FAD&P Strategic Plan response to the University's strategies

The Plan was unanimously endorsed, as an interim plan at the Faculty Meeting on 17 August, 2011.

STRATEGIC PLAN

DOMAIN – FOCUS – ASPIRATION

The Faculty’s domain is the designed environment, from its conception and design, to its inhabitation and performance. The Faculty is committed to the contribution the designed environment makes culturally as an aesthetic practice and materially as the basis for improving the human habitat. To undertake its work it uses the methodologies of architecture, social science, design, science, art, and the humanities. The Faculty’s focus is on process, outcome and analysis.

The Faculty has four overarching disciplines, Architecture, Design, Urban & Regional Planning & Policy, and Architectural & Design Science, each of which has sub-disciplines and, cross linked sub-disciplines both within the Faculty and with other parts of the University.

The Faculty’s objective in research is both to develop knowledge, understanding and critique of its field and to undertake work, which explores the cutting edge of what its disciplines do and offer to humanity. Its research work may be theory based studies - resulting in publication outcomes, or research-practice based outcomes - resulting in systems, artefacts, art, media, or buildings.

The Faculty aspires to be, and to be recognised as, one of the international leaders in education and research in architecture, design and planning.

There is strong community interest and high quality demand for its disciplines, strong professional and industry demand, and the pressing need at all levels of society and government for an improved and sustainable built environment. The strength and quality of this demand indicates that the Faculty should significantly expand in order to meet this demand, and to address the major societal and economic challenges of generating appropriate and sustainable built environments.

The Faculty will examine the possibilities for a major expansion of its activities and its engagements. In particular, in the next period, it will explore the possibilities of increasing its undergraduate load, its postgraduate coursework load, its HDR load and its research and research income.
## University of Sydney Strategy

### Mutual Accountability: University Governance and the Size and Shape of the University

1. Refine our governance structures

- Agree with each of the Deans of the faculties and with SEG the membership, terms of reference and rules for the conduct of the business of the divisional boards.
- Charge the divisional boards with the task of overseeing the development of faculty strategic plans and developing a strategic plan for the division as a whole.

## Faculty of Architecture, Design and Planning
<table>
<thead>
<tr>
<th>University of Sydney Strategy</th>
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<tbody>
<tr>
<td><strong>Engaged Enquiry: Integrated Education and Research</strong></td>
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<tr>
<td>2. Manage more effectively the size and shape of the University</td>
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<tr>
<td>➢ Charge the divisional boards and the Curriculum Committee of SEG with the responsibility for reviewing annually the student load and mix to ensure educational and financial sustainability.</td>
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<tr>
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<tr>
<td>➢ Explore the opportunities to significantly expand the Faculty’s education and research to respond to the social, government and industry demand for a much more effective and sustainable built environment.</td>
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<tr>
<td>➢ Determine areas in which UG, PG cwk, HDR should be expanded or contracted in anticipation of external needs, economic viability, and the achievement of the Faculty’s aspirations.</td>
</tr>
<tr>
<td>➢ Maintain our high ATAR ranking for the undergraduate programs, B. Design (Arch) and B. Design (Computing).</td>
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<tr>
<td>➢ Respond to global urbanisation by developing programs, which respond to international demand, for excellence in the built environment.</td>
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</table>
### University of Sydney Strategy

3. **Initiate a University wide program of curriculum renewal**

- Develop University-wide principles for curriculum development.
- Conduct a fundamental review of the major undergraduate generalist degree programs.
- Articulate the standards and outcomes of teaching and learning experiences that distinguish different degree levels and pathways through degrees.
- Implement the assessment principles flowing from the Academic Board review, begun in 2009.
- Identify and empower scholars with expertise in curriculum development to champion curriculum renewal and best practice across the University.
- Recognise and reward staff contribution to curriculum renewal and innovation.

### Faculty of Architecture, Design and Planning

- Further incorporate contemporary research, that includes research led practice, into teaching, in order to bring the passion of cutting edge and experimental work by Faculty members and adjuncts into the core of the Faculty.

- Develop clear vertical sequences and horizontal integration between specialised and professionally-oriented undergraduate, Masters by Coursework and HDR programs that ensure life-long learning and flexibility of student pathways.

- Ensure consistency of teaching and learning workload allocation across all units.

- The proposed expansion of all activities in the Faculty also resides in its aspiration to provide for the University a studio-based design-led model of learning that has already been taken up internationally in fields such as Business Management. This model employs iterative processes of discovery in a collaborative studio environment. The Faculty aims to be a national and international leader in the emerging paradigm of design-led thinking. The transformation of the Faculty to a combination of members who represent the best theoretically-driven work and the best research-led practice will take time - probably at least fifteen years. This transformation of the discipline through the Faculty’s commitment to the new paradigm is essential for the Faculty to be an international leader in its disciplines.

- The development of the Faculty’s undergraduate and PG coursework design programs is a priority. The Faculty’s work to date is based on a commitment not only to the image, form, and physical usability of artifacts and media but also to the underlying systems and software. The Faculty will explore further development of its undergraduate design course in terms of:
  - computing & interface design
  - product design & development
  - communications & media

In undertaking these explorations and developments the Faculty will ensure that the courses are driven by a commitment to research-led practice.
<table>
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<tr>
<td>4. Enrich the experience of University life for all our students</td>
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<tr>
<td>➢ Review and develop the University's provision of services for student health, wellbeing and welfare.</td>
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<tr>
<td>➢ Prioritise and implement the recommendations of the University Review of Co-curricular Experience to increase the effectiveness and relevance of our co-curricular programs.</td>
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<tr>
<td>➢ Develop and implement the recommendations of the University Review of Indigenous Education (see Strategy Ten).</td>
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<tr>
<td>➢ Build international exchange opportunities to develop global citizens (see Strategy Five).</td>
</tr>
<tr>
<td>➢ Prioritise and implement the recommendations of the University Review of Support for International Students.</td>
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<tr>
<td>➢ Finalise and implement the recommendations of the Second Language Acquisition Project (see Strategy Five)</td>
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<td>➢ In conjunction with the University, design and develop an exemplar education and research built environment which serves as a model for education and research activities across the University and the tertiary education sector generally.</td>
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<tr>
<td>➢ Ensure that this environment: encourages the development of an academic and professional community of students, HDR candidates, Faculty members, professional and administrative staff, externals, and adjuncts.</td>
</tr>
<tr>
<td>➢ Ensure that this environment:</td>
</tr>
<tr>
<td>o Serves as a centre for the social, government, and industry communities, which relate to the Faculty’s disciplines.</td>
</tr>
<tr>
<td>o Is efficient and sustainable.</td>
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<tr>
<td>o Is an exemplar for the built environment disciplines</td>
</tr>
<tr>
<td>➢ Develop more appropriate infrastructure and resources for our students, particularly those in studio-based and HDR programs, that enhance peer-learning and support and enrich our research climate.</td>
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<tr>
<td>➢ Develop co-location of HDR candidates within the Faculty.</td>
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<tr>
<td>➢ Ensure our students' University experience as well as their education, is relevant to their professional destinations in Australia and internationally.</td>
</tr>
<tr>
<td>➢ Infuse the studio-based courses with the passion and excitement of research-led practice.</td>
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</table>
# University of Sydney Strategy

## 5. Expand and diversity opportunities for students to develop as global citizens

- Build international exchange opportunities for our students and international experience for staff.
- Finalise the implementation of the Second Language Acquisition project.
- Expand the number of World Scholars program scholarships to attract the best PhD students from priority countries.
- Introduce a World Fellows program for short-term visits by leading international academics and public figures.
- Complete and implement the project on Appointments for Overseas Academics to facilitate the fractional appointment of academic staff also employed at an overseas university.
- Pursue new funding opportunities to build capacity for international engagement and exchange.

## Faculty of Architecture, Design and Planning

- Develop a focussed suite of partnerships with international universities to expand opportunities for incoming and outgoing exchange and study abroad.
- Work with our professional and peak bodies to increase international recognition and accreditation of our degrees and programs.
- Develop a range of international adjunct appointments and visiting academics and professionals, and provide intensives and other programs to ensure they can make an effective contribution to the Faculty.
- As disciplines concerned with place and locality, ensure that students have both an international perspective and an in-depth understanding of the significance of local specificities.
### University of Sydney Strategy

6. **Develop our capacity to identify and support research excellence**

- Develop divisional research strategies and negotiate compacts with SEG for endorsement, and, where necessary, support of these strategies.
- Establish a University-wide research fund to allow strategic investment in identified areas of research.
- Apply divisional and University research strategies in the ongoing assessment of our infrastructure needs and priorities.
- Establish a program for the systematic review and development of University research policies in collaboration between SEG and the Academic Board.

### Faculty of Architecture, Design and Planning

- Ensure that Faculty research provides a real and sustained contribution to its disciplines and professions; that has academic, professional, policy or industry relevance.
- Ensure that the Faculty is a national and international centre for the architecture, design and planning disciplines.
- Build interdisciplinary collaborations to work on complex built environment problems that benefit from diverse expertise and approaches.
- Coalesce research activities to build critical mass and establish and enhance cross-disciplinary links with other disciplines which contribute to the understanding and development of the built environment.
- Monitor the research performance of the Faculty.
- Support and grow areas of demonstrated research excellence, and achievement.
- Develop synergies and sharing of best practice between researchers both within the Faculty and with relevant disciplines elsewhere in the University.
- Develop built environment and infrastructure for the Faculty to support the achievement of research excellence in our disciplines.
- Prioritise the allocation of infrastructure and resources to research which achieves excellence, disciplinary relevance, and external engagement.
- Provide a University centre for research infrastructure in the built environment disciplines which also supports research in these disciplines undertaken elsewhere in the University and externally.
- Encourage linkages with external infrastructure and resource providers.
- Refine Faculty research groupings to address existing and emerging challenges in the built environment, both nationally and internationally.
- Support research excellence by more effective external communication of the research contribution to society, government and industry.
- Develop the physical environment of the Faculty to enhance and encourage the highest standards of research and interaction between researchers, ref. 4. above.
### University of Sydney Strategy

#### 7. Develop our capacity to identify and support research excellence in Teaching

- Develop divisional teaching excellence strategies and negotiate compacts with SEG for endorsement, and, where necessary, support of these strategies.
- Develop new tools for identifying teaching and learning strengths to inform divisional strategies and support the promulgation of best practice.
- Establish University-agreed minimum standards for teaching and learning support as appropriate to each faculty.
- Apply divisional and University teaching excellence strategies in the ongoing assessment of our infrastructure needs and priorities.
- Complete the Learning Space Network Project.
- Establish a program for the systematic review and development of University education policies in collaboration between SEG and the Academic Board.

### Faculty of Architecture, Design and Planning

- Reward teaching excellence and contribution to the student experience through teaching awards.
- Improve the technology and infrastructure of learning spaces.
- Consider the employment of an education manager.
- Establish teaching awards for sessional and visiting staff.
- The FEG to monitor teaching performance in all units.
- Action taken to remedy poor teaching performance with ongoing monitoring of improvement.
### University of Sydney Strategy

8. Develop a small number of major cross disciplinary initiatives in research and education

- Develop criteria and processes to identify support and maintain strategic and University-supported research and education initiatives.
- Determine the feasibility of up to two new major cross-disciplinary programs of research and education.
- Create for each major cross-disciplinary program of research and education an accompanying strategy to acknowledge its core purposes in our institutional life.

### Faculty of Architecture, Design and Planning

- Develop research training foundation and induction units for studio based design research, for use across the University.
- Provide fora for the division and the University for studio-based design research, and, for the University for built environment research.
- Explore the possibilities for across the University initiatives in infrastructure planning, appraisal and delivery.
- Explore the possibilities for across the University initiatives in innovation.
- Explore the possibilities for across the University initiatives in product design and development.
- Explore the possibilities for across the University initiatives in sustainable architecture, design and planning.
### University of Sydney Strategy

**9. Agree coordinated strategies for identifying developing and supporting research talent from undergraduate students to research leaders**

- Embed discovery-based learning in all curricula, with opportunities for research experience appropriate to discipline and level.
- Develop coordinated faculty, divisional and University-wide programs for researcher induction, and for research training and mentoring at all career stages.
- Extend the standard full-time duration of the PhD program to four years to provide scope for broadening methodological and generic skills training, where appropriate.
- Develop clearer pathways to the PhD from Honours and alternate prior programs.
- Establish discipline specific guidelines and training for supervisors, including provision for co-supervisors.
- Charge the Graduate Office with enhanced responsibility for candidate administration, monitoring of consistency of practice and policy, and procedural development across the University.
- Develop programs to extend the leadership skills of researchers heading major research initiatives

### Faculty of Architecture, Design and Planning

- Develop PhD by creative project and parallel text, using lessons from the SCA model.
- Develop research training foundation and induction units for studio-based design research, for use across the University.
- Articulate the research element in creative design both within the academy and the profession.
- Articulate the research component in creative design undergraduate and PG Coursework programs, formalise it and provide articulation from these programs into HDR programs.
- Articulate and communicate the distinctions between pure, strategic, and applied research, and professional practice.
- Establish the research component in architectural practice in coursework masters programs in architecture and design and develop research-training components or units to address discovery in these disciplines. Provide articulation from these coursework masters programs to the PhD.
- Establish linkages to industry and the professions to enable researchers and research training candidates to be embedded in industry and professional firms.
University of Sydney Strategy

10. Promote high quality Indigenous education and research

- Develop and implement the recommendations of the Review of Indigenous Education.
- Enhance the pathways and support we provide for Indigenous students to access higher education and pursue both academic and professional staff careers.
- Establish mentoring programs specific to Indigenous researchers at all career stages.
- Foster stronger relationships based on mutual respect with local and regional Indigenous communities.
- Ensure that all students who graduate from the University do so with a deeper knowledge and understanding of Indigenous culture.

Faculty of Architecture, Design and Planning

- Further develop our existing place-based design subjects that partner with indigenous communities.
- Build closer relationships with multi-cultural, indigenous, and socially disadvantaged communities through teaching and research activities.
### University of Sydney Strategy

11. Attract and support promising students from a diversity of social and cultural backgrounds

- Expand our partnerships with specific schools and community organisations to raise awareness of tertiary education’s value, support educational attainment, and increase aspirations for further study.
- Review admissions criteria and policies, including those covering pathways, special admissions programs, and ATAR bonuses to increase participation by under-represented groups.
- Set University, faculty and school targets for recruitment and retention of low SES, Indigenous and rural and remote students.
- Support universal access by investing in implementation of the Disability Action Plan 2011-2015 including the allocation of disability officers and ongoing training for staff.
- Complete ongoing negotiations with universities in rural NSW for greater cooperation in education and research, and the provision of flexible pathways for students.
- Provide staff development activities and resources to build the necessary skills to support the successful implementation of social inclusion and Indigenous education initiatives.
- Convene a cross-disciplinary network of researchers into social inclusion and exclusion and related community issues.

### Faculty of Architecture, Design and Planning

- Introduce a workshop for design practice for HSC Students from targeted schools.
- While maintaining the high ATAR for our undergraduate courses explore possibilities for entry systems which increase social diversity.
- Explore the possibility for new combined undergraduate programs that would attract more diverse students and lead on to our Masters by coursework programs and HDR.
**University of Sydney Strategy**

12. Provide enhanced learning opportunities for all our staff

- Continue the review of the University's PMD system to simplify and better support the University's performance and development needs.
- Develop and implement processes for succession planning for the University, ensuring growth opportunities and career development for all staff.
- Systematically review current learning programs and initiatives with a view to meeting identified capability development needs.
- Facilitate participation by staff in formal academic programs, and also in public dissemination and non-award programs.
- Review arrangements for performance progression.

**Faculty of Architecture, Design and Planning**

- Attract, and where necessary aggressively recruit, and retain the highest quality of staff.
- Maintain staff expertise and capacity in the constantly and rapidly changing visualisation and fabrication technologies.
- Ensure that Faculty members have access to support and development in teaching and education. In any instances of low results in teaching assessment ensure that Faculty members take appropriate development programs.
- Ensure Faculty funding to support new Faculty members, provide seed funding for new initiatives which have a proven business case, and invest in and develop research which has a proven record of excellence, significance and engagement.
- Provide induction, support, and educational/teaching development for sessional and visiting staff members.
## University of Sydney Strategy

### Engaged Enquiry Local and Global Partnerships

13. **Prioritise international engagement by region for the effective development of University-wide partnerships and networks**

- Focus our regional engagement efforts on China, South East Asia, and India as top priorities; Korea, Japan, North America and Europe as medium priorities; and Latin America and Africa as low but emerging priorities.
- Develop a business plan to reflect these priorities and cover existing gap, as appropriate.
- Develop the Sydney World program of offshore and onshore academic fora, symposia, graduations and alumni receptions, consistent with our regional priorities.
- Design an international communications program using media and messages appropriate to targeted audiences, consistent with the University’s overall communication strategy.

## Faculty of Architecture, Design and Planning

- Map our international relationships, in order to identify opportunities and gaps and capacity to translate individual international relationships into institutional relationships.
- Develop plans for international marketing and work with the Division to provide co-ordinated on the ground marketing in Asia and elsewhere.
- Clearly identify the Faculty’s best international opportunities, in terms of numbers and quality of potential applicants, and focus marketing and communication on them.
- Establish a manageable suite of international partnerships and ensure that they operate on an ongoing basis.
## University of Sydney Strategy

14. **Develop and implement a coordinated University-wide framework for local and rural community engagement**

- Conduct an audit of current community engagement programs throughout the University, including those in rural and remote areas, to focus future activity in community engagement.
- Identify a sustainable number of projects that include opportunities for education and research activities (in consultation with external groups) that will directly engage local residents, students, staff, and alumni.
- Embed strategies for community-engaged learning within the curricula of the University through the process of curriculum renewal (see Strategy Three).
- Increase our stakeholders’ understanding of the University’s mission, goals, and messages through the implementation of an integrated marketing and communications plan.
- Include in the campus master planning process consideration of the infrastructure required to create and sustain a viable cultural precinct.

## Faculty of Architecture, Design and Planning

- Develop the Tin Sheds Gallery to be the national centre for exhibitions and events showcasing innovative design, architectural research, and art that engages the urban realm.
- Maintain a high level of guest lecture series and community, profession, and industry oriented events.
- Further develop our strategic partnerships with contemporary arts and design organisations, such as the Sydney Festival; and Vivid.
- Continue to develop research and engagement projects with community organisations such as those currently with Utopia (NT) and Papua New Guinea.
- Re-vision our current community-oriented centres including the Fell Centre for Housing, and the Planning Research Centre, in order to better engage the profession and community, and align with Faculty Research Strengths.
### University of Sydney Strategy

#### 15. Deepen our engagement with a supportive network of alumni and friends

- Develop a University-wide volunteer program including recruitment, management, training and recognition for volunteers.
- Develop further an alumni loyalty program to provide recognition and benefit.
- Ensure alignment of our international and alumni strategies to maximise the benefit of our relationships with alumni groups, and galvanise a growing worldwide network of supporters.

### Faculty of Architecture, Design and Planning

- Develop the Alumni Council to represent the breadth of our disciplines and the full range of graduate cohorts.
- Work with the Alumni Council and Development Office to enhance our bequests, scholarships and awards.
- Improve connections with our alumni abroad.
### University of Sydney Strategy

#### Mutual Accountability: Resources, Costs and Services

16. **Refine and apply the new University Economic Model to ensure greater transparency in resource and cost allocation and support strategic decision-making**

- Introduce the new University Economic Model for the allocation of budgets to academic units and central portfolios.
- Align the budget allocation models with the new divisional structure and charge each divisional board with accountability to SEG for budget allocations to faculties in the division.
- Introduce a transitional process in the five-year planning cycle to ease the adjustment of academic units to the implications of the University Economic Model.
- Review the financial circumstances of academic units the revenue of which does not meet their costs under the economic model to determine the appropriate strategies for moving them into budget surplus or ensuring their continuation through cross-subsidy.

#### Faculty of Architecture, Design and Planning e

- Apply the principles and operations of the UEM to all current and proposed new activities in the Faculty.
- Monitor the performance of the Faculty in the UEM.
- Ensure transparency and accountability in all activities.
### University of Sydney Strategy

17. **Systematically review arrangements for the provision of administrative and professional services**

- Refine existing arrangements for location and management of services in relation to finance, human resources and ICT.

### Faculty of Architecture, Design and Planning

- Complete current development of administrative services and academic management roles.
- Develop clear position descriptions for all administrative and management roles with alignment to overall management structure and academic objectives.
- Aspire to a separation of responsibilities in which Faculty members focus on producing brilliant research and education and all other activities are undertaken by the managerial, administrative, and professional staff.
- Ensure that all administrative and professional services are highly effective and responsive.