Implementation Plan

Research School of Humanities & the Arts

Response to the RSHA change management consultative process

25 September 2013
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Background

On 22 July 2013 the College of Arts and Social Sciences released for consultation a change proposal for the Research School of Humanities & the Arts (RSHA) (Appendix 1). The release of the change proposal followed 12 months of consultation within RSHA which included consideration of the proposals by a series of working parties that reported to the Director in January 2013.

Outlined in the proposal were four main proposed outcomes:

1. Establish a School of Languages and Literature, bringing together the current School of Language Studies and the School of Cultural Inquiry, excluding Art History. The School of Cultural Inquiry will be disestablished.

2. Strengthen Art History and Art Theory through the integration of Art History from the School of Cultural Inquiry into the School of Art.

3. Disestablish IHUG through the co-location of research centres wherever possible with AOUs to provide a strong sustainable base and enhance research capacity within the AOU, while recognising and preserving the governance and financial structure of the centres to ensure that they play an important interdisciplinary role across RSHA, the College and the University.

4. Make more visible the emerging strength in Heritage and Museum Studies and locate it within the School of Archaeology, Anthropology, Heritage and Museum Studies which would be renamed the School of Archaeology, Anthropology, Heritage and Museum Studies.

The purpose of the consultation period was to elicit the views of staff and students on the proposals. Further to which staff and students were invited to make written submissions. In addition a series of Forums where held led by RSHA Director Professor Howard Morphy, as detailed below:

<table>
<thead>
<tr>
<th>Briefing</th>
<th>22 July 2013</th>
<th>1:00 - 3:00pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion forum</td>
<td>24 July 2013</td>
<td>2:00 - 4:00pm</td>
</tr>
<tr>
<td>Student forum</td>
<td>23 July 2013</td>
<td>12:00-1:00pm</td>
</tr>
</tbody>
</table>

A change management website was also set up to communicate all relevant documents and timeframes for the change process.

A total of 74 written submissions were received. Permission was granted for the majority of the submissions to be published on the website. These submissions from staff and students can be viewed at [http://rsha.anu.edu.au/rsha-engagement/rsha-change-proposal](http://rsha.anu.edu.au/rsha-engagement/rsha-change-proposal)

The submissions in general conveyed broad support for the proposal and were considered by the Steering Committee in making its recommendations.
Steering Committee consideration of the submissions

The Steering Committee has given detailed consideration to the submissions and feedback it received in response to the change proposal.

The Steering Committee concluded that the creation of a new School from the Schools of Language Studies and Cultural Inquiry (excluding Art History), and for including Art History within the School of Art would create two lively and intellectually engaged schools well-placed to take leading roles in research and teaching in the Arts and Humanities. They noted the opportunities for increased collaboration and innovation that would eventuate with these changes.

The Steering Committee considered carefully the submissions in relation to the proposal to integrate Art History from the School of Cultural Inquiry into the School of Art. It was clear that there are strong divergences of opinion over the proposal. On balance the committee felt there is sufficient support for, and potential benefits to be gained from the proposal and so they resolved to support it. The amalgamation will enable art historians to gain a critical mass that should enable them to allocate their resources more efficiently in the interests of research and education. There is no suggestion that doctoral students in art history will have to change their coursework requirements, nor that the art historians will be any less free to collaborate across the College. In implementing any changes that are approved by the Steering Committee it is clearly important to ensure that it is not to the detriment of existing programs. It is important to note that there is no proposal to change the educational program or to disrupt the work practices of the existing staff. There is no proposal to alter majors or to collapse programs together. The School of Art contains outstanding art historians, distinguished curators of exhibitions, has considerable expertise in Asian art and also engages in broad interdisciplinary collaboration. The art historians in the School of Art do not find their location a disadvantage nor are they in any sense lesser members of the Research School of Humanities & the Arts.

The committee found there was no strong objection to the proposal to disestablish the Interdisciplinary Humanities Group (IHUG). In terms of the proposal that elements that make up IHUG be co-located with Schools the committee reached the following conclusions.

It was noted by the committee that staff from the current School of Cultural Inquiry and School of Language Studies were positive about welcoming the Humanities Research Centre (HRC) as an autonomous centre attached to the newly merged School, as it would increase staff and student involvement in the HRC and enhance collaborative research. Staff also felt that the HRC attachment to the new School would increase the national profile of ANU Humanities. It was noted that a proposal to keep the HRC within the Directors office was unlikely to resolve the concerns that the HRC was not sufficiently integrated within the overall structure of the RSHA. The committee believed that a closer association with a large School would enable it to take advantage of a critical body of humanities scholars within the same broad AOU who could facilitate its operation. At the same time the reputation of the HRC must be protected and so if it is placed within a School, it needs to be understood that it will require strong branding, an autonomous budget and a management committee that represents all areas of the humanities. The committee concluded that the HRC has a
long history and if it’s resourcing and programs remain the same, it should be able to continue normally as an independent entity in a larger School. Public perceptions of it should not change. The HRC’s concern that moving it under the umbrella of a new School combining languages and literature would change its status is difficult to sustain. The HRC is presently a component of an AOU, IHUG, and it would have an analogous structural position within the new School. It was also noted that submissions called for a review of the Centre. The Steering Committee noted that as part of normal business the Centre was due to be reviewed but the Director of RSHA had deferred it until after the restructure process had been completed.

The committee concluded that it was not in a position to make any decisions with respect to the Freilich Foundation without the input of the donor. It was noted that the Foundation requires strong and independent branding and any decisions on its future location must ensure that its broad humanities remit and special nature is recognised.

A recommendation regarding the Digital Humanities Hub (DHH) was discussed. The committee noted the strategic block grant funding to the DHH and its broad remit to represent the digital humanities across disciplines, including textual and visual studies meant it was not necessarily appropriate to attach it to a School. The committee noted that some submissions pointed to the potential to align the visual and textual aspects of the DHH’s operations to particular Schools. While other submissions highlighted the value of keeping the DHH intact in order to maintain the integrity of the broad concept for digital humanities. It was also observed that none of the academic appointments to the DHH are permanent. In this context the model whereby staff appointments to the unit are based on their expertise and degree of alignment to the work priorities of the DHH but still attached to a School was discussed. There was consensus about this approach to the staffing question. On the question of structure there was concern that DHH not sit within one School. After considering the various factors the committee proposes that DHH as a unit remain intact and that it be managed by the CASS Research Committee and as such be a sub-committee of it. This would ensure the resources are not split and are renewed over time. The benefits of co-locating activities with the staff focused on textual and visual humanities research was recognised and the committee supports locating the DHH infrastructure within the proposed Centre for Heritage and Museums Studies while not making DHH part of the Centre itself.

The Steering Committee noted that a number of the practical issues raised in submissions would be addressed by the implementation working parties. It also noted that the concerns raised in submissions about whether tutorials would continue to be offered were unfounded with the College committed to continuing to support the determinations of scholars and disciplines about best teaching methodologies.

The following recommendations in respect to each of the proposals are set out below.
Recommendations

1. **To establish a new School, bringing together the current School of Language Studies and the School of Cultural Inquiry, excluding Art History. The School of Cultural Inquiry and School of Language Studies will be disestablished.**

   The committee noted that there was support for this proposal and it should proceed. The working party will be asked to consider the name of the new School and advise the Steering Committee who will make the final decision on the name of the new School.

2. **Strengthen Art History and Art Theory through the integration of Art History from the School of Cultural Inquiry into the School of Art.**

   The committee noted the concerns of the Art Historians located within Cultural Inquiry but on balance was persuaded as to the merits of the proposal and resolved to support it.

   It was further agreed that the Steering Committee would ask the implementation working party to consider and make recommendations about the establishment of a Centre for Art History and Theory.

3. **Disestablish IHUG through the co-location of research centres wherever possible with AOU to provide a strong sustainable base and enhance research capacity within the AOU, while recognising and preserving the governance and financial structure of the centres to ensure that they play an important interdisciplinary role across RSHA, the College and the University.**

   The committee resolved to recommend the disestablishment of IHUG with the following recommendations made consequentially.

   The committee resolved that the placement of the Institute for Professional Practice in Heritage and the Arts (IPPHA) and the Master of Liberal Arts and Interdisciplinary Cross-Cultural Research (ICCR) programs in a new Centre for Heritage and Museum Studies, School of Archaeology and Anthropology is supported and should proceed as outlined in the proposal.

   The committee resolved to recommend that the HRC be moved to the proposed new School but that it is maintained as an independent entity within it, analogous to the Australian National Dictionary Centre.

   The committee noted that the Freilich Foundation requires strong and independent branding and its donor is a key stakeholder to be consulted. Accordingly the committee recommends that the CASS Dean, RSHA Director, Director Alumni Relations and Philanthropy, the Freilich Foundation Fellow and the donor meet to consider the location of the Freilich Foundation within the College.
The committee recommended that the DHH should report to and be managed by the CASS Research Committee, with DHH funded academic appointments to be located in Schools. It recommends that a working party is established to make recommendations about the implementation of these new arrangements.

The committee further recommends that a working party chaired by the Director of Facilities and Services with the CASS General Manager and Heads of Schools as members be established to address accommodation questions and issues arising from the implementation of the recommendations made in response to the RSHA change proposal.

4. **Make more visible the emerging strength in Heritage and Museum Studies and locate it within the School of Archaeology and Anthropology which would be renamed the School of Archaeology, Anthropology, Heritage and Museum Studies.**

The committee recommends the creation of a Centre for Heritage and Museum Studies to be located within the School of Archaeology and Anthropology. The committee does not support the renaming of the School.
Implementation process

In order to progress the recommendations of the Steering Committee proposes the following working parties will be established:

- Art History and Art Theory Working Party (Chair- Dr Denise Ferris);
- Schools of Language Studies and Cultural Inquiry Working Party (co-Chairs- Professor Jane Simpson and Dr Rosanne Kennedy);
- Centre for Heritage and Museum Studies Working Party (Chair- Dr Kylie Message);
- Space Management Working Party (Chair- Mr Mick Serena).

In addition two sub-committees will be formed:

- Humanities Research Centre Sub-Committee (Chair- Professor Paul Pickering);
- Digital Humanities Hub Sub-Committee (Chair- Professor Matthew Gray).

The guidelines for the Research School of Humanities & the Arts (RSHA) restructure implementation working party and sub-committees guidelines can be found at Appendix 1. The full membership of the working party and sub-committee is at Attachment (i) to Appendix 1.

The final reports of the working parties and sub-committees are due to the Change Management Steering Committee by the end of October 2013 (other than the Space Management Working Party). Working parties and sub-committees will reconvene post-October to resolve any residual matters to enable full implementation of the changes for 1st January 2014.

The proposed implementation timetable is as follows.

<table>
<thead>
<tr>
<th>Proposed implementation timetable</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Draft implementation plan circulated to the College Executive</td>
<td>17th September</td>
</tr>
<tr>
<td>College Executive to advise the Dean of CASS on the proposed implementation plan</td>
<td>20th September</td>
</tr>
<tr>
<td>Chair of the Steering Committee to advise the Vice-Chancellor</td>
<td>20th September</td>
</tr>
<tr>
<td>Release of the implementation plan</td>
<td>25th September</td>
</tr>
<tr>
<td>RSHA Staff Forum to discuss implementation plan</td>
<td>26th September</td>
</tr>
<tr>
<td>CASS Student Forum to discuss implementation plan</td>
<td>27th September</td>
</tr>
<tr>
<td>Working parties and sub-committees commence</td>
<td>2nd October</td>
</tr>
<tr>
<td>Final reports of working parties and sub-committees due to the Steering Committee</td>
<td>31st October</td>
</tr>
<tr>
<td>Consideration of feedback from the working parties and sub-committees on the implementation plan</td>
<td>1st November</td>
</tr>
<tr>
<td>Steering Committee to confirm implementation plan arrangements</td>
<td>4th November</td>
</tr>
<tr>
<td>Working parties and sub-committees to meet as required to resolve any outstanding implementation issues</td>
<td>November - December</td>
</tr>
<tr>
<td>Commencement of the new structure</td>
<td>1st January 2014</td>
</tr>
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</table>
Proposed implementation timetable

<table>
<thead>
<tr>
<th>Space Management Working Party</th>
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<tbody>
<tr>
<td>Implementation to occur progressively</td>
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</tbody>
</table>

**Governance & Structure**

The working parties and sub-committees formally report to the Change Management Steering Committee (*Appendix 2*).

The working parties and sub-committees are asked to liaise with relevant stakeholders to obtain feedback.

Working party and sub-committee progress should be communicated to staff through email and web updates, staff meetings and discussions with specific stakeholders.

Support for the working parties and sub-committees will be provided by the relevant School/s, except for the Space Management Working Party which will be supported by the Executive Officer to the Dean of CASS.
APPENDIX 1

Research School of Humanities & the Arts Restructure Working Party and Sub-Committee Guidelines

Purpose & Role

The Research School of Humanities & the Arts (RSHA) restructure working parties and sub-committees have been established to make recommendations about implementation of the new arrangements in each School following the decision to restructure the Research School of Humanities & the Arts.

Each working party or sub-committee should consider and make recommendations on the following:

- The most appropriate governance and management structure for the new/restructured School/Centre;
- The administrative arrangements proposed for each new/restructured School/Centre, made in consultation with the CASS General Manager.

In considering these issues and developing recommendations, the working parties and sub-committees are asked to have particular regard to a number of University and College rules, policies and agreed principles which govern the restructure of RSHA, including the RSHA Restructure Change Management Proposal. They are asked to take into account any issues that arise with regard to interdisciplinary matters. As a priority where relevant, Chairs should meet with graduate students to reassure them as to the continuity of their program.

In determining the name of a School/Centre the working parties are asked to ensure that the name is concise. The working parties will advise on a name and report back to the Steering Committee which will make the final decision.

Working Parties

The working parties will be:

- Art History and Art Theory Working Party - Chair- Head, School of Art;
- Schools of Language Studies and Cultural Inquiry Working Party- Co-Chairs, Head, School of Language Studies and Head, School of Cultural Inquiry;
- Centre for Heritage and Museum Studies Working Party- Chair, Head, School of Archaeology and Anthropology;
- Space Management Working Party- Chair, Director, Facilities and Services Division.

The sub-committees will be:

- Humanities Research Centre Sub-Committee- Chair, Professor Paul Pickering, RSHA;
- Digital Humanities Hub Sub-Committee- Chair, Professor Matthew Gray, Director of Research, CASS.
The following principles will apply for specific working parties or sub-committees:

- Art History and Art Theory Working Party will make a recommendation:
  - on the creation of a Centre for Art History and Theory;

- School of Language Studies and Cultural Inquiry Working Party will be making a recommendation on the:
  - name of the new School;
  - development of a coordinated administrative structure, made in consultation with the CASS General Manager and including support for the HRC.

- Humanities Research Centre Sub-Committee will make a recommendation on:
  - the governance and internal budget models for creating an autonomous Centre within the larger School;

- Space Management Working Party will:
  - consider and resolve space recommendations arising from the implementation of the agreed recommendations from the RSHA change proposal.

**Governance & Structure**

The working parties and sub-committees formally report to the Change Management Steering Committee. The working parties and sub-committees are asked to liaise with relevant stakeholders (including students) to obtain feedback.

Working party and sub-committee progress should be communicated to staff through email and web updates, staff meetings and discussions with specific stakeholders (including students).

Support for the working parties and sub-committees will be provided by the relevant School/s, except in the case of the Space Management Working Party which will be supported by the Executive Officer to the Dean of CASS.

**Working Party and Sub-Committee Membership**

The membership of the working parties (other than the Space Management Working Party) will consist of the relevant Head of School as Chair and members of the academic and professional staff affected by the changes. Details at Appendix (i). Ideally the working parties and sub-committees will have no more than 5 members of staff including the Chair and 1 senior member of the professional staff, with ex-officio members providing advice as required. The Space Management Working Party will consist of the Director, Facilities and Services as Chair, the CASS GM and the Director of RSHA together with senior representatives from each of the affected Schools.

The working parties and sub-committees should aim to have fulfilled their purpose by the end of October 2013 (other than the Space Management Working Party). It should be noted that some matters will need to be resolved at specific times between now and that date. Working parties and sub-committees will reconvene post-October to resolve any residual matters to enable full implementation of the changes for 1st January 2014.

Authorised by the RSHA Change Management Steering Committee.

September 2013
Attachment (i)

RSHA Restructure Working Party and Sub-Committee Membership

Working party membership

The Chairs and members of the working parties are:

- **Art History and Art Theory Working Party:**
  - Denise Ferris (Chair),
  - Anthea Callen,
  - Helen Ennis- TBC,
  - Elisabeth Findlay,
  - Ann Evans (ex-officio),
  - Barbara McConchie (ex-officio).

- **Schools of Language Studies and Cultural Inquiry Working Party:**
  - Jane Simpson (co-Chair),
  - Rosanne Kennedy (co-Chair),
  - Roger Hillman,
  - Catherine Travis,
  - Gillian Russell,
  - Kathryne Ford (ex-officio).

- **Centre for Heritage and Museum Studies Working Party:**
  - Kylie Message (Chair),
  - Laurajane Smith,
  - Sharon Peoples,
  - Patrick Guinness,
  - Matthew Spriggs (with Sally May alternate),
  - Sandy Blair (ex-officio)- TBC,
  - Ann Evans (ex-officio),
  - Sharon Komidar (ex-officio).

- **Space Management Working Party:**
  - Mick Serena (Chair),
  - Linda Addison,
  - Jane Simpson,
  - Denise Ferris,
  - Kylie Message,
  - Rosanne Kennedy,
  - Paul Pickering.
Sub-Committee membership

The Chairs and members of the two sub-committees are:

- **Humanities Research Centre Sub-Committee:**
  - Paul Pickering (Chair),
  - Elizabeth Minchin,
  - Debjani Ganguly,
  - Melinda Hinkson,
  - Nicholas Brown,
  - Sharon Komidar (ex-officio).

- **Digital Humanities Hub Sub-Committee:**
  - Matthew Gray (Chair),
  - Howard Morphy,
  - Kath Bode,
  - Toni Makkai (ex-officio),
  - Pip Deveson (ex-officio),
  - Suzanne Knight (ex-officio).

**Note:** Support for the working parties and sub-committees will be provided by the relevant School/s, except in the case of the Space Management Working Party which will be supported by the Executive Officer to the Dean of CASS.
APPENDIX 2

RSHA Change Management Governance Structure

- RSHA Change Management Steering Committee
- Humanities Research Centre Sub-Committee
- Digital Humanities Hub Sub-Committee
- Art History & Art Theory Working Party
- School of Language Studies and Cultural Inquiry Working Party
- Centre for Heritage and Museum Studies Working Party
- Space Management Working Party