Date 6 August 2012

To Schools of Architecture and Design, Design TAFE and Fashion and Textiles

From Professor Barbara De La Harpe
Acting Pro Vice-Chancellor and Vice-President

Subject Implementation of the Design Futures Project

1. Purpose

This document provides a summary of the feedback from the Design Futures Project consultation and the next steps required to implement the restructure to the proposed new Schools from September 2012.

2. Background

During 2010/11 the DSC College Executive developed the College’s strategic response to the new University Strategic Plan (2011-15). As a part of this work it was recognised that it was timely to address a number of strategic and operational issues in relation to the current academic structuring of our design disciplines. The ‘Design Futures project’ was established with 3 major objectives: to improve strategic positioning; strengthen academic design leadership, and to facilitate tertiary integration of the College’s design disciplines.

Approval was given in February 2012 for the commencement of formal consultation with staff of the College of Design and Social Context regarding the business case detailing the proposed restructure of 3 existing Schools (Architecture & Design, Design TAFE and Fashion & Textiles) into 2 new Schools (Architecture & Design and Fashion & Textiles).

The internal structure for the new school entities will be developed through consultation with staff, with the structures of the 2 existing large schools (Global Studies, Social Science & Planning and Media & Communication) to be used as a starting point.

The most immediate impact of the merger will be on the current senior school leadership and school office administrative teams. There will also be some impact on program and discipline teams, particularly the fashion groups which will join to form an integrated Fashion School.
2. Consultation and Response to Feedback

The formal consultation of the Design Futures business case was conducted between the 3rd and the 23rd of March. 25 responses were submitted electronically. In addition there were meetings with all staff to present and discuss the proposal.

There was considerable positive response reflecting enthusiasm for, and acknowledgement of, the opportunities this project presents for consolidating and strengthening our Design presence as well as our academic pathways and sectorial alignment and collaboration.

The key concerns identified in the feedback related to the implications for Design TAFE moving into a dual sector School, and in particular the preservation of the distinctive VET mission and focus on skills delivery and industry engagement. Linked to this were concerns about the lack of detail about management structure (and therefore lack of clarity and certainty about VET leadership and representation); and confusion about timelines for implementation.

A summary of feedback from the consultation process, including the response to feedback is included in Attachment 1.

3. School Structures

After the 23rd of March draft structures were developed by the project team based on staff feedback. These were further refined based on discussions with School executive groups.

During April other issues arose, namely the recent State Government changes to TAFE and the VCE’s work on the “Managing Academic Programs” paper, which impacted consultation and planning of the Design Futures project. The proposed management structures align with the “Managing Academic Programs” paper which recommends that both Schools should be type 2 on the basis their dual sector nature.

The major feedback from staff centered on the integration of Design TAFE into a dual sector School and concerns about the preservation of the distinctive VET mission, VET leadership and representation within the School management and governance structures. The proposed structure addresses this by including a Deputy Head/Dean VET reporting to the Head/Dean. In the longer term however both Schools will be aiming to work towards more integrated tertiary structures.

The following are the approved executive management structures for the two new Schools. The executive teams will be appointed for the commencement of the new Schools from September 2012. The detailed academic and administrative structures will then be developed by the leadership teams with support from the College and HR. The objective is that the planning and implementation of the full transition will be completed by the beginning of 2013.
SCHOOL EXECUTIVE STRUCTURES

SCHOOL OF ARCHITECTURE AND DESIGN

Note: Industrial Design and Interior Design programs have been clustered under a single Deputy Head, partly due to their size and the fact that these disciplines deliver single programs, but also due to existing and potential future synergies between these disciplines.

SCHOOL OF FASHION AND TEXTILES

Note: this is an initial academic structure which will support the new School’s key L&T agenda of integrating, refreshing and rationalising its program offerings. The longer term academic structure will emerge from this program development work as clear discipline clusters emerge. The Deputy Head L&T, Deputy Head Fashion & Textiles and Deputy Head VET will work as a team to drive this work.
4. **HR Implications of the Structures**

As part of this change process, the Professional Staff Transition Guidelines will apply to all professional staff within the affected Schools. The change process will be in accordance with relevant industrial agreements as they apply to professional, TAFE and Academic staff.

It is expected that wherever possible new and vacant TAFE and Academic leadership positions will be advertised within the relevant Schools in the first instance through competitive process and that such positions will normally be for a fixed term period.

The Deputy Head/ Deputy Dean appointments will generally be 3 year fixed term contract variations.

The first task of the new executive groups will be to complete the development and implementation of the new structure for each School.

The formation of the new School of Fashion & Textiles does include a proposal for the consolidation on the Brunswick Campus with a continued (mostly post graduate) presence on the City Campus. Any potential relocation issues will be discussed with individual staff in accordance with University Policy and Procedure.

5. **Governance**

The governance of the proposed Schools will be based on the University governance approaches and policies.

The senior management teams as outlined above will form the School Executive Committees. Additional committees which are likely to be established include:

- Learning and Teaching
- Research
- International
- OH&S
- Facilities

Implementation and communication plans will be developed in order to ensure that the new Schools are developed and implemented through collaborative and transparent processes. This process will promote communication, representation and engagement.

6. **Facilities and Accommodation**

**Fashion and Textiles**

The new School of Fashion and Textiles will be centred at the Brunswick campus with a small largely post graduate presence on the City campus. It is strategically important for the Fashion disciplines to have a City campus presence for L/T and research engagement. This Campus change for the prestigious Bachelor of Design Fashion program currently delivered on the City Campus will require careful planning, management and communication and will be formally established as change project for the new School.

The implications for the new School’s facilities are:

- Development of "state of the art" Fashion facilities at the Brunswick campus. (This development could see B 513 become a Fashion hub with Textile Design relocated into B 515 or 516 or new specialist fashion design developed in B 515/516 for the HE fashion programs)
• Retention and development of studio facilities within the City campus for the 4th year B. Design Fashion, HDR Fashion cohort and course work masters programs.

The College has submitted this infrastructure change as a high priority project through the University Annual Works submission process.

Architecture and Design

In the short term, the major space implication of the restructure is the creation of the new Architecture and Design School Office to ensure colocation the School Executive and Professional Staff. Facilities plans have been submitted as part of the 2013 Annual Works process to support this (See Attachment 3). However the School has larger space issues which relate to lack of an appropriate ‘front door’ and ageing infrastructure with staff and student spaces which are not fit for purpose or of appropriate quality for an international design School. When these issues are combined with the proposed Fashion move to Brunswick there is a clear and urgent need for an integrated University infrastructure plan for the new School. Whilst some of these issues will be addressed through the move into the Design Hub and the implementation for the Knowledge Hub it is critical to the School that these separate projects are effectively integrated to ensure an efficient and effective outcome for the School.

7. Next Steps and Timelines

<table>
<thead>
<tr>
<th>Planning</th>
<th>Anticipated Timeframe</th>
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<tbody>
<tr>
<td>Develop implementation plan including change management &amp; communication</td>
<td>Aug – Sept</td>
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<tr>
<td>Plan for transition Dean/HoS and Executives into the approved structures</td>
<td>Aug – Sept</td>
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<tr>
<td>Plan for transition of staff into the approved structures</td>
<td>Sept-Dec</td>
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<tr>
<td>Plan governance structures</td>
<td>Aug – Sept</td>
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<tr>
<td>Planning of Accommodation and Facilities, Administration services,</td>
<td>Aug – Dec</td>
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<tr>
<td>Finance management and IT management requirements commences</td>
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| Implementation                                                          |                       |
| New School to commence                                                  | Oct                   |
| Transition Dean/HoS and Exec into the approved structures               | Sept                  |
| Implement the governance and committee structures                       | Sept                  |
| Implement filling of remaining staff positions, using the Staff Transition Guidelines | Jan 2013              |
| Review and evaluation of the process.                                   | July 2013             |

Professor Barbara De La Harpe  
*Acting Pro Vice Chancellor, College of Design & Social Context and Vice President*

Attachment 1 Response to staff feedback