumni. • Host alumni events and professional development opportunities. • Engage alumni in challenge-based collaborations.

“The best thing about my degree was how practical it was – every subject was grounded in the realities of today’s fast-evolving media landscape. The embedded work placements allowed me to apply what I was learning, build industry connections and gain a competitive edge.”

Jessie Peake

BACHELOR OF MEDIA AND COMMUNICATIONS AND BACHELOR OF PSYCHOLOGY





Strategic priority 4:

PEOPLE AND RESOURCES

4.1 People and culture	• Attract, develop and retain exceptional academic and professional staff. • Advance Indigenous employment and leadership. • Strengthen collaboration between academic and professional staff. • Enhance operational efficiency through streamlined processes, robust data management and a culture of continuous improvement. • Foster a culture of respect, trust and accountability.
4.2 Enabling excellence	• Align workforce planning with strategic priorities. • Strengthen leadership capability across academic and professional staff. • Clarify roles, responsibilities and decision-making authority. • Build staff capability in contemporary pedagogies and digital tools.
4.3 Resource stewardship	• Align resource allocation with faculty priorities. • Strengthen financial sustainability and forecasting. • Optimise space, infrastructure and technology. • Embed sustainability principles in planning and decision-making.
4.4 Capability for continuous improvement	• Build organisational resilience and support innovation. • Embed evaluation, learning and evidence-based practice. • Enhance faculty culture of continuous improvement. • Encourage feedback, reflection and adaptive practice.

“The Master of Creative Industries is the perfect balance of practical and theoretical studies. Macquarie’s lecturers are not only immensely talented professionals in their own field, but are exceptional and supportive mentors that impart knowledge in engaging and inspiring ways, creating the perfect learning environment.”

Nadia Starr

MASTER OF CREATIVE INDUSTRIES





FIND OUT MORE

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