

Enterprise25

Transforming our academic enterprise



University of
South Australia

SUMMARY OF FINAL CHANGE PLAN

A key commitment in the University's strategic plan - *Enterprise25*- is to introduce a program-focused academic organisational structure. Our new academic enterprise will enable a greater focus on our core activity - delivering our academic programs and conducting end-user informed research of relevance. We will ensure that our resources continue to be focused on the quality of our teaching, research and the student experience, and position UniSA for future ongoing success.

To create the new academic structure, the University will shift from its current two-layer leadership and administrative structure comprising four Divisions, 14 Schools and UniSA College, to a single-layer structure of seven Academic Units who report directly to the Provost & Chief Academic Officer. The new academic structure will provide the necessary foundation for the University to deliver on our key strategic initiatives outlined in *Enterprise25*, including:

- Delivering degrees of the future
- Fostering innovation and flexibility
- Investing in more student-facing staff
- Introducing new service delivery models
- Building our connections with industry
- Attracting great academic talent
- Aiding the transition to a consolidated campus footprint.

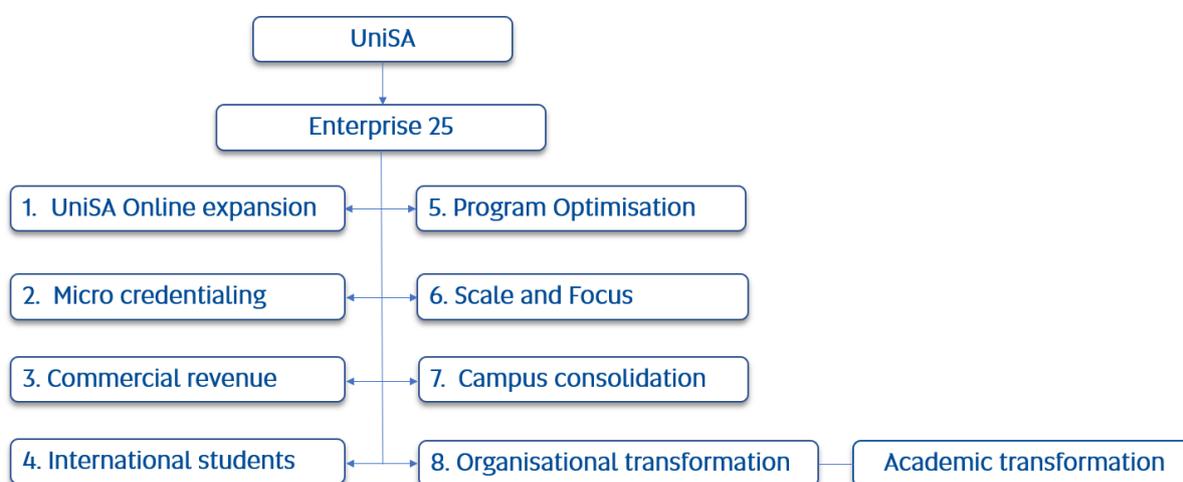
On Monday 16 September 2019, a Change Proposal Paper was released to staff, initiating the commencement of a formal consultation process in the University's transition to a new academic structure. During the three-week consultation period (to Friday 4 October 2019) a total of 180 written submissions were received through the enterprise25@unisa.edu.au inbox. In total six town halls were held across all metropolitan and regional campuses, and 27 consultation meetings were conducted with staff.

A Final Change Plan was released to staff on Monday 28 October 2019, outlining the new academic structure that will be introduced, which has been refined in response to the feedback received. This paper provides a summary of the Final Change Plan.

BACKGROUND

In August 2018 the University launched its strategic plan – [Enterprise25](#). The intent of *Enterprise25* is to place People, Programs and Precincts at the heart of the University's operations. To achieve our *Enterprise25* ambitions, there are eight key programs that will be delivered, as summarised in **Figure 1** below.

Figure 1 – Enterprise25 key programs



Central to *Enterprise25*, as part of our organisational transformation program, is a commitment to orienting our academic structure around our programs and ensuring our resources are focused on the quality of our teaching, research and the student experience. As part of this commitment we will redefine program oversight, management structures and capabilities - bolstering academic leadership and professional management to reflect and reinforce our program focus. To achieve this, we will transition from our current two-layer leadership and administrative structure of Divisions, Schools and UniSA College, to a single-layer structure comprising seven Academic Units reporting directly to the Provost & Chief Academic Officer.

Our new academic structure will provide the necessary foundation for the University to deliver on the key *Enterprise25* strategic initiatives outlined in **Figure 1** above. This includes building our connections with industry and fostering innovation and flexibility to deliver degrees of the future that better meet the needs of our students. We will also be well placed to attract great academic talent, make investments in more student-facing staff, introduce new service delivery models, and transition to operating across a consolidated campus footprint.

Through the academic organisational transformation four outcomes will be targeted:

1. Enhanced teaching quality and the student experience
2. Strengthened inter-disciplinary collaboration and collegiality
3. Improved efficiency of our administration
4. Improved research capability and rankings.

NEW ACADEMIC STRUCTURE

The new academic organisational structure will comprise seven Academic Units, with responsibility for the University's core teaching, research, and engagement activities, reporting directly to the Provost & Chief Academic Officer.

The titles of the seven Academic Units are:

- UniSA Clinical and Health Sciences
- UniSA Allied Health and Human Performance
- UniSA Creative
- UniSA STEM
- UniSA Education Futures
- UniSA Justice and Society
- UniSA Business.

Further detail on the composition of the Academic Units, including the broad program areas and research activities, is detailed below.

UNISA CLINICAL AND HEALTH SCIENCES

UniSA Clinical and Health Sciences will bring together the programs from the School of Pharmacy & Medical Sciences and School of Nursing & Midwifery. This will include programs spanning Nursing, Midwifery, Pharmacy, Pharmaceutical Science, Medical Sciences, Laboratory Medicine, and Nutrition and Food Science.

UniSA Clinical and Health Sciences will offer excellent research quality and impact in areas such as Quality Use of Medicines, Cancer, Safety and Quality in Health Care, Mental Health and Maternal and Child Health and is well positioned to develop academic programs and research to meet emerging critical health needs, both nationally and globally. This Academic Unit will host the Quality Use of Medicines and Pharmacy Research Centre.

UNISA ALLIED HEALTH AND HUMAN PERFORMANCE

UniSA Allied Health and Human Performance will comprise programs currently offered through the School of Health Sciences and will additionally incorporate the activities of the University Department of Rural Health and the UniSA health clinics. Programs will be offered in the areas of Physiotherapy, Occupational Therapy, Podiatry, Medical Radiation Sciences, Sonography, Clinical Exercise Physiology, Exercise and Sport Science and Human Movement. Graduates will provide an important future health workforce in rehabilitation, disability, health promotion, chronic disease management, pain, wellbeing, and high-performance sport. This Academic Unit will be well placed to devise new programs that meet the health needs of the future in areas such as Speech Pathology, Prosthetics and Biomechanics.

Research strengths of UniSA Allied Health and Human Performance will include Pain Sciences, Evidence Translation, Rehabilitation, High Performance in Sport, Genetic Epidemiology, Big Data Analytics and Cancer. UniSA Allied Health and Human Performance will host the Alliance for Research in Exercise, Nutrition and Activity.

UNISA STEM

UniSA STEM will be established through the combination of programs offered across the School of Engineering, School of Natural & Built Environments, and School of Information Technology & Mathematical Sciences. This Academic Unit will offer programs across Engineering, Information Technology, Aviation, Environmental Science, Science, Mathematics, Construction and Project Management. Aligning all the Engineering areas of specialisation within one Academic Unit (rather than across multiple Schools as is the case in the current structure), will foster greater cross-disciplinary collaboration, and provide more opportunities for students to develop their broad professional network within Engineering.

UniSA STEM will capitalise on research and graduate employment opportunities in the technology industries of the future, including Defence and Aerospace, Advanced Manufacturing, Cyber Security and Data Science, Sustainable Infrastructure and provide graduates with the project management and systems engineering skills needed to support them. Industrial AI will be based in UniSA STEM and the Australian Research Centre for Interactive and Virtual Environments will be jointly located across UniSA STEM and UniSA Creative.

UNISA CREATIVE

UniSA Creative will be constructed around programs from the School of Art, Architecture & Design and the School of Creative Industries. UniSA Creative will offer the program areas of Design, Architecture, Contemporary Art, Communication, Journalism, Media Arts and Creative Industries, and the creative and cultural studies areas across the Arts. The creative industries agenda is expanding internationally and domestically and with this powerful combination of programs and the associated research excellence of our staff in this domain, UniSA will meet local and global workforce demand for this rapidly developing and diverse sector.

The Australian Research Centre for Interactive and Virtual Environments will be jointly located across UniSA STEM and UniSA Creative. The Samstag Museum of Art and Match Studio will both be based in UniSA Creative.

UNISA EDUCATION FUTURES

UniSA Education Futures will offer programs currently based in the School of Education including teaching and languages, and the Foundation Studies and Diploma programs from UniSA College. UniSA Education Futures will lead research activities in education, literacy and languages. The distinctive combination of cognate and complementary programs spanning these core facets of education, in collaboration with the program areas that provide teaching pathways across the other Academic Units (for example across business, arts, human movement, psychology, health, mathematics, chemistry, biology and IT), will ensure our graduates are well prepared for careers that address key workforce and skill shortages in national priority areas.

The UniSA College identity will be retained for pathway provision as a distinct offering, with the Head of UniSA College assuming the role of Dean of Programs (UniSA College). This will enable the integration of support for students across the Academic Units and embeds UniSA College more deeply within the academic enterprise of the University. This will facilitate closer linkages with the other Academic Units and support our strategy for a University-wide approach to lifelong learning. UniSA College will also continue to deliver the University's Aboriginal Pathway Program and will work closely with the regional campuses to deliver Foundation Studies. In transitioning to UniSA Education Futures, the College will retain its current structure and capability.



UNISA JUSTICE AND SOCIETY

UniSA Justice and Society will bring together the programs from the School of Law and the School of Psychology, Social Work & Social Policy, along with the Social Science and Aboriginal Studies program areas from the School of Creative Industries. UniSA Justice and Society will strengthen synergies between Law, Psychology, Social Work, Human Services and Social Sciences. This will enable the development of existing and new specialised areas of critical social need including Human Rights and Social Justice, Child Protection and Youth Justice, Criminology and Criminal Justice, Domestic and Family Violence, Wellbeing, Ageing, Disability, and Diversity.

In terms of research activity, the Australian Centre for Child Protection will be based in UniSA Justice and Society. The Centre for Workplace Excellence will be located across both UniSA Business and UniSA Justice and Society.

UNISA BUSINESS

UniSA Business will be created from the programs existing in the Schools of Marketing, Commerce and Management. UniSA Business will include the program areas of Marketing, Management, Accounting, Finance, Tourism, and Human Resource Management.

The MBA and Executive Education programs will continue to strengthen engagement with the professions. This Academic Unit will have increased capacity to support graduate career development and extend program offerings in areas that support the state's aspirations for future industry development, including Innovation and Entrepreneurship, Business Analytics and Service Management.

The Ehrenberg-Bass Institute for Marketing Science, Australian Centre for Asian Business, and Centre for Tourism and Leisure Management will all be based in UniSA Business. The Centre for Workplace Excellence will be located across both UniSA Business and UniSA Justice and Society.

ROLES AND RESPONSIBILITIES OF EXECUTIVE POSITIONS

A key component of the academic organisational transformation process is to introduce a consistent and effective leadership and administrative structure across all the seven Academic Units. This includes the creation of a suite of new leadership positions. For each Academic Unit, the senior executive team (Academic Unit Executive), with overall responsibility for the leadership and performance of the Academic Unit, will comprise:

- Executive Dean
- Dean of Research
- Dean of Programs (one or two per Academic Unit)
- General Manager.

EXECUTIVE DEAN

Reporting to the Provost & Chief Academic Officer, the Executive Dean will be responsible for the overall strategic direction, quality and performance of the Academic Unit. This includes leading the delivery of high-quality teaching and learning, ensuring an excellent student experience and graduate outcomes, and promoting and conducting outstanding research activity (including research training).

The Executive Dean will also play a lead role in contributing to the development and successful implementation of University-wide strategic initiatives. This will include working collaboratively with the Executive Deans from across the Academic Units on strategic projects led by the Provost & Chief Academic Officer and the Deputy Vice Chancellor: Research and Enterprise. Each Executive Dean will be responsible for the Academic Unit's student load planning, workforce planning, and internationalisation strategies.

Cultivating a collaborative and enterprising culture, the Executive Dean will lead the performance of the Academic Unit's programs and research through constructive performance coaching and promoting a strong commitment to external and regional engagement and outreach. The Executive Dean will be ultimately responsible for representing the Academic Unit locally, nationally and internationally, and for the resourcing, facilities and financial performance of the Academic Unit.

DEANS OF PROGRAMS

A key feature of our program-oriented University structure is the introduction of Deans of Programs positions. Each Dean of Programs will provide senior leadership for a broad and diverse portfolio of academic programs, with accountability for the quality, performance and reputation of these programs. Each Dean of Programs will provide leadership within a broad program area (including undergraduate and postgraduate programs, in all delivery modes, and at both metropolitan and regional campuses). A priority for each Dean of Programs will be to ensure UniSA's largest and most prominent programs are highly rated by students, industry and national/international ranking agencies.



Every UniSA program will fall under the remit of a designated Dean of Programs, and it will be the responsibility of the Dean of Programs to ensure that we are developing and enhancing our programs such that they are nationally and internationally competitive and that they meet the needs of the current and future workforces. This will include responsibility for, and oversight of, curriculum development, teaching-research alignment, accreditation, external liaison and partnerships, and support and mentorship for academic staff teaching into the programs. In some cases, the Dean of Programs will lead international engagement and coordinate offshore teaching partnerships, devise work integrated learning strategies, and lead online development and curriculum innovations. Accordingly, the positions will require experienced academics with a significant background in teaching, research, curriculum oversight, supervision and external engagement.

Deans of Programs will be responsible for line managing the Program Directors for all of the programs within their program portfolio within the Academic Unit, and other academic staff as determined by the Executive Dean. Discipline leadership will be provided through multiple, specialised Professorial Leads in each Academic Unit who will provide discipline-specific supervision and mentorship of staff and work closely with Deans of Programs to ensure ongoing innovation and quality improvement in our academic programs.

At the point of transition to the new structure, each Academic Unit will comprise one or two Deans of Programs, each reporting to the Executive Dean. In those Academic Units with two Deans of Programs, the allocation of programs to each Dean will be determined by the Executive Dean, taking in to account the alignment of large program areas and size and complexity of the programs. The Deans of Programs for each Academic Unit and the program areas for which they will have oversight at the point of transition will be as follows:

UniSA Education Futures

- Dean of Programs (Education Futures)
- Dean of Programs (UniSA College) – this position will be assumed by the Head of UniSA College

UniSA Allied Health and Human Performance

- Dean of Programs (Allied Health)
- Dean of Programs (Human Performance)

UniSA Business

- Dean of Programs (Accounting and Finance)
- Dean of Programs (Management and Marketing)

UniSA Justice and Society

- Dean of Programs (Justice and Society)

UniSA Creative

- Dean of Programs (Creative)

UniSA STEM

- Dean of Programs (Engineering)
- Dean of Programs (Science, Technology and Mathematics)

UniSA Clinical and Health Sciences

- Dean of Programs (Nursing and Midwifery)
- Dean of Programs (Pharmacy and Biomedical Sciences)



DEAN OF RESEARCH

Reporting to the Executive Dean, the Dean of Research will take direction from, and work in collaboration with, the Deputy Vice Chancellor: Research & Enterprise to implement the University's research strategy and work towards research performance targets across the Academic Unit. This includes developing research plans and reports and overseeing the activities of research centres, concentrations and groups within the Academic Unit. The Dean of Research will have responsibilities for the research activities of academic staff, which may include research groups, as assigned by the Executive Dean. Some academic staff (including research-only academic staff) may report to the Dean of Research.

The Dean of Research will work closely with the Dean of Graduate Studies to enhance the HDR program for the Academic Unit. In collaboration with Research & Innovation Services (RIS) and UniSA Ventures, the Dean of Research will drive strategies to support research grant applications, industry and end-user research engagement and the commercialisation of research undertaken in the Academic Unit. The Dean of Research will also be responsible for working collaboratively with the Dean of Programs in their Academic Unit, to strengthen the teaching-research nexus across program areas.

GENERAL MANAGER

A General Manager, reporting to the Executive Dean, will support the Academic Unit executive team; developing strategic and annual business plans, facilitating the Academic Unit governance, and providing oversight of facilities, budgeting, and resource management within the Academic Unit. The General Manager will ensure that necessary administrative supports and services are effectively developed and deployed locally within the Academic Unit, and effectively and appropriately delivered to the Academic Unit through liaison with central administrative services, without duplication.

The position will also have oversight of work health and safety, compliance and risk management within the Academic Unit. This will be facilitated through the General Manager supervising the professional staff based in the Academic Unit, and through fostering close working relationships with Directors and other staff across the University's central administrative units. Each General Manager will be responsible for managing an Executive Services Team, a Program Services Team, and identified specialist teams and individuals.



SUPPORTING OUR PEOPLE THROUGH THE TRANSITION

Our people are at the centre of everything we do and to successfully transition to our new Academic Unit structure, and to embed a program and discipline-based culture, our people must be at the heart of our thinking and doing. We have made an overarching commitment to ensuring that this change has the *minimum impact on the maximum number of people*. This has influenced our thinking on *what we do* and *how we do it* to transition to the new Academic Unit structures.

STAFF

We have an enduring culture of getting things done and this has been driven by our leaders and staff working together. We have initiated the Academic Organisational Transformation discussion openly from conception and have worked through our thinking on what a program-focused institution means to collectively and collaboratively form the foundation of new Academic Units.

The majority of staff will be assigned to one of the seven Academic Units with no substantive changes to roles and responsibilities. Academic staff will be assigned to an Academic Unit that is most closely aligned with the program areas in which they teach and/or research.

Some other staff currently employed in Divisions will transfer to positions based in central administrative units.

A suite of *Change Transition Principles* for our staff has been formulated to guide us in how we will engage and provide for our staff in transitioning to the new structure (see **Figure 2**). As we continue the preparation for change and move towards and through implementation, we will continue to invest in the personal and professional development and wellbeing of our staff.

Figure 2 - Transforming our Academic Enterprise Change Principles

	Minimal impact on staff and students	We will progress change with the minimum possible impact on the maximum number of people in our University community
	Leader led change	Our leaders will lead change so that the people who know our University best support their teams through transition
	Consistency of leadership	We will maintain consistency of leadership throughout the change, wherever we can, mindful our leaders may also be affected by the change
	Putting people first	Change will be progressed with consideration for people's working and professional relationships maintaining our solution focussed culture of mutual respect
	Embracing learnings	We will apply best practice and the learnings from our own experience of change
	Doing more than the minimum	We will do more than our minimum employment obligations in supporting our people through change
	Evidence based change	Changes we progress will be strategically aligned to deliver value and based on evidence



STUDENTS

One of the desired outcomes from transitioning to our new academic structure is to further enhance the student experience and coordinated student engagement will be key to achieving this aim. The transition to a new academic structure provides an ideal opportunity to create greater consistency in the student experience offered across the University. There is also an opportunity to provide more standardisation of student and academic services currently provided by Divisional and central units in areas such as student load planning and management, credit and admissions, program development, policy advice and interpretation, and records management.

It's important to reiterate that students should not notice any change to their studies when the University's transitions to the new academic structure. However, it is recognised that some higher degree by research (HDR) candidates may experience minor changes if their supervisor's reporting line moves to a different Academic Unit. We are committed to ensuring that any students impacted by the change are consulted with and fully supported throughout the transition.

Going forward, we will continue to update and consult the student community to ensure the student voice is heard throughout the transition.

IMPLEMENTATION AND NEXT STEPS

Our aim with our change implementation approach is to minimise the impact on staff and to the extent we are able, provide all Division and School staff with as much clarity as we can by the end of the year concerning the University's direction and approach to transition to the new Academic Unit structures.

Three Implementation Plan Papers (IPP) will be released to staff within a short period following the Final Change Plan detailing how the transition will progress for distinct staff cohorts at an operational level.

The transition to the new academic structure is targeted to take place on 6 April 2020. A transition period will then follow.

[The Enterprise25: Transforming our Academic Enterprise website](#) will continue to be the central point for all current information and the FAQs will be updated regularly in response to queries. The enterprise25@unisa.edu.au email is also available should you have any general enquiries.