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| MQ inline RGB | Implementation Plan for Review of Department of Media, Music, Communication and Cultural Studies, February 2013 |

## Implementation of Findings and Recommendations

### Governance, Leadership and Management

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| **Rec No.** | **Recommendation** | **Response and Status** | **Responsibility** | **Timeline** |
| 1 | In relation to this, the Department’s vision statement should be reviewed. The ‘initial vision’ was to become the “number one department in the country for research, learning and teaching in the area of cultural production and critical inquiry (SR 10). It is recommended that this language in the vision statement be reviewed by the Head of Department and discussed at the retreat with a view to articulating a more precise vision and mission for the department. | In progress: A new vision statement will be co-ordinated in response to the Vice Chancellor’s new strategic vision for Macquarie. | HOD  Dept Executive | Early 2014 |
| 2 | Professional Development Reviews (PDRs) are currently undertaken by Discipline Leaders, some of whom are still relatively junior staff. It is recommended that the Department turn to the professoriate to formalize a mentorship and leadership role in this area, and have PDRs assigned to these staff. | Agreed: The transfer of responsibility will take place in August 2013. HOD will remain responsible for PDRs of Professors, Directors, Technical Manager and Admin staff. Professoriate will become responsible for PDRs of all other academic staff. The people they conduct PDRs with will be different to those people they are officially mentoring. | HOD | August 2013 |
| 3 | The panel further recommends that the current discipline structure be reviewed: that the current groupings be dissolved and reformed to better reflect the interdisciplinary activity in the L&T and research and to reverse the impact of ‘missed opportunities’ ( staff submission) in the current arrangements. | Review of discipline structure has commenced. Discussions were held at the Department retreat in April 2013. In response to ideas proposed in these discussions the Executive will provide a number of detailed models for consideration by the Department, with the new structure to be agreed and implemented by 1 Jan 2014. | HOD  Dept Executive | 1 Jan 2014 |
| 4 | It is recommended that there be a review of the role and appointment of Discipline Leaders, specifically that there be a spill of current discipline leadership positions and that the role of discipline or group leader be revised and clarified. It is recommended that this role be de-coupled from that of the Program Director and that in future this position should be appointed by the Head of Department and that proper advice and training be provided to support these roles. | Commenced under recommendation 3. | HOD | 1 Jan 2014 |
| 5 | It is recommended that the authority of the L&T Director be enhanced, for example, by coupling the Deputy Head position with that of the L&T Director, and that this role be refined to include oversight of the undergraduate program, the masters coursework programs and the MRES and responsibility for the strategic planning in these programs. | Not agreed. Rather it is felt that the HOD should appoint from Directors (3) an Acting/Deputy HOD as required. This may well be the L&T Director, but need not be so necessarily. This also replicates current Faculty practice. | HOD |  |
| 6 | It is recommended that the L&T Committee be encouraged to consider matters other than L&T compliance and to include discussion of broader issues relating to strategic planning of u/g program, the Master Program and the MRes. | Agreed. This is underway with L&T overseeing UG Media program review and Department –wide PG program review in preparation for TEQSA. | L&T Director | Underway |
| 7 | It is recommended that the Departmental budget should have some additional flexibility to support initiatives around the new appointments, ERA strategies and opportunities as they arise. | Agreed. | Faculty General Manager (FGM) | Sept-Nov 2013 |
| 8 | In regard to the relations to Faculty and University structures, the panel notes some confusion occasioned by double-handling issues arising from Faculty and Department admin overlap and recommends that any such double-handling issues be periodically reviewed by Head of Department and Dean with input from relevant admin staff. | Agreed. | FGM |  |
| 9 | It is recommended that consultation be undertaken with relevant admin staff before decisions and business processes are changed at departmental level. | Not agreed. It was felt that decisions made by HOD and Dept Exec should be operationalized by admin staff within the department. |  |  |
| 10 | The panel notes that the admin structures are currently under review at Faculty level but recommends to this review that consideration be given to the following proposal : that management of admin workload issues in the Department arising from peak periods and leaves be handled through a DA float at faculty level consisting of a relief admin staff member to provide cover DA leave/absences across the Faculty. | Agreed | Executive Dean  Faculty GM |  |
| 11 | The panel notes that University marketing efforts may be missing the mark and not capturing the Department’s potential. Given the new staff profile in the Department, the revised course structures and the world class facilities the panel strongly recommends that marketing for the Department be undertaken in a targeted manner at Department level with strong input from staff in relevant area. | Agreed, though will require approval from central Marketing as well as Faculty to proceed thus. | HOD  FGM Dept. Marketing Committee | Oct – Dec 2013 |

### Academic Program

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| 12 | The panel recommends that the current annual review might be replaced by the L&T committee strategic planning process across all the programs (see part One above). | Agreed and underway. | L&T Director | Ongoing |
| 13 | The panel notes that the proposed articulations with Sydney TAFE (Music program) and North Sydney Institute (Games programs) into the relevant Macquarie University degrees are currently before ASQC and Senate for approval and notes the SIBT arrangement as well. It is recommended that regular monitoring of these relationships be undertaken for quality assurance purposes and to ensure proper oversight of L&T issues and results. | Agreed and underway | HOD L&T Director | Ongoing |
| 14 | The panel also notes that the ‘compliance fatigue issue’ in this area and recommends the development of informal structures and conversations about actual classroom practice as well as the more formal committee processes. ( See above under part one role of L&T committee) | Agreed and commenced | L&T Director | Commenced |

### Research

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| 15 | The panel notes that the research climate is now well supported by world class infrastructure and recent hires, and recommends that further small investment be undertaken to ensure this translates into successful ARC initiatives. (see part One above) | Agreed and commenced. | HOD  Research Director | Commenced |
| 16 | The panel also recommends that creative practice researchers be encouraged to take advantage of the facilities in theatre, dance, film, media and music production. | Agreed | Research Director  Creative Practice Researchers | Commenced |

### Research Training

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| 17 | To further enhance the HDR work the panel recommends an expanded role for the HDR committee to assist with matters beyond the administration of admissions, for example, to draft exam guidelines for creative practice. | Agreed and commenced | HDR Director | Underway |
| 18 | The constitution of this committee should also be reviewed with disciplinary reps replaced by research area reps. The panel recommends that a budget line be created for creative practice examinations to facilitate a visit to campus by examiners where required. | Agreed and commenced | HDR Director | Underway |
| 19 | The panel recommends that the Department appoint a staff member to coordinate research seminars to avoid overload and overlap. | N/A  Already occurring |  |  |

### Staff and Student Profile

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| 20 | The panel recommends that when looking at future staffing, a balance be sought between ERA driven appointments and appointments that support the comprehensive research and teaching profile of the Department. | Agreed | HOD | Ongoing |
| 21 | Enrolment numbers in most areas are strong and trending upward. Anecdotal evidence suggests u/g students tend to come from the local area. Some further research into marketing programs to a wider area is recommended. | Agreed  Research to be conducted by mid 2014 with ongoing marketing thereafter. | HOD  Chair Marketing committee | Mid 2014 |
| 22 | The panel recommends that the Department identify areas for development of social inclusion strategies in relation to student profiles: for example, the place of indigenous students in programs such as Performance studies and consideration for access. | Agreed. The following suggestions are being considered:   * MMCCS to nominate someone responsible for ‘Outreach’, and for that person to liaise with existing Faculty and University structures that deal with/promote equity and diversity. * Outreach person to approach community organisations (e.g. Refugee groups, women’s shelters, The Smith Family) to ascertain the sorts of tertiary needs/desires of potential students, and to make contact more generally * Outreach person to liaise with/visit high schools that have a high(er) percentage of students from socially disadvantaged groups * To promote on MMCCS website creative projects that in part tells stories of, and/or are made by, students with social disadvantage * Teaching staff to share best practice when it comes to further including the knowledge of international students in the classroom * Developing outreach projects that have the intention of engaging with community (esp in creative practice) * Have third-year interns placed in community organisations that have an emphasis on social inclusion * Promote SBS and NITV mentorships even more * Outreach person to liaise with university structures in finding industry partners to provide an indigenous scholarship * Creative Practices staff to think about how study in creative practice can be better marketed to potential students from social disadvantage (e.g. Self-devised theatre? Writing projects?) * Liaise with MMCCS staff who already have strong contacts e.g. Tom Murray with links to Arnhem Land, and who has ideas of bringing to MQ an Indigenous elder to talk about particular forms of knowledge; Liza-Mare Syron (post-doc to start in June 2013) who has rich and varied connections with indigenous artists and administrators. | HOD | 2014 |

### Community Engagement

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| 23 | It is recommended that staff be formally encouraged to activate personal industry networks with the oversight/coordination of the Head of Department. | Agreed where appropriate | HOD | Ongoing |
| 24 | The panel also recommends that the department develop infrastructure led partnerships to exploit the facilities and infrastructure at its disposal. | Agreed | HOD | Throughout 2014 |
| 25 | The panel recommends that the advisory board be established for all departmental programs as a whole rather than simply for one of them. The panel also recommends that particular attention be given to the activation of industry connections in relation to the new Journalism program. | Agreed | HOD | 1 January 2013 |

### Future Directions

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
|  | No formal recommendations made. |  |  |