This submission is written on behalf of the School of Archaeology and Anthropology in response to the RSHA change management proposal released on 22 July 2013.

This submission addresses two of the four proposed outcomes listed in Item 2 of the proposal:

- **Outcome 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.
- **Outcome 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.

### PROCESS AND SUMMARY RECOMMENDATION

A School meeting was called for and held on Friday 26 July, toward the end of the first week of consultation, during which information sessions and forums were held by the RSHA. Email comments and contributions were made in the week’s lead-up to the meeting.

The School meeting was attended by Kylie Message, Nic Peterson, Hannah Bullock, Simone Dennis, Chris Gregory, Patrick Guinness, Francesca Merlan, Dougald O’Reily, Marc Oxenham, Tim Denham, Colin Groves, Natasha Fijn, Cate Frieman, Laurajane Smith, Sverre Molland, Joyce Noronha-Barrett, and Paul Pickering (RSHA).

Academic staff at the meeting voted (unanimously, by a show of hands) for their preference to:

- Establish a Centre for Heritage and Museum Studies within the School;
- Transfer relevant IHUG components and people (Heritage; Visual Anthropology element of Digital Humanities Hub) into the School;
- Retain the School’s name at this time but begin an internal process to consider an alternative name that would more adequately signal the inclusion of the Heritage and Museums group.

As Head of School I have considered the responses sent or expressed directly to me, as well as the discussion and vote result achieved in the staff meeting. I have decided to endorse the outcomes of the staff meeting as the formal position of the School at this time.

In terms of the proposal’s recommended outcomes, this response indicates three things:

1. Proposed name change to be revisited/considered over the next 6-12 months.
2. Heritage and Museums stream should be made more visible by establishing as a Centre of Heritage and Museum Studies which would be incorporated within the School of Archaeology and Anthropology.
3. Cognate IHuG people, programs and should be transferred into the School. This is as described below but would include:
   - Convenorship and administration of ICCR HDR program (into Centre for Heritage and Museum Studies).
   - Convenorship and administration of Liberal Arts program (into Centre for Heritage and Museum Studies).
   - Institute for Professional Practice in Heritage and the Arts (into Centre for Heritage and Museum Studies).
   - The Visual Anthropology stream of the Digital Humanities Hub (into Centre for Visual Anthropology in School)

See appendix 1.
EXTENDED RESPONSE

(1) Name change

The pairings of Archaeology and Heritage Studies and Anthropology and Museum Studies are commonplace in universities worldwide. In some places, the interdisciplinary fields of Heritage and Museum Studies are included in formal School names (e.g. Department of Archaeology, Heritage and Museum Studies at Leiden University), while in other places, programs in Heritage and Museum Studies are taught within Schools that maintain traditional disciplinary nomenclature (e.g. Division of Archaeology at the University of Cambridge teaches archaeological heritage and museums). The cognate nature of Heritage and Museum Studies and Archaeology and Anthropology is signalled by the growth in the post-war period in programs in Archaeological Heritage and Museum Anthropology. These have now become established and ubiquitous in many leading universities; and have generated important research outcomes.

In some places, particularly in the UK, Museum and Heritage Studies programs are affiliated with archaeology and anthropology collections and museums. The museums play an important role in the teaching and research work conducted by academics and students alike. It is not uncommon for people based in Anthropology or Archaeology streams to have joint academic/curatorial positions where they are based in both the University museum and academic department or faculty. They also provide a link and service to the community beyond the university which increases the profile and recruitment potential of the interdisciplinary fields they represent.

The School does not support the immediate change of nomenclature as recommended in the RSHA Change Proposal, however, it has agreed to conduct an internal process to consider an alternative name that would more adequately signal the inclusion of the Heritage and Museums group in the School of Archaeology and Anthropology in order to more appropriately reflect the work that scholars in the Centre do, as well as the broader global trends and context as indicated above. This process to determine a new name will (if accepted), begin alongside the implementation phase outlined for the RSHA Change Proposal begins.¹

The recommended name change was rejected primarily on the grounds that the current School name is an established ‘brand’, and that any change to the School’s name would require additional consideration and consultation. While it was generally accepted that the ‘third’ element of the name should indicate the role of interdisciplinary presence of interdisciplinary teaching and research in the School, there is no agreement at this time about what that should be. Some felt that the name of the School was less important than the profile promoted for the component parts and programs within the School.

(2) Establish Centre for Heritage and Museum Studies within the School

- and transfer ICCR and Liberal Arts programs, people and resources from IHuG into this Centre

There are currently three members of Heritage and Museum Studies in the School (A/Prof Kylie Message (Head of School), Dr Sally May, and Prof Laurajane Smith). Reframing the stream as a Centre will increase visibility for this field – important both for attracting research grants (and working toward ERA submission) and building a student cohort.

We recommend that the Interdisciplinary Cross Cultural Research (ICCR) HDR program and Liberal Arts graduate programs (both convened and administered in IHuG) be transferred to the new Centre for Heritage and Museum Studies. The majority of courses included in three streams of the Liberal

¹ Although it is outside of the scope of this submission, it was also noted during the meeting that further consideration could be given to other ways of highlighting the profiles of other interdisciplinary fields (Bioanthropology and Development Studies) through possible renaming as departments or additional centres within the School.
Arts program (Museums and Collections; Cultural and Environmental Heritage; and Visual Culture Research) are already taught out of the School of Archaeology and Anthropology. The fact that the program has been convened in a separate AOU has led to great frustration, a lack of curriculum planning in some cases, and administrative inefficiencies. Similarly, a large number of ICCR students have supervisors based in the School, and the external convenorship of this program has led to duplication and confusion for some students and supervisors alike. We also wish to build critical mass for HDR students in the growing field of Heritage and Museum Studies, and believe this consolidation of programs under the Centre will do this.

This recommendation has been endorsed by:
- the School of Archaeology and Anthropology (26/07/13)
- the relevant elements of IHuG and the Head of IHuG (confirmed 31/07/13)

The recommendation to extend and consolidate the Centre for Heritage and Museum Studies has been developed in consultation with key staff working in IHuG, principally the Head of IHuG, Prof Paul Pickering. It is proposed that following the disestablishment of IHuG, relevant academic and professional staff be relocated and affiliated with the School. This would include Prof Pickering, who is also convenor of both the ICCR and Liberal Arts programs, who would move into and become a key member of the Centre for Heritage and Museum Studies, and the graduate student administrator from IHuG. Prof Howard Morphy, an anthropologist, would be affiliated with Anthropology and the Centre for Heritage and Museum Studies in the School.

The School is very keen to build on the new minor in Heritage and Museum Studies and review the Liberal Arts program to achieve better integration in the School through the inclusion of courses in areas such as Museum Anthropology, Archaeological Heritage, and Public History. The transfer into the School of IHuG staff already working in the Heritage and Museum Studies field (plus associated student body) will help provide the critical mass required to undertake this important work. It will also help the research output and profile of the area, and will help build research collaborations in this area. Prof Pickering is a public historian whose work comfortably sits under the umbrella of Heritage Studies. His work is closely related to that undertaken by A/Prof Message and Prof Smith and will further build our reputation and HDR student cohort in this area.

It is important that the Centre for Heritage and Museum Studies achieve this improved profile as it will be a key element of the proposal that is currently being developed by the School for the Vice-Chancellor’s Office (DVCA) for new space requirements. We are proposing a new museum for the School’s collections that will have exciting implications for the way we teach and research in the School, and which will lift our visibility across the sector internationally as well as throughout the local community. In the case that the museum is approved, the Centre for Heritage and Museum Studies will become a core part of the School’s operation and reputation globally. An additional advantage to the proposal to have a Centre for Heritage and Museum and a museum of the School’s collections will be to draw on high profile Visitors to the School and consider an annual conference or other event that would high light the School’s strength in Heritage and Museum Studies.

(3) Transfer cognate people, programs and areas into the School following disestablishment of IHuG
- the Institute for Professional Practice in Heritage and the Arts
- the Digital Humanities Hub

The previous section presented a rationale for transferring the ICCR and Liberal Arts convenorship and administration and staff related to these programs into the Centre for Heritage and Museum Studies at the School of Archaeology and Anthropology. This section considers the Institute for Professional Practice in Heritage and the Arts and the Digital Humanities Hub.

The Institute for Professional Practice in Heritage and the Arts (IPPHA) is closely affiliated with the Liberal Arts program (particularly the Cultural and Environmental Heritage stream) and would sit most logically within the new Centre. In addition it has other pre-existing links to the School.
The Digital Humanities Hub (DHH) in IHuG has two main streams. One is Visual Anthropology and one is digital media. There are currently two highly specialised professional staff members currently associated with the Visual Anthropology stream in the DHH (one programmer and one multimedia and film project office) as well as an important set of resources and infrastructure.

We are proposing that the Visual Anthropology stream of the program (plus resources including staffing and equipment) be transferred formally into the Centre for Visual Anthropology in the School of Archaeology and Anthropology (CVA), http://archanth.anu.edu.au/visualanthropology/. The CVA draws its membership from across the University and is home to a dynamic community of scholars working across the broad fields of visual anthropology and visual culture research. Its reputation is indicated by the recent award of a Future Fellowship in this field (located in the School), and by the fact that members of the CVA include several internationally renowned ethnographic filmmakers and anthropologists.

ANU is the only Australian university to offer courses in the practical and conceptual methods of visual anthropology at undergraduate and postgraduate levels, and Visual Culture Research is a stream of the Liberal Arts program addressed previously. Courses are taught by academic staff from the School. Further, there are many HDR candidates (enrolled in ICCR, Anthropology and Archaeology programs) that consider visual anthropology to be a crucial part of their research and outputs.

Transferring visual anthropology fully into the School would resolve the problems of duplication that have occurred previously (where visual anthropology resided in both the CVA and DHH, and where the Visual Culture Research program was taught from the School but convened and administered from IHuG). The move would allow us to achieve administrative and collegial cohesion and establish a more focused, visible and less compromised Centre for Visual Anthropology within the school, through which improved teaching and supervision programs, research projects and public events could be fostered. It would also allow for further collaboration between this area and the Heritage and Museums (and collections) field, which has increasing overlap with digital and visual media.

A/Prof Kylie Message
Head of the School of Archaeology and Anthropology
31 July 2013
APPENDIX 1

School of Archaeology & Anthropology

2013 - Now

Positives
- School well known as a ‘brand’ in ARCH and ANTH
- Faculty strength in research and teaching
- Top ERA ranking – 5
- One of the Schools which deliver on ‘ANU2020’ outcomes to College and ANU
- Developing additional streams – BIAN, DEV STUDIES, MUSEUM/HERITAGE

Negatives
- Student numbers down
- Academic staff have not been replaced after resignation/retirement/transition to retirement
  - Dependence on sessionals;
  - Some cancelled courses/students can’t complete programs

2014 – Implement Change Management AND Replace Permanent Positions

Establish the Centre for Heritage and Museum Studies

1. Additional staff transfer from RSHA to add to existing School Heritage/Museum staff (Message, Smith and May)
2. Begin ‘branding’ of center in its own right (no dilution of ARCH & ANTH brand)
3. Transfer into SOAA relevant IHiUG students

- Replace all permanent positions (3 permanent and 1 temporary) which existed in School so School can operate at functional capacity.

OVERALL RESULT
Ranking will stay up!

Student numbers go up!

Courses/Programs will be taught by staff (not sessionals)

Students can complete their programs!

Greater profile for individual discipline areas!

Build better teams – equity for staff