



Australian
National
University

ANU College of Arts and Social Sciences (CASS)

2015 Operational Plan

Context

In 2014 there was significant debate over fee deregulation and the sustainability of higher education, the quality of education provided by universities, a significant focus on the need for more STEM graduates, and research funding.

A unique aspect of ANU is the National Institute Grant (NIG) coupled with its location in Canberra alongside the major Australian Government departments and agencies. As a result ANU trains both graduates who are ready to enter the Australian Public service and provides a strong research base to inform policy making. The vast majority of the government's policy making is focused on social and public policy - international affairs, health, education, justice and defence, welfare and immigration – that require graduates with HASS training. The College is active in both its education and research programs in most of these fields sustained through the support of the NIG. During 2015 the College will build on its research operational plan through a Research Excellence Strategy.

A key focus of the College in 2015 will be enhancing the social and policy impact of our research in the humanities and social sciences. In 2014 the College invested in AusCen through a strategic alliance with ANU Enterprise and the Social Research Company to build a high quality research intensive cluster of scholars focused on applied research, big data (including digital humanities), methodological innovation, data archiving, and linkages to government. This investment will continue through 2015 as part of our strategy to diversify our research income.

Over the past five years the college has been actively dealing with the challenges of an ageing academic workforce. In a context where our education and research is highly ranked across virtually all the disciplines in both international and national assessments, the renewal of our top performing academics is a critical challenge and of course a wonderful opportunity. The college made significant inroads into its academic renewal program over the past three years. This was largely focused on Early Career Researchers (ECRs) and while this continues in 2015 (a further 14 appointments are planned at this stage) the focus is on hiring key professorial staff who will maintain our reputation and research impact. The College will continue its ECR support activities, research grants schemes, visiting fellowship programs and targeted faculty exchange programs.

To be competitive, and distinctive, our education offerings need to be delivered by the best scholars and complemented by the provision of opportunities to 'get out of the classroom'. As a result during 2014 the college was active in forming a number of key international alliances for student exchange and was very successful in the Colombo initiative. We will continue to implement the BA reforms which highlight the key skills that students will achieve at ANU and to have a tighter focus on the core skills required in the disciplinary majors.

To support achieving its mission the College Operational Plan identifies the following key initiatives during 2015 and onwards:

- Diversify research income
- Focus on showcasing CASS social and public policy research and its impact

- Build international linkages; increase postgraduate coursework (PGC) and international student enrolments; and improve higher degree research (HDR) student management
- Further enhance internal communications
- Develop a Research Excellence Strategy for 2016 – 2020 following the release of the 2015 Excellence in Research for Australia (ERA)
- Ongoing academic staff renewal
- Construction of the Research School of Social Sciences (RSSS) Building

Through them CASS expects to deliver the tertiary experience in education; research outputs and engagement that will support the ANU achieve its aspiration of being a world class university.

Toni Makkai
Dean
College of Arts and Social Sciences

April 2015

The mission of CASS is:

- globally, to deliver academic excellence, in research and education, across the humanities, creative arts and social sciences, while bringing its expertise to bear on key social, cultural, and political problems facing the contemporary world; and
- nationally, in partnership with the public, the private sector, and government, to shape Australia as an innovative knowledge-based society.

State of CASS in 2014 (Actual)

Total HERDC Income \$ per capita B+	\$57,633*
Total Applications Lodged (Cat 1-4)	110
Total weighted publication points	773
Commencing HDR EFTSL	111
No. of HDR completions	84*
No. of staff associated with ERA codes 4 or 5	274*
Total domestic coursework EFTSL	2,265
No. of commencing domestic coursework	1,826
Low SES proportion of domestic UG	4.5%
No. of courses with enrolment ≤ 0.25 EFTSL	99
Programs with enrolment below 0.25 EFTSL	6
Course Overall Experience satisfaction rate (SELT Survey)	63.5%
No. of commencing international coursework	216
Total funds raised per year - (\$m)	0.74
Prof staff to acad staff cost ratio	0.39
Proportion of acad staff with PhDs	83%
Female proportion of Level D and E acad staff	30%
Total number of Indigenous staff	3
Annual leave liability (\$m)	3.2*
Long service leave liability (\$m)	7.6*

Top CASS Initiatives

- Diversify research income
- Focus on showcasing CASS social and public policy research and its impact
- Build international linkages; increase PGC and international student enrolments; and improve HDR student management
- Develop a Research Excellence Strategy for 2016 – 2020 following the release of the 2015 ERA
- Support academic staff renewal
- Construction of the RSSS Building

Underlying Beliefs and Assumptions

- CASS will maintain significant research and education programs assuming no further structural changes
- CASS will continue to operate in a constrained administrative environment
- ANU will continue to improve and enhance its administrative processes and systems
- That there will be no further significant reductions in funding to the sector by the Australian Government; and the OVC will not change the budget model
- Consolidation of CASS on campus through the construction of a new RSSS building, offering better accommodation to attract more students, enhance research collaboration and reduce utility and other costs.

State of CASS in 2016 (Aspiration)

Total HERDC Income \$ per capita B+	\$64,565
Total Applications Lodged (Cat 1-4)	117
Total weighted publication points	773
Commencing HDR EFTSL	111
No. of HDR completions	84
No. of staff associated with ERA codes 4 or 5	281
Total domestic coursework EFTSL	2,701
No. of commencing domestic coursework	1826
Low SES proportion of domestic UG	6.2%
No. of courses with enrolment ≤ 0.25 EFTSL	60
Programs with enrolment below 0.25 EFTSL	3
Course Overall Experience satisfaction rate (SELT Survey)	70%
No. of commencing international coursework	184
Total funds raised per year - (\$m)	1.5
Prof staff to acad staff cost ratio	0.30
Proportion of acad staff with PhDs	80%
Female proportion of Level D and E acad staff	35%
Total number of Indigenous staff	4
Annual leave liability (\$m)	Nil Excess
Long service leave liability (\$m)	Nil Excess

* Indicates 2014 figures yet to be updated

Strategic Goal 1 - Enhance CASS' Research Reputation and Grow Research Income

ANU 2020 outcome measures

By 2015, at least 27 per cent of ANU academic staff will be first named investigation on at least one current category 2, 3 or 4 research grant of consultancy. This percentage will rise to 35 per cent by 2020 (compared to 23 percent in 2010)

By 2015, ANU will increase the percentage of its research income from international sources to 8.0%, rising to 10.0% in 2020 (compared to 6.69% in 2009)

By 2015, the number of HDR students supervised per FTE of academic staff will rise to 1.68, increasing to 1.75 by 2020 (compared to 1.64 in 2010)

By 2015, the percentage of Indigenous HDR students will be above the national average

ANU will aim for at least 40% of its students to be postgraduate by 2020 (compared with PG (total)= 35%, HDR=14%, PG Cwk=21% in 2010)

ANU will continue to grow HDR enrolments on public policy related topics

By the end of 2012, a detailed list of major national facilities which could be located at ANU will be developed and a funding/lobbying strategy for each developed

By the end of 2012, a Capital Management Plan will be produced to guide development and maintenance of facilities

By the end of 2012, an Asset Management Plan and a road-map for information architecture will be created to guide development of the University's information infrastructure

CASS Objectives 2015	Outcomes	Accountability
1 Maintain and grow CASS' reputation for research excellence	<ul style="list-style-type: none"> Appoint an Associate Dean (Research) Develop a Research Excellence Strategy for 2016-2020 in response to ERA 2015 Increase the Category 2 and 3 income coming into the College through supporting key centres like CAEPR and AusCen, The CASS Research Committee will implement initiatives to skill, empower, encourage and support staff to seek out and secure alternative sources of research income 	<p>CASS Dean</p> <p>Associate Dean (Research)</p> <p>Directors of Research School</p>

CASS Objectives 2015	Outcomes	Accountability
2 Implement an academic staff renewal program	<ul style="list-style-type: none"> • Recruit at least a further 14 academic staff • Continue to make strategic appointments particularly at professorial level • Implement a ECR/ECA development program focused on delivering research excellence 	<p>Dean</p> <p>Directors of the Research Schools</p>
3 Strengthen the College's competitiveness as a destination for PGC and HDR students	<ul style="list-style-type: none"> • Consolidate international linkages and deepen existing relationships with strategic partners • Implement marketing initiatives aimed at increasing PGC and international student enrolments • Review HDR administrative processes to identify opportunities to improve HDR student management across the entire student life-cycle • Contribute positively to University wide strategies aimed at improving HDR outcomes 	<p>Associate Dean (International)</p> <p>Associate Dean (Research Training)</p> <p>Heads of Schools</p> <p>General Manager</p> <p>Manager, CASS Student and Education Office</p>
4 Strengthen the College's commitment to academic excellence in research across the humanities, creative arts and social sciences, while bringing its expertise to bear on key social, cultural, and policy problems facing the nation	<ul style="list-style-type: none"> • Review the College's visitor program • Maintain and encourage the expansion of the existing vibrant and dynamic College visitor program • Streamline processes and offer incentives to attract the best and brightest minds to ANU share their experience and expertise • Work with cultural institutions to make joint appointments where it is beneficial to the College to do so • Work with strategic international partners to expand the opportunities for staff exchanges 	<p>Dean</p> <p>Directors of the Research Schools</p>
5 Contribute actively to the construction of the RSSS building	<ul style="list-style-type: none"> • Establish consultative mechanisms to inform the construction of the RSSS building • Ensure staff engagement and involvement in the design and build of the RSSS building • Consolidation of CASS on campus through the construction of a new RSSS building, offering better accommodation to attract more students, enhance research collaboration and reduce utility and other costs 	<p>Dean</p> <p>Director RSSS</p>

Strategic Goal 2 - Increase the competitiveness of the College's educational offerings

ANU 2020 outcome measures

ANU will perform above the Go8 average in national course and university surveys

ANU will maintain the percentage of students who undertake further postgraduate study above the Go8 average

ANU will maintain employment rates of graduates, as measured by the Graduate Destination Survey, above the Go8 average

ANU will aim to continually increase the number of national teaching awards won by staff

By the end of 2012, a detailed list of major national facilities which could be located at ANU will be developed and a funding/lobbying strategy for each developed

By the end of 2012, a Capital Management Plan will be produced to guide development and maintenance of facilities

By the end of 2012, an Assets Management Plan and a road-map for information architecture will be created to guide development of the University's information infrastructure

CASS Objectives 2015	Outcomes	Accountability
1 Maintain and strengthen the College's reputation for excellent research led education	<ul style="list-style-type: none"> Implement the outcomes of the review of the Bachelor of Arts (BA) including the establishment of an advisory committee to give advice on the BA Review all courses in the School of Archaeology and Anthropology Continue to offer CASS staff opportunities to develop their skills and abilities as educators through the Education Development Studio Finalise implementation of the new honours structure 	Associate Dean (Education) Heads of Schools
2 Develop a CASS International plan	<ul style="list-style-type: none"> Develop an overall student mobility and engagement plan in consultation with the ANU Global Engagement Office Leverage off programs such as the Colombo Plan and Asia Abroad to enhance the College's reputation in Asia as a student destination Ensure that CASS students have as many opportunities as possible and practicable to get out of the classroom and to experience other cultures and life experiences in order to maximise the quality of their education 	Associate Dean (International) General Manager PVC (International)

CASS Objectives 2015	Outcomes	Accountability
3 Deepen educational links with strategic overseas partners/institutions	<ul style="list-style-type: none"> • Develop joint/double degree offerings at the undergraduate and postgraduate levels with key strategic partners • Expand existing joint to include double degree educational offerings • Undertake activities that expand the internship opportunities available to our students 	<p>Associate Dean (International)</p> <p>Associate Dean (Education)</p>
4 Contribute actively to the constructions of the RSSS building	<ul style="list-style-type: none"> • Establish consultative mechanisms to inform the construction of the RSSS building • Ensure staff engagement and involvement in the design and build of the RSSS building • Consolidation of CASS on campus through the construction of a new RSSS building, offering better teaching, learning and collaboration spaces and facilities for HDRs 	<p>Dean</p>

Strategic Goal 3 - Be recognised for great public policy

ANU 2020 outcome measures

ANU will achieve an ERA ranking of 5 in the majority of the disciplines areas which, by their nature, have strong public policy relevance (eg economics, environment, politics, health etc)

ANU will continue to expand high quality postgraduate coursework programs in public policy with a four percent annual increase in enrolments

By 2020, ANU will be seen unequivocally as the national leader in contributions to public policy analysis and formulation

ANU will continue to grow HDR enrolments on public policy related topics

ANU will regularly subject its public policy position to international review. These reviews will show a continued increase in the quantity and impact of our public policy activity

The number of ANU staff acting in formal advisory positions to government will increase over the period to 2020

CASS Objectives 2015	Outcomes	Accountability
1 Develop strategies for showcasing CASS' public policy research	<ul style="list-style-type: none"> Draw on the College's input to the ERA 2015 submission and advice from within the College more generally to document the College's social and public policy research outputs and collaborations Create case studies and otherwise document selected public policy and outreach research and activities Develop and implement a program aimed at promoting the social and public policy work and outreach activities of the College 	Associate Dean (Research) Directors of Research Schools
2 In partnership with the public, and the private sector produce research that enables an active public policy debate about how to grow and shape an innovative knowledge-based society	<ul style="list-style-type: none"> Actively seek to promote the formulation and release of material that supports the achievement of ANU 2020's aspiration for ANU to be seen unequivocally as the national leader in contributions to social and public policy analysis and formulation Sponsor and promote fora that showcase CASS policy research Leverage off international partnerships and alumni to promote CASS policy research 	Associate Dean (Research) Directors of Research Schools

CASS Objectives 2015	Outcomes	Accountability
3 Strengthen the CASS' reputation for producing high quality HDR students	<ul style="list-style-type: none"> • Explore opportunities to more proactively promote the work of the CASS HDR students • Implement strategies to grow the collegiality of CASS HDR students • Provide training opportunities that foster interdisciplinary research by HDR students 	Associate Dean (Research Training)
4 Continue to support and sustain the interdisciplinary work undertaken in the College	<ul style="list-style-type: none"> • Promote the outputs from the centres that reside within CASS such as the ANU Centre for European Studies; ANU Centre for Latin American Studies, Centre for Arab and Islamic Studies; Centre for Gambling Research, HRC, Centre of Art History and Theory, Classics Centre etc • Support the local, national and global engagement initiatives of the CASS centres 	Directors of the Research Schools Heads of the Centres Associate Dean (International)

Strategic Goal 4 - High quality and effective supporting services (administration)

ANU 2020 outcome measures

The policies and procedures governing University activities will be reviewed for completeness, clarity and efficiency (to be completed by the end of 2012)

An integrated and efficient suite of administrative systems will be established by 2015

By 2015, embedded mechanisms will be in place to ensure useful innovations developed by one division or College is shared across the University

Improvements for administration and support functions University-wide will be identified through detailed reviews

CASS Objectives 2015	Outcomes	Accountability
1 Implement strategies to streamline the College's administration	<ul style="list-style-type: none"> Actively seek opportunities to streamline college administration with central activities focusing on: IT; records management; human resources (HR) processing; student prizes and scholarship management; shared financial services; and management of research contracts. 	Dean General Manager
2 Grow CASS' reputation for quality internal communications	<ul style="list-style-type: none"> Use multiple channels for the distribution of information Support project groups exploring how to improve internal communications Continue to implement the CASS web site rationalization project Administration and report on the annual communications survey and initiate improvements in response to its findings 	General Manager Manager, CASS Marketing & Communications
3 Continue to invest in building a culture of collaboration and consultation	<ul style="list-style-type: none"> Continue to identify opportunities for staff engagement Promote fora that give staff the opportunity to actively participate in 'having a say' about the direction of the College Creating an environment where staff can develop and implement projects aimed at continuous improvement of administrative processes and delivering administrative services more effectively 	Dean General Manager