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| MQ inline RGB | Implementation Plan for Review of Department of International Studies |

## Implementation of Findings and Recommendations

### Governance, Leadership and Management

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 1. | The Department extend its efforts towards full integration of the European and Asian languages programs including:* recognising that the developments do not necessarily need to be the same in each of the languages;
* ensuring that the website that informs the external community and students about the academic and research programs and activities present the Department as a single, integrated, departmental whole.
* streamlining its administration by establishing a shared administrative space and integrating all administrative functions and processes.
 | HoD,Department Administrators,(with support from Online Development Coordinator) | Ongoing* taken into account in curriculum renewal process; ongoing discussion
* planning to be done at strategic planning retreat on 16 April, follow-up after Easter break
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 |
| 2. | The Department consider developing interdisciplinary relationships with other Departments at Macquarie and beyond to provide a basis for consolidation and growth. | HoD, all staff | These relationships already exist and will be fostered through the current development of interdisciplinary research streams. |
| 3. | As part of its governing structure, the Department establish two formal, expert committees, one for Research and the HDR program, and another for Learning and Teaching; these committees will be responsible, with the Head of Department, for developing the research and learning and teaching programs and strategies of the Department, and supporting their implementation, monitoring and ongoing refinement. | HoD | Following thorough consideration of this recommendation, the HoD has decided against the establishment of both these committees. A Learning & Teaching Committee exists and its composition will be reconsidered at the strategic planning retreat to include in particular those staff members that have an excellent track record in L&T.The development of departmental research will continue to be steered by HoD, who has been identified as a research leader for one of the research streams identified in the Faculty of Arts. |
| 4. | The Faculty ensure that the Macquarie and Faculty funding models are well understood to assist planning and that the impact on the new model on teaching-intensive Departments such as the Department of International Studies be addressed. The Department monitor the impact of the funding model on its activities. | HoD, Faculty Manager, Faculty Finance Manager,  | HoD engaged in ongoing dialogue with Faculty Finance Manager to receive budget data relevant to strategic planning of department activities; in particular, data on income from Studies Foundations (Croatian, Greek, Polish) are currently not adequately reflected in 2014 budget planning documentation received from Faculty |

### Academic Program

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| 5. | The Department continue to support the range of languages offered. | HoD, all staff | ongoing |
| 6. | The Department monitor, in an explicit way, the long-term pattern of enrolments and retention in each of the units that comprise the Bachelor of International Studies as a basis for ongoing planning and development. | HoD, INTS program coordinator | ongoing |
| 7. | The Department address the perception that the Bachelor of International Studies only offers languages units. |  | This is not a commonly shared perception, the program outline for the Bachelor of International Studies very clearly lists all core and optional units. |
| 8. | The Department re-consider the orientation of the Bachelor of International Studies award as a whole, including the relationship among components. |  | This recommendation relates to 6.) above; the program is being continuously monitored and adjustments will be made if a need for those should be perceived.Enrolment figures have been continuously rising for this program, up to 1st semester 2014, when the Bachelor of Global Business was introduced. The intake in this new degree corresponds to the drop in enrolments in the Bachelor of International Studies and – taking into account anecdotal data from advising sessions etc – it can be assumed that both degrees are drawing on the same body of interested students.  |
| 9. | The Department consider further flexibility in the structure of the Bachelor of International Studies that would allow for double majors, named concurrent and double degrees with allied language and culture studies or professional specialisations. |  | See 6.) and 8.) aboveA named double degree with Law is already in place.  |
| 10. | The Department work with other Departments at Macquarie University to ensure that language and culture units are made available as electives, minors and majors in a wide range of awards across the University. | HoD, Director L&T | The department currently enrols students from across the campus in language and culture units , and these units are available as electives across all degrees at Macquarie University.The department has applied to have one of its language untis “Basic Spoken Chinese” listed as a people unit. Should this application be successful , applications for further units will follow. |
| 11. | The Faculty/Macquarie University approve the offering of the Diploma in Languages, in line with most Australian universities that offer language studies. | HoD, Director L&T, FSQC, ASQC, Senate | A proposal for the renewal of the Diploma in Languages is currently before ASQC. The HoD, with support from the departmental Director L&T, has lobbied intensely for the renewal of the Diploma and has been supported at Faculty level by the Executive Dean, the AD L&T and FSQC. |
| 12. | The Department explore the possibility of co-badging language units such that they may be incorporated in post-graduate programs. | HoD, Director L&T | Co-badging of undergraduate and postgraduate units has been abolished in the recent curriculum review process which has thwarted the department’s attempts at instituting a choice of language units at postgraduate level.Currently, one unit exists at 600 level (INTS600) that allows students to incorporate some language study into their postgraduate degree. |
| 13. | The Department put in place processes of moderation and benchmarking to support high standards of language learning. | HoD, Director L&T, all staff | These processes are already in place. Since 1999, the German Studies discipline works closely with the Goethe Institute, the German Cultural Institute, to offer an external exam to students at the capstone level. Each year, a large proportion of students enrolled in GMN311 Advanced German II sit for this external exam which uses the CEFR as its reference point, so that there is a clear indication of the standards achieved (C1 , which is level 5 of 6 levels, where 6 is equated with native speaker like competence). Similar processed are in place in Chinese and Japanese, with reference to the relevant benchmarking schemes, and an extension to further languages will be discussed at the strategic planning retreat. |
| 14. | The Department build on its recognition of the distinctive nature of the cohort of students learning Chinese and continue to provide explicit pathways for background and non-background students and monitor the learning outcomes for each pathway. |  | The Department does offer two distinct pathways for background and non-background students. It also offers a separate stream for heritage learners at the 100 level . |
| 15. | The Department consider the introduction of English as a Foreign Language. | HoD, Director L&T, all staff | A proposal for such a major is currently being developed and will be discussed at the strategic planning retreat. |
| 16. | The Department deliberately shift from a focus on ensuring a basic on-line presence for languages units through the use of iLearn to a focus on innovation in on-line teaching particularly in the area of interactivity. | HoD, Director L&T, all staff | The department has gone far beyond a basic online presence in many of its language offerings and – through workshops and “show and tell” sessions it is attempting to showcase best practice models for uptake in those areas where development is not yet that advanced. Since 2000, the department has engaged in the development of innovative online language teaching approaches, and staffhave published research in this field at an international level.The department was lauded as one of the leaders in online language teaching nationally in the 2008 department review and the HoD was invited to a number of Australian language departments over the past few years to share this expertise.Currently, a PhD project on increased online interactivity through the use of Blackboard Collaborate is being conducted and supervised in the department and in Marach 2014, the department held a workshop on conference tools, such as Blackboard Collaborate, for language teaching. A portion of the departmental income from Teaching Index funding is set aside to foster projects in this area.  |
| 17. | The Department ensure that units that are taught by teams of staff retain continuity and coherence across all classes offered. | HoD, Director L&T, all staff | ongoing |
| 18. | The Department seek larger scale funding for research on learning and teaching such as Faculty or OLT funding. | HoD, Director L&T, all staff | The HoD is part of a team (with ANU and Melbourne University) to receive a substantial OLT grant ($300,000) for the establishment of an Australian language portal. Although the grant has not yet been officially announced by the relevant minister, work on the project has already begun. |
| 19. | The Department consider developing research-based dimensions through the curriculum of all units. | HoD, Director L&T, all staff | The department is already doing this and will address this matter again at the strategic planning retreat. |

### Research and Research Training

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| 20. | The Department add to its governing structure a Director of Research distinct from the Head of Department, who will be responsible for working with the Associate Dean for Research, the HDR convenor and the HoD to implement the recommendations below, and also to:* to assist information flow about grant opportunities (European, DAAD, Japan Foundation etc) and to work with staff interested in applying to assess the feasibility and provide support
* to work with staff to highlight publication opportunities and risks, and to improve the digital distribution of material,
* to assist staff to build links with other disciplines
* to continue embedding HDR students in the culture of the Department and getting the HDR students linked up with relevant people and seminars in other parts of Macquarie University
* to work with the Department to identify areas of potential research strength
* to create research clusters, based on agreed criteria
* to organise guest lecturers and symposia that bring in external expertise to work on areas of local research strength
 | HoD | In consultation with the Associate Dean Research and the Executive Dean of Faculty, the HoD has decided not to implement this recommendation. The development of departmental research will continue to be steered by the HoD, who has been identified as a research leader for one of the research streams identified in the Faculty of Arts and who is already involved in all of the activities outlined by the review committee.  |
| 21. | Priority in new appointments be given to researchers who have completed their doctorates, who are highly research-active, and who support existing research strengths with fresh approaches. | HoD, Discipline Coordinators | Ongoing implementation |
| 22. | All staff at Level C and below be linked with research mentors from similar disciplines elsewhere at Macquarie University. | HoD | This recommendation is considered neither feasible nor desirable. |
| 23. | Staff be encouraged to consider the impact of their published work, and to publish in outlets that will maximize this impact.  | HoD, all staff | Discussions about maximising ERA impact through publications are ongoing. |
| 24. | Consideration be given for all HDR students having as a panel member a researcher from the same or similar disciplines elsewhere at Macquarie University. |  | This recommendation is considered neither feasible nor desirable. |
| 25. | All HDR students be encouraged to make a practice of attending seminars in the same or similar discipline area elsewhere at Macquarie University, to extend their cohort. | HoD, HDR Director, all staff | All HDR students are encouraged to attend the departmental research seminar which takes place three times per month. Seminars of interest to their research area in other departments are pointed out to them by the Director HDR and their supervisors. |
| 26. | HDR students be encouraged to attend units in relevant areas to extend their knowledge and skills. | HoD, HDR Director, | This recommendation is considered neither feasible nor desirable in the Macquarie framework of HDR supervision and with a focus on timely completions. |
| 27. | Potential and current HDR students be advised about career strategies (publication, grants and teaching), and the importance of making their ideas known through publication in reputable outlets and attending conferences. | HoD, HDR Director, | This is already current practice (see publications and international conference attendance by HDR students in the department). |
| 28. | Programs be encouraged to rotate thematic/contextual units, and to allow research-active staff to introduce new units that would at once be popular and showcase their research. | HoD, L&T Director, all staff | Current practice to a limited degree, constrains through limited feasibility of large number of offerings |

### Staff and Student Profile

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| 29. | The Department examine the number of units offered in each language and consider the possibility in some languages of reducing the number of units or providing greater choice of units to students by collaborating with other universities. | HoD, L&T Director, all staff | The department is determined to uphold providing a major in all languages it currently offers. Through curriculum review processes, offerings have been pared down to a minimum in all European languages. The latest review of Chinese Studies has reduced and rationalised offerings there as well. The next stage of department curriculum review will be focussed on Japanese Studies, where offerings are more extensive than in other languages. |
| 30. | The Department make arrangements for staff at levels A & B to be mentored within as well as beyond the Department. | HoD | The department will consider this where feasible and advisable. |
| 31. | The Department review the use of the title of ‘unit convenor’ to ensure that the role performed matches the title and that there is a common understanding of the role. | HoD, L&T Director, all staff | The titles of ‘unit convenor’ and ‘program convenor’ will be discussed at the strategic planning retreat. |
| 32. | The Department move towards setting a limit on the number of units convened by each staff member. | HoD, L&T Director | This recommendation is not considered feasible given the limited number of staff in each discipline. |
| 33. | The Department re-define the role of the Director, Learning and Teaching to include leadership for the Learning and Teaching portfolio. | HoD | The current role of the Director, Learning and Teaching , and the staff in this position, have served the department extremely well in the current process of curriculum renewal and strategic planning and it is not considered desirable to change either role or incumbent.  |
| 34. | The Department ensure that being research-active is the key criterion in recruitment. | HoD | Ongoing implementation |
| 35. | The Faculty consider making a strategic senior appointment in Asian Studies, possibly in conjunction with another Department. | HoD | The current budget position of the Department does not allow for such an appointment, but this might be a future opportunity. |

### Community/Industry Engagement

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| 36. | The Department undertake an analysis of the nature, value and impact of current community relationships and establish strategies for ensuring maximum positive impact. | HoD | The department is continuously monitoring community relationships. It has recently had a major success in terms of maximum positive impact by securing a five year contract with the Croatian government, bringing an income of $150,000 per annum to the department. |
| 37. | The Department seek to expand the collaboration with communities to include research possibilities such as the sponsoring of post-doctoral scholarships, funding research projects or providing openings or student internships | HoD, all staff | Ongoing exploration |
| 38. | The Department commence a process of building relationships with commerce and industry that could add value both to teaching and to research. | HoD, all staff | Ongoing exploration |
| 39. | The Department seek to establish relationships with professional associations. | HoD, all staff | Ongoing exploration |

### Future Directions

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| 40. | The Department hold a staff retreat to examine ways in which they can build a personal and team focus in the context of the reality of working at capacity. | HoD, all staff | The staff retreat will take place on Wednesday, 16 April 2014. |