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| MQ inline RGB | Implementation Plan for Review of Anthropology |

## Implementation of Findings and Recommendations

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| **Rec No.** | **Recommendation** | **Responsibility** | **Response and Status** |
| 1 | That the Department reflect upon the perception of being a ‘closed group’ that needs to be more integrated into and able to take better advantage of Faculty and University strategic directions, administrative process and institutional support for their initiatives.  *[Term of Reference: Governance, Leadership and Management; Future Directions]* | Department staff, HoD, Lyttleton in position as Research Committee rep., Marranci as Internationalisation rep | Department staff were surprised to hear this, in part because *every single* continuing staff member serves on a Faculty- or University-wide committee and most are engaged in significant cross-disciplinary cooperation (reading groups, HDR supervision, research hubs and centres). The invitation to C. Lyttleton to join the Faculty Research Committee will help in this regard.  Staff agree to participate actively in research streams exercise and to take advantage of new opportunities to engage more directly, including discussions of new degrees (such as the Masters of Public Health).  In the upcoming year, we will make a concerted and explicit effort to attract more non-departmental staff to our activities and to recognise when we participate in other departments. |
| 2 | That the Department discuss internally how workload allocation addresses both teaching/research and work/life balances of academic staff, as well as career development and planning.  *[Term of Reference: Governance, Leadership and Management; Future Directions]* | Department (December meeting 2014), colloquium initiative to collaborate with M. Goddard | The Department agrees to review the internal allocation of teaching and research as well as work-life balance to make sure that career development continues to progress. We will set aside a session in our year-end ‘strategic planning’ day to specifically discuss work-life balance and teaching-research loads to assure sustainability in terms of human resources.  One initiative is to more closely integrate our colloquium program with our individual research projects, especially using it as a working papers session to help prepare more work for publication, and to promote invitations linked to efforts to gain external funding and research partnerships. |

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| 3 | In the context of hiring new staff that will increase the size of the Department, of increased teaching workloads and of increased stress on research outputs, that the Department renew its emphasis on and formalise the process of induction and mentoring of new staff to ensure renewal of its strong sense of collegiality and to maintain an appropriate balance of teaching and research.  *[Term of Reference: Governance, Leadership and Management]* | Individual staff members assigned as mentors (Wynn for E Vincent; two additional for Vasantkumar & Groark in 2015), HoD to oversee allocation. | An excellent suggestion. New staff have been formally assigned mentors, and two incoming staff will also be assigned mentors when they arrive in Australia. Dr. Eve Vincent was assigned Assoc. Prof. Lisa Wynn as a staff mentor, and two additional mentors will be recruited for the new staff.  Behind this point is, I believe, is a concern that our recent expansion was so rapid that new staff might not feel as well integrated as other members of the department. HoD to meet individually with recently hired new staff to discuss possible ways to improve their integration (if there is a perceived gap) and to improve future intake of new staff as well. |
| 4 | That the Faculty consider the implications of its Review of Administrative Staff and Functions for the ensuring a continuation of the effective operation of the Department and its strong collegiality.  *[Term of Reference: Future Directions, Governance, Leadership and Management]* | Faculty | We are pleased to see that the Faculty has considered the implications of reallocation of administrative resources and decided to maintain the current arrangement for support personnel in the Departments. Especially with our current expansion and attempt to create new programs (such as the Masters of Global Health and Development and potential Masters in Public Health, and our PACE unit in Fiji with University of the South Pacific) and continued high enrolment in the MRes degree, it is difficult to see how we could function without knowledgeable and consistent administrative support. |

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| 5 | That the Department, in consultation with graduate students undertaking Masters by coursework programs, critically assess the course information and the mode of providing course information available to postgraduate students, particularly for its Masters by Coursework programs, in order to develop improved processes for providing consistent advice and accessible support for these students, including opportunities to interact with students from other relevant programs.  *[Term of Reference: Academic Program]* | DA and HoD in consultation with program directors (Timmer and Denham for MA; VanHeekeren for MRes). | A revision of the Masters program is being undertaken, with the degree being redesigned and renamed: Masters of Global Health and Development. The website is currently been reviewed carefully for exactly the issues raised in the review. New information, including very clear discussions of expectations of students, will be placed on the website.  Part of the problem has been two recent revisions of the coursework Masters degree, including the shift to a one-year program, the return to a 3-semester model, and changes to the Development Studies degree which will result from the relocation of the Human Geography Department to the Faculty of Arts. Current information has been made obsolete twice in the past three years, and we are only beginning to recover. |
| 6 | That the Department increase its HDR students through ensuring greater retention of undergraduate students through their 100, 200 and 300 Level courses and focusing on recruitment of local, domestic as well as international students into the Masters of Research or directly into the PhD.  *[Term of Reference: Academic Program]* | Department, including HoD, and directors of HDR programs (VanHeekeren, Vincent & Ram), Timmer to head Culture Matters initiative | The Department agrees that the flow through of students from large enrolment undergrad units has not been strong (BUT, see the 2014 MRes intake of 16 students for a possible sign of transformation). Plan to address this includes:   1. Attempt to recruit more majors through explicit ‘careers in anthropology’ promotion (Downey) and promotion of minor. 2. Participation in Faculty-wide ‘careers for Arts graduates’ event to improve recruitment of non-MQ students in Sydney. 3. Information on major and future opportunities available in all appropriate classes (that is, 300-level and some 200-level units). 4. Targeting of highest-performing students at 300-level for discussions of the research trajectory in HDR. 5. Promotion of student presentations at ‘research week’ to encourage incoming MRes students in undergrad. 6. Use of Culture Matters blog with student writing and ‘virtual museum’ of student projects to highlight excellence in student research. |

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| 7 | That the Department ensures all staff receive mentoring and support to enable them to engage more actively in seeking internal and external research funding opportunities. A formal allocation of mentoring responsibilities would be appropriate, including a mentor for the incoming Head of Department.  *[Term of Reference: Governance, Leadership and Management; Research]* | Unclear; some leadership coming from FoA ADR Mackenzie; Lyttleton, Ram & Houston (currently away) to serve as mentors to the new HoD | An excellent point especially given that our new staff in 2015 are international and will not be familiar with the MQ or Australian system for gaining funding. Downey to approach Mackenzie on the possibility of providing special orientation for non-Australian staff (or Australian staff who feel like they do not understand what is available). Mentors (such as Wynn for Vincent and YTD for two new staff) will be reminded to encourage new staff to apply for grants such as DECRA. |
| 8 | That the Department prepare a strategy for upcoming rounds of the Excellence in Research Australia research quality audit by critically assessing the scale and sustainability of its identified areas of research strength and focusing on building capacity in those with the most potential for quality and excellence.  *[Term of Reference: Research; Governance, Leadership and Management; Research]* | HoD to lead, with special support from Lyttleton | Currently, Lyttleton and Downey are in consultation with FoA ADR Catriona Mackenzie on this topic, including both the near-term ERA and longer-term consideration of strategies. The topic has been discussed within the department, and annual reviews will be used to focus on consolidating and extending our research quality and output in the four areas of strength that we’ve identified: medical anthropology, religion, development, and psychology/phenomenology.  Review clearly identifies the likely areas of greatest potential impact, both in terms of external funding as well as collaboration and HDR recruiting, as medical anthropology and study of religion.  The Department will also institute a number of ‘working paper’ sessions as part of the department colloquium to improve the internal provision of advice, feedback and intellectual exchange to improve ERA output. |

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| 9 | That the Department review, in consultation with HDR students, processes such as monitoring HDR progress, supervisor responsibilities, and requirements for student presentations of their work.  *[Term of Reference: Research Training]* | Vincent, Downey, Ram | HDR monitoring is currently undergoing review after a number of issues have been brought to our attention (including the substantial shift, some of which is still not clear, with the introduction of the MRES). Especially in 2014, with the mid-year departure of Fisher (Departmental Director of HDR), our system of progress monitoring, as weak as it already was, became disrupted. We will institute a new system with advice from ADHDR Robert Reynolds. |
| 10 | That the Department develop a formal and rigorous risk assessment procedure for postgraduate fieldwork consistent with the fieldwork safety practices established in other Faculties.  *[Term of Reference: Research Training]* |  | A new risk assessment procedure, highly rigorous, has just been instituted last year for all students preparing for fieldwork. It is not clear how we should add to or supplement a process that is still relatively new, especially given that there have been no problems up until now.  Respectfully, we think that this recommendation is premature given that we do not see any issues with the new process that was just instituted. |

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| 11 | That the Department review its HDR and coursework Masters professional training program with the aim of increasing the competitiveness of its postgraduates in the international job market.  *[Term of Reference: Research Training]* | Downey, Vincent, Ram & RA TBD | Building on the ‘professionalisation’ program that we have run to increase the competitiveness of our students for international positions, and upon the other efforts to provide career-related advice (see above), Downey will prepare a revised and updated version of the professionalization workshop as well as practical sessions to work with soon-to-graduate or recently-graduated students.  Department also has suggested looking into hiring, on an hourly basis, a professional editor to help advanced-standing PhD students and recent graduates to prepare journal submissions. In particular, Dr. Denham has recommended Janet Dixon Keller as a former editor of several anthropology journals and highly regarded writing coach. Successful preparation of a manuscript or two for journal publication would substantially improve student employability. |
| 12 | That the Department review its suite of relations with international institutions with a view to prioritising those with which it can achieve the most beneficial outcomes for its students and research activities. | Marranci and Downey | Marranci and Downey have prepared an internationalisation plan (April 2014) with a ranked list of institutions that we consider high priority for a variety of reasons. Work on this strategy will continue through contacts and departmental visits (e.g. Downey, USP Fiji 5/14). An updated plan integrating new developments and opportunities will be prepared at the end of the year.  New initiatives for 2014 and 2015 will focus on opportunities through our Research Hub and Network (in Contemporary Muslim Life and India Research), as well as in European and Pacific institutions with which we have strong relationships already. |

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| 13 | That the Department produce a strategy to increase enrolment of international student in their programs. | HoD with Marranci | Downey and Marranci to prepare strategy in consultation with other department members. Strategy will embrace, not only increasing student enrolment in HDR programs, but also attractiveness of masters by coursework degree and enrolment in our units by semester abroad students. PACE Fiji + semester at MQ promotion will be explored in middle term (after PACE unit run successfully), and possible collaboration with international providers (such as CIEE) explored. Downey to meet with MQ International officers about international marketing. |
| 14 | That the Department reassess its staff recruitment plan to include a consideration of appointing a Level E staff member to provide strategic leadership within the department and the University.  *[Term of Reference: Staff and Student Profile; Future Directions]* | Department with HoD report | This suggestion is one of the few that was not met with great enthusiasm by the department. Recent experience with high profile E-level hires in our discipline through a Research Centre is one reason that reception was likely poor.  Although the Department will continue to consider the possibility, at this time, we prefer to pursue a strategy of leadership from within, including the attempt to support promotion of internal candidates toward Level E. Given the strong thematic continuity in the department, it is not clear how a Level E hire, unless very opportune, would avoid disrupting the emergence of research strengths and a strong sense of collegiality in the department.  Recent hires at a junior level have strengthened our core areas of research strength.  If we were, under any circumstance, to lose one of our senior staff, this might open the budget and possibility of changing this strategy. At this stage, we believe that many of our Level D personnel are providing University-wide leadership, such as with the University’s Ethics review and in other capacities. |

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| 15 | That the Department critically assess its 100 Level course offerings to manage the risk of its budget’s heavy financial dependence on the extremely large enrolment in ANTH 106.  *[Term of Reference: Future Directions; Academic Programs]* | Department (meeting Dec 2014) with report from HoD | Anth 106, in spite of its very large size, constitutes less than 50% of our 100-level enrolments; although the department depends heavily on Anth 106, given the current administration’s commitment to the People and Planet curriculum, we believe that the best way to diminish risk may be to propose a new Planet unit, perhaps at the 200 level.  We agree though that we should encourage more flow through from large-enrolment 100-level units to upper level units, and will institute a plan to promote the minor in anthropology, as well as efforts to increase the number of majors in order to increase enrolments in upper-level units to better distribute risk. |
| 16 | That the Department carefully considers its commitment to delivering Open Universities Australia (OUA) subjects, weighing up the benefits of continuing to deliver these subjects and possibly a full degree against the risk of increasing staff workloads.  *[Term of Reference: Future Directions; Academic Program]* | Department (meeting December 2014) | The participation in OUA needs careful consideration, especially against the backdrop of Faculty discussions of online education. At current, we have four offerings; to offer a major would require at least eight. Expansion to a major would likely require hiring at least one other fixed-term person to help with administering the courses. Given the small number of majors, the benefits of a major in anthropology are not entirely clear.  Discussion within the department suggests that, at this time, the additional workload of doubling (or more) the offerings that we would have to give to OUA for a major is not manageable given current levels of staffing. Especially because all of the offerings that have been turned into OUA units were already being offered externally, so any new OUA units would have be substantial revisions of existing on-campus units. In addition, the ability to provide a capstone unit would be limited in the OUA environment.  HoD to explore other options, including a ‘social sciences’ combined major with other departments or other ways to increase enrolment without necessarily being required to double the number of offerings. |