

**AUSTRALIAN NATIONAL CENTRE for LATIN AMERICAN STUDIES**

**OPERATIONAL PLAN 2017 -2019**

**April 2017**



## **Contents**

Introduction	2
Vision	2
Mission	2
Guiding Principles	2
Governance Structure	3
Background	3
Capability	4
Strategic environment	4
Objectives	4
Implementation Plan	5

## **INTRODUCTION**

Latin America encompasses a diverse group of countries and regions, spanning two continents and two hemispheres. With 19 sovereign countries and several territories and dependencies, its population and cultures are made up of peoples from every part of the globe: from pre-Hispanic indigenous origins, it is nowadays a melting pot of European, African, and Asian ethnicities. With a market representing more than 600 million people, Latin America's importance to Australia as a trading block keeps growing from day to day, with business interactions, educational exchange, tourism, and cultural contact taking front stage.

Given its global importance, Latin America occupies a central place on the research and teaching agenda of The Australian National University. The Australian National Centre for Latin American Studies, henceforth ANCLAS or The Centre, promotes research and teaching in Latin American Studies as a means to reinforce existing links and enable the creation of new relationships between Australia and Latin America, particularly in the fields of social and political sciences, the humanities, life and environmental sciences and economics.

## **VISION**

To become the focal point for research, education and outreach programs for Latin America within the Asia-Pacific region.

## **MISSION**

ANCLAS aims to contribute to the expansion and deepening of Australian-Latin American and Asia Pacific relations through mutual engagement by

- conducting world-class research capable of utilising and creating synergies among world-leading experts in the fields of social and political sciences, the humanities, and economics, by promoting interdisciplinary dialogue and generating collaborative research projects at home and abroad;
- education and outreach programs that provide knowledge and analytical tools to inform decision-making for all parties involved; and
- taking a leading role in mobilising resources from government agencies, Australian and Latin-American diplomatic missions, economic, academic, scientific and cultural stakeholders

## **GUIDING PRINCIPLES**

The following principles underpin the operation of ANCLAS:

- Intellectual excellence is paramount to achieving the vision;
- Academic autonomy must be protected;
- Team and individual performance will be assessed on the basis of outcomes;
- The resources of the Centre will only be used to support the vision;
- Wider engagement, both within and beyond the University, at local, national and global levels, with universities and other academic institutions, is essential to the attainment of the Centre's vision and will be actively pursued; and
- Professional conduct and the University's code of ethics must be maintained at all times.

## **GOVERNANCE STRUCTURE**

ANCLAS is a centre located within the School of Politics and International Relations (SPIR). SPIR is a school within the College of Arts and Social Sciences (CASS) at the ANU. It has a Director who has expertise in a field of study related to Latin America that may not necessarily be from SPIR.

It is proposed that within the lifetime of this operational plan an Academic Advisory Committee be set up. The committee will have a interdisciplinary representation from across the university and will meet at least twice per year to discuss and evaluate the implementation of the operational plan.

The ANCLAS Advisory Board, which has not met since early 2015, will be reinvigorated. The board will comprise of diplomatic, public sector and private sector representatives with an interest and relevant expertise in Latin America. The Board will meet at least once per year to discuss and provide guidance regarding the overarching strategic direction of ANCLAS, review annual reports, without having any ongoing day-to-day management or administrative roles related to the Centre's activities.

The Director oversees the operation of the Centre, the development and delivery of its program, and the management of its network of relationships with partners and stakeholders. The Director also has responsibility for ensuring that the Centre is on track to meeting its agreed key performance indicators by engaging with researchers across the university and in the wider national and international community to promote the Centre and achieve its goals.

SPIR provides dedicated administrative support to the Centre along with a budget to fund events and travel to Australia for visitors with expertise in Latin America.

## **BACKGROUND**

Since 2008 the Centre has established itself as an important provider of research outputs and knowledge on Latin America, with expertise on relations between Latin America and Australia, and on Latin America's role in the world. Its links with the Latin American diplomatic community are stronger than those of any other university in Australia. It has forged strong links with both federal and state government departments who work with Latin American countries as well as businesses who invest and trade in Latin America.

The Centre's location at the Australian National University makes it an ideal meeting point for researchers from Latin America, Asia and Australia. It provides great opportunities as a think tank for dialogue and analysis in relation to trade and diplomacy among the three continents.

Across Australia and New Zealand, ANCLAS currently offers the only major in Latin American studies grounded in the social sciences and reflecting the interdisciplinary nature of its broad field of disciplines. The Centre also offers a small travel grant to assist students studying in Latin America, thanks to a private business endowment.

Since its inception, ANCLAS has brought together many scholars and students from Latin America and other parts of the world as well as Australia. In the process, it has managed to attract significant research funds through its networks and the running of regular conferences and seminars.

## **CAPABILITY**

ANCLAS has four core strengths that it will continue to develop and build upon:

1. Location in the nation's capital with well established relationships with government, the diplomatic community and the private sector.
2. Its ability to bring together and facilitate researchers, both staff and PhD students, and experts across a wide range of academic fields from across the ANU and the wider community both nationally and internationally.
3. An established record of leadership in research and engagement with Latin American related studies in Australia.
4. Location at the apex of both Asia and Latin America that attracts students and scholars from all three continents to study and research how the three continents interact.

## **STRATEGIC ENVIRONMENT**

The ANU is internationally recognized as the leading university in Australia consistently rated in the top 25 universities in the world. SPIR is ranked sixth in the world and number one in Australia in the field of politics and international relations. This recognition provides the Centre with a solid mandate to undertake strategic research of the highest quality relevant to Latin America.

SPIR provides both funding and administrative support to the Centre. External funding in the form of research grants and consultancies are sought to undertake research and in the form of specific grants to run events in conjunction with Embassies and government departments. Councils such as the Council on Australia Latin America Relations (COALAR) and The Australia-Latin America Business Council (ALABC) are also an avenue for funding and networking support.

Funding poses a major challenge due to lack of year-to-year consistency, due to the nature of grant-based funding. However, the Centre will endeavour to become self-sustained in the future.

## **OBJECTIVES**

ANCLAS is committed to producing world-class research and teaching, and to making a significant contribution to policy and influencing public debate. Success in achieving the Centre's mission is predicated on identifying areas of core strength from which it can build critical mass and work towards long-term sustainability.

ANCLAS' Objectives for 2017-19 are to:

1. Build up critical mass of ANU researchers and other academics committed to being part and contributing toward the achievement of ANCLAS' vision.
2. Continue to deliver and increase excellence in education and research.
3. Effectively inform public debate and policy development to make ANCLAS the most trusted and dependable source of information in its areas of influence.
4. Seek to diversify income streams by convincingly delivering valuable outputs to all its stakeholders.

## Implementation plan

### 1. Build critical mass

Building a critical mass in terms of staffing and funding is crucial to sustaining growth and the achievement of ANCLAS's vision. Realizing objectives 1-3 will enable the centre to ensure the longer-term viability of the Centre and so enhance the research, education and outreach outcomes. Significant effort will be directed towards appointing more academic staff with expertise in Latin America who can teach into the new Master's program. Effort will also continue to be put into attracting visiting fellows and postgraduates to the Centre as well as recruiting Associates from within the ANU and beyond. Building and maintaining critical mass will enable the Centre to grow a vibrant intellectual culture, develop national and international multidisciplinary research projects and attract further funding and world-class personnel and graduate students.

Goals	Action	Responsibility	Time frame	Performance Indicator	Achieved/ ongoing/ Not Achieved Feb 2018
1. Increase the number of affiliates from within ANU with a geographically and topically diverse research agenda centring on Latin America	Identify and invite all LA researchers within ANU to workshop	Director/EO SPIR	June 2017	Attendance of at least 30 and engagement of 50% post workshop	
2. Increase the number of research fellows, visitors and HDR students	Develop recruitment and promotions strategy that is inclusive of all academic fields  Identify and apply for relevant funding.  Develop a reporting system that measures this KPI	Director	2017 - 19	Visitors to grow by 20% from current figure of 1 long term and 2 short term per year.  HDR's undertaking LA related research to grow across the university	

3. Employ RA's to grow the capacity of the centre overall	Utilise funding obtained from objective 4 to grow the Centre	Director	2017-19	Success in objective 4 allowing the employment of Research staff	
---	--	----------	---------	--	--

## 2. Continue to produce excellence in education and research

ANCLAS is committed to providing the leadership that will ensure the cultivation of a culture that emphasizes the delivery of high-quality education and high levels of research performance. We will achieve this by facilitating collaborations in discipline-specific as well as interdisciplinary research and education. This will ensure that education programs are delivered flexibly and encourage the study of Latin America across fields of study as appropriate. Early career academics in particular will be supported in the writing of grant applications specific to Latin America. Meeting objectives 1 - 4 will increase the Centre's research capacity and ability to influence education programs so as to promote a better understanding of Latin America and its relationship to Australia and the world and to undertake innovative research of national and international standing.

<b>Goals</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time frame</b>	<b>Performance Indicator</b>	<b>Achieved/ ongoing/ Not Achieved Feb 2018</b>
4. Look to raise the profile of LA studies and increase the flexibility and accessibility within the current courses to students across disciplines and Colleges	Liaise with College Deans, Heads of School and Course Coordinators across the university to promote LA studies either as part of their program or as an elective.	Director	2017 - 19	Growth in the number of programs that enable students to undertake courses with a LA component	
5. Internship programs and exchange programs	Work with ANIP, global programs and LA universities and NGO research groups as	Director	2017 - 19	At least 2 Internship and exchange programs to be initiated by December 2019	

	well as other organisations such as Australian mining and agricultural businesses working in LA to raise the number of internship and exchange programs				
6. Establish audience relevant short term executive courses for govt and private sector specifically relating to LA	Develop and promote courses to various groups	Director	2017 - 19	By 2019 deliver 2 x 4 day courses per year	
7. Increase academic research output through collaboration  Develop a “brokering” system whereby the centre facilitates and administers projects	As an outcome of the workshop (goal 1) and future events facilitate collaboration across the university and with external stakeholders	Director	2017 - 19	Signing of agreements with Colleges within ANU to collaborate with the Centre and maintain a record of external collaborations relating to LA	
8. Raise the profile of research projects, outputs and outcomes.	Track research outputs related to LA by affiliates, and fellows  Use of website and social media to promote	Director	2017 - 19	List of LA related publications from across the university that are ERA eligible  ANCLAS website and FB updated weekly	

	publications and events			during semester	
	Use seminar series to promote research			From semester 2 2017 have a bi-weekly seminar series open to all	

### 3. Inform public debate and policy development

ANCLAS is committed to generating work that has significant impact on political, economic, and social debate in Latin America and Australia. It will do this through the staging of seminars, lectures, workshops and conferences that are open to all stakeholders including the general public. The Centre will also host closed door Round Tables where influential members from government, the diplomatic community, NGOs and academics will be invited to discuss prominent issues of the day. Improving our (multi-) media capabilities and our web-based publications will enable us to better reach national and international audiences. The centre will also encourage researchers to take part in and submit papers to public policy committees within government.

Goals	Action	Responsibility	Time frame	Performance Indicator	Achieved/ ongoing/ Not Achieved Feb 2018
9. Establish an active program of engagement through seminars, briefings and involvement in policy debate.	Continue to develop special relationships with target organisations eg, embassies, NGO's and govt depts.	Director	2017 – 19	Number of presentations to targeted groups	
	Develop criteria to assess impact of engagement		2017	Criteria successfully implemented	
	Use of technology to maximise outreach such as live		2018	Seminars being streamed live	

	streaming of seminars				
10. Convene new Academic Advisory Committee; review and reinvigorate the existing Advisory Board	Set up a cross discipline academic committee to meet at least twice per year.  Work with existing and potential members of the Advisory Board to ensure to best utilise the members' expertise	Director	2017 – 18	ToR to be developed for AAC and meetings to commence before the end of 2017  New ToR established and meetings to occur by end of 2017	

#### 4. Diversify income streams

Diversifying income streams is important to the long-term sustainability of the Centre. The main income generating initiatives will be pursued through research and teaching strategies. Income generating initiatives will also be pursued through business development resulting in consultancies and research grants. As well the Centre will look to grow its endowment income.

<b>Goals</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time frame</b>	<b>Performance Indicator</b>	<b>Achieved/ ongoing/ Not Achieved Feb 2018</b>
11. Attract category 2 and 3 funding by targeting government departments and private sector organisations who are heavily engaged in LA	Establish an engagement plan to attract organisations who have funding and research requirements in LA  Implement engagement plan	EO SPIR  Director	2017  2018/ 19	Engagement plan approved by Head of School  Plan implemented	

12. Use of web and other technology to match researchers with potential fund providers who have an interest in LA	This will be part of the engagement plan in goal 8	Director	2017 - 19	Matching process in place.	
13. Look to grow existing and establish specific endowments	Work with CASS and University endowment staff to target LA for potential endowments	EO SPIR	2017 - 19	Dollar amounts and number of endowments have grown from December 2016 levels.	