

SCHOOL OF BUILT ENVIRONMENT OPERATIONAL PLAN 2010- 2013

STRATEGY 1: DEVELOP A CULTURE OF EXCELLENCE AND INNOVATION

Curtin will recruit and retain quality staff, and provide them with an environment where they excel. From this, our reputation for delivering applied, industry relevant teaching and research will continue to grow.

STRATEGIC INITIATIVE	FACULTY/ DEPARTMENT / SCHOOL INITIATIVES	MEASURABLE OUTCOMES	IMPLEMENTATION	
			WHOM	WHEN
1. 2 OPTIMISE PERFORMANCE AND INNOVATION – This will be done through staff development and recognition and reward programs, and by improving communication throughout the University.	1.2.1 Support staff in ALTC awards, ARC and other competitive grants through the provision of mentoring and administration support Obtain new ARC project	1. Two applications per year for teaching awards, for example: Pro Vice Chancellor awards Vice Chancellors awards Excellence in Teaching awards Carrick Awards (ALTC) Professional body educational awards	All staff	Annually
		2. Two ARC/ Discovery Linkage applications in 2010	HOD/ Chair of R&CP	2010-2013
	1.2.2 Explore, develop and maintain productive relationships with industry and the professions where possible (domestic and international)	1. Engage industry input into course development and management	HOD'S	Annually

Comment [Pd1]: Peter Bullen award from student guild

Comment [22]: Alistair Reid – scholar award
Marina Lommerse Pro Vice Chancellors Award in progress

Comment [23]: SB will report on successes and potential for Sem. 2 2010. 6 points support for credible applicants

Comment [24]: Advisory Committee in CME held in June 2010
State Visiting Panel for architecture scheduled for Sem.2, 2010.

	Establish formal links with partners	2. Committee relationships and reporting structure to be established 3. Increase research linkages 5. Establish a School Project Directory	HODS HOS/ CHAIR OF R&CP HOS	2010 2010- 2013 2010	<p>Comment [Pd5]: This activity will be undertaken through semester one for implementation in semester 2</p> <p>Comment [26]: Waiting on midyear 2010 ORGS Faculty restructure</p> <p>Comment [27]: Links with AHURI / HURIWA (PD/ PB met with Rachel Ong 14/6/10 to forge new links)</p>
1.4 IMPROVE THE QUALITY OF THE UNIVERSITY ENVIRONMENT - Curtin must do this to make the environment in which learning takes place more satisfying for both students and staff.	1.2.3 Review and, where possible, respond to student and staff feedback to improve satisfaction with the Humanities experience	1. Establish and implement re-life action plan for Build2010 (increase the quality of space through the implementation of the re-life action plan) 2. IA 20 year strategic promotion and celebration program Event 1 Exhibition catalogue.	HODs/ HOS DoAIA	2010-2013 2010	<p>Comment [Pd8]: Current works on L3 and L7 will be completed in Semester 1 break. Plans for balance of the year to be established.</p> <p>Comment [29]: Stage 1 completed Stage 2 is the engagement of consultants to work with the properties Office and the school directly</p> <p>Comment [210]: Information to be sought from Dianne Smith</p>
STRATEGY 2: FOCUS ON HIGH QUALITY COURSES IN AREAS OF STRENGTH – deliver differentiated courses that meet students’ and employers’ expectation					
STRATEGIC INITIATIVE	FACULTY/ DEPARTMENT / SCHOOL INITIATIVES	MEASURABLE OUTCOMES	IMPLEMENTATION		
			WHOM	WHEN	
2.1 IMPROVE THE QUALITY OF THE LEARNING EXPERIENCE – We will address the student experience of	2.1.1 Continue to monitor and respond to students’ perceptions of the quality of the School’s units	1. Student prizes for completing evaluate (3 x \$200 guild vouchers)	HOS	2010-2013	<p>Comment [211]: Interim feedback on evaluate notes an increase of students this semester (1/2010) responding to enter the school prize draw. School to increase effort to be put into communicating the value of evaluate to students for 2/2010</p>

courses and subjects offered, and achieve consistent standards in service delivery.	and courses	2. Set up polling station to facilitate student access and participation.	HOS	2010	<p>Comment [212]: Departments to set up student representation on respective committees in Sem. 2, 2010</p> <p>Comment [Pd13]: CM negotiating with START team to extend duration of the program in their discipline.</p> <p>Comment [214]: School to initiate / support a CIC coordinator in Sem. 2, 2010</p> <p>Comment [Pd15]: List of HDR students will enable this – Michele Doray to action</p> <p>Comment [216]: Report to be sought from Michele Doray</p> <p>Comment [Pd17]: Completed for Sem. 2 2009 USR's Action to be taken at the end of Sem. 1 2010.</p> <p>Comment [218]: Report to be sought from Michele Doray</p> <p>Comment [Pd19]: PD to talk to ST</p> <p>Comment [220]: Report to be sought from Michele Doray</p> <p>Comment [221]: School to support 6 staff to attend TLF in 1/2011 – notice from T&L committee to school inviting to apply</p>
		3. Invite the Chair or selected representative from the student body organisations to attend Department meetings	HOD'S	2010	
		4. Increase involvement in the student mentoring programs through the START program	HOD'S/ HOS / START TEAM	2010	
	2.1.2 Promote critical reflection and increase systematic responses to teaching quality data and other indicators of course quality	1. Set up of CEQ information sessions. 2009-2010 course evaluation questionnaire	T&L CHAIR	SEM 1, 2010	
		2. Inform and encourage staff to publish the Unit Summary Reports (USR)	HOD'S	2010-2013	
		3. Establish an internal award for top Unit Summary Report (USR)	HOS/ DEAN T&L	2010	
		4. Attendance of TLF paid as attendee (nominee paid by School)	CHAIR T&L/ HOS	2010-2013	
	2.1.3 Improve the quality of	1. Employ a staff member in area of	HOS	2010	

	formative and summative assessment.	Teaching and Learning (0.6).			Comment [Pd22]: Starting 29th March for 10 month contract.
	2.1.4 Review and, where necessary, foster improvement of assessment, moderation and feedback practices (including transnational settings)	1. Built Environment Teaching and Learning Forum held annually.	HOS / CHAIR T&L	2010	Comment [223]: T&L Committee working on, to be undertaken in Semester 2 2010
2.2 STRENGTHEN TEACHING QUALITY – This initiative will realise continuous improvement of our teaching quality, and recognition and professional development for teaching staff.	2.2.1 Build on AUQA quality assurance and Your Voice feedback to improve quality and consistency of teaching and learning across all Humanities	1. New Teaching and learning staff member to action.	NEW T&L STAFF MEMBER	2010	Comment [Pd24]: Michele Doray (MD) to action Comment [225]: School review to be undertaken in 2011; RC / AR will be requested to work on quality assessment. AR to be advised to review interim report from AUQA
	2.2.2 Extend the Transformation Project in the School.	1. Improved quantity and quality of Teaching Performance Index submissions through TPI report writing guidance.	HOD'S / HOS	2010-2013	Comment [226]: PD to ask Michele Doray to investigate
	2.2.3 All Heads of Department to complete the Academic Leadership Course.	1. Increase in the number of staff completing the Academic Leadership Course.	HOD'S	2010	Comment [Pd27]: CC to find out when course is being held and advise HOD's.
	2.2.4 Provide workload / allowance for all sessional and new staff to attend FOLT training.	1. Increase in sessional and new staff attending FOLT training	HOD'S	2010	Comment [228]: a) All HODs/ CME to attend Leadership course b) CC follow up on course attendance to ensure HOD's are nominated – put all HOD's names down and committee chairs
	2.2.5 Improve the quality of HDR supervision	1. Increase the number of staff on HDR supervisors register and Level 1 supervisors	CHAIR GS / CHAIR R&CP	201-2013	Comment [Pd29]: Monitoring Comment [Pd30]: SB to follow up Comment [231]: 6 new AIA supervisors listed in 1/2010

		2. HDR supervisor training	CHAIR OF GS	2010-2013	<p>Comment [Pd32]: SB to follow up</p> <p>Comment [233]: a) Jennifer Harris to investigate b) School will investigate opportunities for staff to undertake the graduate certificate in teaching</p>
2.3 CONSOLIDATE TEACHING STRENGTHS – Continuing the work of our Comprehensive Course Review will see a consolidation and improved financial viability of teaching units offered.	2.3.1 Formulate strategies for teaching indigenous perspectives in Faculty courses	1. URP unit Diversity and Cultural Planning to incorporate indigenous content when unit increased from 12.5 to 25 credits.	HOD URP	2010	
	2.3.2 Maintain financial viability of teaching units offered	1. Maintain student load	HOD'S/ HOS	2010-2013	<p>Comment [234]: PB and CM dept. Will pilot blended learning projects in Sem. 2, 2010.</p>
STRATEGY 3: STRENGTHEN RESEARCH CAPABILITY AND PERFORMANCE					
While Curtin's existing research strengths – Resources and Energy, Health, Sustainable Development and ICT and Emerging Technologies –are a part of our activities, in Humanities these will be further strengthened through activities that not only respond to emerging global and community challenges but also encourages creativity and the enrichment of culture					
STRATEGIC INITIATIVE	FACULTY/ DEPARTMENT / SCHOOL INITIATIVES	MEASURABLE OUTCOMES	IMPLEMENTATION		
			WHOM	WHEN	
3.1 ACQUIRE HIGH QUALITY RESEARCH CAPABILITY – Curtin must attract the quality research capability that builds the University's reputation.	3.1.1 Identify and attract research fellows: a. Develop mentorship capacity b. Develop a network to promote research fellowship, i.e. promote through ASL etc	1. Identify suitable fellows and encourage applications	HOS / HOD's / Chair of R&CP	2011	<p>Comment [Pd35]: Identify deadlines; SB to set up meeting with Professors to follow up.</p> <p>Comment [236]: Still potential for 1 from AIA</p> <p>Comment [237]: Ongoing</p>
		2. Increase Number of applications for research fellows.	HOS / HOD's / Chair of R&CP	2011	
		3. Number of Research Fellows to be increased; 1 new position for 2011	HOS / HOD's / Chair of R&CP	2011	
	3.1.2 a) Develop staff research	1. Mentor staff in ASL applications	Chair R&CP	2010	<p>Comment [239]: Adopted University and Faculty policies for ASL</p>

	<p>capabilities</p> <p>b) Increase research output for research active staff in BE 2010</p>	<p>2. Mentoring scheme for mid career academics</p> <p>3. Support early career researchers</p> <p>4. Increase in the number of research active staff achieving a 50th percentile to 35% of the total academic staff FTE</p> <p>5. increase the number of doctorally-qualified staff by 10% over 2009 figures</p>	<p>Chair R&CP</p> <p>Chair R&CP</p> <p>Chair R&CP / HOS</p> <p>Chair R&CP/ HOS</p>	<p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>Comment [Pd40]: SB to Identify MCA's</p> <p>Comment [Pd41]: These staff need to be identified</p> <p>Comment [242]: Informal School gathering (Breakfast) for staff researchers to identify possibilities to increase their research – to be held the week before O Week</p> <p>Comment [Pd43]: Identified at start of Semester 1 2010, provide support to these staff</p> <p>Comment [Pd44]: SB will look at stats-work with new staff</p>
	<p>3.1.3 Enhance supervision capabilities</p>	<p>1. Increase the number of eligible staff on supervisors register. (repeated)</p> <p>2. Encourage attend HDR courses</p> <p>3. Facilitate and encourage Level 2 supervisors to attain Level 1 supervisor status</p>	<p>Chair of GS</p> <p>Chair of GS</p> <p>Chair of GS</p>	<p>2010-2013</p> <p>2010-2013</p> <p>2010-2013</p>	<p>Comment [245]: Ongoing</p>
	<p>3.1.4 Profile the research within</p>	<p>1. Increase number of (domestic) HDR</p>	<p>HOS / CHAIR</p>	<p>2010-2013</p>	

	the School and the researchers and supervisors so as to promote research as a career pathway	applicants by 20% over 2009 figures. 2. Identify potential HDR students in final years (3 rd , 4 th and 5 th) of study	R&CP HOD'S	2010-2013	<p>Comment [Pd46]: SB to create publicity for MPM March and OUA</p> <p>Comment [247]: Ongoing 0 week event in Architecture to deal with item 2 JB to liaise with DB/ SB in Sem. 2, 2010.</p>
	3.1.5 Use adjunct staff more strategically to improve research opportunities	1. Use visiting fellows to increase quality and collaboration with staff.	HOD's	2010-2013	<p>Comment [Pd48]: Adjunct staff to affiliate work with BE.</p>
		2. Review roles and positions of adjuncts in all areas of BE to enhance the research outputs.	HOD's	2010-2013	<p>Comment [249]: PD to determine the number of adjunct staff in the school and put strategy in place to obtain more adjunct staff</p>
3.2 LEVERAGE INTERNATIONAL PARTNERSHIPS – We also need to leverage the resources and capabilities of partner organisations to achieve international leadership.	3.2.1 Targeted development of research partnerships through	1. Increase the number of international students undertaking HDR studies in the School (following the Uni. 2020 strategy).	HOD'S/HOS	2010-2013	<p>Comment [Pd50]: International study tours. International programs – target further – International coordinators to review.</p>
3.3 BUILD RESEARCH CULTURE AND PERFORMANCE EXPECTATIONS – By further developing activity in our established areas of research focus we will accelerate and expand Curtin's research achievements.	3.3.1 Develop a stimulating and supportive research environment	1. School Research Forum presentations	Chair of R&CP/ HOS	2011	<p>Comment [251]: International tours/ study programs</p>
		2. A support person to manage ERA/ RPI process for BE.	Chair of R&CP/ HOS	2011	<p>Comment [Pd52]: SB planning for 2010</p> <p>Comment [253]: SB investigating; liaising with SM to undertake in Sem. 2, 2010</p>
	3.3.2 Seek and develop support funds to encourage research activities in priority areas	1. Host two international conferences in 2011	Chair of R&CP	2010	<p>Comment [Pd54]: AF undertaking role</p> <p>Comment [255]: Ongoing; monitoring</p>
3.4 ALIGN RESEARCH INCENTIVES WITH INTERNATIONAL INDICATORS – Our aim here is to improve our research performance ranking.	3.4.1 Align Faculty research strengths with international indicators i.e. A and A* publication completions	1. Identify and Promote A and A* journals and conference publications	R&CP Committee	2010-2013	<p>Comment [256]: Ask Linden Burnett for a selection of A and A* journals and conference proceedings in each discipline</p>

STRATEGY 4: DRIVE INTERNATIONAL EXCELLENCE				
Curtin is an international Australian university with a sound reputation in Asia. To build on Curtin's achievements, and exploit opportunities for Curtin to become a leading university, we have identified the following initiatives:				
STRATEGIC INITIATIVE	FACULTY/ DEPARTMENT / SCHOOL INITIATIVES	MEASURABLE OUTCOMES	IMPLEMENTATION	
			WHOM	WHEN
4.1 BUILD PARTNERSHIPS THAT ENHANCE INTERNATIONAL REPUTATION – We will review and implement the international footprint for activities that enable us to access valuable partnerships.	4.1.1 Establish comprehensive articulation agreements and partnerships	1. Establish 1 international research centre for Infrastructure Development	DoCME/ DoURP/ HOS	2010-2013
		2. Build on existing partnership to bring in international undergrad. and HDR students (LUCT and SPACE)	DoAIA	2010-2013
4.2 OPTIMISE INTERNATIONAL OUTCOMES – We will increase the University's activities in targeted markets, and review our activity in areas of low return.	4.2.2 Internationalisation of curriculum	1. Annual study trips per department with measured RPI/ TPI outputs	HOD's/ HOS	2010-2013
4.3 CONTINUOUSLY IMPROVE INTERNATIONALISATION QUALITY – Through this initiative we will further develop the internationalisation of the University, and ensure that Curtin awards have a consistent quality across national and international locations.	4.3.1 Feasibility study on delivery of courses in their entirety in Curtin Singapore, and direct students in SEA to that campus.	1. SOBE involvement in feasibility study possible CIC BE diploma in Singapore.	HOS	2010-2013

Comment [257]: Ongoing

Comment [Pd58]: SB to liaise with PL and CC

Comment [259]: Ongoing

Comment [Pd60]: PD received applications from CME TOYO visit –academic staff

Comment [261]: \$15,000 per department to be allocated strategically by HOD's

Comment [Pd62]: In progress??

STRATEGY 5: ENHANCE CAPACITY AND FINANCIAL SUSTAINABILITY				
We are a financially secure university. However, in times of both solid and uncertain economic climates, we need to improve Curtin's financial position, and leverage the resources and capability of the University. We must have financial sustainability to allow us to undertake strategies and projects with long-term returns, and to withstand adverse conditions. So the following initiatives have been identified to strengthen this strategy:				
STRATEGIC INITIATIVE	FACULTY/ DEPARTMENT / SCHOOL INITIATIVES	MEASURABLE OUTCOMES	IMPLEMENTATION	
			WHOM	WHEN
5.1 IMPROVE EFFICIENCY AND PRODUCTIVITY – We must continuously improve the efficiency and productivity of our operations.	5.1.1 Continue with program of rationalisation of courses and units	1. Finalise consideration of delivery of Sustainability and Research Methods across the school.	Chair of T&L	2010
	5.1.2 In conjunction with an increase in staff and facilities resourcing, maintain incremental growth in student numbers through to 2011 and beyond	1. Attract students via school promotional activities direct (both national and international) and through Faculty/ University marketing; 2. Liaise with industry and associated stakeholders to ensure student placement in preferred profession at the end of courses.	HOD's	2010-2013
			HOD's	2010-2013

Comment [Pd63]: In progress??

Comment [264]: Ongoing; JB developed research methods unit across the school – currently piloted through OUA, School to meet and review in Sem. 2, 2010.

Document History

Revision Date	Version	Summary of Changes
10 March 2010	2010-2013 v13	Updates noted in blue shaded comments School Management Committee Meeting 3-2010
16 June 2010	2010-2013 v14	Updates noted in pink shaded comments School Management Committee Meeting 10-2010