



# **Media, Culture, and Creative Arts (MCCA) Operational Plan 2009 - 2013**

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## **INTRODUCTION**

Staff of the School of Media, Culture and Creative Arts held a workshop on 15 June 2009.

The aim of the workshop was to develop the strategic framework of a School Operational Plan.

By the end of the workshop, participants had achieved the following outcomes:

- reflected on recent achievements in the School context;
- worked together to articulate Departmental initiatives;
- provided input to each of the key strategies in the Faculty Plan;
- agreed on the strategic initiatives for the MCCA School Operational Plan; and
- agreed on the next steps.

## **EXECUTIVE SUMMARY**

Priority strategic initiatives for the School Operational Plan were developed:

### **Strategy One: Develop a culture of excellence and innovation:**

- Establish and maintain Departmental Advisory Boards;
- Enhance professional development for general staff;
- Improve School induction processes;
- Support a Staff Professional Development Program;
- Actively campaign for digital media facilities by 2012.

### **Strategy Two: Focus on high quality courses in areas of strength:**

- Develop a strong relationship with Advisory Groups to raise the profile of the School, in the community and within the University;
- Through a coordinated approach across the School, develop support for creative practice being viewed as research, via a quality presentation for the Vice Chancellor;
- Build support for a creative precinct, as a multi purpose space involving digital media laboratories, performance spaces and a sculpting studio; and
- Work with the Design School and other collaborators on a scoping / pilot study on the “converging media” concept.

### **Strategy Three: Strengthen research capability and performance:**

- Actively promote a culture of research activity within the School;
- Create identifiable research hubs on a disciplinary and interdisciplinary basis;
- Retain a Post Graduate Centre within the Faculty, with a shopfront within the MCCA School; and
- Promote an MCCA School research profile.

### **Strategy Four: Drive international excellence:**

- Develop and maintain an MCCA web portal;

- Combine teaching and research developments into the profile of the School, to ensure quality and excellence; and
- Strategically target courses and partners.

## Strategy 1: Develop a culture of excellence and innovation.

Curtin will recruit and retain quality staff, and provide them with an environment where they excel. From this, our reputation for delivering applied, industry relevant teaching and research will continue to grow. To achieve this we will:

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>1.1 Improve leadership and accountability –</b></p> <p>We will achieve this by setting clear objectives, implementing plans, and monitoring performance and progress.</p>	<ul style="list-style-type: none"> <li>Conduct a survey of staff on Faculty Leadership and Management</li> <li>Implement management and leadership development programs</li> </ul>	<ul style="list-style-type: none"> <li>Foster research leadership through the development of a mentor group to encourage and assist new or previously inactive researchers.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Department to circulate report of activities and developments relevant to staff in department fortnightly</li> </ul>	<ul style="list-style-type: none"> <li>Participate in three course accreditation processes</li> <li>Establish and maintain an industry-relevant Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Industry Advisory Board.</li> </ul>	<ul style="list-style-type: none"> <li>Job security;</li> <li>Increase staff levels to meet specialist needs</li> <li>Meet regularly as a Department to ensure / improve upward communication</li> </ul>	
<p><b>1.2 Optimise performance and innovation –</b></p> <p>This will be done through staff development and recognition and reward programs, and by improving communication throughout the University.</p>	<ul style="list-style-type: none"> <li>Implement a rewards and recognition system for all staff in the Faculty</li> <li>Support staff in ALTC awards, grants and citations</li> <li>Faculty communication strategy</li> <li>Staff at all levels to develop and maintain relationships with industry and the professions</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>Meaningful professional development and financial support for general staff</li> </ul>					<ul style="list-style-type: none"> <li>The School could be seen to be innovative in addressing two of the university's nominated research strengths – Sustainable Development, and ICT and Emerging Technologies – by prioritising research in, say, Culture, Technology and Creativity. Including but not limited to the university's priorities, this captures the cultural dimensions of a broad range of technology-rich issues and developments, as well as the interrelations of</li> </ul>	

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
	<p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Work with other Schools to establish standards for 'in common' functions eg: HDR management, conference administration</li> </ul>					<p>technology and creative production.</p> <ul style="list-style-type: none"> <li>• Improve teaching / research balance;</li> <li>• Relevant professional development</li> </ul>	
<p><b>1.3 Clarify and improve business processes –</b></p> <p>We will ensure continuous improvement of the University's business processes through rigorous self-examination and benchmarking.</p>	<ul style="list-style-type: none"> <li>• Undertake a review of central Faculty processes and School /area administrative requirements</li> </ul>		<ul style="list-style-type: none"> <li>• Department to meet annually for day-long planning and review session in which our 'business processes' are reviewed and improvements developed</li> </ul>	<ul style="list-style-type: none"> <li>• Create templates to assist with student enrolment and course management</li> <li>• Seek administrative support for the organisation of student practicum placements</li> <li>• Continue participation in accreditation processes which is the best benchmarking exercise of all</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure better flow through of returns</li> </ul>		
<p><b>1.4 Improve the quality of the University environment –</b></p> <p>Curtin must do this to make the environment in which learning takes place more satisfying for both students and staff.</p>	<ul style="list-style-type: none"> <li>• Student satisfaction with the Humanities experience</li> <li>• Staff satisfaction with the working environment</li> <li>• Develop a clear visual identity for MCCA; improve building and environment (no more grey cement and dead gardens)</li> </ul>	<ul style="list-style-type: none"> <li>• Informal social gatherings for staff (including sessionals), HDRs, research fellows</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Department to lobby, in concert with others in School of MCCA, for high-quality, advanced digital media production and consumption facilities located in or adjacent to Building 208, via informal and formal mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Unite the School in one building;</li> <li>• Staff / student areas</li> </ul>	<ul style="list-style-type: none"> <li>• Develop supportive and collegial environment recognising individual and collective achievements</li> <li>• Monitor and ensure English language proficiency</li> <li>• Respond meaningfully to staff input</li> </ul>	<ul style="list-style-type: none"> <li>• Update facilities and resources</li> <li>• Dedicated teaching spaces</li> </ul>	

## Strategy 2: Focus on high quality courses in areas of strength.

Deliver differentiated courses that meet students' and employers' expectation

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>2.1</b> <b>Improve the quality of the learning experience –</b></p> <p>We will address the student experience of courses and subjects offered, and achieve consistent standards in service delivery.</p>	<ul style="list-style-type: none"> <li>• Continue to monitor and respond to students' perceptions of the quality of Faculty units and courses</li> <li>• Promote critical reflection and increase systematic responses to teaching quality data and other indicators of course quality</li> <li>• Improve the quality of formative and summative assessment with particular focus on the provision of feedback [<i>Added</i> (less jargon)]</li> <li>• Review and, where necessary, foster improvement of assessment, moderation and feedback practices (including transnational settings)</li> <li>• Embed University programmes and initiatives within the Faculty</li> <li>• English language proficiency plan, Fieldwork education, iPortfolios for students</li> <li>• Implement a new BA, MA and majors to</li> </ul>		<ul style="list-style-type: none"> <li>• Develop a high-quality web presence (<a href="http://netstudies.org">http://netstudies.org</a>) that improves the quality of the learning experience for all students by improved communication, networking and community building</li> </ul>	<ul style="list-style-type: none"> <li>• Develop curricular activities to ensure quality student engagement for both internal and external students</li> <li>• Ensure unit content is aligned with industry expectations and standards</li> <li>• Partnering and negotiating with various industry bodies and associations to assist in the provision of industry software, products and services</li> <li>• Seek advice on such matters from our Advisory Board</li> <li>• Improve function and support for Blackboard</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure marketing and expansion of BA Journalism, review current structure and offerings</li> <li>• Review Double Majors</li> <li>• Let academics teach (increase autonomy and decrease micro-management)</li> <li>• More time for teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a web presence for C &amp; CS teaching programs</li> <li>• Update technical facilities and teaching spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Develop complete web presence for MCCA</li> <li>• Improve staff knowledge of new media technology</li> <li>• Improve delivery of technical and operations training for students</li> <li>• Streamline facility and equipment booking processes</li> </ul>

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	<p>provide more flexibility of study and breadth of learning. Ongoing review and restructure post 2010</p> <ul style="list-style-type: none"> <li>• Implement the University Flexible Learning initiative to meet student expectations and demands</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Improve sharing of technology between FTV, Journalism, Theatre and Internet studies</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Senior technician to plan, develop and manage all technology</li> </ul>						
<p><b>2.2 Strengthen teaching quality –</b></p> <p>This initiative will realise continuous improvement of our teaching quality, and recognition and professional development for teaching staff.</p>	<ul style="list-style-type: none"> <li>• Promote critical reflection and increase systematic responses to teaching quality data and other indicators of course quality</li> <li>• Build on AUQA quality assurance and Your Voice feedback to improve quality and consistency of teaching and learning across all Humanities</li> </ul>		<ul style="list-style-type: none"> <li>• Implement assessment methods developed collaboratively within the Department's unit that utilise, where appropriate, Internet-based services and processes for authentic assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Attend Foundations of Teaching and Learning and other relevant workshops</li> <li>• Ensure our sessional staff are well briefed on sessional orientation</li> <li>• Buy-in expertise in cons and presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop John Curtin Centre/Institute as a focal point for teaching and research excellence. Provide potential for professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding for Artist-in-Residence program and guest lecturers / practitioners;</li> <li>• Increase emphasis on the value of teaching staff</li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of BA into 4<sup>th</sup> and 5<sup>th</sup> year with professional focus</li> <li>• Realistic budget for ongoing professional development</li> </ul>

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>2.3 Consolidate on teaching strengths –</b></p> <p>Continuing the work of our Comprehensive Course Review will see a consolidation and improved financial viability of teaching units offered.</p>	<ul style="list-style-type: none"> <li>• Consolidate courses to improve sustainability</li> <li>• Completion of Comprehensive Course Review of identified target courses and double degrees</li> <li>• Formulate strategies for teaching indigenous perspectives in Faculty courses</li> <li>• Further develop opportunities for interdisciplinary studies and Internationalising the curriculum</li> <li>• Refine and review Humanities Undergraduate and Postgraduate pathways</li> <li>• Targeted growth through double majors with Curtin Business School, S&amp;E and Health Science</li> </ul>		<ul style="list-style-type: none"> <li>• Implement BA (Internet Communications) curriculum in a timely and effective manner maximising the opportunity to develop new directions embedded in that curriculum</li> <li>• Faculty courses into Indigenous communities</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain professional development activities and attend conferences to keep up to date with industry ethos and practice and to feed this back into our teaching</li> <li>• Note: the work of C2010 and “Comprehensive Course review” will not necessarily lead to improved financial viability, although it will be used as an excuse to cut courses. What about other positive characteristics of good courses and units?</li> </ul>			

### Strategy 3: Strengthen research capability and performance.

Curtin’s existing research strengths – Resources and Energy, Health, Sustainable Development and ICT and Emerging Technologies – remain central to our activities. These will be further strengthened through activities that respond to emerging global and community challenges.

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>3.1 Acquire high quality research capability –</b></p> <p>Curtin must attract the quality research capability that builds the University’s reputation.</p>	<ul style="list-style-type: none"> <li>• Identify and attract research fellows:               <ol style="list-style-type: none"> <li>a. Develop mentorship capacity</li> <li>b. Develop a network to promote research fellowship, ie: promote through ASL etc</li> <li>c. Raise awareness in the Faculty</li> <li>d. Be more active in hosting and attending international and domestic conferences for awareness</li> <li>e. Develop a fellowship application proforma</li> </ol> </li> <li>• Enhance supervision capabilities</li> <li>• Use adjunct staff more strategically to improve research opportunities</li> <li>• Increase in funding for conference attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Map school R &amp; CP output and researchers to identify strengths, weaknesses and to develop strategies;</li> <li>• Encourage the writing in of PhD student’s stipends into grant applications;</li> <li>• Future appointments to be prioritised by research activeness (including creative production);</li> <li>• Mentoring program, led by senior researchers;</li> <li>• Encourage applications for research fellows through networks and exchange staff programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit additional PhD students</li> <li>• Employ Short-term research only positions funded externally (PDF; ECR fellowship; research fellowships)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Honours numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Departmental research plan including provision of Departmental seeding grants</li> <li>• Provide ongoing support for post graduate study</li> <li>• Introduce mentoring initiatives for staff and students</li> <li>• Increase time needed for research activities</li> </ul>	<ul style="list-style-type: none"> <li>• Review of the articulation of the 3 year program into Honours or other 4<sup>th</sup> year programs. Review of the articulation of Honours or other 4<sup>th</sup> year programs into Higher Degrees, by coursework or research.</li> <li>• Two tier research development initiative;(grow from below and bring in from outside)</li> <li>• Build on newly established research initiatives;</li> <li>• Develop strategies to facilitate an appropriate model of creative production as research</li> </ul>	<ul style="list-style-type: none"> <li>• Increase resources for Post graduate research and creative production</li> <li>• Funding for practical conferences in Film and TV (SPAA) and (AWG)</li> <li>• Develop interdisciplinary research linkages</li> </ul>

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>3.2 Leverage international partnerships –</b></p> <p>We also need to leverage the resources and capabilities of partner organisations to achieve international leadership.</p>	<ul style="list-style-type: none"> <li>• Targeted development of research partnerships through <ul style="list-style-type: none"> <li>– Australian Studies Centre Research work</li> <li>– Identifying strengths of Humanities and actively recruiting research students to those strengths, from our partner institutes through fee reductions or waivers</li> <li>– Actively recruiting staff to develop partnerships</li> </ul> </li> <li>• Joint supervision of international students</li> <li>• PHD students funded out of international grants</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Recognise research (creative) areas as a University priority</li> </ul>	<ul style="list-style-type: none"> <li>• Build on alumni connections; previous HDRs.</li> </ul>	<ul style="list-style-type: none"> <li>• Create linkages with Nanyang Tech University's Singapore Internet Research Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Create linkages with international professional associations</li> </ul>		<ul style="list-style-type: none"> <li>• International Artist-in-Residence initiative</li> </ul>	

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>3.3</b> <b>Build research culture and performance expectations –</b></p> <p>By further developing activity in our established areas of research focus we will accelerate and expand Curtin's research achievements.</p>	<ul style="list-style-type: none"> <li>Develop a stimulating and supportive research environment</li> <li>Seek and develop support funds to encourage research activities in priority areas</li> </ul>	<ul style="list-style-type: none"> <li>Staff and HDR seminars</li> <li>Mentoring grants, research</li> <li>Researcher's coffee</li> <li>Regular creative work showings</li> <li>RPI grants</li> <li>Information communicated to staff about grants, research opportunities, HDR supervision etc</li> </ul>	<ul style="list-style-type: none"> <li>Focus all staff on acquiring external research funding, utilising Senior Research Fellow, ALTC Fellowship, arrival of new staff</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the RIC website and conduct seminars and other networking opportunities amongst members, including growing the membership – see: <a href="http://infocommons.curtin.edu.au">http://infocommons.curtin.edu.au</a></li> <li>Continuing the high standards of editorial management for the library and information studies journal LIBRES – see: <a href="http://libres.curtin.edu.au">http://libres.curtin.edu.au</a></li> <li>Continue our series of internal student research seminars to encourage a research culture amongst students</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Journalism Chair</li> <li>More full time appointments (eg replace Associate Professors)</li> </ul>	<ul style="list-style-type: none"> <li>Improve relationship with ORD</li> <li>Educate the University as to what we do</li> <li>Research Strategy coordinator</li> </ul>	<ul style="list-style-type: none"> <li>More full time appointments, less sessional appointments</li> <li>Develop and recognise peer group reviewing and assessment processes</li> </ul>
<p><b>3.4</b> <b>Align research incentives with international indicators –</b></p> <p>Our aim here is to improve our research performance ranking.</p>	<ul style="list-style-type: none"> <li>Identify what the international indicators for Humanities research are in each field</li> <li>Align Faculty research strengths with international indicators</li> </ul>		<ul style="list-style-type: none"> <li><i>None- University is aligning its indicators and we will respond accordingly</i></li> </ul>	<ul style="list-style-type: none"> <li>Continue our involvement with the ALIA Research Advisory Committee and ERA</li> </ul>		<ul style="list-style-type: none"> <li>Build research partnerships out of our international links</li> </ul>	<ul style="list-style-type: none"> <li>Promote international (internet) research activities</li> </ul>

## Strategy 4: Drive international excellence.

Curtin is an international Australian university with a sound reputation in Asia. To build on Curtin's achievements, and exploit opportunities for Curtin to become a leading university, we have identified the following initiatives:

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>4.1 Build partnerships that enhance international reputation –</b></p> <p>We will review and implement the international footprint for activities that enable us to access valuable partnerships.</p>	<ul style="list-style-type: none"> <li>• Develop an International Plan for Europe and Asia</li> <li>• Identify international institutions with goals that dovetail into, complement or enhance Curtin's goals, vision and missions for teaching and research</li> <li>• Establish offshore research hubs with international partners</li> <li>• Build teaching partnerships based on research partnerships and vice versa</li> <li>• Identify international indicators to align with our Faculty research strengths</li> <li>• Establish comprehensive articulation agreements and partnerships</li> </ul>		<ul style="list-style-type: none"> <li>• Create linkages with Nanyang Tech University's Singapore Internet Research Centre</li> <li>• Develop an up-to-date web presence</li> </ul>	<ul style="list-style-type: none"> <li>• Continue active involvement and committee membership to FLA</li> <li>• Investigate potential for partnerships with like international library/records/archives schools to enable an international student experience for Australian-based students</li> </ul>	<ul style="list-style-type: none"> <li>• Review current student / staff exchange programs to reflect key target markets. Enhance teaching and research through exchange</li> <li>• Develop Journalism Alumni</li> <li>• Expand international offerings</li> <li>• Increase international partners and degrees</li> </ul>	<ul style="list-style-type: none"> <li>• Improve website and processes</li> <li>• Exchange performances with overseas Universities</li> </ul>	<ul style="list-style-type: none"> <li>• Partners with articulation</li> </ul>

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>4.2 Optimise international outcomes –</b></p> <p>We will increase the University's activities in targeted markets, and review our activity in areas of low return.</p>	<ul style="list-style-type: none"> <li>Review international marketing of Humanities' offerings to establish clear targets and improved cooperation between Schools and HIMO</li> <li>Increase quality of offshore programs through increased student support and joint appointments</li> <li>Develop 1-1 exchange programs for students in PG courses</li> <li>Review target markets for Humanities</li> <li>Develop and identify targeted marketing strategy for International and domestic onshore undergraduate students</li> <li>Internationalisation of curriculum</li> </ul>		<ul style="list-style-type: none"> <li>Promote the adoption of the internet Communications major for undergraduate students through existing partners in Malaysia and Singapore</li> <li>Increased teaching of internet units within Mass Communication offshore</li> </ul>	<ul style="list-style-type: none"> <li>Continue to offer all courses online and therefore available internationally</li> </ul>	<ul style="list-style-type: none"> <li>See 4.1</li> </ul>	<ul style="list-style-type: none"> <li>Good market research</li> </ul>	<ul style="list-style-type: none"> <li>Market, rather than sell</li> </ul>
<p><b>4.3 Continuously improve internationalisation quality –</b></p> <p>Through this initiative we will further develop the internationalisation of the University, and ensure that Curtin awards have a consistent quality across national and international locations.</p>	<ul style="list-style-type: none"> <li>Develop staff capability in designing and delivering an internationalised curriculum through staff PD</li> <li>Effective and consistent moderation practices for all Faculty courses taught off-shore</li> <li>Dedicated international program coordinators with responsibility for international programs in their Position Descriptions and</li> </ul>		<ul style="list-style-type: none"> <li>Visit current sole offshore provider of Internet units to explain changes in content; ensure staff are clear about expectations</li> <li>Implement agreed departmental approach to moderation of offshore assignments</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>Improve quality control monitoring (including workloads)</li> <li>Ensure time and resources are available to domestic staff to undertake all of this work</li> </ul>		

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
	<ul style="list-style-type: none"> <li>• appropriate incentives</li> <li>• Review of incentives and financial remuneration for staff moderating on-shore and offshore</li> <li>• Fund staff exchange into Asia for teaching and research, as a Faculty-wide initiative <i>[Added (Why only into Asia?)]</i></li> <li>• Offer Humanities courses at Curtin's branch campuses and promote those campuses internationally</li> <li>• Feasibility study on delivery of courses in their entirety in Curtin Singapore, and direct students in SEA to that campus (link to partnership initiatives) <i>[Added (This must be re-thought)]</i></li> <li>• Identify and promote international student successes</li> <li>• Increase support networks for international students</li> </ul>						

## Strategy 5: Enhance capacity and financial sustainability.

We are a financially secure university. However, in times of both solid and uncertain economic climates, we need to improve Curtin's financial position, and leverage the resources and capability of the University. We must have financial sustainability to allow us to undertake strategies and projects with long-term returns, and to withstand adverse conditions. So the following initiatives have been identified to strengthen this strategy:

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>5.1 Improve efficiency and productivity –</b></p> <p>We must continuously improve the efficiency and productivity of our operations.</p> <p>[<i>Comment</i> (Never surprise staff again with a \$70m+ surplus)]</p>	<ul style="list-style-type: none"> <li>Finalise the implementation of the recommendations from the 2008 Financial Services Review</li> <li>Develop and implement a rolling five year financial plan for the Faculty, Schools, Centres, Research and service areas</li> <li>Continue with program of rationalisation of courses and units</li> <li>Develop and implement Asset/Equipment Plan 2009-2013</li> <li>Develop and implement a short course/seminar series on financial management, the University budget process and the use of Finance One</li> <li>Regular Management Board special topics workshops</li> <li>Increase understanding and proficiency with use of finance system, via training and</li> </ul>		<ul style="list-style-type: none"> <li>Limited engagement with excessive university bureaucratic requirements</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate duplication in administration processes</li> </ul>	<ul style="list-style-type: none"> <li>Limited engagement with excessive and irrelevant processes</li> <li>Rationalisation needs to be in timely consultation with Schools</li> <li>Short courses / seminars deferred in favour of increasing student (including international) enrolments</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>Strategic engagement where appropriate</li> </ul>		<ul style="list-style-type: none"> <li>Recognise that long term returns depend on short term investments</li> </ul>

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
	<p>leadership.</p> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Strategic engagement where appropriate</li> </ul>						
<p><b>5.2 Diversify profit streams –</b></p> <p>We can improve financial sustainability by diversifying Curtin's profit streams.</p> <p><i>Added</i></p> <p>Don't short change the performers</p>	<ul style="list-style-type: none"> <li>• Investigate the introduction of more Faculty teaching units with OUA</li> <li>• Implement more aggressive and more targeted marketing in collaboration with University Marketing</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Introduction of 'The Box' initiative via TEE Conference</li> <li>• Review and grow consultancies, considering impacts on teaching, research and staff professional development</li> </ul>		<ul style="list-style-type: none"> <li>• Implement MA (Internet Studies) as postgraduate course with clear market appeal, through both Curtin and OUA</li> </ul>		<ul style="list-style-type: none"> <li>• Mechanisms for departmental input eg. "aggressive not appropriate in cross cultural environment"</li> <li>• Needs to be targeted and meaningful so as not to detract from teaching, learning and research.</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify markets for the professional writing program</li> <li>• Expand teacher education opportunities</li> </ul>	
<p><b>5.3 Optimise the use of University building and land –</b></p> <p>This strategy will see us continue with developments that improve utilisation of existing buildings and land.</p>	<ul style="list-style-type: none"> <li>• Create a visible identity and presence for each School/Centre within the Faculty</li> <li>• Identify space for the establishment of communal areas such as shared teaching studios and a 'iZone' facility</li> </ul> <p><i>Added</i></p> <ul style="list-style-type: none"> <li>• Improve resource management between Schools and Faculties</li> </ul>		<ul style="list-style-type: none"> <li>• Emphasise flexible learning through fully online programs of study</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate School / building</li> </ul>	<ul style="list-style-type: none"> <li>• Build School identity and community through effective use of buildings and land</li> <li>• Both inside and in buildings precinct for Creative Arts and Professional Practice (MCCA)</li> </ul>	<ul style="list-style-type: none"> <li>• Build new theatre for increased students and increased revenue</li> </ul>	

Strategic Initiative	Faculty Initiative	Research and Creative Production	Internet Studies Initiative	Information Studies Initiative	Journalism Initiative	C&C Studies Initiative	Film & TV Initiative
<p><b>5.4</b> <b>Focus on core activities –</b></p> <p>Improving Curtin's financial sustainability means we must review our non-core activities.</p>	<ul style="list-style-type: none"> <li>Undertake staff and student surveys of the services provided by service areas such as Humanities Student Services and Humanities Financial Services</li> <li>In collaboration with Schools and Centres, develop a 'service catalogue' for each service area that lists the agreed services to be provided</li> </ul>		<ul style="list-style-type: none"> <li>Improve retention rate of students in OUA units; a) greater coaching and support for level 1 students and b) more engaging learning activities in all units</li> </ul>		<ul style="list-style-type: none"> <li>Less surveys not more (decrease workloads)</li> </ul>		