MEMBERS OF THE BOARD OF COURSEWORK STUDIES
Deputy Vice-Chancellor (Education) as Chair (Winthrop Professor Alec Cameron) – on leave
Dean, Coursework Studies (Winthrop Professor Grady Venville) – Acting Chair
Chair, Academic Board (Winthrop Professor John Cordery)
Deputy Chair, Academic Board (Professor Cara MacNish)
Registrar and Executive Director, Corporate Services (Mr Peter Curtis)
Academic Secretary (Ms Sue Smurthwaite for Ms Lang)
President of the Guild of Undergraduates (Mr Thomas Henderson)
Nominee of the President, Postgraduate Students’ Association (Mr Aaron Fordham)
Chair, Board of Studies (Bachelor of Arts) (Winthrop Professor Mark Israel)
Chair, Board of Studies (Bachelor of Commerce) (Professor Trish Todd)
Chair, Board of Studies (Bachelor of Design) (Associate Professor Kate Hislop)
Chair, Board of Studies (Bachelor of Science) (Professor Cara MacNish)
Chair, Board of Studies (Bachelor of Philosophy (Hons)) (Winthrop Professor Alan Dench)
Co-opted member (Mr Jon Stubbs, Director, Student Services)

BOARD OF COURSEWORK STUDIES
ITEM FOR CONSIDERATION BY CIRCULAR

AGENDA

Members are asked to consider the Chair’s recommendations relating to an item in part 2. If you do not agree with the recommendations or would prefer that any item be referred to the next meeting for discussion please contact the Executive Officer (kabilan.krishnasamy@uwa.edu.au) no later than Midday Friday 4th April 2014. If there are no objections by that time the item will be processed in the normal way and the recommendations recorded as a resolution of the Board of Coursework Studies in the next set of minutes. Members are advised that this agenda has been formatted to be ‘electronic device friendly’ by including bookmarks to provide easier navigation throughout the document. Click here for details.

Dr Kabilan Krishnasamy
Executive Officer
Academic Policy Services

PART 2 – ITEM(S) FOR DECISION TO BE DEALT WITH EN BLOC

1. FACULTY OF ARTS: BUSINESS CASE (PHASE 1) TO OFFER THE MASTER OF STRATEGIC COMMUNICATION (BY COURSEWORK AND BY COURSEWORK AND DISSERTATION) FROM 2015

At its meeting held on 13th March 2014, the Board considered an exemption argued based on national/international best practice for offering 72 credit points of the Master of Strategic Communication (12540) to students who have completed a bachelor’s pass degree in either a cognate area or a non-cognate area. At that meeting, the Board agreed that the case should be further strengthened by way of providing clear admission requirements of comparable courses offered both within Australia and internationally (Attachment A1).

Attached (Attachment A2-A13) for members’ consideration is the revised proposal which now provides the requested information.

If agreed, the Acting Chair recommends that the Board of Coursework Studies accept the Phase 1 proposal for the Master of Strategic Communication (by coursework and by coursework and dissertation) and that it be progressed to Phase 2, subject to final approval by the Academic Council at Phase 2 of the Board’s recommendation to grant the following exemption argued based on national/international best practice: exemption from requiring a volume of learning of 96 credit points for the Master of Strategic Communication for graduate from non-cognate disciplines.
6.2. Faculty of Arts: Business Cases (Phase 1) to offer new postgraduate coursework courses

The Board considered phase 1 business cases for the following courses proposed by the Faculty of Arts:

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<tr>
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<th>Proposed Admission Requirement</th>
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<tr>
<td>F56986</td>
<td>Master of Strategic Communication – coursework – 12540</td>
<td>72</td>
<td>• Bachelor's pass degree (cognate area); Or</td>
</tr>
<tr>
<td>F56983</td>
<td>Master of Strategic Communication – coursework &amp; dissertation – 12540</td>
<td></td>
<td>• Bachelor's pass degree (non-cognate area)</td>
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The Board noted that the Faculty of Arts has argued its case based on national/international best practice for seeking an exemption to the specifications provided in the University Policy on Volume of Learning and Structures for Postgraduate Coursework Courses. In particular, the Faculty of Arts was seeking an exemption to offer 72-credit points, instead of the norm of 96-credit points, master’s courses to graduates in non-cognate areas.

The Board recognised that the concept of cognate/non-cognate areas of study might not necessarily be relevant for postgraduate courses offered in the humanities or in some of the social science disciplines. However, it agreed that the case argued based on national/international best practice for offering a 72-credit points master’s course to graduates from non-cognate area of study should be further strengthened by way of providing clear admission requirements of comparable courses offered both within Australia and internationally.

RESOLVED – 6/14

That the case argued based on national/international best practice for offering a 72-credit points master’s course to graduates from non-cognate area be resubmitted in light of the above minuted feedback.
The concept plan for this pg course is not yet approved.

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**About this course**

The Master of Strategic Communication focuses on the skill, knowledge and capabilities required to participate in the contemporary global communications environment across industry, government agencies and community organisations. Today's communications and media environment is global, internationalised and requires sound leaders who understand the implications of digital, traditional and intercultural media, the methods of communicating strategically to reach audiences, communications project management and the requirements for managing an organisation's image and messages. Through practical and analytical engagement, students gain both skills and understanding relevant to a broad range of communications and media roles, capabilities in developing effective communication strategies that operate across digital and traditional formats, and skills in managing communications projects. Through the program’s work placements, students have access to real-world experience of the global communications environment in both Australian and international settings.

**ACADEMIC OBJECTIVES:** In completing this course, students will acquire (1) a broad understanding of strategic communications, its history, its relationship to media policy, practice, public relations, journalism and production; (2) skills in communication strategy development and communication project management, including requisite research, consultation and reporting skills; (3) a broad knowledge of the global media environment in the context of international organisational communications; (4) knowledge of the relevant practical and production processes for achieving effective communications project; (5) a sound orientation to community, networked, collegial and ethical performance as communications and media professionals.

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BEST-PRACTICE CASE FOR 72 POINTS COGNATE AND NON-COGNATE BACKGROUNDS

The University of Sydney is our most eminent national competitor with a Master of Strategic Public Relations. This program is one year full-time in duration. It is broadly similar, with a slightly stronger focus on business marketing than we offer. (http://sydney.edu.au/courses/Master-of-Strategic-Public-Relations)

LaTrobe University, which is a premier site in Australia for strategic and digital communication from a cultural perspective offers a degree of 72 points as 18 months f/t study, with four core units in strategic communication and a broad range of electives (https://www.latrobe.edu.au/handbook/2013/postgraduate/humanities/courses/amsc.htm). The degree is broadly comparable with the proposed UWA program and shared the same name.

Internationally, Columbia University offers a M.Sc in Strategic Communication as a 16 month program of full-time study. The numbers and workload weighting of units is approximately the same as our proposed 72 point course. http://ce.columbia.edu/strategic-communications/curriculum

In the United Kingdom, the London School of Economics and Political Science (LSE) has a very strong, long-running reputation in Strategic Communication. There, they offer several related degrees, including a M.Sc Politics and Communication, M.Sc Global Media & Communication, M.Sc Media and Communication Governance. In all cases, the degree is 12 months full-time duration. (e.g., http://www.lse.ac.uk/study/graduate/taughtProgrammes2014/MScMediaAndCommunicationGovernance.aspx)

In all of the above-cited cases, the degree length and weighting is consistent, regardless of whether the student has a cognate or non-cognate background.

The proposed UWA Master of Strategic Communication has been benchmarked against both national and international related degrees. The benchmarking was undertaken as part of the proposal of the program that was put forward to the Review of the School of Social Sciences, which endorsed the program as a 72 point course in order to be both rigorous and competitive.

Students who study Strategic Communication are unlikely to have had substantial prior undergraduate study in this specialty. We realistically anticipate 50% of students to be moving into the communications field for the first time via this Cycle 2 program, and 50% of enrolments to be by students have had some media/communications undergraduate prior study, comprising mostly of theory, media history, communications and textual analysis and some limited creative work. There are very few undergraduate programs worldwide which have a substantial strategic communications focus. In that context, we do not differentiate between students from cognate and non-cognate background.

In like with the best practice national and international samples above, the program is limited to 72 points (18 months full-time), permits a broad study of strategic communications environments within an internationalised perspective and is innovative in its emphasis on internship/placement projects that are assessed internally, allowing students to achieve genuine graduate attributes through an excellent balance of rigorous study and real-world experience.

### Admission requirements

**Admission requirements:** Bachelor’s pass degree (cognate)  
Bachelor’s pass degree (non-cognate study area)

**Articulation**

**Articulated?** Graduate Certificate; Graduate Diploma;
**Why offer the proposed course**

**Rationale for offering course**

This proposal is for a 72-point, 1.5 year full-time (and equivalent part-time) program. A 72-point program of this duration is competitive both domestically and internationally, and matches the existing 72-point Master of International Journalism.

An initial proposal for a Master of Strategic Communication program was put forward in the “Communication and Media Studies Futures” paper to the review of the Schools of Humanities and Social Sciences. The review panel endorsed the proposal to develop this Cycle 2 course in its report as Recommendation 16.

The proposed course is built on the strong foundation of the broad staffing make-up of the Discipline of Communication and Media Studies, its undergraduate program focused on the intersection of theoretical, practical and media/creative production, and its substantial participation in offshore teaching programs. It appropriately complements the Master of International Journalism program by providing a Cycle 2 course that addresses organisational communication needs from a global perspective.

Strategic Communication is briefly defined as the planning, framing, targeting and governance of communication in a cohesive manner as an integrated, strategic activity for any organisation. To communicate strategically is to make organisations run more effectively, efficiently and ethically and with a focus not only on the achievement of strategy but in relation to cultural, international, global environments in which the strategy operates.

There is a known demand by employers for professional graduates with skills in project management, strategic thinking, knowledge of global media environments and an understanding of media/communications production processes. Broad, liberal undergraduate degrees are not able to meet these needs, either domestically or internationally. Research undertaken by the proposer in South Australia in 2010 with organisations commonly perceived to be destinations for media/communications graduates indicated that an awareness of strategic planning, capabilities in communications project management, networking skills and the capacity to think beyond a specialist area were the main requirements organisational employers sought in media and communications graduates (excluding journalists). A Cycle 2 program that achieves these and produces graduates with broad attributes and genuine experience through project-based placements responds to industry need.

It is proposed this course be offered from the beginning of 2015. It is anticipated the Phase 2 proposal documentation, unit list and individual unit outlines will be ready for submission by early January. However, a structure and initial unit outlines and learning outcomes have been developed as part of a package for further consultation (internal and external). These have been submitted as an attachment with this Phase 1 document for information only at this stage.

**Monash entry requirements:**
A bachelor’s degree with a credit average or a graduate diploma with a credit average or qualifications or experience that the faculty considers to be equivalent to, or a satisfactory substitute for the above. Please note English proficiency requirements must be met.

**Melbourne entry requirements:**
Undergraduate degree with at least H2B (70%) average, or equivalent. Entry to a one-year f/t program (100 points, using UniMelb points system) is available to relevant honours graduates or those who have completed at least two years professional work experience in a closely related field, in addition to relevant background study.

**UQ entry requirements:**
A degree in any field with a GPA of 5 or the GDipCommun with a GPA of 5. Science Communication assumes a strong interest and some background in science, but is open to graduates from fields outside science. For holders of a BCommun or other related degree, entry must be for a field not already studied.

**Sydney entry requirements:**
Admission to candidature for the Master of Strategic Public Relations requires: (a) a bachelor’s degree with a minimum credit (65%) average, from the University of Sydney, or an equivalent qualification; or (b) completion of the Graduate Certificate or Graduate Diploma in Strategic Public Relations with a minimum credit (65%) average, or an equivalent qualification.

**UNSW entry requirements:**
Admission to the Master in Journalism and Communication is based on the applicant holding a recognised Bachelor degree with performance at credit level or better.

ADL and ANU - n/a
Prospects

Employment course

Target markets for

Priorities

Strategic and

of review?

Proposal is outcome

Market Research and Analysis

Target market and size

Target markets for course

The primary target markets are Australia and Asia; secondary market areas include Europe and North and South America. The course content is designed to meet the training requirements of any person whose current or potential future employment involves strategic communication specifically, and communications officer roles more broadly. We anticipate domestic students will include those currently working in communications and marketing units in government departments and larger corporations who are looking to advance to senior positions, and those wishing to gain the necessary skills and background to enter the employment area. Local students alone will not be sufficient to make this course viable and so we aim to have at least as many international students as local students registering for this course.

Target markets: delivery of teaching

Across Australia’s Go8 universities, there are seven Cycle 2 degree programs in the broader area of communication studies and media. Of the seven, one has a duration of two-years f/t, two of 1.5 years, and four of 1 year only. It is proposed this program be of total weighting 72 points and have a full-time duration of 1.5 years (two standard semesters and summer) in order to be competitive and attract both international and domestic students. The tri-semester taught-in-one-year arrangement mirrors the Master of International Journalism 1.5-year duration, allowing the two programs to share electives, plan annually for shared resources and foster networking between the two cohorts as coursework postgraduates of Communication and Media Studies.

Target markets: demonstrate viable demand

Local enrolment figures are based on knowledge of enrolment numbers in comparable Go8 programs (particularly University of Sydney) and then adjusted (down) in accordance with the Master of International Journalism and Master of Science Communication programs.

We are confident the enrolment figures here are realistic, and would expect to exceed these figures in the medium- to longer-term as the reputation of Communication and Media Studies grows.

Projected enrolment for domestic and international students

15 domestic and 20 International

Estimated on basis of comparable Master of International Journalism programme initial enrolments, domestic/international ratio and colleagues consulted in offshore universities re- student interest.

Graduate employment prospects

Employment prospects

In June 2012, the popular Australian recruitment website <seek.com.au> indicated there were 458 positions vacant found with the keywords “communications strategist” or “officer”.

This compared with 541 “public relations” positions; 582 “advertising executive” positions; 126 journalists, 68 film editor roles; 30 photography roles; 162 events co-ordinator positions (under the arts, advertising, media category); 38 copywriter positions; 0 film producer/director roles; and 79 web designer roles.

In contrast to journalism, the positions of Communications Officer and Communications Strategist are among the known growth areas in communications employment, with substantial growth over the past decade not only in large industry organisations (for example, in Western Australia, mining companies) but also among government departments (as they respond to the need for digital, networked communication and communication efficiency) and community organisations and charities (as they seek a greater share of audience attention to meet their strategic goals).

Distinctive employment prospects for graduates

Graduates from this program will gain a well-rounded understanding of strategic communications with a specifically global/international orientation, a combination of relevant practical and production skills and will have substantial and appropriately-assessed workplace learning opportunities through the domestic and/or international internship units.

Facilities; and [B] ED2.4 Continue to develop and embed work place practicum, field work opportunities and study abroad.

The proposal aligns with [A] by developing a new Cycle 2 program which responds to the need for specific training in an area of industry/professional growth that cannot be achieved in an undergraduate program but to which an undergraduate program’s breadth of study provides a foundation; it aligns with [B] by ensuring that sound research-grounded and appropriately-assessed work placements in both domestic and overseas settings are a core element of the coursework program.

The proposed program aligns with the University’s OPP strategic priority area of “Research and Research Training - improve the quality and impact, and productivity of research and research training, particularly by offering a coursework and dissertation option that will allow students to contribute to the growing field of strategic communications studied in the contexts of media theory, globalisation, digitalisation and intercultural communication; additionally all coursework units will be aligned with the teaching/research nexus, built on a solid marriage of professional skills and theoretical/analytical research. The program responds to the UWA Futures Proposals, particularly Proposal 5: That the University review, revise and develop its Cycle 2 (Masters) and Cycle 3 (PhD) programs during 2013, and begin to bring new programs to market in 2015 and the broader university response to the growing demand for higher-level qualifications. Appropriate to the field of contemporary professional communications, the program has an international focus (global media environments as the network in which all professional communication occurs today) and thereby responds to the key elements of the University’s Internationalisation Strategy, particularly the aim "to provide its students with significant international and cross-cultural experiences that will equip them to contribute to and take a citizenship and leadership role in the local, national and international community.”

The proposal is put forward as a contribution from the Discipline of Communication and Media Studies to the 2013 Review of the School of Social Sciences, although initial discussions between the discipline, the school and the Dean of Arts began in mid-2012. The Report of the Review of the School of Humanities and the School of Social Sciences (June 2013) endorsed the proposal to develop and deliver a Master of Strategic Communication degree.
While the degree is not a Public Relations degree, it is recommended that after the full unit content has been developed for Proposal Phase 2 OR after it has been established and offered for one year, that the university seek accreditation from the Public Relations Institute of Australia (PRIA) should the full unit content be deemed eligible and meet basic requirements for the PRIA Accreditation Program.

### Competitor analysis

The proposed program is benchmarked against comparable Go8 Masters programs in professional media and communications, none of them explicitly on strategic communications and all using a range of named and generic titles. Across Australia’s Go8 universities, there are seven relevant Cycle 2 degree programs. Of the seven, one has a duration of two-years f/t (Melbourne), two of 1.5 years (Queensland, Monash), and four of 1 year only (Sydney x 2, UNSW x 2). The most obvious competitor in terms of content is The University of Sydney’s Master of Strategic Public Relations. However, its orientation is towards graduate destinations in formal public relations or in those career areas where public relations and marketing knowledge is considered beneficial. Its curriculum lacks a strong cultural, global and productive focus necessary for international professional communications in favour of public relations professionalism. It is proposed this program have a duration of 1.5 years (two standard semesters and summer, allowing ‘real’ completion within one f/t year) in order to be competitive. The proposed unit breakdown is comparable with the standards of other Go8 universities, noting the strong emphasis of the UWA proposal on (a) work placements that are both project-oriented and assessable by the university, as opposed to ungraded work experience; (b) research-grounded study that marries professional strategic skill with generic research competencies; (c) the global, internationalised media and communications environment.

### Marketing strategy developed?

No

### Course availability for students

#### Course offered to student categories

- Domestic fee-paying; International students (student visa holders); International students (non-student visa holders);

#### Course enables international/cross institutional students?

Yes

#### Course enables UWA students for overseas credit?

Yes, an exchange arrangement with Nanyang Technological University in Singapore is under development in line with an existing NTU/UWA MOU.

### Proposed course fees

#### Domestic

- Fee per EFTSL for domestic fee-paying students: 17,639
- Fees for domestic students detail: This is the TOTAL course fee. As discussed by Dr Kabilan Krishnasamy Academic Policy Services and Professor Ian Saunders, Associate Dean International, Faculty of Arts. Benchmarked against existing UWA programs.

#### International

- Fee per EFTSL for international fee-paying students: 26,920
- Fees for international students detail: This is the TOTAL course fee. As discussed by Dr Kabilan Krishnasamy Academic Policy Services and Professor Ian Saunders, Associate Dean International, Faculty of Arts. Benchmarked against existing UWA programs.

### Details

- Fee set with aim of cost recovery: Yes
- Fee set with aim of ongoing surplus: Yes
- Fee takes into account market rate: Yes
- Fee greater than Go8 equivalent: Yes
Evidence of fees of other Go8 universities

Importantly, there are no clear competitors in the area of Strategic Communications—the current programs are clearly either an extension of commonly-taught undergraduate majors in Communication and/or Media Studies or have a strong marketing and public relations focus—i.e., that which UWA could readily market a Cycle 2 program against through a community-oriented, socially-aware, ethical, culturally-nuanced and globally-focused attributes.

Across Australia’s Go8 universities, there are seven relevant Cycle 2 degree programs. The most obvious competitor is The University of Sydney’s Master of Strategic Public Relations. However, its orientation is towards graduate destinations in formal public relations or in those career areas where public relations and marketing knowledge is considered beneficial. Its curriculum lacks a strong cultural, global and productive focus in favour of public relations professionalism.

The U.Syd Master of Strategic Public Relations is a commonwealth-supported degree - 1 yr f/t (48 pts). The domestic fee is $22,000 and the international fee is $29,300

Monash - Master of Communication and Media Studies - 1.5 yrs f/t (72 pts) - Dom EFTSL $18,000 intl EFTSL $27,400

Melbourne - Master of Global Communication - 2 yrs f/t (200 pts) - Dom EFTSL $21,888 intl EFTSL $28,192

UQ - Master of Communication - 1.5 yrs f/t (72 pts) - Dom EFTSL $21,360 intl EFTSL $26,540

UNSW - Master of Journalism and Communication - 1 yr f/t (48 pts) - Dom EFTSL $20,160 intl EFTSL $27,120

Adelaide - N/A

ANU - N/A

Fee greater than equivalent Commonwealth-supported course? Yes

Rationale for fees The domestic/international fee is equivalent to that charged for the Master of International Journalism.

Risk Management

Risk management for course An additional staff member (at Level C) will be required to run this course - a new appointment is the only relevant risk. Should this risk emerge as an issue, a new appointee will, regardless of the Masters program, be able to contribute easily to the existing Master of International Journalism and the undergraduate program, both of which currently rely heavily on casual and contract staff.

Consultations checklist

Consultations checklist Consultations:
- Any employer, employer group, professional and / or accreditation body
- Other International universities offering studies in a similar field
- Other Western Australian universities offering studies in a similar field
- Other faculties / schools of the University (including relevant academic staff)
- International Centre
- Planning Services (regarding Commonwealth supported places)
- Central/Faculty Marketing staff

History and committee endorsements/approvals

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### 12540 Master of Strategic Communication (coursework and dissertation)

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Students who study Strategic Communication are unlikely to have had substantial prior undergraduate study in this specialty. We realistically anticipate 50% of students to be moving into the communications field for the first time via this Cycle 2 program, and 50% of enrolments to be by students have had some media/communications undergraduate prior study, comprising mostly of theiry, media history, communications and textual analysis and some limited creative work.

There are very few undergraduate programs worldwide which have a substantial strategic communications focus. In that context, we do not differentiate between students from cognate and non-cognate background.

In like with the best practice national and international samples above, the program is limited to 72 points (18 months full-time), permits a broad study of strategic communications environments within an internationalised perspective and is innovative in its emphasis on internship/placement projects that are assessed internally, allowing students to achieve genuine graduate attributes through an excellent balance of rigorous study and real-world experience.

### Admission requirements

**Bachelor’s pass degree (cognate)**
- A bachelor’s degree with a credit average or a graduate diploma with a credit average or qualifications or experience that the faculty considers to be equivalent to, or a satisfactory substitute for the above. Please note English proficiency requirements must be met.

**Bachelor’s pass degree (non-cognate study area)**
- Undergraduate degree with at least H2B (70%) average, or equivalent. Entry to a one-year f/t program (100 points, using UniMelb points system) is available to relevant honours graduates or those who have completed at least two years professional work experience in a closely related field, in addition to relevant background study.

**A degree in any field with a GPA of 5 or the GDipCommun with a GPA of 5. Science Communication assumes a strong interest and some background in science, but is open to graduates from fields outside science. For holders of a BCommun or other related degree, entry must be for a field not already studied.**

**ADL and ANU - n/a**
Why offer the proposed course

Rationale for offering course

This proposal is for a 72-point, 1.5 year full-time (and equivalent part-time) program. A 72-point program of this duration is competitive both domestically and internationally, and matches the existing 72-point Master of International Journalism.

An initial proposal for a Master of Strategic Communication program was put forward in the "Communication and Media Studies Futures" paper to the review of the Schools of Humanities and Social Sciences. The review panel endorsed the proposal to develop this Cycle 2 course in its report as Recommendation 16.

The proposed course is built on the strong foundation of the broad staffing make-up of the Discipline of Communication and Media Studies, its undergraduate program focused on the intersection of theoretical, practical and media/creative production, and its substantial participation in offshore teaching programs. It appropriately complements the Master of International Journalism program by providing a Cycle 2 course that addresses organisational communication needs from a global perspective.

Strategic Communication is briefly defined as the planning, framing, targeting and governance of communication in a coherent manner as an integrated, strategic activity for any organisation. To communicate strategically is to make organisations run more effectively, efficiently and ethically and with a focus not only on the achievement of strategy but in relation to cultural, international, global environments in which the strategy operates.

There is a known demand by employers for professional graduates with skills in project management, strategic thinking, knowledge of global media environments and an understanding of media/communications production processes. Broad, liberal undergraduate degrees are not able to meet these needs, either domestically or internationally. Research undertaken by the proposer in South Australia in 2010 with organisations commonly perceived to be destinations for media/communications graduates indicated that an awareness of strategic planning, capabilities in communications project management, networking skills and the capacity to think beyond a specialist area were the main requirements organisations employers sought in media and communications graduates (excluding journalists). A Cycle 2 program that achieves these and produces graduates with broad attributes and genuine experience through project-based placements responds to industry need.

It is proposed this course be offered from the beginning of 2015. It is anticipated the Phase 2 proposal documentation, unit list and individual unit outlines will be ready for submission by early January. However, a structure and initial unit outlines and learning outcomes have been developed as part of a package for further consultation (internal and external). These have been submitted as an attachment with this Phase 1 document for information only at this stage.

Strategic and Operational Priorities

Responds to the OPP Operational Objective ED2 To Improve the University's Courses, specifically [A] EDU 2.5 Support the needs of graduate students (including part-time) with the development of postgraduate courses, support services and facilities; and [B] ED2.4 Continue to develop and embed work place practicum, field work opportunities and study abroad. The proposal aligns with [A] by developing a new Cycle 2 program which responds to the need for specific training in an area of industry/professional growth that cannot be achieved in an undergraduate program but to which an undergraduate program's breadth of study provides a foundation; It aligns with [B] by ensuring that sound research-grounded and appropriately-assessed work placements in both domestic and overseas settings are a core element of the coursework program.

The proposed program aligns with the University's OPP strategic priority area of “Research and Research Training – improve the quality and impact, and productivity of research and research training, particularly by offering a coursework and dissertation option that will allow students to contribute to the growing field of strategic communications studied in the contexts of media theory, globalisation, digitalisation and intercultural communication; additionally all coursework units will be aligned with the teaching/research nexus, built on a solid marriage of professional skills and theoretical/analytical research. The program responds to the UWA Futures Proposals, particularly Proposal 5: That the University review, revise and develop its Cycle 2 (Masters) and Cycle 3 (PhD) programs during 2013, and begin to bring new programs to market in 2015 and the broader university response to the growing demand for higher-level qualifications. Appropriate to the field of contemporary professional communications, the program has an international focus (global media environments as the network in which all professional communication occurs today) and thereby responds to the key elements of the University’s Internationalisation Strategy, particularly the aim ”to provide its students with significant international and cross-cultural experiences that will equip them to contribute to and take a citizenship and leadership role in the local, national and international community.”

Proposal is outcome of review?

The proposal was put forward as a contribution from the Discipline of Communication and Media Studies to the 2013 Review of the School of Social Sciences, although initial discussions between the discipline, the school and the Dean of Arts began in mid-2012. The Report of the Review of the School of Humanities and the School of Social Sciences (June 2013) endorsed the proposal to develop and deliver a Master of Strategic Communication degree.

Market Research and Analysis

Target market and size

The primary target markets are Australia and Asia; secondary market areas include Europe and North and South America. The course content is designed to meet the training requirements of any person whose current or potential future employment involves strategic communication specifically, and communications officer roles more broadly. We anticipate domestic students will include those currently working in communications and marketing units in government departments and larger corporations who are looking to advance to senior positions, and those wishing to gain the necessary skills and background to enter the employment area. Local students alone will not be sufficient to make this course viable and so we aim to have at least as many international students as local students registering for this course.
Across Australia’s Go8 universities, there are seven Cycle 2 degree programs in the broader area of communication studies and media. Of the seven, one has a duration of two-years f/t, two of 1.5 years, and four of 1 year only. It is proposed this program be of total weighting 72 points and have a full-time duration of 1.5 years (two standard semesters and summer) in order to be competitive and attract both international and domestic students. The tri-semester taught-in-one-year arrangement mirrors the Master of International Journalism 1.5-year duration, allowing the two programs to share electives, plan annually for shared resources and foster networking between the two cohorts as coursework postgraduates of Communication and Media Studies.

We are confident the enrolment figures here are realistic, and would expect to exceed these figures in the medium- to longer-term as the reputation of Communication and Media Studies grows.

Graduate employment prospects

Employment prospects

In June 2012, the popular Australian recruitment website <seek.com.au> indicated there were 458 positions vacant found with the keywords “communications strategist” or “officer”.

This compared with 541 “public relations” positions; 582 “advertising executive” positions; 126 journalists, 68 film editor roles; 30 photography roles; 162 events co-ordinator positions (under the arts, advertising, media category); 38 copywriter positions; 9 film producer/director roles; and 79 web designer roles.

In contrast to journalism, the positions of Communications Officer and Communications Strategist are among the known growth areas in communications employment, with substantial growth over the past decade not only in large industry organisations (for example, in Western Australia, mining companies) but also among government departments (as they respond to the need for digital, networked communication and communication efficiency) and community organisations and charities (as they seek a greater share of audience attention to meet their strategic goals).

Distinctive employment prospects for graduates

Graduates from this program will gain a well-rounded understanding of strategic communications with a specifically global/international orientation, a combination of relevant practical and production skills and will have substantial and appropriately-assessed workplace learning opportunities through the domestic and/or international internship units.

Course professionally accredited?

While the degree is not a Public Relations degree, it is recommended that after the full unit content has been developed for Proposal Phase 2 OR after it has been established and offered for one year, that the university seek accreditation from the Public Relations Institute of Australia (PRIA) should the full unit content be deemed eligible and meet basic requirements for the PRIA Accreditation Program.

Competitor analysis

The proposed program is bench marked against comparable Go8 Masters programs in professional media and communications, none of them explicitly on strategic communications and all using a range of named and generic titles. Across Australia’s Go8 universities, there are seven relevant Cycle 2 degree programs. Of the seven, one has a duration of two-years f/t (Melbourne), two of 1.5 years (Queensland, Monash), and four of 1 year only (Sydney x 2, UNSW x 2). The most obvious competitor in terms of content is The University of Sydney’s Master of Strategic Public Relations. However, its orientation is towards graduate destinations in formal public relations or in those career areas where public relations and marketing knowledge is considered beneficial. Its curriculum lacks a strong cultural, global and productive focus necessary for international professional communications in favour of public relations professionalism. It is proposed this program have a duration of 1.5 years (two standard semesters and summer, allowing ‘real’ completion within one f/t year) in order to be competitive. The proposed unit breakdown is comparable with the standards of other Go8 universities, noting the strong emphasis of the UWA proposal on (a) work placements that are both project-oriented and assessable by the university, as opposed to ungraded work experience; (b) research-grounded study that marries professional strategic skill with generic research competencies; (c) the global, internationalised media and communications environment.

Marketing strategy developed? No

Course availability for students

Course offered to student categories

Domestic fee-paying; International students (student visa holders); International students (non-student visa holders);

Course enables international/cross institutional students?

Yes.

Course enables UWA students for overseas credit?

Yes, an exchange arrangement with Nanyang Technological University in Singapore is under development in line with an existing NTU/UWA MOU.
Proposed course fees

**Domestic**

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<th>Fee per EFTSL for domestic fee-paying students</th>
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**Fees for domestic students detail**: This is the TOTAL course fee. As discussed by Dr Kabilan Krishnasamy Academic Policy Services and Professor Ian Saunders, Associate Dean International, Faculty of Arts. Benchmarked against existing UWA programs.

**International**

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<th>Fee per EFTSL for international fee-paying students</th>
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**Fees for international students detail**: This is the TOTAL course fee. As discussed by Dr Kabilan Krishnasamy Academic Policy Services and Professor Ian Saunders, Associate Dean International, Faculty of Arts. Benchmarked against existing UWA programs.

**Details**

- **Fee set with aim of cost recovery?** Yes
- **Fee set with aim of ongoing surplus?** Yes
- **Fee takes into account market rate?** Yes
- **Fee greater than Go8 equivalent?** Yes

**Evidence of fees of other Go8 universities**

Importantly, there are no clear competitors in the area of Strategic Communications—the current programs are clearly either an extension of commonly-taught undergraduate majors in Communication and/or Media Studies or have a strong marketing and public relations focus—i.e., that which UWA could readily market a Cycle 2 program against through a community-oriented, socially-aware, ethical, culturally-nuanced and globally-focused attributes.

Across Australia’s Go8 universities, there are seven relevant Cycle 2 degree programs. The most obvious competitor is The University of Sydney’s Master of Strategic Public Relations. However, its orientation is towards graduate destinations in formal public relations or in those career areas where public relations and marketing knowledge is considered beneficial. Its curriculum lacks a strong cultural, global and productive focus in favour of public relations professionalism.

The U.Syd Master of Strategic Public Relations is a commonwealth-supported degree - 1 yr f/t (48 pts). The domestic fee is $22,000 and the international fee is $29,300

Monash - Master of Communication and Media Studies - 1.5 yrs f/t (72 pts) - Dom EFTSL $18,000 intl EFTSL $27,400

Melbourne - Master of Global Communication - 2 yrs f/t (200 pts) - Dom EFTSL $21,888 intl EFTSL $28,192

UQ - Master of Communication - 1.5 yrs f/t (72 pts) - Dom EFTSL $21,360 intl EFTSL $26,540

UNSW - Master of Journalism and Communication - 1 yr f/t (48 pts) - Dom EFTSL $20,160 intl EFTSL $27,120

Adelaide - N/A

ANU - N/A

**Fee greater than equivalent Commonwealth-supported course?** Yes

**Rationale for fees**: The domestic/international fee is equivalent to that charged for the Master of International Journalism.

**Risk Management**

**Risk management for course**: An additional staff member (at Level C) will be required to run this course - a new appointment is the only relevant risk. Should this risk emerge as an issue, a new appointee will, regardless of the Masters program, be able to contribute easily to the existing Master of International Journalism and the undergraduate program, both of which currently rely heavily on casual and contract staff.
Consultations checklist

Consultations:
- Any employer, employer group, professional and / or accreditation body
- Other International universities offering studies in a similar field
- Other Western Australian universities offering studies in a similar field
- Other faculties / schools of the University (including relevant academic staff)
- International Centre
- Central/Faculty Marketing staff

History and committee endorsements/approvals

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