



ANU COLLEGE OF ASIA AND THE PACIFIC

**STRATEGIC PLAN
TO 2010**

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ANU COLLEGE OF ASIA AND THE PACIFIC STRATEGIC PLAN 2006-2010

OVERVIEW

Dedicated to research and education about the most dynamic region of the world, the Australian National University's College of Asia and the Pacific, made up of five complementary units, constitutes an unsurpassed assembly of scholars and teachers.

A successful College of Asia and the Pacific at the ANU will play a vital role in Australia's engagement with the region, which this country shares with half of humanity. The paradox of globalization is that local activities—intellectual, cultural, social, economic and political—can have an impact far beyond the specific place in which they occur. The ANU College of Asia and the Pacific aims to foster communication, understanding and connections that will make these proliferating global-local encounters positive and beneficial.

VISION

The ANU is the pre-eminent locale for Australia's intellectual engagement and scholarly dialogue with the many societies, worlds of thought, economies and cultures of Asia and the Pacific. Its scholars and teachers are expected to have the capacity and the devotion to use the unique status of the ANU to:

- contribute to the scholarly and educational worlds of Asia and the Pacific,
- enrich the intellectual life of Australia, and
- foster knowledge and understanding in the broader international community.

STRENGTHS AND CAPABILITIES

The Australian National University's research and teaching expertise on Asia and the Pacific is unparalleled, both within Australia and internationally. Research conducted at the ANU College of Asia and the Pacific is recognised for its breadth, depth, and creative dynamism.

The strengths of our College are:

- *Research* - The present organisation of our research on Asia and the Pacific, which combines dedicated institutions with campus-wide networks, has facilitated very high levels of research productivity, both in terms of quantity and quality. In the *2004 Quality Review* of the ANU, several assessors highlighted the strength of the collaborative, multi-disciplinary and interdisciplinary approach to the study of Asia and the Pacific http://info.anu.edu.au/Discover_ANU/Review/index.asp.
- *Undergraduate and graduate teaching* - The present organisation of Asian and Pacific studies at the ANU has facilitated the development of Australia's largest and most highly-regarded undergraduate and graduate programs in the field, spanning everything from comprehensive language teaching to dedicated postgraduate coursework programs and postdoctoral supervision. The ANU College of Asia and the Pacific provides students with access to world-class researchers as part of their learning experience at the ANU, both at undergraduate and graduate levels.
- *National and international engagement* - The ANU is nationally and internationally recognised as a centre of excellence in Asian and Pacific research and in work that situates Australia and its region in a global context. This capacity has translated into an unparalleled demand for ANU expertise in providing public comment and media analysis on contemporary events in the region and informing policies of governments, international organisations, non-governmental organisations and community groups. This demand is manifest each year in the representation of ANU academics on key government advisory boards, the large number of consultancies awarded to ANU Asia and Pacific scholars, and the role of ANU academics in educating public policy practitioners. The ANU College of Asia and the Pacific has probably the highest level of public policy engagement in the university.

STRATEGIC GOALS

The ANU College of the Asia and the Pacific will remain at the forefront of Australia's intellectual engagement of the region by:

- educating undergraduates in various aspects of Asia and the Pacific, including regional languages;
- demonstrating the crucial importance of competence in Asian and Pacific languages and the value of informed familiarity with Asian societies, based on on-the-ground experience and fieldwork;
- promoting postgraduate education and postdoctoral research at the highest international standards;
- conducting research in the humanities and social sciences at the highest levels;
- remaining at the forefront of the generation of ideas about Asia and the Pacific;
- contributing to Australia's deepening understanding of its neighbours and of the neighbours' understanding of Australia and of each other;
- fostering opportunities for younger generations of researchers and teachers; and,
- ensuring that the fruits of this research and teaching continue to make an impact on the world of learning and public policy and on the people of Australia and the region.

RESEARCH

The College is among the world's leading centres of research on the Asia and Pacific region. Its strength lies in the breadth and depth of its research. It spans more than a dozen disciplines and covers a geographical range from Polynesia in the east to Pakistan in the west and from Australia in the south to Mongolia in the north. The College's unique combination of expertise allows it to provide historical context to issues of contemporary importance. By drawing together some of the best country and discipline-based expertise in the world, it is able to create collaborative projects on topics of crucial significance to the region.

The College constitutes a centre from which Australian-based researchers engage in dialogue with thinkers and opinion-makers in the region, often in the languages of the region. In this way, it creates new knowledge which contributes to global understanding of the Asia and Pacific region, informs Australian and regional policy-makers and generates theoretical perspectives for analysing social, political, economic and cultural issues.

Australia has long had a special commitment to understanding and interacting with Asia and the Pacific region. The need for such commitment has never been more obvious than today, when China and India are the world's burgeoning economies, Northeast and Southeast Asia are some of the world's most strategically sensitive regions, versions of Islam contend with each other in countries from West Asia to the Philippines, and relations with the nations of the Pacific are among Australia's most important foreign policy concerns.

RESEARCH AIMS

The ANU College of Asia and the Pacific undertakes research to:

- advance international understanding of the Asia and the Pacific region;
- create new perspectives and paradigms for understanding the major social, political, economic and cultural issues facing the region;
- contribute to policy making in Australia and the region;
- promote dialogue with scholars, policy-makers and others throughout the region and beyond;
- educate future leaders in research and teaching about Asia and the Pacific; and
- infuse undergraduate teaching with the excitement of first-hand experience and the discovery of ideas.

The five established academic units of the College are all engaged in research spanning the full range of human activity in the region from contemporary economics and

government to the ancient past and origins of language. This diversity of approach makes the College a unique Australian asset. The major research focuses of the College result from judgements, based on constant dialogue in the region and beyond, about the key intellectual and policy questions facing Asia and the Pacific in disciplines ranging from archaeology and linguistics to defence and strategic studies.

FIELDS OF RESEARCH

Currently, scholars of the ANU College of Asia and the Pacific work across the following fields:

Anthropology	Gender and Sexuality	Philosophy
Archaeology	Studies	Politics and Government
Cultural Studies	History	Policy and Policy-Making
Diplomacy and Conflict	International Relations	Religions
Resolution	Law	Sociology
Economics	Linguistics and Language	
Environmental and	Learning	
Resource Management	Literature and Translation	
Geography		

College members also constantly cross disciplinary boundaries in exploring novel approaches to understanding the society of the region and in response to changing world events and the research needs of governments, NGOs and private-sector organizations who seek targeted research. Because of the College's location in the national capital, the links with, and influence on, policy-makers are strong.

The academic expertise of the ANU College of Asia and the Pacific is highlighted in our List of Experts: <http://asiapacific.anu.edu.au/people/>

EDUCATION

The ANU College of Asia and the Pacific has the richest repository of expertise on Asia and the Pacific in Australia, and one of the largest in the world. The range and quality of this expertise delivers an unparalleled spectrum of learning on Asia and the Pacific for undergraduates and postgraduates in Australia.

The Faculty of Asian Studies, as the provider of undergraduate teaching in the College, teaches the largest number of Asia and Pacific languages in Australia, from beginner to advanced levels. Asian Studies undergraduates are given the opportunity to spend one year in-country, as our core academic objective is to provide College graduates with functional cultural literacy that will stand them in good stead for their future career, including an academic career. Taught alongside discipline-based courses, the College provides an education that combines applied cultural literacy with disciplinary training, representing a world-class model for Area Studies that embraces academic excellence in areas and languages as well as research disciplines. The ANU College of Asia and the Pacific is committed to curriculum design that maximises opportunities for research-led teaching, introducing students to the excitement and substance of research from the undergraduate level onwards.

At the graduate level, the ANU College of Asia and the Pacific offers a collegial, professional and supportive environment in which to learn advanced research skills. The abundance of research seminars on Asia and the Pacific topics and relevant disciplines, the access to senior policymakers from Australia and the region, and the international dimension of the learning experience at the College and in the ANU offer an unrivalled learning environment on Asia and the Pacific in Australia.

Moreover, College undergraduates are able to combine several degrees and programs, maximising choices for students and enabling creative combinations of learning with an Asia and Pacific edge. Through curriculum innovation and implementation of flexible learning techniques, the College seeks to make its programs particularly its Masters by

coursework degrees and language classes, available to a wider range of people, notably working professionals and mature age students.

The ANU College of Asia and the Pacific sees itself as educating the people who will implement and lead Australia's engagement with Asia. Mindful of its role in producing Asia-literate citizens and professionals, the College promotes excellence in its teaching, learning and training of its graduates and maintains its reputation for the most demanding and the most rewarding learning experience in the field of Asia and Pacific Studies.

EDUCATION AIMS

The ANU College of Asia and the Pacific will:

- provide the finest opportunities in Australia for undergraduates to study Asia and the Pacific, including the relevant languages;
- offer elite undergraduate degrees such as the Bachelor of Asian Studies (Specialist);
- offer relevant, practical and academically rigorous training at the Honours and Masters level, including Masters by Coursework degrees;
- guide, mentor and produce high quality higher degree by research graduates who will be welcome as academic staff in the best institutions of the world, including ANU;
- train Asia-literate professionals and citizens who can practice and lead Australia's engagement with the Asia and the Pacific region;
- retain a leading role in the high-quality teaching of languages in Asia and the Pacific in Australia, including access for national and international students via Web-CT and desktop video conferencing;
- maximise opportunities for undergraduates at the ANU to combine degrees and programs that involve an Asia-Pacific component;
- develop Masters by coursework degrees that cater for the needs of government officials and professionals; and
- identify and maintain active relationships with international partner institutions to facilitate exchange programs and international learning opportunities for our students and staff.

CROSS COLLEGE COLLABORATION (RESEARCH AND TEACHING)

Members of the ANU College of Asia and the Pacific will continue their commitment to work with other Colleges of the ANU. The College will not build walls between itself and other Colleges. The College will:

- foster cross-College mechanisms to bring scholars together for research and teaching;
- promote cross-College academic workshops and professional development opportunities for staff and students;
- develop a structure of government that facilitates cross-college representation and cooperation and participation in decision making; and
- participate on ANU and College committees and boards.

The ANU College of Asia and the Pacific is committed to cultivating its natural relationship with the ANU College of Arts and Social Sciences. It is in the interests of students and academics to maintain and expand the lines of communication. For students, the aim is for greater access to courses available in CASS (and vice versa). Such access allows CAP students to improve their options in understanding the disciplines and theories of the humanities and social sciences.

NATIONAL AND INTERNATIONAL ENGAGEMENT

Promoting understanding and exchange in Australia and among countries and colleagues in the Asia and the Pacific region is a goal of the College.

The ANU College of Asia and the Pacific will:

- promote interaction with and within the region, based on the principle that knowledge fosters informed understanding;
- maximise the effectiveness of the College's research, teaching and dissemination of knowledge,
- maintain and enhance the ANU and the College's reputation in the region;
- search out ideas, projects and problems, both intellectual and policy-related; and
- identify and access sources of funds to support research and teaching.

COLLEGE ORGANISATION

The ANU College of Asia and the Pacific comprises five complementary academic units.

They are:

- Asia-Pacific College of Diplomacy
- Crawford School of Economics and Government
- Faculty of Asian Studies
- International Centre for Excellence in Asia Pacific Studies
- Research School of Pacific and Asian Studies

The academic units are also inter-connected by:

- Discipline-based scholarship and the regular exchanges that go with interdisciplinarity;
- Regional specialities; and
- Problem-based and thematic inquiry.

The ANU College of Asia and the Pacific has approximately 330 staff and 670 undergraduate and 650 postgraduate students. The College currently occupies 14 buildings on the ANU Campus as well as having a presence in northern Australia.

GOVERNANCE

The ANU College of Asia and the Pacific values good government, based on informed decision-making and consultation with staff and students. The mechanisms which assist the College in achieving this are:

- *The Executive Committee.* The Executive Committee comprises the College Convener, College Dean and Directors/Deans of APCD, the Crawford School, ICEAPS, RSPAS, FAS, Deputy Director RSPAS and the Executive Officer of the College. Through regular meetings, the Executive Committee will address strategic and policy issues, but more importantly, will initiate inquiries and actions that will direct the College's future.
- *Specialist Committees and Sub-Committees.* All specialist committees have a defined term of reference, representative membership from each academic unit and procedures for operation. The role of the committees is to provide advice to the Executive Committee on research, education, administration and other matters of significance to the College. The specialist committees of the College include:
 - Education Committee and sub-Committees;
 - Research Committee and sub-Committees; and
 - Administration Committee and sub-Committees.
- *The College Forum.* The Forum is the College's primary consultative opportunity for all staff and students. This forum is led by an elected Chair and Deputy Chair from within the College and meets up to three times a year.
- *Faculty and Faculty Boards.* The ANU College of Asia and the Pacific is committed to local area consultative arrangements such as Faculty Boards and Local Area Consultative Committees. These forums provide advice to the Dean/Director on local area issues, which in turn, may be directed to the appropriate specialist committees or the Executive Committee.

ADMINISTRATION AND SUPPORT SERVICES

The administration and support services of the ANU College of Asia and the Pacific recognise its responsibilities to ensure that the research, education and outreach priorities of the College are achieved.

ADMINISTRATION AIMS

The administrative teams of the ANU College of Asia and the Pacific will:

- Ensure that the academic priorities of the College are supported by a responsive administrative structure;
- Create a shared vision and culture that values and promotes a high level of skills across all administrative and technical functions;
- Foster and promote the ANU College of Asia and the Pacific as a “community”;
- Value collaboration and cooperation, and demonstrate this in every interaction with the colleagues, students and general public who use its services;
- Contribute to University-wide policy formulation and, where necessary, develop cross-College administrative processes;
- Offer general staff with training and professional development opportunities; and
- Participate as members on all College’s Committees, thereby providing advice on the impact of implementation of College teaching and research initiatives.

PLANNING

The ANU College of the Asia and the Pacific will have a planning process that enables it to respond to its changing environment and address issues that confront the nation, the region and the world. The *ANU College of Asia and the Pacific Strategic Plan to 2010* is a living document and a reference point for improvement and adjustment of the performance and profile of the College.

The *Strategic Plan 2010* provides an overview of research, education and engagement directions, capabilities and strengths of the College. It is also closely aligned to the *ANU Strategic Plan 2010* and the *ANU College of Asia and the Pacific Operational Plan to 2010*.

RELATED DOCUMENTS

Fitzgerald, J et al. 2002. *Maximizing Australia’s Asia Knowledge Report*, Asian Studies Association of Australia: <http://coombs.anu.edu.au/SpecialProj/ASAA/asia-knowledge-book-v70.pdf>