

The Australian Film, Television and Radio School

Charter of Operations 2010-2011

9 July 2010



Purpose

The Australian Film, Television and Radio School provides advanced education and training to develop the skills and knowledge of talented individuals to meet the evolving needs of Australia's screen arts and broadcast industries.

Vision

The Australian Film, Television and Radio School aspires to educate and develop the future creative talent of the screen arts and broadcast industries through a commitment to excellence in the generation of original ideas and their application through innovation and enterprise.

Governance Framework

The Australian Film, Television and Radio School (AFTRS) is a federal statutory authority established by the *Australian Film, Television and Radio School Act 1973*.

AFTRS is the nation's leading institution for the training of creative talent for the screen arts and broadcast industries. AFTRS ensures it does not overlap with the roles of other course providers by:

- Clearly defining its strategies and activities through its Corporate Plan
- Maintaining existing relationships and developing new ones with industry leading practitioners, partners, organisations, and associations.
- Collaborating with other like agencies such as NIDA around shared educational objectives.

AFTRS is governed by a Council, responsible to the Parliament through the Minister for the Environment, Heritage and the Arts. The Council is responsible for the strategic direction of the AFTRS, its organisational development, succession planning and resource allocation issues, including budgeting, control and risk. Council ensures policies on key issues are in place and are appropriate and that risks facing the entity have been identified, assessed and are being properly managed. Council ensures compliance with applicable laws and legislation.

The AFTRS Council has 9 members:

- Three members appointed by the Governor-General.
- Three members appointed from convocation by the Council.
- The Chief Executive Officer, ex officio.
- One staff member elected by staff.
- One student member elected by students.

The operations and activities of AFTRS are overseen by the Chief Executive Officer, who manages affairs according to general policy approved by the Council.

AFTRS Leadership Role

The Australian Film, Television and Radio School (AFTRS) provides leadership to the screen arts and broadcasting industries by:

- Delivering the most advanced quality education and training to meet the diverse creative and developmental needs of students at different stages of their careers.
- Ensuring this advanced education and training is delivered according to the most contemporary creative teaching practice.
- Publishing research of relevance and benefit to the industry and providing research papers, data and analysis through journals, seminars and the AFTRS website.
- Engaging with industry associations, organisations and its practitioners in a dynamic exchange of ideas, dialogue and collaborative activities.
- Supporting industry by making its facilities available for the purposes of screenings, productions, master-classes, meetings and industry events.

AFTRS Key Relationships

AFTRS maintains a positive relationship with the Minister's Office, responding to the Minister's requests for information in regard to AFTRS programs, activities, operations and industry issues as requested.

AFTRS responds promptly to requests from the Minister's office and the Department of the Environment, Water, Heritage and the Arts (DEWHA) with information that is succinct and accurate. AFTRS works cooperatively with the DEWHA as the Minister's source of advice and seeks the view of the Department as appropriate. AFTRS will continue to fully inform the Minister and the Department in a timely manner of the School's activities and of any significant events and issues that may arise. AFTRS provides information, feedback and commentary in response to requests from the Cultural Ministers Council.

AFTRS enjoys strong relationships with eminent industry practitioners, organisations and associations. These relationships and networks inform AFTRS' view of activities and understanding of trends across the screen arts and broadcast industries. AFTRS meets with representatives from the diverse sectors of the industry to discuss the training needs of industry; and with the state based agencies to meet the training needs of industry at a local and regional level.

AFTRS maintains a regular dialogue with Screen Australia to develop areas and activities of shared interests. It has established a collaborative relationship with its sister training institution for the performing arts, NIDA.

Accessibility

The following strategies increase accessibility to AFTRS courses and activities and are contained in the AFTRS Corporate Plan for the year 2010-2011. These strategies are measurable with the key performance indicators and targets being reported to the Minister biannually.

AFTRS is maintaining its expanded award course program providing opportunities for a broader cohort of students to access its programs.

AFTRS has established the Open Program Division to oversee the expansion and delivery of non-award courses and provide increased access for targeted groups in the wider community. An increased range of non-award, specialised courses targeting new markets are being offered. School holiday programs are providing youth with access to a range of specially designed courses, to introduce them to the range of sector disciplines and roles, highly experienced teachers and first class facilities and equipment.

Increased numbers of Indigenous students are accessing AFTRS education and training. 2010 has seen an increased number of Indigenous students in award courses, all selected on merit. A recently appointed Indigenous training officer is developing AFTRS network with potential students and local communities to participate in non-award, specialist training offered through Open Program. Provision is made to assist Indigenous students from regional and remote Australia to attend the AFTRS main campus in Sydney as required.

AFTRS provides wide access to its first class facilities by engaging with and encouraging industry organisations, guilds and associations to use School facilities for the purpose of screenings, productions, master-classes, meetings and industry events. AFTRS is continuing to stage its popular Friday on My Mind a forum free and open to industry and the public to share the expertise and insights of leading screen arts and broadcast practitioners.

Since its launch in 2009 the AFTRS publication *Lum:na* has become a major vehicle for serious discussion through research and analysis of subjects and issues, interviews, essays and reflections from leading thinkers and practitioners in the screen arts and broadcast industries. In creating a space for cultural reflection and analysis, *Lum:na* provides industry and the wider public access to debate, challenging discussion and contemporary thinking about the specialist crafts of filmmaking, genres or methodologies for making feature films in Australia. Four issues of *Lum:na* are being published in 2010, two in the period July to December 2010. The AFTRS publication *Lum:na* will continue to be a key vehicle for access by industry and the wider public to AFTRS offerings, knowledge, understanding and expertise about the screen arts and broadcast industry

AFTRS Library is open on Saturdays enabling the public increased access to its comprehensive collection of training and research resources related to film, television, radio and emerging technology production in Australia..

AFTRS Priorities for 2010-2011

The following strategic priorities are identified in the Portfolio Budget Statements 2010-2011. AFTRS key deliverables are Award courses; Open program courses; Fora for industry practitioners to share their expertise; use of School facilities by industry events and activities; and regular consultation on skill requirements of industry nationally. These initiatives are measurable and the key performance indicators and targets are identified in both the above documents and reported on through biannual performance reports provided to the Minister.

1. Education

AFTRS will deliver 30 award courses and its Key Performance Indicators are 850 student applications, 420 student enrolments and 380 student completions. (Portfolio Budget Statement 2010-2011)

To meet the diverse creative and developmental needs of students at different stages of their careers AFTRS is consolidating its range of new courses and flexible learning models, first offered in 2009. The award courses are structured around three levels – Beginner level (Foundation Diploma) Intermediate level (Graduate Certificate) and Advanced level (Graduate Diploma). AFTRS also offers a Master of Arts Research (non production based).

All applicants to AFTRS award courses are selected on merit. Courses offered part-time allow students to continue working in their careers while studying. Digital skills are embedded across all levels in all award courses, as well as through specialist offerings. The flexibility to learn at different levels allows students to develop their skills at different stages of their careers so they can have sustainable careers in a volatile industry.

The Foundation Diploma, a generalist year designed for creative students, provides an opportunity to understand and learn about the specialisations that make up all production activities across all platforms. Foundation explores key conceptual ideas behind compelling stories for screen.

In 2011 AFTRS will continue to offer the Intermediate Level Graduate Certificates across all disciplines. Graduate Certificates are designed for students who are committed to an area of specialisation and interested in developing those skills to the next level. They are intended for people who are working and able to take on part-time study.

The Advanced Level Graduate Diploma is aimed at industry experienced, promising practitioners who know their specialist area. The Advanced level Graduate Diploma will continue to challenge industry experience and promising practitioners to undertake rigorous and challenging highly advanced work appropriate to the specialisation they are pursuing. The Graduate Diploma in Screenwriting and the Graduate Diploma in Producing and Screen

Business will continue to be offered part-time to enable participants to continue working while studying.

2. Research

AFTRS' research strategy in 2010-2011 will continue to focus on its 4 research strands: 1) screen arts and broadcast education 2) business sustainability 3) production processes and 4) creative screen and broadcast content in the digital era.

AFTRS will continue to publish its most outstanding research white papers, interviews, transcripts, and essays through its own website and publications and in a range of external publications, journals and industry events to distribute knowledge to and about the screen arts and broadcast industries.

AFTRS will continue to develop its Master of Arts Research program strengthening its rigour and focus and the dissemination of its output. AFTRS will ensure its Master of Arts Research students conduct research within the parameters of its research strategy to contribute to the understanding of the creative processes in the screen arts and broadcast industries and the business of its practical application.

AFTRS will continue to encourage and support its staff and Masters of Arts Research students to share their experience, insights and expertise through *Lum:na*.

AFTRS will continue to commission white papers to address issues that are of significance for the industry. Combining research and innovative teaching practices, CSB is also developing an e-textbook that embodies the teaching developed for the Graduate Diploma in Screen Business. AFTRS will publish the e-textbook in 2010-2011 exploiting a niche market where there is no directly competitive text.

AFTRS will continue to partner with other institutions to undertake and share research on a range of industry issues including those that relate to audiences, film investment and returns, and strategic approaches to the film business. AFTRS and Screen Australia are jointly supporting the research project of an AFTRS research student that is a statistical analysis of the performance of adaptations of previously published work to the screen to be launched at the 2010 Melbourne Film Festival.

3. Open Program

AFTRS will deliver 280 Open Program courses and the Key Performance Indicator of 4000 Open Program enrolments (Portfolio Budget Statement 2010-2011).

AFTRS' Open Program will continue to deliver an expanded range of special interest, non-award courses to meet the skills needs of industry, the needs of individuals wishing to get experience in the industry or the general public

wishing to expand their knowledge of the screen arts and broadcasting industries.

Open Program will pursue significant growth and expansion by identifying and developing new markets including youth, general public and promising overseas markets. It will further develop its new markets for kids and teens offering core programs including acting for screen, filmmaking, TV presenting, radio, animation, visual effects, and games writing.

4. Indigenous Students

The AFTRS Indigenous Program is located in the Open Program Division. Open Program will develop and deliver a significant indigenous national program that empowers indigenous people, and strengthens Australian screen arts and broadcast offerings. Open Program will provide a range of programs building on the success of workshops held in Darwin, Port Augusta and Perth; workshops for youth, and training programs in Yirrkala. Open Program will continue to work with local communities to deliver training aligned to local needs and form partnerships to deliver workshops focusing on targeted specialisation.

5. Industry Relationships

AFTRS will hold fora for industry practitioners to share their expertise with a Key Performance Indicator of 40 such events. AFTRS will also provide School facilities for industry to use for a range of events and activities. The Key Performance Indicators for the use of School facilities by industry will be an annual attendance by industry and the wider public at fora, events activities and Open Days of 10,000 (Portfolio Budget Statement 2010-2011).

AFTRS employs guest lecturers with extensive industry experience to deliver high quality, advanced knowledge and industry relevant courses, from one hour duration to sustained intensive study.

AFTRS will continue to engage with and support industry by continuing to work and collaborate with a wide range of industry organisations, guilds and associations and provide them with access to the School facilities for the purposes of screenings, productions, master-classes, meetings and industry events.

AFTRS will continue to run the weekly forum Friday on My Mind, free and open to industry and the public to share the expertise and insights of leading screen arts and broadcasting practitioners. Transcripts of the forum will continue to be published in *Lum:na* to share the insights of talent, expertise and unique knowledge with industry.

AFTRS will continue to provide students with opportunities to meet and network with industry practitioners, organisations, and associations. Mentoring opportunities through formal learning arrangements, or informally through networking, will connect AFTRS students directly with the insight, skills and

expertise of eminent practitioners. AFTRS will foster and expand opportunities with industry organisations and production companies for attachments for students to provide them with the opportunity to apply their learning in real life environments.

AFTRS will pursue collaborative relationships and work with other government organisations in the arts portfolio such as its collaboration with the National Institute for Dramatic Art (NIDA) in providing students of both institutions with unique education opportunities.

6. Secure Revenue from Sources Other Than Government

AFTRS will seek to generate increased revenue from sources other than government. It will focus on expanding and marketing of the Open Program's fee paying short courses and delivering targeted special interest courses to industry, as well as groups in the wider community to achieve increased revenues.