

**School of Education Plan**

**2009 - 2012**

<b>Record of Consultation</b>		
Advised by:	Heads of School, School academic and professional staff,	Planning Day Workshop 1 July 2009
	Planning Steering Group	Meeting 23 July 2009
	Planning Steering Group	Meeting 3 September
Approved by:		

## **1 Introduction**

### **Scope**

This plan provides the over-arching direction for the School of Education from 2009-2012.

The School of Education was restructured on 1st July 2008, emerging as a School in its own right from the former Faculty of Education, Language Studies & Social Work. The School appointed a new Head of School. There is no departmental structure. A focus on across-course and research imperatives was identified as a way of strategically positioning the School for the future. A Planning Steering Group [PSG] was formed from staff volunteers. The PSG surveyed staff in order to identify the key drivers thought to have the greatest potential to impact on Education in the next 5 years. These were identified as:

- Flexible and e-Learning
- Partnerships
- Internationalisation
- Student Experience

These drivers were seen to impact upon the core elements of teaching and learning and research.

### **Responsibility**

The Head of School, Education has overall accountability for the development, execution and monitoring of the Plan.

### **Monitoring**

The School will monitor progress against targets at two special review meetings each year. In addition there will be an on going agenda progress item in regular school meetings.

## 2. Curtin's Vision, Mission and Values

### Vision

An international leader shaping the future through our graduates and research and positioned among the top 20 universities in Asia by 2020.

### Mission

Curtin is committed to innovation and excellence in teaching and research, for the benefit of our students and the wider community.

### Values

- Integrity: Being consistently honest and trustworthy in all activities
- Respect: Having regard for self and others
- Fairness: Ensuring just decisions through open decision making
- Care: Acting to ensure the welfare of others

### University Strategic Plan 2009-2012 - Strategies

- ***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.

- ***Focus on high-quality courses in areas of strength***

Curtin will deliver courses that meet students' and employers' needs. Building on existing work, the University will offer financially viable, quality programs in our areas of strength.

- ***Strengthen research capability and performance***

Curtin's existing research strengths – Resources and Energy, Health, Sustainable Development and ICT and Emerging Technologies – remain central to our activities. These will be further strengthened through activities that respond to emerging global and community challenges.

- ***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 a number of key initiatives.

- ***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.

## 3. Faculty of Humanities

### Vision

Through education the Faculty of Humanities aspires to be a leader in scholarship, creativity and the enrichment of culture and betterment of the wider region.

### Mission

The Faculty of Humanities is committed to:

- Innovative approaches to the arts, humanities and social sciences in a university of technology
- Space for creative inquiry, critique and reflection
- Sustaining an environment where diversity is valued and encouraged
- Equity and social justice, including a respect for indigenous people
- Mutually beneficial partnerships locally, nationally and internationally
- Collaboration across disciplines and operational units
- Intellectual freedom and engagement amongst staff, students and stakeholders leading to the creation of innovative and elegant solutions for a dynamic world.

### Priorities and Objectives

#### 2009/2010

##### ***Develop a culture of excellence and innovation***

- Develop and implement a rewards and recognition system for all staff
- Develop and implement a faculty communications strategy
- Implementation of the Faculty 'Your Voice' survey action plan

- Improve Faculty business processes
  - review centralised Faculty processes and school/area administrative requirements

#### ***Focus on high-quality courses in areas of strength***

- Completion of comprehensive course review of identified target courses
  - implementation of new BA and MA
  - **review and evaluate the curriculum making continued improvements**
- **Improve assessment/moderation, including assessment and feedback**
  - **review assessment procedures**
  - **set up moderation processes in all courses**
  - **respond to eVALUate data**
  - **reward T&L excellence**
- **Develop flexible learning and teaching strategies** that make full use of contemporary technologies to provide enhanced learning opportunities to meet student expectations and demands
  - **all new curriculum produced as Flexible Learning in Blackboard**
- **Embed course review into the normal operational activities**

#### ***Strengthen research capability and performance***

- Improve web site information to **profile research fellows, adjunct staff and faculty research activity**
  - **update information**
  - **revise web profiles**
  - capture and promote high quality outcomes
- Recognise and appreciate excellence in research through Faculty research awards
  - Continuation of awards system
- Enhance HDR experience
  - **review and revise where necessary existing faculty workshop series and encourage HDR students to attend**
  - **build stronger School based seminar programmes to focus on candidacy preparation**
  - **promote annual HDR conference as national /international event**
- Continue to encourage RPI performance
  - extend Humanities publication grants into 2010
  - promote research activity through seminars/workshops for ECR and staff
- Review ERA trial results and promote to staff

#### ***Drive international excellence***

- **Set up international research relationships and articulations**
  - Australian Study Centres
  - Targeted Student Program
  - articulation agreements
  - Australian Studies seminar
- Implement re-branding of Humanities
  - new Bachelor of Arts
  - new masters
  - showcase corridor

#### ***Enhance capacity and financial sustainability***

- Increase onshore student enrolments by 3% per year and new enrolments by 10% per year
- Increase domestic fee paying student enrolments by 3% per year
- Increase Commonwealth student enrolments by 2% per year
- **Increase consultancy and research income by 15% per year**
- Achieve a 5% operating surplus measured as a percentage of teaching, royalty and consultancy revenues

### **2011**

#### ***Develop a culture of excellence and innovation***

- **Improve leadership and accountability**
- Improve the quality of the Faculty's environment
- Implementation of the Faculty' Voice It' survey action plan

### ***Focus on high-quality courses in areas of strength***

- Differentiate Curtin from competitors through the triple-i model
- Define and incorporate work integrated learning in areas where this is not traditionally part of the curriculum
- Improvement in graduate employability skills is reflected in graduate destinations surveys

### ***Strengthen research capability and performance***

- Respond to ERA results
  - **map Faculty research strengths**
  - **identify potential new research foci**
  - on going promotion of Humanities research to University/broader community
- **Targeted research partnerships undertaken**
- **International staff and HDR exchanges developed**
- **Ongoing promotion and presentation of high quality research outputs**

### ***Drive international excellence***

- Fully develop Australian Studies Network
  - implement reverse offshore teaching program
  - develop Indian market for onshore studies
- **Implement teaching program in Indonesia**

### ***Enhance capacity and financial sustainability***

- Increase onshore student enrolments by 3% per year and new enrolments by 10% per year
- Increase domestic fee paying student enrolments by 3% per year
- Increase Commonwealth student enrolments by 2% per year
- Increase consultancy and research income by 15% per year
- Achieve a 5% operating surplus measured as a percentage of teaching, royalty and consultancy revenues
- **Establish communal areas such as shared teaching space and an iZone facility**

## **2012**

### ***Develop a culture of excellence and innovation***

- **Individualised training and development programs embedded in every staff members workplans**

### ***Focus on high-quality courses in areas of strength***

- Every student on all Australian campuses owns an i-portfolio which showcases employability

### ***Strengthen research capability and performance***

- **International research partnerships expanded**
- **Increase in diverse funding sources for research**

### ***Drive international excellence***

- Develop North America and European Markets
  - **using study abroad**
  - **school champions**

### ***Enhance capacity and financial sustainability***

- Improve the Faculty's financial sustainability through diversifying income streams

## School of Education

### Strategy 1: Sustainable School and School Based Research Partnerships

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty Plan
Alliances and partnerships with Education providers.	1. Establish multi-level sustainable partnerships with schools and other educational sectors to establish a more cohesive and collaborative professional experience program	Expression Of Interest (EOI) for Training Schools with DETWA	EOI submitted	Head of School	2009	<b>Physical</b> Office/IT requirements for Director, Schools Partnerships  <b>Financial</b> salary and on-costs; advisory committee costs; forum costs	<b>1.2</b> Optimise performance and innovation
		Appointment of Director, Schools Partnerships	Appointment made	Head of School	2009		
		Professional Practice Advisory Committee	PPAC convened	Director, Schools Partnerships	2010		
		Consultation Forum for partner school staff	Forum conducted	Director, Schools Partnerships	2010		
	2. Build connections with TAFE and CIC – articulation agreements and pathways/formal MOUs	MOU re articulation from Cert IV and Diploma in Children’s Services	MOU discussion commenced and completed	Head of School and course coordinators	2010		
		Agreement with CIC reviewed	Revised agreement implemented				
	3. Implement a school based supervision and mentoring model	Develop and promote professional development in supervision and mentoring of pre-service teachers	Short courses developed and delivered	Director, Schools Partnerships and Head of School	2010 to 2012	<b>Financial</b> training package development costs; PD presentation costs	
	4. Implement an expanded Curtin affiliates/associates/adjuncts scheme	Professional Practice Coordinators in partner schools as adjuncts  Co-operating teachers in partner schools as affiliates  Prominent educators appointed as adjunct professors	Appointments made	Director, Schools Partnerships and Head of School	2010		<b>3.1</b> Acquire high quality research capability

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty Plan
	1. Conduct research in school around agreed educational issues	Identify schools with potential reciprocal research interests  Develop a strategy for approaching the principal and initiating research discussion	Research partners identified  Strategy developed and implemented	Research Teams  Head of School	2010 - 2012	<b>Financial</b> Dependent on funding received	<b>3.1</b> Acquire high quality research capability
	2. Explore opportunities with schools and systems for ARC linkage and other research grants	Determine research areas appropriate to ARC/ALTC grants  Gain commitment from partner school/s	ARC/ALTC grant application submitted	Research Teams			
	3. Support school participation through research training	Local seminars for teachers developed in response to identified needs	Seminars delivered	Director, Research Development	2010 - 2012	<b>Financial</b> training package development costs; PD presentation costs	

## Strategy 2: Improved Research Culture and Outputs

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty plan
Enhanced research culture within the School of Education	1. Facilitate the formation of collaborative research teams within SoE and establish cross disciplinary teams within the University and with external partners	Identify and develop appropriate infrastructure and support programs to encourage cross-campus research efforts	Collaborative research teams formed	Academic staff and Director, Research Development			1.4 Improve the quality of the University environment  1.2 Optimise performance and innovation
	2. Initiate a communication strategy on research-related matters and facilitate opportunities for staff research training	Communicate with researchers on the development of research project applications  Monitor and report on developments in research and graduate studies outputs  Facilitating staff development and research training	Communication strategy implemented   Individualised training and development programs embedded in work plans	Head of School and Director, Research Development	2010-2012		3.3 Building a research culture
	3. Promote and support postgraduate research and supervisory capacity-building	Conduct candidacy proposal seminars for HDR students  Work with ECR to build supervisory capacity	Presentations scheduled and made  All ECR on the register of supervisors	Chair, Thesis Committee  Director, Research Development	2010		
	4. Work with academic staff to identify emerging issues, trends, risks and opportunities to improve research performance	Develop and publicise the research profile of SoE academic staff  Trends and opportunities assessed	Profiles completed and placed on website  Key research areas identified	Director, Research Development			

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty plan
	5. Facilitate the formation of collaborative research teams with in SoE	SoE identify own areas of research strength  Professoriate to provide mentoring and support to Early Career Researchers (ECRs)  Active research team development	Research profiles completed and placed on website  Mentoring established  Research teams formed	Director, Research Development	2010-2012		
	6. Implement opportunities for research presentations  Develop the PHD and Doctorate supervisory model and establish cohorts for delivery	Establish internal research information sessions  Facilitate and support conference presentations by academic staff and research students	Sessions delivered  Presentations scheduled and made  Academic staff	Director, Research Development  Chair, Thesis Committee  Principal supervisors and academic staff	2010-2012		
Visiting researchers and Research Fellows appointments	1. Complete an audit to identify high profile international researchers aligned to the SoE research priorities, Churchill fellows etc  2. Apply for appointment of a Research Fellow for the SoE  3. Assess the Curtin visiting scholar	SoE research priorities identified  Audit completed and assessed  Research Fellow application developed and submitted  Available support investigated	Priorities confirmed 2110  Potential visiting scholars identified and contacted  Research Fellow appointed  Available support identified	Director, Research Development	2010  2011  2010	Space  Funding for computer leases/phone costs etc	<b>3.1</b> Acquire high quality research capability  Leverage international partnerships  <b>3.4</b> Align research incentives with international indicators

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty plan
	<p>scheme and explore funding and grants to support visiting scholars.</p> <p>4. Identify and access support grants provided by external organisations, e.g. British Council for UK scholars, EU grants</p>				2010		
Research consultancies	<p>1. Conduct evaluations and commissioned research/consultancies</p> <p>2. Produce publications from consultancies obtained</p>	<p>Consultancy possibilities identified</p> <p>Cost structure for consultancies development</p>	One consultancy per year	Academic staff, Director Research Development	2011		5.2 Diversify profit streams
International research links and alliances	1. Increase exposure through participation at international conferences	Each active researcher to identify high profile international conferences and seek to submit a paper for presentation	Peer-reviewed paper delivered	Academic staff	2010-2012	Conference Costs (subsidise early career researchers)	<p><b>3.2</b>Leverage international partnerships</p> <p><b>3.3</b>Align research incentives with international indicators</p> <p>3.1 Acquire a high quality research capability</p>
	2. Apply for international ARC Linkage/Discovery grant partnerships	<p>Provide assistance in identifying research opportunities and securing sources of research funding</p> <p>Submit International ARC Linkage grant</p>	ARC International Linkage/Discovery grant received	Director, Research Development Academic staff	2010-2012		
	3. Develop and promote an entrepreneurial approach to international research activities	<p>ASL applications to be targeted at international research activities aligned to SoE priorities</p> <p>Potential international research partners to be identified and contacted</p>	<p>ASL linked to international linkages</p> <p>International partners and prospective</p>	Head of School Director, Research and Development Academic staff	2010-2012	Costs for leave cover whilst on ASL	

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to Faculty plan
		re possible collaboration	projects established				

## Strategy 3: Enhanced Internationalisation

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to the Faculty Plan
International teaching and research opportunities	1. Identify potential offshore teaching activities	New teaching opportunities identified  Discussions with HIMO re feasibility of delivery	One new internationally focused program to be delivered each year	Director, International	2010-2012	Travel Costs	4.1 Build partnerships that enhance international reputation
	2. Assist with the development and management of international partnership/alliances	Partner institutions identified  Negotiations for delivery completed  Project management on specific international education projects  Sources of funding for international projects identified	One new internationally focused program to be delivered each year	Director, International	2010-2012	Travel Costs	4.2 Optimise international outcomes  4.3 Continuously improve internationalisation quality
	3. Improve marketing for international student recruitment, program/short course development and alumni activities	Marketing campaign developed in association with HIMO  International Alumni networks reviewed	Marketing campaign delivered  Networks activated  Alumni Chapters established	Director, International	2010-2012	Marketing campaign costs  Visits to overseas alumni network hubs	
International perspectives and activities in the School's culture and practices	1. Develop goals to promote international perspectives and activities in SoE culture and practices	Goals developed Consultation on goals International exchanges and study tour opportunities developed	Goals agreed International exchanges and study tours arranged	Director, International and interested academic staff	2010-2012		2.3 Consolidate on teaching strengths

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Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to the Faculty Plan
	2. Develop methods for evaluating progress towards internationalisation in SoE's academic courses	Methods for increasing international perspectives identified Methods implemented Methods evaluated IB implementation	Methods implemented	Director, International	2011		3.4 Align research incentives with international indicators
	3. Clarify the meaning of 'internationalisation' for SoE and provide staff development opportunities aimed at developing intercultural understandings and /perspectives	Meaning agreed Staff development opportunities developed and scheduled	Staff development delivered and feedback received and analysed	Director, International	2010	<i>PD presentation costs</i>	

## Strategy 4: Enhanced Student Experience

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to the Faculty Plan
Improved retention, particularly in first year students	1. Develop and implement strategies to ensure the student experience in SoE is of the highest standard, with special consideration given to international students	<p>First Year Coordinator (FYC) position established</p> <p>Expanded orientation programs developed</p> <p>Mentor arrangements enhanced</p> <p>Cultural awareness program for international students developed</p>	<p>FYC appointed</p> <p>Program implemented</p> <p>Mentors appointed and inducted</p> <p>Program for IS delivered</p>	<p>Head of School</p> <p>First Year Coordinator</p> <p>First Year Coordinator</p> <p>First Year Coordinator</p>	2010	Meeting Costs	<p><b>1.4</b> Improve the quality of the University environment</p> <p><b>4.3</b> Improve the International quality</p>
	2. Investigate attrition rates and their underlying causes	<p>Research project scope developed</p> <p>Identify means of conducting and resourcing research</p> <p>Research Internal Research Grant program developed</p>	<p>Scope document finalised</p> <p>Researchers/resources identified and project undertaken</p>	<p>First Year Coordinator</p> <p>Supervisor and research student</p> <p>Research Team</p>	2010-2011  2010		<b>2.1</b> Improve the quality of the learning experience
	3. Provision of new student resources	Former Teaching Resource Library developed as an open social and i-zone for students	New space developed	Head of School and PVC	2010-2011	Equipment Costs	<b>2.1</b> Improve the quality of the learning experience
Academic and research preparation in the undergraduate programs	1. Develop, embed and monitor research skills in the undergraduate program,	<p>Allocation of research skills to nominated units</p> <p>Review process developed and results analysed</p>	<p>Annual Course Review completed</p> <p>Review process completed and feedback utilised</p>	<p>Head of School</p> <p>Course Coordinators</p>	2010  2011		
	2. Foster expectations of a research pathway	Build Honours program	Increased student numbers in the Honours streams	Director, Research Development	2010		<b>1.2</b> Optimise performance and innovation

Strategic Initiative	Actions	Measures / Milestones	Targets	Responsible	Year	Resources	Relation to the Faculty Plan
		<p>Revise selection criteria for invitation to Honours</p> <p>Make provision for application to Honours</p> <p>Identify top honours students for PhD scholarships</p>	<p>Revised criteria for invitation to Honours applied</p> <p>Student application process commenced</p>				<b>3.3</b> Build research culture and performance expectations
Comprehensive data related to student learning	1. Collect data on: student skills, knowledge, engagement and other affective factors	Specific data for collection identified Data analysed Data utilised for Annual Course Review	<p>Data collected, analysed.</p> <p>Data used to modify units in ACR</p>	Head of School			<b>2.1</b> Improve the quality of the learning experience
	2. Collect data on student attainment of professional teaching standards	Specific data for collection identified Data analysed Data utilised for Annual Course Review	<p>Data collected, analysed.</p> <p>Data used to modify units in ACR</p>	Head of School			<b>2.2</b> Strengthen teaching quality

## Strategy 5: Flexible and e-Learning

Strategic Initiative	Actions	Measures	Targets	Responsible	Year	Resources	Relations to Faculty Plan
SoE as a centre in excellence flexible and e-learning	1. Establish and promote a flexible and e-learning research team	Build links with relevant Curtin schools/departments  Build links with external groups, institutions and other Universities to promote research on flexible and e-learning  Develop and prioritise a list of instructional hardware and software in support of flexible and e-learning goals.	Links identified and research potential examined	Director, Flexible and e-Learning	2010-2012	Professional Development costs	<b>3.1</b> Acquire High quality research capacity  <b>3.3</b> Build research culture and performance expectations
	2. Promote targeted research into e-learning with Honours/Masters/PhD students	Investigate the potential to offer research scholarships/sponsorships in flexible and e-learning	Targeted HDR scholarship identified and offered	Director, Flexible and e-Learning	2011-2012	Costs of Scholarship	
Enhanced staff competencies	1. Assess, plan and deliver staff development on the design and implementation of flexible/online learning approaches	Base competencies assessed Improvement Plan developed and implemented	Increased integration of flexible/online learning approaches into coursework	Director, Flexible and e-Learning	2010-2012		<b>2.2</b> Strengthen teaching quality  <b>1.2</b> Optimise performance and innovation
	2. Effective integration of learning technologies into mainstream course development and delivery	Advice on integration formalised  Academic staff assisted to actively implement an integrated approach to flexible and e-learning	Handbook for staff produced  Ongoing support available	Director, Flexible and e-Learning	2010 2010-2012		
Learning technologies embedded into the	1. Map units to identify current and potential integration of	Integration profile undertaken	Map completed	Director, Flexible and e-learning	2010		<b>2.1</b> Improve the quality of the learning

Strategic Initiative	Actions	Measures	Targets	Responsible	Year	Resources	Relations to Faculty Plan
curriculum of coursework units	learning technologies.						experience
	2. Monitor and adjust the structure and pattern of unit delivery	Annual Course Reviews to consider increased blended or online learning opportunities	ACR completed	Head of School	2010 - 2012		<b>2.2</b> Strengthen Teaching quality  <b>2.3</b> Consolidate on teaching strengths  <b>5.1</b> Improve efficiency and productivity