REPORT OF THE REVIEW PANEL
DEPARTMENT OF ANTHROPOLOGY
MACQUARIE UNIVERSITY

Review Panel

Professor Emeritus John Gray (Chair)
Professor Helen Lee
Professor Richard Howitt

Secretary: Ms Maryam Khalid

March 2014
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1. Terms of Reference

Review of the Department of Anthropology

The Department of Anthropology is an organizational unit in the Faculty of Arts. It is being reviewed as a part of the evaluation element of the University's Quality Enhancement Framework. The purpose of the review is to consider and make recommendations on the activities of Anthropology, including a range of management, resourcing, and quality enhancement issues relating to research, HDR, academic, and community engagement programs.

The Terms of Reference for the review are:

1. **Governance, Leadership and Management**
   Review the effectiveness of the Department of Anthropology's planning, leadership and management structure, processes and resources in responding to Faculty and University strategic planning directions.

2. **Academic Program**
   Review the appropriateness of the degrees, programs, and units offered by the Department of Anthropology relative to Faculty and University priorities, employer and professional community demands.

3. **Research**
   Review current research outputs, activity, and capability relative to Faculty and University objectives including opportunities for developing research and knowledge leadership.

4. **Research Training**
   Review the HDR program, including admission standards, methodology and skills training, completion times and drop-out rates, supervision and reporting standards.

5. **Staff and Student Profile**
   Review the alignment of academic, professional, and student profile relative to current and future objectives and plans.

6. **Community Engagement**
   Review the scale, scope, and quality of community/industry engagement, including external/professional contribution to and referencing of, curriculum and research development.

7. **Future Directions**
   Recommend future development opportunities for the Department of Anthropology in terms of its resources, research, teaching and community/industry engagement activity.
2. Membership of the Review Panel

Chair: Professor Emeritus John Gray
Department of Anthropology and Development Studies
School of Social Sciences
Faculty of Humanities and Social Sciences
The University of Adelaide

Members:
Professor Helen Lee
Head, Department of Sociology and Anthropology
School of Social Sciences and Communications
Faculty of Humanities and Social Sciences
La Trobe University

Professor Richie Howitt
Department of Environment and Geography
Faculty of Science
Macquarie University

3. Review Program

Tuesday 12th November

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<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>8:00 – 8:30 am</td>
<td>Panel discussion</td>
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<tr>
<td>8:30 – 9:00 am</td>
<td>John Simons (Executive Dean)</td>
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<td>9:00 – 9:30 am</td>
<td>Chris Houston (Head of Department, UG &amp; MRes coordinator)</td>
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<tr>
<td>9:30 – 10:00 am</td>
<td>Chris Houston (Head of Department, UG &amp; MRes coordinator)</td>
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<td>10:00 – 10:30 am</td>
<td>Tea break</td>
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<td>10:30 – 11:00 am</td>
<td>Robert Reynolds (AD, HDR)</td>
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<td>11:00 – 11:30 am</td>
<td>Chris Lyttleton (Former HoD)</td>
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<td>11:30 – 12:00 pm</td>
<td>Joanne Page (Faculty General Manager)</td>
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<td>12:00 – 1:00 pm</td>
<td>Lunch</td>
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<td>1:00 – 1:30 pm</td>
<td>Lisa Wynn (Level C staff)</td>
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<tr>
<td>1:30 – 2:00 pm</td>
<td>Panel Discussion</td>
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<tr>
<td>2:00 – 2:30 pm</td>
<td>Greg Downey (HDR Coordinator)</td>
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<tr>
<td>2:30 – 3:00 pm</td>
<td>Kalpana Ram (Level D staff)</td>
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<td>3:00 – 3:30 pm</td>
<td>Chris Houston (follow-up)</td>
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<td>3:30 – 4:00 pm</td>
<td>Tea break</td>
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<tr>
<td>4:00 – 4:30 pm</td>
<td>Aaron Denham (Level B staff, MAA and M DevCul coordinator)</td>
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<tr>
<td>4:30 – 5:00 pm</td>
<td>Aaron Denham (Level B staff, MAA and M DevCul coordinator)</td>
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<td>5:00 – 5:30 pm</td>
<td>Gabriele Marranci (by telephone)</td>
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**Wednesday 13th November**

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<tr>
<td>8:30 – 9:00 am</td>
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<tr>
<td>9:00 – 9:30 am</td>
<td>Sherman Young (AD L&amp;T)</td>
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<td>9:30 – 10:00 am</td>
<td>Kenneth Finis (MRes Student)</td>
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<td>10:00 – 10:30 am</td>
<td><strong>Tea break</strong></td>
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<tr>
<td>10:30 – 11:00 am</td>
<td>Alison Windsor (Undergrad student)</td>
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<td>11:00 – 11:30 am</td>
<td>James Loneragan (MAA Student)</td>
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<tr>
<td>11:30 – 12:00 pm</td>
<td>Lindy McDougall (HDR student), Kalawati Rai (M Dev student)</td>
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<tr>
<td>12:00 – 1:00 pm</td>
<td>Lunch</td>
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<tr>
<td>1:00 – 1:30 pm</td>
<td>Catriona MacKenzie (AD, Research)</td>
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<td>1:30 – 2:00 pm</td>
<td>Payal Ray (Departmental Administrator)</td>
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<tr>
<td>2:00 – 2:30 pm</td>
<td>Deborah Van Heekeren (Level B Staff) (by telephone)</td>
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<td>2:30 – 3:00 pm</td>
<td>Panel Discussion</td>
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<td>3:00 – 3:30 pm</td>
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<td>4:00 – 4:30 pm</td>
<td>Panel discussion</td>
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<td>4:30 – 5:00 pm</td>
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<td>5:00 – 5:30 pm</td>
<td>Panel discussion</td>
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**Unavailable:**
- Naren Chitty AD (International) – has provided a report on internationalisation of Anthropology
- Ben Christensen (MAA student) – has provided a written submission
4. Executive Summary

This review was commissioned by the University as a routine part of its Quality Enhancement Framework. The Department was last reviewed in 2004 as part of a broader review of the Division of SCMP from which there were no anthropology specific recommendations. Accordingly, this is a timely review in the context of significant changes in the Department’s staffing, curriculum and research culture since 2004.

The panel reviewed the department’s self-evaluation report and met with members of the department, faculty and student body over a two day period on 12-13 November 2013. Initial commendations and recommendations were discussed with the department prior to drafting the report.

The review panel confirms the opinion expressed by the Executive Dean of Arts, Professor John Simons, that the Department of Anthropology is a strong academic unit making a substantial and important contribution to Macquarie’s profile across all areas of academic activity. The committee’s view is that the department is an important element of Australia’s capacity and capability in anthropology. The international scope of the department’s ethnographic research contribution is particularly important nationally.

The Department of Anthropology has a long history of excellence, collegiality and civic engagement that continues. It has achieved success in the major domains of its activities: in its teaching activities with an attractive and efficient undergraduate curriculum reflected in high student enrolments and in a tightly organised suite of courses; in its research activities reflected in an ERA Rating of 3 (World Class Standard) and the broad international scope of its ethnographic expertise; in its cross-disciplinary and cross-faculty collaborations reflected in the development and delivery of postgraduate coursework degrees (Masters of Development Studies and Cultural Change); and in its administrative activities reflected in its efficient budgetary control that produces a ‘surplus’ that contributes to the Faculty’s support of research and teaching activities.

It has weathered a period of substantial challenge in good shape. However, it currently faces a fresh set of challenges arising from new staff recruitment to the needs of its growing student load and financial constraints. In this context, the Department will need to maintain a sense of common purpose in a new staff team as the basis for enhancing research performance consistent with University priorities and recruiting more students to the Anthropology Major, the new Masters of Research degree and its HDR program without compromising undergraduate and postgraduate teaching excellence.

The report provides nine commendations and sixteen recommendations arising from this review.
5. List of Commendations and Recommendations

A. Commendations

1. The Department of Anthropology is to be commended for its continuing tradition of a strong sense and practice of collegiality that exists among its members, both academic and professional.
   [Term of Reference: Governance, Leadership and Management]

2. Despite its small size from the institutional perspective, the Department of Anthropology is to be commended for its breadth of expertise that is the basis of its noteworthy national profile in and strategic importance for the Discipline in Australia.
   [Term of Reference: Community Engagement; Academic Program]

3. The Department of Anthropology is to be commended for its democratic governance and a mode of operation that is financially effective but not financially driven.
   [Term of Reference: Governance, Leadership and Management]

4. The Department of Anthropology is to be commended for its effective curriculum planning that has resulted in a suite of courses that is attractive to students and efficient in its use of staff.
   [Term of Reference: Academic Program]

5. The Department of Anthropology is to be commended for the very strong positive feedback from students on the quality, enthusiasm and innovativeness of its teaching.
   [Term of Reference: Academic Program]

6. The Department of Anthropology is to be commended for its strong spirit of intellectual collaboration and record of engagement with other Departments in the Faculty and in other Faculties.
   [Term of Reference: Academic Program]

7. The Department of Anthropology is to be commended for its research seminar series and developing a high quality research output from its internal presentations.
   [Terms of Reference: Research; Research Training]

8. The Department of Anthropology is to be commended for the high level of collaboration that has resulted in a dynamic research culture evidenced by highly productive research-active staff and new emerging areas of research strength that have the potential to make a significant contribution to the Faculty’s priority of achieving international prominence in key areas of research.
   [Term of Reference: Research; Research Training]

9. The Department of Anthropology is to be commended for its initiatives in a professionalising program for its HDR students.
   [Term of Reference: Research Training]
B. Recommendations

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]

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]

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]

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]

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]

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]

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]

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]
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]

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]

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]

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.

13. That the Department produce a strategy to increase enrolment of international student in their programs.

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]

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]

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]

A. Background

The Department of Anthropology at Macquarie University is one of the eleven organisational units that make up the Faculty of Arts. Though the Faculty considers the Department of Anthropology to be a small unit, measured in terms of 2013 student enrolments, it is mid-size with a student load of 470.1 EFTSL compared with the larger units (Macquarie Law School @ 1498.3 EFTSL, Department of Media, Music, Communication and Cultural Studies @1462.4 EFTSL, Department of International Studies @ 816.9 EFTSL, Department of Ancient History @ 649.8 EFTSL and Department of Modern History @ 617.4 EFTSL) and with the smaller units (Department of Sociology @ 444.5 EFTSL, Department of English @ 337.0 EFTSL, Department of Philosophy @301.9 EFTSL, Department of Policing, Intelligence and Counter Terrorism @ 228.5 EFTSL and Department of Indigenous Studies-Warrawara @72.9 EFTSL).

Since 2010, enrolments have almost doubled with the major increases being in Level 1 and Level 2 courses particularly in ANTH 106: Drugs Across Cultures which is categorised as a ‘Planet’ unit. This increase is significant in the context of decreases in Level 3 and postgraduate enrolments. The net result is in an overall increase of 14% in student load. The Department of Anthropology has also delivered units in external study mode through Open Universities Australia since 2010, with total enrolments in that setting increasing from 87 in 2010 (one unit delivered in two study periods) to 519 in 2013 (3 units each delivered in two study periods).

The Department of Anthropology co-teaches the Development Studies and Culture Change programs (undergraduate major and postgraduate program) with the Department of Environment & Geography (Human Geography) and contributes core study units to a range of other programs, including health (BHealth) and urban studies (BPlan).

While overall student loads have increased, the numbers completing the Anthropology Major have been modest, as has recruitment to Honours, Masters of Research, postgraduate coursework and PhD programs.

The Department of Anthropology has a very good reputation in terms of both teaching (reflected in several internal and external awards for excellence) and research (reflected in a solid ERA 3 rating, ARC Discovery and Linkage funding and strong research outputs). PhD completions increased with 14 completions 2011-13.

The current review has not been generated in response to any particular issues or concerns and represents an opportunity to benchmark the performance early in a period of significant change at Macquarie University as the institution celebrates its 50th anniversary and puts in place strategies to strengthen research and teaching excellence. The Department of Anthropology acknowledges the importance of the strategic framework being put in place and members of the department provided
information on their approaches to the opportunities created and the Review Panel has considered these issues in the review.

**B. Report**

This report is organised to reflect the structure of the Self Evaluation Report provided to the Review Panel by the Department of Anthropology. Each of the Commendations and Recommendations in this report include an indication of the Term[s] of Reference to which it is relevant.

The Committee found the Self Evaluation Report to be comprehensive and critically self-reflective. We thank the Department members for their efforts and producing it.

1. **University Direction**

The Department of Anthropology demonstrates a good understanding of the current strategic priorities of the University and the opportunities these create within the Faculty of Arts and more generally. Its undergraduate curriculum and the design of its courses provide students with opportunities to experience new educational contexts and interdisciplinary approaches—such as Associate Professor Downey’s Massive Open Online Learning course and the Introductory Unit, ANTH 106: *Drugs Across Cultures*—that potentially provide transformational learning and impact on students’ lives. Because of its success in teaching and research, the Department has been able to increase its staff numbers providing the potential to improve its ERA 3 rating (World Class Standard) research performance and to expand its research training program through the recruitment of more postgraduate students.

2. **Organizational Context: Faculty of Arts**

The Department of Anthropology has been active in contributing to and even leading important elements of advancement in the Faculty, including important initiatives in developing and delivering a PACE program (i.e. the proposed ‘field school’ in collaboration with the University of the South Pacific), in fostering of international collaborative links and in responding to curriculum initiatives. It has made significant contributions to the Faculty’s priorities of promoting an inclusive and vigorous research culture—particularly its annual Macquarie Anthropology research week during which internationally prominent scholars give distinguished lectures and master classes to PhD students—that has produced internationally recognised research outcomes.

Within and to some extent across the Faculty, the Department of Anthropology is seen as performing well but operating in a degree of isolation that sees some elements of its performance undervalued or seen as somehow awkward. Without wanting to overplay this, the Review Panel understands this as an area that needs some attention strategically and practically in the Department.

**Recommendation:**

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]
3. Previous Review and History of Department

At the time of its previous review in 2004, the Department of Anthropology was in a period of transition as senior staff from the discipline’s early period at Macquarie were reaching retirement. Only two of the current staff (Associate Professor Lyttleton and Associate Professor Ram) were appointed at the time of the previous review. There has been at least 12 new staff appointments mostly at junior levels. The result is that the Department has not had a Level E (Professor) member throughout a period of significant change both within the discipline internationally and in Australia and in the University. (See Recommendation 13 in Section 8: Issues, Trends and Future Direction Opportunities.) Some stability has been offered by continuing contributions from long-term honorary associates.

The Department of Anthropology justifiably celebrates its long tradition of collegiality, mentoring and collaborative leadership, which is rooted in its early development in the 1970s and has been renewed over long periods. This history is acknowledged as an important asset of the current department.

Commendation:

1. The Department of Anthropology is to be commended for its continuing tradition of a strong sense and practice of collegiality that exists among its members, both academic and professional.
   [Term of Reference: Governance, Leadership and Management]

The Department of Anthropology has a strong record in learning and teaching, research training and research. Its Master of Applied Anthropology (established originally in 1991 and revised in 2002) and introduction in 2007 of the Master of Development Studies and Culture Change (in cooperation with the then Department of Human Geography in Science) were important innovations in graduate education in the discipline. The current redevelopment of the graduate coursework programs reinforces the department’s importance as an element of Australia’s national capacity in training of professional anthropologists.

The Department’s ethnographic research encompasses a wider range of international locales and social groups than is common in other Australian Anthropology Departments. This is important for the vibrancy and relevance of discipline nationally. It is also a significant element of the Department’s fulfilment of the Faculty’s priority of achieving international prominence in its areas of research strength and in enhancing the university’s capacity to develop and capitalise on international collaborative opportunities in both research and teaching.

Commendation

2. Despite its small size from the institutional perspective, the Department of Anthropology is to be commended for its breadth of expertise that is the basis of its noteworthy national profile in and strategic importance for the Discipline.
   [Terms of Reference: Community Engagement; Academic Program]
4. **Current Position of Department**

At the time of the review the Department of Anthropology had ten academic staff appointments (3 x Level D, 3 x Level C, 4 x Level B) and was recruiting for an additional three positions at Level B. It is ably supported by one professional staff appointment and by the facilities and services provided by the Faculty of Arts.

The Department of Anthropology is in a strong position financially underpinned by a robust student enrolment base (in undergraduate, postgraduate and Open University levels) that supports its current staffing profile. This healthy financial condition is a result of the tradition of collegiality that characterises Departmental governance and enables it to achieve effective curriculum planning and efficient deployment of staff to its teaching commitments.

**Commendation:**

3. *The Department of Anthropology is to be commended for its democratic governance and a mode of operation that is financially effective but not financially driven.*

   [Term of Reference: Governance, Leadership and Management]

Increased research income would strengthen that foundation and there are some concerns to be addressed to ensure that: (1) the student workload is sustainable and appropriately distributed; (2) the costs of promotion of a relatively large cohort of junior staff can be met from the income generated by the Department; and (3) the balance between teaching workloads and research opportunities can be maintained.

**Recommendation:**

2. *That the Department discuss internally how workload allocation addresses 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]

In particular, it is important that procedures are in place to secure the renewal of the Department’s strong traditions of collegiality and mentoring which were tested in recent years during a period rapid strategic, structural, curriculum and staffing changes. The current dispersal of staff geographically in residential locations stretching from Berry in the south to Maitland in the north may present challenges to maintaining collegiality and coherence.

**Recommendation:**

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]

The transition to a new head of department in early 2014 as well as the consequences of the Faculty’s review of Administrative staff will provide a set of opportunities and challenges. The incoming head will need to ensure appropriate
integration of and mentoring for three new staff members. He will face the inevitably steep learning curve that challenges any new head of an academic department. (See also Recommendation 7.) This transition to a new Head of Department and the recruitment, induction and mentoring of new staff should be a consideration in the Faculty’s Review of Administrative staff.

Recommendation:
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]

5. Learning and Teaching

The Department of Anthropology delivers an impressive and appropriate undergraduate curriculum that is efficient in its use of staff resources, well-considered in curriculum terms and attractive to students. The latter is reflected in the increasingly positive responses of students in the LEU Surveys from 2010 to 2012. The development of ANTH 106: Drugs Across Cultures as a Planet unit and in its OAU offerings has seen 100-level undergraduate numbers increase dramatically.

Commendations:
4. The Department of Anthropology is to be commended for is effective curriculum planning that has resulted in a suite of courses that is attractive to students and efficient in its use of staff.
   [Term of Reference: Academic Program]

5. The Department of Anthropology is to be commended for the very strong positive feedback from students on the quality, enthusiasm and innovativeness of its teaching.
   [Term of Reference: Academic Program]

The large 100-level undergraduate classes, which are important in budget terms, present substantial challenges that will need careful and thoughtful leadership from the incoming Head of Department in the immediate future to avoid substantial risks to maintaining workload equity, resources and efficiency. (See also Recommendation 7.)

However, this positive student response to the undergraduate curriculum has not been reflected in retention of students through to completion of the undergraduate Major in Anthropology or recruitment into Honours and postgraduate programs. (See Recommendation 6.)

Since the last review, the Department’s approach to learning and teaching has been characterized by innovative curriculum and pedagogy as well as by collaboration in program development in the undergraduate curriculum and in the development of its Masters of Development and Culture Change with the human geographers in the Science Faculty. This is reflected in the success of several staff (Associate Professor Kalpana Ram, Associate Professor Greg Downey, Dr Lisa Wynn) in terms of institutional and external recognition for teaching and teaching-related activities and the value that all members of the Department place on pedagogical, curriculum and program excellence.
Commendation:
6. The Department of Anthropology is to be commended for its strong spirit of intellectual collaboration and record of engagement with other Departments in the Faculty and in other Faculties.
   [Term of Reference: Academic Program]

The challenges of developing postgraduate coursework programs in anthropology have also been addressed thoughtfully and effectively by the Department with strong 800-level programs being reviewed, revised and redeveloped regularly and effectively. However, students in the postgraduate coursework programs have raised concerns about the provision of course advice and information. These will need to be considered in the future development of these programs.

Recommendation:
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]

Like other Departments in Universities across Australia, Macquarie’s Anthropology Department has experienced declining enrolments in its Honours program with a consequent decrease in recruitment into the HDR program. To offset this trend, the Department has taken up with enthusiasm the introduction of the Master of Research in 2013 to replace the conventional honours program. As with other Departments in the University, successful recruitment into the Masters of Research will present an opportunity for increased recruitment into the HDR program and a concomitant substantial challenge in terms of providing appropriate supervision.

Recommendation:
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]

6. Research and Research Training
Due to the turnover of staff in recent years there has been a changing research profile in the Department. However, throughout that time all staff have been research active with publications in high esteem international journals. More importantly, they have created a dynamic and productive research culture with international standing. This is reflected in at least four areas of their research activity.

First, members of staff have conducted a broad range of ethnographic and thematic studies that has produced a internationally-focused suite of research of social groups in South and Southeast Asia, South America, the middle east, Europe, Africa. This international orientation of its research is reflected (1) in its highly successful annual Research Week which brings internationally distinguished scholars to provide lectures and master classes to staff and students and (2) in its support for existing and new areas of in research strength in
Indian society, contemporary Islamic studies and society, health and medical anthropology, and psychological anthropology.

There has clearly been an effort to balance teaching and research time for staff, for example through the introduction of research intensive semesters, but this has not been entirely successful due to the uneven demands on staff for developing and delivering both undergraduate and graduate coursework subjects.

**Commendations:**

7. **The Department of Anthropology is to be commended for its research seminar series and developing a high quality research output from its internal presentations.**
   [Terms of Reference: Research; Research Training]

8. **The Department of Anthropology is to be commended for the high level of collaboration that has resulted in a dynamic research culture evidenced by highly productive research-active staff and new emerging areas of research strength that have the potential to make a significant contribution to the Faculty’s priority of achieving international prominence in key areas of research.**
   [Term of Reference: Research; Research Training]

Some of these new emerging areas are particularly strong, such as contemporary Islamic practices and society which is associated with the SCML Research Hub and Health and Medical Anthropology. These are areas where it will be important to maintain and build capacity to underpin applications for external research grants. (See Recommendation 7.)

Second, staff have managed to maintain an impressive research output although they have had a relatively low level of competitive external research funding such as ARC grants. There is significant scope to increase external research income from a range of sources and staff could make better use of internal funding opportunities that would support their applications for external research funds and their future research goals.

**Recommendation**

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]

Third, another measure of the success of the Department’s research culture, productivity and international standing is it achievement of a World Standing rating in Excellence in Research Australia assessment carried out by the Australian Research Council in 2012. However, to meet the research priorities of the University and Faculty, the Department should aim to improve its rating in future ERA assessments.

**Recommendation:**

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]
Fourth, the Department has facilitated the increasing quality of its research training. The HDR program is growing—albeit from a recently small base—with a steady rate of completions. The research training program for postgraduates is characterised by excellent initiatives in the career development workshops, ‘Research Week’ and by its significant (compared with other Anthropology Departments in Australia) financial support for fieldwork.

To ensure high quality research training, the Department will need to pay close attention to processes such as monitoring progress, fieldwork preparation, effective supervision and professionalization.

Recommendation:
9. That the Department review, in consultation with HDR students, processes such as monitoring HDR progress, supervisor responsibilities, requirements for student presentations of their work and professionalization.
   [Term of Reference: Research Training]

One of the important areas of the Department’s research training and duty of care for its postgraduate students is to assess the varied risks faced by students during their periods of ethnographic fieldwork. The Department should be aware of similar procedures implemented by other Departments in the University and other Anthropology departments in Australia and overseas.

Recommendation:
10. That the Department develop a formal and rigorous risk assessment procedure for postgraduate fieldwork consistent with fieldwork safety procedures established in other Faculties.
   [Term of Reference: Research Training]

The Department has recognized that that their HDR postgraduate students need to be more competitive in the international job market for academic positions. This has been addressed in the research training program. Members of the Department have already produced excellent material to assist the professional development of HDR students in academic publishing and on improving their applications for academic positions. (see Dr Lisa Wynn’s and Associate Professor Greg Downey’s blogs: http://culturematters.wordpress.com/2009/08/23/academic-publishing-workshop/; http://culturematters.wordpress.com/2010/06/01/academic-professionalization-workshop-for-grad-students-and-more/; http://culturematters.wordpress.com/2010/06/04/academic-professionalization-workshop-part-2/).

Commendation:
9. The Department of Anthropology is to be commended for its initiatives in a professionalising program for its HDR students.
   [Term of Reference: Research Training]

However, staff are aware that more needs to be done to assist in the professional development of their postgraduate students to improve their success in academic publishing and in applying for external grants as a basis for increasing their competitiveness on the international job market.
Recommendation
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]

7. External Engagement
The Department’s active research profile, including applied anthropology, has led to the development of a wide range of collaborations and networks with external researchers, institutions, organisations and NGOs that reflects the broad international spread of its research expertise in South America, Europe, South and Southeast Asia and the Pacific. This has helped to raise the profile of the Department internationally and within Australia. (See Commendation 2.) The report of the Associate Dean (Internationalization) finds that in comparison with other Departments in the Faculty, the Department of Anthropology is in the upper range of languages spoken and the international origin of staff degrees and is excellent in the regional distribution of reading in its undergraduate courses. While the Department has begun to formalise agreement with other institutions for student exchange and for mobility exchange, the report comments that the Department may need to prioritise these relations.

Recommendation:
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.

The report also finds that the level of exchange students enrolled in its programs is relatively low and provides opportunities for growth by recruiting students from China and Vietnam.

Recommendation:
13. That the Department produce a strategy to increase enrolment of international student in their programs.

Given the global orientation of its research expertise, the Department’s local engagement is also strong. It includes outreach to local high schools, internships that involve students assisting in land title projects in indigenous Australia.

8. Issues, Trends and Future Development Opportunities
The Review Panel has an optimistic view of the Department’s future. The Department has undergone significant transformations in its teaching and research profile over the past decade, along with staff changes which are continuing with the appointment of three new staff members for 2014. The work that has already gone into to rationalising undergraduate teaching. Protecting staff research time needs to continue in order to ensure the Department’s strong commitment to research is maintained. This will enable the Department to meet the Faculty priorities of achieving national and international prominence in key areas of research strength and developing international research collaborations. However, in its planning for the future, there are three issues that need to be addressed.
First, the Department may need to critically assess its staff recruitment plan to consider the appointment of Level E member who will be able to provide strategic leadership for the Department’s planning and relations with the Faculty and University.

**Recommendation:**

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]

A second concern of the Review Panel that was also expressed by the Faculty is the significant proportion of the Department’s budget drawn from its large Level 1 Planet course, ANTH 106: Drugs Across Cultures. Reliance on such a narrow curriculum base is a risk that needs to be addressed so that there is a more diverse portfolio of budgetary support for their staff and research activities.

**Recommendation:**

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]

A third concern raised by the Department in its Self Evaluation Report is the level of its commitment to increase its OUA offerings in order to provide a full major in Anthropology and/or extend its involvement by teaching postgraduate degrees externally as well. This is a very strategic decision given the already large enrolments in the Department’s undergraduate course and the challenges it may bring to maintaining an appropriate teaching/research balance in the workload allocation. In its consideration of this issue, the Department should also be mindful of the need to increase its recruitment into its postgraduate HDR program that is important for maintaining the Department’s vibrant research culture and enhancing its internationally recognised outputs that will be an important basis for the next ERA assessment of its research performance.

**Recommendation:**

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 and its ability to enhancing its research performance.

[Term of Reference: Future Directions; Academic Programs]
## Appendix 1: Information Provided to the Review Panel

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