



Strategic Plan 2009 – 2012

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1. Council for the Humanities, Arts and Social Sciences

Vision

Australia invests in developing its knowledge and skills in the humanities, arts and social sciences so they contribute fully to a prosperous, innovative, creative and inclusive economy and society.

Mission

CHASS promotes and advocates for the humanities, arts and social sciences and provides a coordinating forum for academics, students, business, practitioners and the broader community.

2. Strategic Plan

Over the next four years the Council will continue to build government and community recognition and resources for the Humanities, the Arts and the Social Sciences (HASS). It will support member organisations in building Australian knowledge, skills and talent in the humanities, arts and social sciences, particularly through research and development.

This plan sets six goals for work over 2009-2012. These will be reached through the implementation of programs based on the Council's three key tasks of promotion, advocacy and providing a coordinating forum for the HASS sector.

In promotion, building recognition for the humanities, arts and social sciences will rest on a media and networking strategy to build community understanding of the sector's role in the national innovation system and how it underpins the development of our society, culture and individual identity. A second part of the strategy to build recognition of the sector's value will be a program to foster knowledge transfer, in which CHASS will bring researchers together with industry and policy makers to discuss how HASS research contributes to addressing key issues in Australian society and policy development.

In advocacy, CHASS will use its resources to collate and coordinate the research and policy analysis of member organisations to help the HASS networks contribute to strong policy in research and research training, innovation and the creative arts. These are the policies which determine the future strength and depth of the sector. Unified comprehensive input from the sector is needed as policy reform continues at a high speed in innovation, the arts and areas impacting on tertiary education. With a rapidly changing national policy environment, CHASS will regularly review its advocacy to ensure it is timely, relevant and reflects member priorities.

Building on the base established in its first five years, CHASS's new strategic plan is seeking to extend its role as a coordinating forum for the sector and to bring HASS research to bear on solving the major challenges before the economy and sector. It wants to support the building of an evidence base on the costs and benefits of HASS research to underpin research and innovation policy.

Goal 1

Build recognition for and promote the Humanities, Arts and Social Sciences so they contribute fully to a prosperous, innovative, creative and inclusive Australia.

Goal 2

Advocate for improved policy settings and resources for the Humanities, Arts and Social Sciences.

Goal 3

Build innovative capacity of Australia through linkages between the humanities, arts and social sciences, and science, technology, engineering and medicine and with the business and public sector.

Goal 4

Provide a coordinating forum for discussion in the Humanities, Arts and Social Sciences sector in Australia.

Goal 5

Support member organisations.

Goal 6

Ensure organisational sustainability.

Later years of the plan will see further development of communications in the CHASS network, and a program through which to bring timely, useful information to members, and for members to pass on their own messages to the network.

The Council has allocated resources to look at new ways of distributing its publications and research, and to build its knowledge broking role. It will also consider investing in developing HASS on the Hill into an umbrella event for member organisations holding their own workshops and conferences at the same time.

The proposed development of 'HASS On The Hill' into an event which can provide a forum for member organisations for both discipline specific and multidisciplinary discussion is based on international models. CHASS will consult members on how to progress this.

Over 2009, CHASS has reassessed and renewed its mission and overarching goals. In addition CHASS has in 2009 already strengthened its governance structure, and worked to set up new more transparent and logical categories for membership. The basis for this exercise and the Strategic Plan is the external review of CHASS carried out in 2008 (Illing Report), an examination of the purposes of the Higher Education Support Act 2003 grant to the organisation and an analysis of the Federal policy initiatives underway and foreshadowed in innovation, creative arts and education. These initiatives will need well researched and debated input from the HASS sector.

Budgetary and financial implications

New budgeting and governance arrangements will allow careful monitoring of resource use. CHASS will draw on its reserves over 2010 to build new programs and explore new ways of creating networks and forums across the sector. While continuing operations are budgeted at break even, the Board has authorised spending on an innovation fund of projects, including development of 'HASS On The Hill' and better distribution of its publications and messaging. It is prepared to budget for a deficit in 2010 before a return to surplus in 2011 and beyond. With cash reserves accumulated from past events the Board is confident the new programs will not endanger the sustainability of the organisation, while considerably advancing recognition of HASS and its ability to contribute to Australia.

The Council will seek increased Australian Government funding for the infrastructure and initial planning to build a National Congress of the Humanities, Arts and Social Sciences. It will raise new revenue from events and sponsorship as Australia comes out of the financial crisis.

Outcomes for the Four Year Plan

CHASS sees the strategic plan leading to:

1. Solid breakthroughs in resource allocation for HASS in research – in research training, research infrastructure and multidisciplinary programs by 2011 and identify and access new sources of funding by 2012.
2. Reform of creative arts funding to recognise the central role of the arts in both cultural life and in the innovation system.
3. Industry and Government recognition of the HASS contribution to collaborative research and in innovation programs in the implementation of the *Powering Ideas* Agenda, including consideration of Research and Development tax concessions.
4. Capacity building and support to enable HASS researchers, practitioners and organisations to compete successfully for large programmatic and infrastructure funds.
5. Rollout of a communications strategy that will see a higher profile for CHASS and its online communications hub within two years, and better coordination of media coverage on discoveries and breakthroughs in HASS research, design and development.
6. Use of the CHASS networks for knowledge transfer and translation between researchers and policy makers, with a small program of events in years one and two and building to regular roll out of events and publications by 2012.
7. Strengthen debate and discussion in the Humanities, Arts and Social Sciences by using tools developed in the communications strategy for building active networks across members organisations and their constituents.
8. Building 'HASS On The Hill' to make it both a promotional tool and a coordinating forum for members across the sector, aiming at longer term development of separate events, one directed at policy makers and the other aimed at linking learned societies and researchers within and across disciplines.
9. Successful completion of new membership structure and fees, constitutional changes and the review of the DIISR support grant to ensure organisational sustainability and an active internal network of views and information. By 2012 be seeking substantial increases in revenue through new membership, sponsorship and philanthropy.

Goals and Initiatives

CHASS's overarching goals are to build community recognition and resources for the Humanities, the Arts and the Social Sciences and to support member organisations in building Australian knowledge, skills and talent in the humanities, arts and social sciences, particularly through research and development.

The six goals for the four year period of the Strategic Plan are based on these three areas of activity:

Promotion and Knowledge Transfer projects

Coverage of activity in the humanities, arts and social sciences is intense across all media. However, there is little recognition of the extent and depth of the knowledge and skills in research, design and development nurtured in Australia nor the importance of HASS to the economic, cultural and social life of the country. This message has to be constantly reiterated.

In its first five years CHASS established itself as a respected source of information and analysis for newspaper and radio outlets reporting on research and innovation. It also established a presence in creative arts media coverage.

From late 2009, CHASS will start a three year program to build media recognition of the sector. It will create a network of arts, industry and university based media relations offices in order to identify and support major announcements and innovations in the HASS sector. CHASS will publicise these announcements and initiatives on its website to boost community, industry and policy maker knowledge of the skills and knowledge in the Australian HASS sector.

CHASS will also focus on improving the depth and range of media reporting on the HASS sector. Journalists specialising in education, arts, and economic and social issues will be identified and targeted with press releases and background briefings. CHASS will also undertake a qualitative analysis of selected media reporting and commentary to better understand the dominant media frames and their role in including or excluding HASS perspectives on key issues.

The Council will build its role of bringing researchers together with policy makers and industry groups so they can share new knowledge and skills. With national goals of building a resilient and innovative economy, Australia's knowledge and skills in HASS are vital as we come out of the global financial crisis.

CHASS's knowledge transfer program will aim at developing workshops around the significant policy challenges before Australia. Events will bring in researchers and skills from across the social sciences, and will extend also into the health, physical and natural sciences. CHASS will develop partnerships with Government agencies and research centres with vital interests in linking research with good policy. With a number of organisations across HASS also looking at knowledge transfer and use of research in policy making, the knowledge transfer program will be built on complementing and collaborating with others.

These will be budgeted as break even events from 2010.

The Board has decided to fund a program of new events which boost awareness of HASS research in Australia and increase distribution of its publications and member research. It will also look at commissioning further Occasional Papers on the role and contribution of the humanities, arts and social sciences.

Advocacy - Research and innovation policies

The research, creative arts funding, and innovation areas are very active in 2009 and 2010 as the Australian government moves to implement its education revolution and *Powering Ideas* policies. CHASS sees its role as aiding the sector to convey evidence and advice as policies are developed on relevant issues.

CHASS is already involved in projects including renewing the academic workforce, research training, and making the ERA fit the specific needs of the Humanities and Creative Arts and the Social, Behavioural and Economic Sciences. It has started work on building networks that can support advocacy for design. It has committed to working with peak bodies in the creative arts to strengthen their representation within the existing academy structure. In each case it is seeking involvement only in issues where HASS areas need to highlight their own specific issues, or where CHASS can use its resources to support communication or development of evidence and options which would otherwise be neglected.

By 2011 advocacy will focus on improving policy makers' understanding of the HASS sector's contribution to problem solving in the areas of national research and innovation priorities.

KPIs are clear for the short term projects, but will need to be reviewed for the later years of the Strategic Plan. Constant consultation with members will be necessary to ensure advocacy messages are relevant and reflect industry priorities.

Coordinating forum and networking projects

The Council's goals are based on meeting the need of a diffused sector to building networks across peer organisations and individuals while retaining the strength and specialisations of the member organisations.

The Council will consider developing 'HASS on the Hill' as an umbrella event for member organisations. It would provide an agenda of sector-wide issues and speakers at a Congress of meetings and debates held by member organisations. Members could coordinate to hold concurrent annual conferences and events so researchers and practitioners can gain detailed knowledge of developments in their own disciplines, learned societies and also participate in multi-disciplinary and public debates.

The Congress would be a continuing forum for debate within specific disciplines and industries, as well as a platform for discussing the transdisciplinary projects and challenges.

This is a long term project which will depend heavily on consultation and consensus among the learned societies and associations.

In the meantime CHASS will use its communications tools, particularly its online resources to deepen and enrich communications between member organisations and the broader community of professionals and practitioners interested in issues in the humanities, arts and social sciences.

For the 2009-2012 period CHASS will implement these initiatives to reach the following six goals:

GOAL 1

Build recognition for and promote the Humanities, the Arts and Social Sciences so they contribute fully to a prosperous, innovative, creative and inclusive Australia.

- 1a.** INITIATIVE: Media and Communications Strategy building on CHASS's existing presence in research and innovation issues, through to acting as a source on sector wide information and analysis.
MEASURES:
- i. Provide an online hub for information on HASS issues, research discovery and impact;
 - ii. Enhance presence in media on policy issues with media briefings, media releases to sector and broader media targets;
 - iii. Develop new communications tool for media notice of HASS research findings and discovery (Using Science Media Centre collaboration with publications as model).
- 1b.** INITIATIVE: Promote and build recognition through knowledge transfer.
MEASURES:
- i. Identify HASS experts and researchers in key areas of current policy development (national research priorities, economic and social impact);
 - ii. Produce papers and publications fostering knowledge transfer;
 - iii. Develop knowledge brokering events;
 - iv. Identify member organisations, government agencies and professions associations working on shared interests;
 - v. Ensure the inclusion of HASS-based VET and TAFE sectors.

GOAL 2

Advocate for improved policy settings and resources for the Humanities, the Arts and Social Sciences.

- 2a.** INITIATIVE: Annual program to identify issues where HASS should contribute to debate, or itself be debated, plan documentation, research and key messages on the issues and then convey these to relevant policy makers, partners, stake holders.
MEASURES:
- i. Review policy program against external reviews and issues to set activities and guide research program;
 - ii. Identify and consult with key allies and partners;
 - iii. Set program of research internal and external, use previous findings;
 - iv. Identify key messages and supporting evidence;
 - v. Meet with Departments, submit arguments and research;
 - vi. Meet with Government policy makers and advisors;
 - vii. Follow up information, debate in public and private forums;
 - viii. Review and update.

Advocacy issues as identified to date in 2009:

- 2b.** INITIATIVE: 2009 – Execute advocacy program based on Issues 2009 document.
- 2c.** INITIATIVE: 2009-2010 – Advocate for research resources, research infrastructure, research training policy and infrastructure as government works through implementation of Innovation Agenda and response to HOR Committee report on research training. Support research and database development to provide evidence based advocacy.

- 2d.** INITIATIVE: 2009-2010 – New Investment in HASS through inclusion in the *Powering Ideas* innovation support programs, including through transdisciplinary collaboration.
MEASURES:
- i. Work with partner organisations in identifying capacity to aid in supporting HASS researchers build bids for large scale research.
- 2e.** INITIATIVE: Advocacy for Languages
Building and renewing language learning and capability at both school and university levels so that Australia can develop its diplomatic, trade and cultural relations, by supporting HASS leaders in the area.
- 2f.** INITIATIVE: Creative Arts
MEASURES:
- i. 2010-2011 – Support supplementation of Australian Academy of Humanities for representation of creative arts;
 - ii. 2009-2010 – Support Creative Australia group in developing new models for arts funding and NAAE in arts and education. Work to achieve the 2020 Summit agenda on the creative arts, with arts education in the national school curriculum and bringing the arts and design into innovation programs as the most urgent changes needed.
- 2g.** INITIATIVE: Support Collecting Institutions with digitising of materials and management of data.

GOAL 3

Build the innovative capacity of Australia through linkages between the humanities, arts and social sciences, and science, technology, engineering and medicine and with the business and public sector.

- 3a.** INITIATIVE: Build linkages between HASS and science, technology engineering and medicine. (This allows for other linkages, as they are identified, to be developed under this GOAL).

GOAL 4

Provide a coordinating forum for discussion in the Humanities, Arts and Social Sciences sector in Australia.

- 4a.** INITIATIVE: Develop landmark events and national forums for the humanities, arts and social sciences.
MEASURES:
- i. HASS on the HILL updated and reviewed in 2010 before renewal in 2011 and 2012;
 - ii. National Congress for HASS scoped and consulted before implementation in 2012.

Aim at longer term development of separate events, one directed at policy makers and the other linking learned societies and researchers within and across disciplines. Use the Canadian Congress of Humanities and Social Sciences as a model while consulting with members on development.

GOAL 5

Support member organisations.

5a. INITIATIVE: Develop communication tools for discussion, debate and consultation within the sector.

MEASURES:

- i. Online hub for information on HASS issues, research discovery and impact;
- ii. Membership surveys and consultation process.

GOAL 6

Ensure the sustainability of the organisation.

6a. INITIATIVE: Sustainability through improved governance.

MEASURES:

- i. Develop good-governance processes and standards;
- ii. Attract financial support.

6b. INITIATIVE: Develop CHASS contacts database to maintain corporate knowledge.

6c. INITIATIVE: DIISR Review

MEASURES:

- i. Work with consultants, departments and Minister on review of CHASS grant to identify and document key future programs which fulfils aims of HESA 2003 and immediate need for sector input to policy development;
- ii. Gain increased funding for innovation programs.

3. Management

3.1 Organisational structure

The Council has a full time Executive Director and Research and Policy Officer. The part time Project Development and Communications Manager works on events and both member and external communications, and the Office and Membership Manager maintains office processes and conducts the renewal and recruitment campaigns. There is also a part time Book Keeper.

3.2 Succession Plan

- The Council for the Humanities, Arts and Social Sciences has attracted a strong Board of Directors through annual elections from its membership.
- A skills audit will be conducted in 2009, and then annually, to assist with succession planning for board positions to ensure the strongest possible capacity to oversee the association and set the strategic directions for the organisation.
- The Council for the Humanities, Arts and Social Sciences staff are working to duty statements and defined work programs. Policy and procedures are being developed to ensure minimal disruption to the workplace in the event of staff changes. A professional development training program has been established for staff to enhance their current skills.

3.3 Role of the Board and Governance

The Board:

- Governs the strategic overview of the Council;
- Monitors the organisation's performance against the Business Plan;
- Assists in developing directions of the organisation;
- Uses its collective knowledge, leadership and expertise to assist the organisation achieve its goals;
- Acts on behalf of and represents CHASS;
- Monitors the performance of the Executive Director against set goals.

The Executive Director:

- Reports to the Board on the Business Plan.

