



Te Kete Aronui – Division of Humanities

## STRATEGIC PLAN 2011-2015

### The Division

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The Division of Humanities comprises the College of Education, the Faculty of Law, Te Tumu (School of Māori, Pacific and Indigenous Studies), and the fifteen Departments and Centres which make up the the Faculty of Arts and Social Sciences.<sup>1</sup> In addition to the Bachelor of Arts degree with its wide range of majors, the Division offers undergraduate diplomas and degrees in Education, Language and Culture, Music and Theology, as well as professional programmes in Law, Social Work and Teaching.

### Mission

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The mission of the Division of Humanities is to engage in high-quality research and research-informed teaching in the arts, social sciences, and professional subjects for the benefit of students, the community and international scholarship.

A humanities degree imparts essential knowledge about the world we live in by deepening understanding of how people think, feel and behave, how we interact with one another and how we interpret our experience, how social and political institutions function, how human societies evolved into what they are today and how different cultures relate to one another. Most importantly, a humanities education develops essential lifelong learning skills such as critical thinking, flexibility and competence with language. Together with the knowledge of the human and natural world that the arts and the social sciences impart, it is these skills that prepare humanities graduates for employment.

The need for high quality humanities graduates is greater than ever. New ways of thinking are changing the way we behave and organise ourselves. Advances in travel and communication have brought people into closer contact with one another, while a revolution in information technology has globalized the world economy. The world of today needs graduates who can understand the nature of what is occurring, and who can act effectively in this new environment.

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<sup>1</sup> In this document, the word *Department* is used to signify each of the eighteen units in the Division of Humanities.

## Goal 1: Research

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*To advance and disseminate knowledge in the Humanities and Social Sciences through excellence in scholarship, research publication and postgraduate teaching.*

### Strategic Objectives

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1. Ensure all academic staff are research active.
2. Increase the number and quality of research publications.
3. Increase the number and value of external research grants won.
4. Increase and/or maintain the PBRF rating of all academic staff.
5. Increase the number of graduate students completing research degrees.
6. Foster excellence in postgraduate research and supervision.
7. Support research that empowers Māori and Pacific communities.
8. Foster research that is of benefit to the community.

### Strategies

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1. Provide funding support to provide all permanent academic staff with an opportunity to attend at least one international and one domestic conference per year.
2. Secure funding to support the initiatives of researchers that are likely to result in a high-quality research outputs.
3. Ensure that no academic staff member has a workload that exceeds the maximum prescribed in the Division of Humanities workload model.
4. Reduce the number of papers offered, where necessary, to ensure staff have more time for research.
5. Ensure that all academic staff appointed to positions subject to PBRF appraisal have a research degree (normally a PhD), and/or a record of research publications in the area of the appointment.
6. Maintain high standards of admission for students undertaking postgraduate research degrees.
7. Establish strategic alliances and networks with potential research partners, including overseas ones.
8. Ensure that researchers are provided with appropriate space, equipment, RSL, fieldwork opportunities, and other forms of support (e.g. funding to attend conferences and undertake research).

## Goal 2: Teaching

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*To achieve and maintain excellence in teaching to ensure that our graduates are independent learners engaged in critical thinking informed by quality research and professional practice.*

### Strategic Objectives

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1. Ensure that Humanities graduates attain the ‘Attributes of a University of Otago Graduate’.
2. Foster and support effective teaching and assessment practices.
3. Ensure that all degree programmes are characterized by coherence, depth, breadth, and progression.
4. Ensure that all teaching is informed by research, and, in professional subjects, by professional practice.
5. Ensure that all courses and programmes offered are adequately resourced.
6. Increase the percentage of postgraduate students.
7. Advance the internationalisation of learning in terms of curricula, student exchange, and the delivery of programmes.
8. Encourage and assist staff to explore new technologies for teaching and for the provision of teaching materials.

### Strategies

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1. Implement the Division’s Workload Model.
2. Implement the Division’s staffing policies.
3. Take measures to increase student satisfaction in areas identified as needing attention in the Graduate Opinion Surveys, and Student Opinion Surveys.
4. Ensure that all courses and programmes conform to graduate profiles and that these profiles are updated regularly.
5. Review the viability of academic programmes in terms of (a) enrolments, and (b) staffing capacity.
6. Expand and support the opportunities for Otago students to study abroad.
7. Provide opportunities for greater international staff interchange.
8. Develop and implement a Student Marketing and Recruitment Plan on an annual basis.

### **Goal 3: Community Service**

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*To make available to the wider communities the knowledge, expertise, research findings, and cultural resources available in the Humanities, for the mutual benefit of the community and the Division.*

#### **Strategic Objectives**

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1. Provide opportunities for members of the wider community to hear academic experts talking about the current state of knowledge.
2. Provide opportunities for members of the wider community to experience arts and culture.
3. Make information and skill available to the wider community through voluntary involvement in professional organisations and community activities.
4. Exercise the obligation of the University to be the critic and conscience of society.
5. Ensure staff contribution to community service is adequately recognized.

#### **Strategies**

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1. Maintain a programme of open lectures and public seminars.
2. Maintain a programme of performing arts activities.
3. Encourage staff in the Division to participate in public debate on issues of importance as concerned intellectuals.
4. Increase the participation of the Division's researchers in project research addressing issues that advance the public good.

## **Goal 4: Internationalisation**

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*To internationalise the Division in a manner consistent with the goals of the University of Otago.*

### **Strategic Objectives**

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1. Enhance the internationalisation of the curriculum.
2. Increase recruitment of international students, particularly at postgraduate level.
3. Increase and strengthen strategic alliances with international education providers.
4. Increase and strengthen international networks and research collaborations.
5. Foster linkages with Matariki Network partner institutions.
6. Increase the mobility of research students within international networks.
7. Increase the proportion of University of Otago students competent in a second language.

### **Strategies**

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1. Encourage and support applications for CALT grants for the Internationalisation of the curriculum, travel and benchmarking.
2. Develop and strengthen programmes that foster knowledge and understanding of the international environment.
3. Increase the number of Humanities students studying abroad as exchange students.
4. Develop programmes attractive to international students, such as conjoint degrees, one-year taught Masters and summer field schools.
5. Develop and maintain formal relationships with quality institutions overseas that will result in staff research and teaching collaboration and interchange.
6. Benchmark against best practice universities and international enterprises to enhance performance.
7. Increase student awareness of the relevance and importance of a second language to their academic and career aspirations, through course advising, targeted publicity, and school liaison.

## Goal 5: Student Support

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*To provide a scholarly and supportive environment for Humanities students to enable them to achieve their academic goals.*

### Strategic Objectives

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1. Improve the quality and availability of advice from staff to students.
2. Maintain and improve the provision of resources and administrative support to meet the needs of postgraduate students.
3. Increase support for the recruitment, retention, and progression of Māori and Pacific Islands students.
4. Increase awareness of special needs of international students.
5. Enhance student involvement in the development of Divisional policies and practices.

### Strategies

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1. Ensure reasonable accessibility of staff to students.
2. Review the current system of course advising to ensure best practices are adopted.
3. Ensure that all research-only postgraduate students are provided with appropriate space and equipment.
4. Ensure there is a network of support for Māori and Pacific Islands students in Humanities.
5. Ensure the effective operation of the class rep system, in consultation with OUSA.

## Goal 6: Māori Development

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*In keeping with the University of Otago's Māori Strategic Framework, the Division of Humanities seeks to provide a greater sense of responsibility and accountability among staff and students for the support and progression of 'things Māori' in the Division of Humanities.*

### Strategic Objectives

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1. To demonstrate visible and proactive leadership at all levels in the Division to contribute to Maori development.
2. To meet the Division's ongoing obligations to the University's Maori Treaty partner
3. Foster and promote quality research in the Division to contribute to Maori development
4. Increase the recruitment, retention and achievements of Maori staff and students in the Division.
5. Encourage and support quality teaching in Te Ao Māori, te reo Māori and kaupapa Māori across the Division.
6. Promote and support te reo Māori and tikanga Māori amongst all staff and students across the Division.

### Strategies

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1. Make an appointment in senior management of the Division to champion Māori development.
2. Encourage and support Heads of Departments to engage in MSF goals.
3. Provide training and support to departmental kaiāwhina.
4. Build and promote relationships between Ngāi Tahu, and all Māori, with departments, centres and research clusters within the Division.
5. Profile and support existing post-graduate research and encourage new research amongst Māori students.
6. Create and support opportunities for research in te reo Māori.
7. Provide opportunities for all staff and post-graduate students to engage in discussions about kaupapa Māori research and to profile examples of this research within the Division.
8. Support Māori staff in attaining higher qualifications.
9. Further develop systems to monitor and report on Māori student retention and achievement.
10. Appoint suitably qualified Māori academic staff to new positions in key departments.
11. To identify existing expertise and encourage curriculum collaboration.
12. To develop the capacity for all staff to integrate te Ao Māori, te reo Māori and kaupapa Māori into existing teaching and research, as appropriate.
13. For all departments, centres and research clusters in the Division to have a Māori name and bilingual signage.
14. For Humanities buildings to have bilingual signage.
15. To encourage more staff to engage in te reo and tikanga learning on campus.
16. For the Divisional staff to lead by example with a commitment to te reo and tikanga Māori.

## **Goal 7: Meeting the Needs of Pacific Peoples**

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*To increase Pacific students' participation and achievement in education in arts, social sciences, humanities, and professional programmes offered by the Division, and to advance knowledge of Pacific cultures and issues confronting Pacific peoples.*

### **Strategic Objectives**

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1. Increase the number of Pacific staff in the Division.
2. Increase the number of Pacific students completing qualifications offered by the Division.
3. Support Pacific staff in the attainment of higher qualifications.
4. Increase the number of research projects being undertaken with a Pacific focus.
5. Raise awareness of Pacific cultures and the issues relevant to Pacific development.

### **Strategies**

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1. Increase the number of Pacific students in all Humanities majors.
2. Monitor the recruitment and retention of Pacific students and regularly report this information to Schools and Departments.
3. Continue to use the Māori and Pacific Islands Advisory Board to develop effective actions for achieving the strategic objectives relating to Pacific peoples.
4. Continue to work with the Pacific Islands Students' Centre to implement policy.
5. Develop the relationships between the Division and the National University of Samoa, the University of the South Pacific, and the theological colleges in Samoa and Fiji.
6. Promote academic interchange between academic staff in the Division and staff in NUS and USP for teaching and research purposes.
7. Foster postgraduate and staff research in issues relating to Pacific cultures and development.

## Goal 8: Staff Support

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*To provide all staff with appropriate support to enable them to achieve the objectives of the University and Division, and to develop professionally to their fullest potential.*

### Strategic Objectives

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1. Actively assist staff to achieve their research and teaching objectives with resources, guidance, and clarity of expectations.
2. Foster a stimulating academic environment that promotes intellectual enquiry and dialogue, and innovation in teaching.
3. Recognise and reward excellent performance.
4. Provide opportunities for staff participation in Divisional and Departmental policy formation and decision-making.
5. Maintain full and open communication between management and staff throughout the Division
6. Provide opportunities for the professional development for all staff.

### Strategies

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1. Implement the Division's workload policy to rectify anomalous workloads.
2. Provide full support for attendance at a designated number of conferences per year.
3. Ensure that each Department develops and maintains a 3-to-5-year forward plan for Research and Study Leave, to enable staff to take RSL leave on an equitable basis, within the constraints of available resources.
4. Maintain a strategic initiatives fund at Divisional level to support initiatives relating to research and teaching that cannot be funded from any other regular sources.
5. Ensure that appointments to positions are awarded on merit.
6. Ensure that contestable funds are allocated on merit.
7. Ensure that excellent or outstanding performance is rewarded by promotion.
8. Maintain within each Department regular fora to enable staff to be consulted on issues of Department-wide importance

## **Goal 9: Management**

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*To ensure that the human, financial and physical resources are managed fairly, openly, effectively and efficiently with the Division.*

### Strategic Objectives

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1. Maintain a close relationship between income and costs, while recognising a need to cross-subsidise programmes that are agreed to be strategically important.
2. Ensure that the Divisional structure provides the maximum efficiency in the use of financial and human resources and is responsive to the needs of staff.
3. Provide adequate physical and space resources to support the effective functioning of Departments and programmes.
4. Maintain transparency of information to Departments as to the nature and rationale for budgetary decisions.

### Strategies

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1. Provide full statistical data on income, costs, enrolments, and staff/student ratios to Departments and staff on a regular basis.
2. Obtain Division-wide agreement on strategic priorities, especially where these require cross-subsidization.
3. Eliminate any structures or processes within the Division that do not add value, or involve double-handling.
4. Continue to lobby the University administration for additional space to accommodate the growth in the Division.
5. Increase the level of transparency in the financial planning throughout the Division
6. Maintain accountability systems and processes to ensure cost-effective use of the Division's resources.