

MFA CULTURAL LEADERSHIP

Course Overview 2024

CUL9105 Communications and Persuasive Presentation (10 credit points)

Recognising the importance of cultural leaders as front-line advocates for the sector, you will learn to articulate complex ideas with clarity, confidence and credibility across multiple media — written, live, and recorded. Storytelling structures and principles will be taught by practising professionals to assist you to create engaging presentations. You will also learn to lead and facilitate groups in creative dialogue, employing techniques for fuelling and directing conversations.

Workshops will support you to assess and develop individual communication styles and competencies through practising interactive scenarios, presenting to camera, exploring techniques to develop vocal and physical presence, networking and engaging in techniques of persuasion. Practical work will be underpinned by examination and critical analysis of major communication theories, as well as evaluation of case studies of successful communicators and advocates. You will assess and determine those elements that will enhance your own abilities as leaders to articulate ideas, to advocate for the arts and cultural sectors, and to influence outcomes.

CUL9104 Leadership and Governance (20 credit points)

You will examine models of governance within the context of the cultural sector, and how board and executive leadership intersects with sound governance to realise organisational and creative goals.

This subject provides a comprehensive examination of the legal, organisational and operational frameworks of cultural organisations. These frameworks will be investigated through perspectives of power, values and ethics. You will assess and analyse the styles of leadership of cultural organisations, and how cultural organisations are governed, including the roles and responsibilities of the Board of Directors and their relationship to the Senior Executive Team and the organisation as a whole.

Placing the arts and cultural sector in context, you will receive a comprehensive review of the components and attributes of leadership within a range of social and institutional structures. Further, you will examine major leadership theories and leadership styles, key competencies and outcomes and apply critical analysis and judgement to review individual leadership preferences and behaviours of the participating student cohort.

You will assess and determine the essential characteristics of leadership necessary to build resilience and maintain a priority focus through times of uncertainty and challenge.

CUL9103 Cultural Policy and Practice (20 credit points)

You will cover both the practice of cultural policy and planning, and its relationship to arts and cultural practice in this subject. You will review public policy theory and analyse cultural policy, from international and national levels to local community planning. This will take into account the contributors to the cultural policy and planning cycle: policy makers, planners, university researchers, independent think tanks, industry leaders, arts and cultural organisations, and individual artists.

This comprehensive approach provides a diverse panoply of experiences and perspectives, including exploring whose voice is included and whose is excluded. It enables you to identify and analyse policy characteristics and offers a hands-on approach to developing and implementing policies and plans. You will learn to compare and contrast the key attributes of the Australian model with approaches from the international arena, with particular reference to contemporary developments in the Asia Pacific region

CUL9101 Cultural Transformation and Sustainability (50 credit points)

The conditions and drivers of contemporary society are in a state of rapid transformation. It is not only important that arts and cultural leaders stay abreast of these challenges, we have the opportunity to lead the transformation of this dynamic global environment.

There are several areas of transformation that this subject will focus on; who is leading organisations and the necessity to have diversity in positions of power; the arts' imperative to provide access to cultural activity to a broad range of society; and how the arts intersect with environmental substantiality.

You will develop a theoretical and practical scaffold that can be applied to your own leadership through this subject. You will also investigate change implementation, entrepreneurship and sustainability. The subject requires you to draw on case studies from the sector and personal

experiences in order to review current practices and make recommendations for change. The subject culminates in the articulation of a nuanced argument detailing your own professional recommendations on an area of the arts and cultural sector requiring transformation.

CUL9106 Communications and Advocacy (5 credit points)

This subject recognises the importance of cultural leaders as front-line advocates for the sector. You will develop the skills and strategies to promote effective arts advocacy arguments and campaigns. You will learn how to analyse and evaluate advocacy arguments and campaigns; analyse case studies drawn from a range of media contexts; and develop effective campaign practice and strategical skills.

CUL9107 Evaluation Methodologies for Cultural Leaders (15 credit points)

You will build on the research methodologies that you will have engaged with in other course subjects (including practice-based research, social impact studies and systems analysis). You will engage in applied research with a particular focus on social research techniques and theory, including the efficacy of measurement metrics. This will foster evaluative thinking and offer opportunities for you to work with others in the cohort on co-designed research approaches.

CUL9108 International Case Study (35 credit points)

The International Case Study is a unique opportunity for you to deepen your knowledge and frame of experience through an immersive period of work experience overseas. You are encouraged to undertake a placement in an area of the arts and cultural industry that will challenge you beyond your immediate practice. The key objective of the placement will be to undertake a defined case study of an aspect of leadership within the host organisation. The case study will be framed by bespoke learning objectives and outcomes defined to enhance leadership capacity. The experience will include the delivery of a case study report as the outcome of action research. The case study, its core research question/s and the methods to be used will be negotiated in advance, in consultation with you and your nominated host organisation.

COM9102 Generating Research Through Practice (30 credit points)

You will be introduced to a diverse range of research frameworks that directly support and inform your practice within the arts and cultural sectors, underpinned by academic research protocols including ethics. A variety of research strategies will support you in a multimodal approach to your investigations around practice, with a focus on methods inherent in practice-based research. In this subject, you identify a research topic and design to support your chosen research project, applying the methods and processes you have explored in order to

generate new findings. The key concept behind Generating Research Through Practice is praxis: the interdependency of theory and practice with one mutually informing the other. The subject culminates in a research output related to your practice.