



Flinders
UNIVERSITY

College of Humanities,
Arts & Social Sciences

College of Humanities, Arts and Social Sciences

STRATEGIC PLAN 2018 – 2022



The College of Humanities, Arts and Social Sciences Strategic Plan builds on a two day Planning Session and SWOT analysis undertaken in February 2018. The Planning Days were attended by all College staff and comprised presentations from Teaching Programs and Research Sections. The findings lead to a draft Strategic Plan that was workshopped at a College Strategy Planning Day on 28 May 2018. The Strategic Planning Day was attended by the College executive team, Teaching Program Directors, Research Section Heads and representatives of the Professoriate, ECR and HDR as well as College services team leaders. A draft Strategic Plan was presented to the HASS College Forum on 13 June. Feedback on the draft Strategic Plan was invited until 13 July after which feedback was consolidated in the final plan, finalised August 2018.

“Within the College of Humanities, Arts and Social Sciences, we inspire ground-breaking ways of viewing the world. We offer a wonderful range of industry-ready degrees within languages, culture and communication, social sciences, creative and performing arts, and history and archaeology. Our teaching staff are experts in their relevant disciplines and endeavour to provide students with an exceptional university experience.

What distinguishes Flinders is the collaborative relationship between students and staff, creating a shared environment in which we advance our knowledge on both practical and scholarly fronts. We promote knowledge leadership and we teach transferable skills that are relevant to a diverse range of industries.

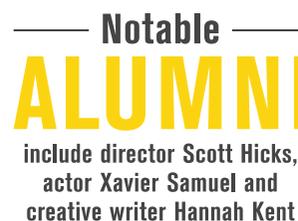
Perhaps most importantly, we endeavour to produce graduates who are both career-ready and global citizens of the world.

Under the umbrella of the 2025 Agenda, we will aim to build a College Community with a shared responsibility and unequivocal approach to providing students and staff with a diverse, first-class university experience.

With Flinders University’s core values of integrity, courage, innovation and excellence, along with our underlying ethos of being student-centred informing our strategy and future direction, our College will endeavour to create and influence a world of creative intelligence.”



Professor Vanessa Lemm
Vice-President and Executive Dean
College of Humanities, Arts and Social Sciences
Flinders University



College of Humanities, Arts and Social Sciences

Strategic Plan

Vision and Values

Flinders University - Overview

Flinders University is a globally focused, locally engaged institution with a reputation for excellence in teaching and research. Flinders is a highly research active university that is finding solutions to the world's challenges and contributing to social, cultural, and economic growth. 90 per cent of our research has been ranked at or above world class by Excellence in Research for Australia (ERA). Flinders' research achievements are underpinned by a robust network of partnerships with organisations and industries and are an important part of Flinders' exceptional student experience. Flinders' commitment to making a positive difference to our world is reflected in our strategic plan Making a Difference – the 2025 Agenda. With a vision to be internationally recognised as a world leader in research, an innovator in contemporary education, and the source of Australia's most enterprising graduates, it underpins a culture that supports student and staff success, fosters research excellence that builds better communities, inspires education that produces original thinkers, and promotes meaningful engagement that enhances our environment, economy and society.

Flinders University - Vision

To be internationally recognised as a world leader in research, an innovator at the forefront of contemporary education and the source of Australia's most enterprising graduates.

Flinders University - Mission

Changing Lives and Changing the World

Flinders University - Values and Ethos

Our values of Integrity, Courage, Innovation and Excellence, along with our underlying ethos of being Student-Centred underpins our decision-making and culture, and is the foundation for our success.

College of Humanities, Arts and Social Sciences (HASS) - Overview

We inspire ground-breaking ways of viewing the world. Encompassing teaching and research activities in history and archaeology, social sciences, language, literature and culture, and the creative arts, our College aims to help understand the world and to shape it for the better. We do this by offering thoughtful, diverse and challenging opportunities to understand and reshape human activities analytically, imaginatively and creatively. We promote knowledge leadership and we teach transferable skills that are relevant to a diverse range of employers and industries. Ours is a world of creative intelligence.

HASS - Vision

To be internationally recognised as world-leaders in research and creative practice in Humanities, Arts and Social Sciences that addresses the challenges of our time and changes people's lives for the better.

To be internationally recognised as an innovator at the forefront of contemporary Humanities, Arts and Social Sciences education producing citizens of the world who are socially aware and capable of making a difference to their societies by leading successful careers and meaningful lives.

To be the source of Australia's most enterprising Humanities, Arts and Social Sciences graduates.

HASS - Mission

Helping to understand the world and shape it for the better.

People and Culture

The 2025 Agenda

Flinders University will:

- Promote an agile, enterprising and accountable culture in which staff and students are committed to excellence and determined to make a difference
- Engage students as partners in the co-creation of a learning experience that inspires achievement
- Champion diversity and create a vibrant, inclusive and values-based community that makes Flinders the destination of choice for students and staff

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
1	Build a College Community with shared responsibility, open communication and consultation in decision-making	Communication Plan and Protocols Governance Framework Student Representation and Consultation Regular social events to enable networking and collaboration Infrastructure Plan Succession Plan Champion Flinders Values and Ethos	VPED, Deans, DOCS, TPDs, RSHs, Research Theme Leaders (RTLs), HDRC, OCME Business Partner, OPS Team, Professional Staff Team Leaders, P&C Business Partner	% attendance and participation of staff and students in HASS activities % of staff have a service or leadership role across various academic and professional levels % of students have a leadership role in the HASS consultation
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
2	Deliver sustained viability of College operations with strong financial foundation and service culture	Effective and efficient processes and services Annual operational planning and accountability cycle	VPED, Dean PR, DOCS, Professional Staff Team Leaders	Total EFTSL Salaries as % underlying revenue Underlying Operating Margin % Meet CHASS budgets

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
3	Develop and support staff and students to deliver excellence in performance in Education and Research	Annual performance measures and review processes Professional Development Plan (including for students) Reward and Recognition program College Research Mentoring Scheme University and College Research Funding Scheme	VPED, Deans, DOCS, RSHs, TPDs, P&C Business Partner, Professional Staff Team Leaders	% increase in volume and quality of research % in CAT 1-4 % Quality of Overall Education (Student Experience Survey) 100 % of academic and professional staff complete annual performance review % of staff and students participate in professional development
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
4	Engage with students and alumni as partners in the co-creation of a learning experience that inspires achievement	Alumni Engagement Plan Student Representation and Consultation Retention and Attrition Plan	Dean Education, TPDs, OCME Business Partner	% active alumni Retention rates (especially 1 st year) % Quality of Overall Education (Student Experience Survey)
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
5	Promote and practise equity, diversity and inclusion	Governance Framework Inclusion Plan Student Representation and Consultation	VPED, Deans, DOCS, P&C Business Partner	Indigenous participation rate Diversity balance on committees, selection panels and across academic levels and gender % of staff from culturally and linguistically diverse (CALD) backgrounds Increased support for students from diversity backgrounds

Education

The 2025 Agenda

Flinders University will:

- Deliver a richly interactive and personalised approach to learning with a paramount focus on student success
- Develop enterprising graduates equipped with the skills required for success in the knowledge economy
- Be an international leader in educational innovation, advanced learning technologies and learning analytics

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
1	Enhance curriculum and pedagogy innovation to produce career-ready graduates	Industry and Community Engagement Plan (including WIL) Curriculum Planning Develop University-wide critical thinking topic and teacher training Language and Literacy Framework	Dean Education, TPDs	EFTSL in academic literacy, communication and English enhancement topics % of undergraduate courses at HASS with enterprise and innovation topics EFTSL in critical thinking topics
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
2	Provide student internationalisation experience to produce global citizens of the world	Engagement with the Flinders International Centre to identify areas that attract international students Engagement with University's Student Mobility Team to encourage inbound and outbound student exchanges Development of international programs and partnerships National benchmark of College language programs	VPED, Dean Education, TPDs, International Recruitment Business Partner	% increase of areas that attract international students Language EFTSL % HASS students participating in international placements, in-country programs and other mobility schemes International EFTSL Number of active international programs and partnerships

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
3	Enhance contemporary teaching practices and innovation to provide relevant and high quality educational experience & be internationally recognised	<p>Teaching Innovation and Development Plan (including LT Forums)</p> <p>Development of Teaching Specialist Positions</p> <p>Engagement with CILT and across Flinders to create professional development opportunities and to improve systems</p> <p>Industry and Community Engagement Plan (including WIL)</p> <p>Alumni Engagement Plan</p>	Dean Education, Dean PR, DOCS, TPDs, COTL and E-Learning, WIL Team, OCME Business Partner	<p>% of Teaching Specialist Positions</p> <p>Retention rates (especially at 1st year)</p> <p>% Quality of Overall Education (Student Experience Survey)</p> <p>% WIL opportunities</p> <p>% of industry and community partnerships</p> <p>% of topics and programs available online</p> <p>% of intensive/short courses/topics offered</p> <p>International EFTSL</p> <p>Total EFTSL</p>
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
4	Develop and revitalise the educational quality and standards of our programs by building on existing strengths and enabling new synergies within the College, University and beyond	<p>Curriculum Planning</p> <p>Industry and Community Engagement Plan (including WIL)</p> <p>Alumni Engagement Plan</p> <p>Exploration of new markets and trends in HASS</p>	VPED, Dean Education, DOCS, TDPs, COTL, International Recruitment Business Partner	<p>Total EFTSL</p> <p>% Quality of Overall Education (Student Experience Survey)</p>

Research

The 2025 Agenda

Flinders University will:

- Be a community of outstanding scholars engaged in world-leading research that extends the boundaries of knowledge
- Address challenges of local, national and global significance to deliver outcomes that change lives for the better
- Embed research and critical thinking as core skills for every Flinders graduate

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
1	Consolidate, enhance and support the College's research performance by building on existing strengths and enabling new synergies within the College, University and beyond	Targeted recruitment of academic staff in identified areas of research strength Research performance expectation framework College Research Mentoring Scheme University and College Research Funding Schemes Engagement and Impact Plan National and international benchmarking	VPED, Dean Research, Dean PR, HDRC, RSHs, Research Theme Leaders, P&C Business Partner, Professional Research Support Team	ERA % increase in CAT 1-4 % increase in volume and quality of research % articles in top 10% of journals for their respective disciplines as ranked by SCImago (SJR) or equivalent ranking The World University Rankings, or equivalent HDR recruitment and timely completion
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
2	Build a stimulating, engaging and collaborative research culture that extends to HDR students	Invest in academic staff seminar series, lecture series, workshops and HDR student conferences HDR Student Engagement Plan	Dean Research, HDRC, RSH, RTL, OCME Business Partner, OPS Team	% attendance and participation of staff and students in HASS research activities % collaborative research projects, grants and publications, including HDR students HDR recruitment and timely completion

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
3	Promote and invest in College Research Themes dedicated to major social and cultural challenges of our time	Engagement and Impact Plan Development and investment in international research programs and partnerships Research Communication and Dissemination Plan	VPED, Dean Research, Research Theme Leaders, RSHs, OCME Business Partner	As above % collaborative projects, publications, grants with local, national and international partners % ARC Linkage grants HDR recruitment
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
4	Champion critical thinking in teaching and research at Flinders	Development of University wide critical thinking topic and teacher training Curriculum Planning	Dean Education, TPDs, Dean Research	% of topics with embedded research EFTSL in critical thinking topics

Engagement and Impact

The 2025 Agenda

Flinders University will:

- Promote productive partnerships that mobilise our intellectual capabilities to create economic opportunities and drive positive societal benefits
- Expand our global reach through high quality international collaborations in both research and education
- Engage our alumni as powerful advocates for the University and as role models for current students

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
1	Promote HASS education and research that enhances social well-being and provides intellectual leadership on the ideas and challenges of our time	Engagement and Impact Plan Professional Development in Engagement and Impact Development of international programs and partnerships National and international benchmarking	VPED, Dean Research, Dean Education, RSHs, TPDs, RTLs, OCME Business Partner	The World University Rankings, and equivalent % collaborative projects, publications, grants with local, national and international partners % esteem factors % active research partnerships (MOU, etc.) % ARC Linkage grants HDR recruitment and timely completion
HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
2	Increase our international footprint in research and education	Development of international programs and partnerships	VPED, Dean Research, Dean Education, RTL, OCME Business Partner	% in co-authored publications, projects and grants with international partners % co-taught programs with international partners, including HDR students % Student and staff mobility

HASS Strategy	Strategic Objective (What)	Strategic Means (How)	Responsibility (Who)	Measure of Success
3	Engage our alumni in the achievement of our vision	Industry and Community Engagement Plan (especially Creative Arts/Industries) Alumni Engagement Plan (especially Creative Arts/Industries)	VPED, Dean Education, Dean Research, TPDs, OCME Business Partner	% international partnerships in Creative Arts/Industry % active alumni % WIL opportunities % industry and community partnerships