



The University of Sydney

FACULTY OF
ECONOMICS
AND **BUSINESS**

LEARNING AND TEACHING PLAN

2007-2010

DRAFT

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Areas of focus for the learning and teaching portfolio in 2007-2010 are below.

1. Review all undergraduate and postgraduate programs

- Finalise the MBA for 2009 intake.
- Streamline offerings by 2009.
- Supplement with suite of integrated management education programs.
- Expand study abroad and exchange.
- Internationalise content, delivery and assessment.
- Promote the unique qualities and attributes of the Faculty's graduates.
- Develop and implement a student internship program.

2. Develop and implement Faculty policies and incentives

- Clarify teaching policies and procedures to ensure alignment with Academic Board.
- Develop an academic workload policy.
- Recruit staff to reduce the student-staff ratio.
- Introduce performance-based funding and annual 'good teaching' reporting requirements.
- Integrate systems for tracking teaching and research outcomes (Digital Measures).

3. Support disciplinary commitment to enhancing the quality of learning and teaching.

- Promote engagement with student feedback.
- Support collaborative approaches to evidence-based unit of study improvements.
- Provide discipline-level rewards for scholarship of teaching research.
- Support staff to obtain external teaching awards, grants and Scholarship Index funds.
- Engage L&T Associates to support achievement of disciplinary learning and teaching aims.
- Monitor progress to improve progression rates, particularly for international students.

4. Actively encourage and support research-led teaching and learning.

- Encourage pedagogical research to guide improvement, expand research & assist promotion.
- Recognise scholarship teaching in the research plan, budget and annual research report.
- Promote research-based learning.

5. Provide relevant, effective and sustainable academic development.

- Expand and further embed the tutor development program.
- Continue to provide and develop the academic mentoring program.
- Facilitate appropriate use of an expanded set of e-learning tools, resources and activities.
- Encourage an academic culture appropriate to internationalisation and student diversity.
- Develop a professional development strategy for staff new to teaching (e.g. Fellows).

6. Provide effective support for students.

- Develop and implement strategies to improve academic literacy particularly postgraduates.
- Explore alternative admission requirements to facilitate selection of quality students.
- Extend the Peer Assisted Study Sessions program to postgraduate units of study.
- Expand the Careers Service and explore opportunities for embedding into units of study.
- Embed intercultural competence in developing graduate attributes.
- Investigate and address student perceptions of an excessive workload.

More detailed actions, targets and responsibilities, aligned to University strategies and objectives, are below. The numbering refers to "University Objective, University Strategy, Faculty KPI". For example, "KPI 3.2.6" refers to "University Objective 3, University Strategy 2, Faculty KPI 6"

2007 FACULTY OF ECONOMICS & BUSINESS LEARNING AND TEACHING PLAN

University Objective 1: Ensure the distinctiveness of the Sydney graduate

<i>KPI</i>	<i>Faculty action</i>		<i>Responsibility</i>	<i>Target</i>
University Strategy 1: Attract and support high-achieving students				
KPI 1.1.1	Improve contact with Principals & Careers Advisors	Expand school visits and events (e.g. A/Dean UG and Student Recruitment Manager reviewing 'top feeder' schools (15) liaison program; expand Faculty scholarships and prize dinners to improve contact; visit career fairs and foundation programs)	A/Dean (UG), Director Corporate & International Relations (CIR)	
KPI 1.1.2	Investigate special events, workshops & subjects for HSC students	Evaluate effectiveness of school events and fine-tune as appropriate (e.g. equity)	A/Dean (UG)	
KPI 1.1.3	Provide flexibility & acceleration opportunities for all modes of teaching (including intensive)	Consolidate and evaluate opportunities (e.g. offering all core degree and major units in Summer School)	A/Deans UG and PG	
KPI 1.1.4	Aim to increase enrolments of quality, local PG coursework students.	Increase enrolments by 15% each year for the next 3 years to achieve a target of 14% of total load for 2009	A/Dean PG and Director Corporate & International Relations (CIR)	14% of total load for 2009
KPI 1.1.5	MBA Task Force (est. June 2006) to make recommendations on the development of an innovative, globally-focused Faculty MBA model, including program proposals, a business plan and implementation schedule.	<ul style="list-style-type: none"> * Process to have Faculty-wide focus & engagement and external (inc. international) consultation * Completed taskforce work by May 2007 * Program commencement in February 2009 (subject to budget, marketing and logistics) 	A/Dean (PG), MBA Task Force, Dean	Report to FEC and Board of Advice in Feb 2007; to Faculty in Apr 2007; final proposal to Uni GSC in May–Jun 2007
KPI 1.1.6	Integrate GSG into the Faculty and Faculty programs	<ul style="list-style-type: none"> * Provide a start-up and development fund over the period 2007–2009. * Establish a new advisory board or expand existing Faculty Board of Advice to incorporate members of the GSG advisory board and the public sector 	Director GSG with the Dean and Faculty Board of Advice	Ongoing through 2007
KPI 1.1.7	Continue to support the Centre for International Studies within the Faculty.	<ul style="list-style-type: none"> * Support delivery of HDR programs in international security studies from 2007; * Create a PG coursework program (including Grad. Cert., Dip., Masters and Masters Hons) from 2008; * Consider development of distinctive links with US Studies Centre 	Director Centre for International Security Studies, with the Dean and Faculty Board of Advice	Ongoing through 2007; HDR programs introduced in 2007; PG coursework programs introduced in 2008
KPI 1.1.8	Establish a working party to review PG coursework students quality in light of emerging problems of academic literacy and the implementation of more rigorous and innovative admissions requirements.	Implement admissions requirements: written applications, interviews, non-academic history, ethical problem-solving skills, etc.	A/Dean (PG) and Working Party Chair	Review completed by Dec 2007; changes implemented for 2009

KPI 1.1.9	Appoint new Director, Corporate & International Relations	Appoint Director by end March 2007	Dean and A/Dean (International) to oversee selection & appointment	Shortlist prepared beginning February; interviews mid February, commencement by end of March 2007
KPI 1.1.10	Maintain strong commitment to scholarships	Maintain strong commitment to scholarships	Faculty Executive Officer	
University Strategy 2: Enhance the learning community				
KPI 1.2.1	Maintain or improve current levels of student satisfaction with student learning development programs (e.g. PASS)	<ul style="list-style-type: none"> * Achieve a minimum level of 75% participant satisfaction with programs * Students participating in programs demonstrate retention and progression rates equal or above non-participants (NB These figures will have a lag of between 18mths to 2yrs for each cohort) * Every student support program originating from within the Office of L&T has an explicit, systematic evaluation process to inform continuous improvement 	Office of L&T	
KPI 1.2.2	Deliver improved pre- & post-arrival UG/PG orientation and transition programs	Investigate discipline-based orientation programs	A/Deans UG, PG, L&T with Office of L&T	
KPI 1.2.3	Integrate Discipline UG & PG Coursework Coordinators	UG Coordinators Group to meet at least once per semester	Chair, UGCG	
KPI 1.2.4	Investigate the role/appointment of academic program directors to work with A/Deans UG and PG.	Ensure roles are filled by Level B/C academic staff, as a component of early leadership development and succession initiatives.	A/Deans UG and PG, Pro Dean	2 program directors (1 UG, 1 PG) appointed by end 2007
KPI 1.2.5	Develop self-help resources.	<ul style="list-style-type: none"> * Update academic honesty module, eSearch, WriteSite, math quiz, writing/referencing, paraphrasing guides * Promote online groupwork staff & students manuals * Promote O-Book, Reception Counter leaflets and looping presentations 	Office of L&T	
KPI 1.2.6	Strategically plan and evaluate innovations in student learning and development programs, including UG and PG mentoring programs	<ul style="list-style-type: none"> * Develop a plan to evaluate student and staff feedback on a range of PLT orientation services, events and artefacts (e.g. O-Book, Ask Me, Front Counter Brochures, etc.) * Innovations are trialled in student learning and development programs (e.g. Mentor Leaders, Tablet PCs trialled, PMP Discipline Events, "Star Student Panel") * Relationships are consolidated and nurtured (e.g., work with SIO, benchmarking, Faculty of Arts) 	Office of L&T	
KPI 1.2.7	Stronger liaison and use of complementary support centres	Strengthen relationships with Learning Centre, Maths Learning Centre, Counselling Service, Careers Centre, Fisher Library, International Office	Office of L&T	
KPI 1.2.8	Continue to implement strategies to raise UG progression rates	<ul style="list-style-type: none"> * Raise progression rates for international students (not just those identified as 'at risk') * Aim to reduce differential between local and international students to 6% by end of 2008 	A/Deans L&T, UG	Pass rate of 90% (local 92; int. 86) by end 2008

KPI 1.2.9	Assess English proficiency & quantitative skills (pre- and post-arrival)	<ul style="list-style-type: none"> * Support UG and PG admissions working parties to discuss options for improving entry. * Support the PASS Program * Further research entry indicators (e.g. IELTS) * Evaluate admissions criteria to determine effectiveness. 	Office of L&T	
KPI 1.2.10	Evaluate and improve students at risk (S@R) program	<ul style="list-style-type: none"> * See above (KPI 1.2.9) * Align with new University SAR procedures 	A/Deans UG, PG, L&T, Office of L&T, SIO	
KPI 1.2.11	Implement and monitor a plan to expand the provision of UG and PG student services to incorporate principles of the student lifecycle model.	<ul style="list-style-type: none"> * Develop mechanisms for obtaining ongoing and consistent student feedback * Review of UG admissions criteria * Review of enrolment processes * Facilitate discipline-level orientation and activities * Develop best-practice model for internship programs * Graduate placement services 	Manager Student Services, A/Deans UG and PG, Discipline Chairs, A/Dean (L&T)	Implemented through 2007, 12-monthly review; extended to HDR students in 2008 and MBA Exec. Ed. in 2009
University Strategy 3: Embed Graduate Attributes in teaching and assessment practices				
KPI 1.3.1	Ensure development of generic graduate attributes through embedding in UoS	<ul style="list-style-type: none"> * Evaluate ethics research approval for UoS project across UG/PG units with Office of L&T * Investigate new niche Marketing course * Develop Carrick applications (e.g. ReView) 	A/Deans UG, PG, L&T; Discipline Chairs; Office of L&T	
KPI 1.3.2	Monitor and evaluate the attainment of Graduate Attributes through the USE		Office of L&T	
KPI 1.3.3	Promote lifelong learning and industry relevance in UG & PG units of study	<ul style="list-style-type: none"> * Evaluate recommendations of UG Program Review * Evaluate recommendations of PG Pedagogy TIF project * Rationalise program offerings at the postgraduate level, based on analysis of enrolment data; feedback obtained from students and other key stakeholders * Support students to acquire cutting-edge knowledge in their specific disciplines 	A/Deans UG, PG, L&T; Dean	Review completed by end 2007; changes from 2009
KPI 1.3.4	Provide feedback to students on appropriate assessment and clear standards	<ul style="list-style-type: none"> * Monitor website to ensure relevance of information provided to students * Monitor alignment of assessment and learning goals in revised UoS outline template via biannual review 	Office of L&T	
KPI 1.3.5	Inform students of rights & responsibilities, and code of conduct	Update administration manuals, Faculty website and Blackboard announcements as appropriate	SIO	
KPI 1.3.6	Promote academic honesty	Update academic honesty module	Office of L&T; A/Deans UG & PG; Discipline Chairs	
KPI 1.3.7	Evaluate outcomes of 2007 TIES grants: "Developing team-based learning in a large first year unit of study" (\$28k); "Developing an innovative business information management curriculum" (\$26k)	Evaluate and report on TIES grant. Implement outcomes as appropriate	Office of L&T, TIES grant recipients	
KPI 1.3.8	Evaluate outcomes of Generic Graduate Attributes TIF grant	Evaluate and report on TIF grant	Office of L&T, TIF grant recipients	

KPI 1.3.9	Develop procedures to ensure students have a thorough understanding of the links between curriculum content, graduate attributes and career outcomes.	* Explore the possibility of embedding the teaching and learning of 'job ready skills' into the curriculum itself where appropriate * Review of UoS outlines	Career Services Manager; A/Dean (L&T); Discipline L&T Associates; UoS Coordinators	Procedures developed and implemented by mid 2008
KPI 1.3.10	Explore opportunities to support expanding PG internship program model	Base model on 2006 ITLS pilot (with Collex) and on best practice initiatives in disciplines	A/Deans L&T, PG; Office of L&T	Program formally introduced Sem2, 2007; reviewed each semester, incorporating feedback from program participants
University Strategy 4: Promote international accreditation and recognition programs				
KPI 1.4.1	L&T aspects for external accreditation	Monitor and implement L&T recommendations from AACSB and EQUIS as appropriate	A/Deans, Pro Dean, Dean	
KPI 1.4.2	Prepare and participate actively in L&T aspects of EQUIS	Encourage participation from stakeholders in review process	Dean; Pro Dean	
KPI 1.4.3	Prepare and participate actively in L&T aspects of AACSB	Encourage participation from stakeholders in review process	Dean; Pro Dean	
University Strategy 5: Identify and promote opportunities for interdisciplinary and interprofessional learning				
KPI 1.5.1	Expand interdisciplinary degree options	Investigate development opportunities through industry visits	A/Deans UG & PG	
KPI 1.5.2	Review UG program offerings, subject to the timing and outcomes of the Universities Review of the Social Sciences.	* The UPR Working Party will address the issues identified at Stage 1, and report its recommendations to the USB * Compare all UG programs to peer institutions around the world in terms of interdisciplinary degrees and majors * Maintain and enhance links with Faculty Board of Advice and LUCY Mentoring Project	A/Dean UG; UPR Working Party	UPR Working Party report to USB by August 2007
KPI 1.5.3	Rationalise program offerings at the postgraduate level	Base rationalisation on enrolment data analysis; feedback from students & key stakeholders; emphasis on quality, flexible programs; market & educational trends; internal UOS costs/benefits; outcomes pertaining to the development of graduate management education programs	A/Dean (PG), Dean	Review completed end 2007; changes from 2009
University Strategy 6: Establish links with the professions and other key stakeholders				
KPI 1.6.1	Collaborate with the University to monitor and compare GO7 data from Graduate Destination Survey		Dean	
KPI 1.6.2	Establish a Career Services & Employer Relations Office with responsibility for the development and implementation of mechanisms for career guidance, placement and follow-up, for both UG and PG students.	Appoint Career Services Manager, Graduate Placement Officer, Careers Education Officer	Manager Student Services, Dean	Manager to commence Feb 2007; subsequent appointments mid 2007

University Strategy 7: Develop a model for PG coursework that is academically excellent, flexible, coherent, accessible, well-planned, efficiently managed with minimal duplication, internationally competitive and compatible. The model will respond to society's needs.

KPI 1.7.1	See KPI 1.5.3 above			
KPI 1.7.2	Collaborate with the University to develop a framework for building and assessing professional relevance, increasing accessibility for busy professionals and pedagogical principles relevant to postgraduate learning and teaching		A/Dean (PG)	
KPI 1.7.3	Collaborate with the University to investigate the need for employer-sponsored postgraduate training		A/Dean (PG)	
KPI 1.7.4	Collaborate with the University to enhance the provision of explicit pathways from continuing professional education into postgraduate coursework programs		A/Dean (PG)	
KPI 1.7.5	Collaborate with the University to develop a model for professional coursework programs that articulate into research degrees		A/Dean (PG)	

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University Objective 2: Support quality and innovative teaching

<i>KPI</i>		<i>Faculty action</i>	<i>Responsibility</i>	<i>Target</i>
University Strategy 1: Maintain systematic processes for Quality Enhancement (QE)				
KPI 2.1.1	Lead and ensure disciplinary commitment to enhancing the quality of learning and teaching	<ul style="list-style-type: none"> * Promote engagement with student feedback (e.g. USE) * Support collaborative, team-based approaches to identifying problems and embedding evidence-based solutions in UoS 	A/Dean (L&T); Discipline Chairs; Pro Dean; Discipline L&T Associates	Formal policies and incentives developed in 2007; introduced 2008
KPI 2.1.2	Interpret, act upon and communicate to students feedback from students/stakeholders (USE, CEQ, SCEQ, SREQ & related data)	<ul style="list-style-type: none"> * Encourage open, frequent (biannual) collegial dissemination and discussion of USE results within disciplines and via Faculty forums * Disseminate feedback via Student Reference Group, Faculty website and information sources as appropriate * Utilise TIF project-developed resources targeted to feedback 	A/Dean (L&T)	Ongoing
KPI 2.1.3	Evaluate & assess new programs & units of study	Evaluate and assess as appropriate	A/Deans UG & PG	Ongoing
KPI 2.1.4	Review of programs and units of study	See UG Programs Review and PG Coursework Review (Objective 1, Strategy 5, KPI 1.5.2/3)	A/Deans UG & PG	
KPI 2.1.5	Benchmark L&T outcomes with comparable universities	<ul style="list-style-type: none"> * Strengthen relationships with ITL, Sydney Uni learning centres and faculties, Melbourne's TLU * Trial overseas benchmarking through discipline trials (1 each semester) * Evaluate outcomes of World Class Project * Continue benchmarking of Honours program every 3 years 	A/Deans, Pro Dean	Ongoing
KPI 2.1.6	Develop international benchmarking partners.	* Trial overseas benchmarking through discipline trials (1 each semester)	A/Deans, Benchmarking Working Party	
KPI 2.1.7	Disseminate benchmarking outcomes	Encourage dissemination through Office of L&T portfolios with other faculties, institutions (e.g. PMP sharing evaluation data + survey with Faculty of Arts)	Office of L&T	Ongoing
KPI 2.1.8	Provide Faculty leadership to the continuous improvement of L&T through the development and application of formal policies and incentives	<ul style="list-style-type: none"> * See KPI 2.6.5 below (Investigate performance-based indicators) * Provide Discipline-level rewards for scholarship of teaching research, and support staff to obtain external teaching awards, grants and SI funds 	A/Dean (L&T) and Pro Dean	Formal policies and incentives developed in 2007; introduced 2008

KPI 2.1.9	Establish Director, Academic Appeals position to provide QA	Support Director for areas of responsibility: management & coordination of matters relating to special consideration, academic honesty, plagiarism, misconduct, and student appeals against academic decisions; development and implementation of related policies; preparation of statistical and performance reports as required.	Pro Dean and A/Dean (L&T)	Director appointed by end of February 2007
KPI 2.1.10	Communicate, audit & implement Academic Board policies	Monitor AB policy changes and implement key changes	Director (Academic Appeals), A/Dean (L&T), L&T Committee	Ongoing
KPI 2.1.11	Develop new and encourage existing QA procedures	Encourage peer observation, use of staff-created feedback mechanisms, captive audiences via Keypad technology	Office of L&T	Ongoing
KPI 2.1.12	Implement a hosted database solution (Digital Measures) for collecting, managing and reporting on academic staff research, teaching and service activities for research reporting, strategic planning, accreditation and performance management purposes	* Ensure the system is customised and tested based on the Faculty's key information needs, * Communicate reasons for its adoption and benefits to all Faculty members * Effectively and successfully adopt Faculty-wide by May 2007	Senior Information Officer and Project Steering Team	Information management system launched May 2007
University Strategy 2: Enhance opportunities for the dissemination of best practice				
KPI 2.2.1	Run L&T forums (e.g. Faculty outstanding teaching award winner)	Two forums per semester	A/Dean (L&T)	Ongoing
KPI 2.2.2	Provide high quality support to tutors via the tutor development program	* Maintain positive evaluation of Program by tutors * Increase participation through disciplines and L&T Associates	Office of L&T	Tutors' evaluations of the TDP improve/remain at high levels
KPI 2.2.3	Web-based resources, policies & practices	* Update web-based resources as appropriate and promote links to staff * Ensure new staff are informed in induction process	Office of L&T, Web Services; IT Manager	Ongoing
KPI 2.2.4	Continue to provide and strengthen opportunities for collaborative research across disciplinary boundaries, especially through L&T Associates	* Encourage Discipline Chairs and Centre Directors to identify & facilitate multi-disciplinary research programs and projects * Support L&T Associates to develop initiatives	Discipline Chairs/Centre Directors and A/Dean Research, with Pro Dean	Ongoing

KPI 2.2.5	Continue to provide relevant, effective and sustainable professional development support for all academic staff	<ul style="list-style-type: none"> * Provide support for improved teaching quality, productivity and effectiveness, including localised expertise such as L&T Associates * Continue academic mentoring program * Encourage participation of tutors in the tutor professional development program and expand available online resources * Develop online resources and helpdesk to provide QA and support aligned with Academic Board policy, and a system to manage and integrate UoS outlines * Sustain an academic culture and environment appropriate to the needs posed by internationalisation and an increasingly diverse student body * Encourage staff to undertake ITL Grad. Cert. in Higher Education 	A/Dean (L&T); L&T Associates; Discipline Chairs	Ongoing through 2007 and 2008
KPI 2.2.6	Continue to participate in ITL Seminar Series	Maintain participation in ITL Seminar Series	A/Dean (L&T)	Ongoing
KPI 2.2.7	Continue to participate in Australian Business Deans Council T&L network	Maintain participation in ABDC T&L network	A/Dean (L&T)	Ongoing
KPI 2.2.8	Ensure provisions are in place for ongoing academic leadership.	<ul style="list-style-type: none"> * Active succession planning and mentoring strategies developed and implemented to ensure timely replacement and continuity of associate deanships * Continue academic mentoring program 	Pro Dean, Discipline Chairs/Centre Directors and A/Deans	Mid 2007
KPI 2.2.9	Office of L&T to disseminate evidence of good practice and failed practice	<ul style="list-style-type: none"> * Identify and support peer presentations of good practise * Teaching award winners give presentations of value to staff * Evidence of L&T networking by Faculty academics (e.g. invitations, referrals, citations) * Increased number of L&T research publications and conference presentations by academics 	Office of L&T	
KPI 2.2.10	Office of L&T to model good practice	<ul style="list-style-type: none"> * Increased attendance by OLT staff at discipline research seminars * OLT staff participate in/encourage peer observation of teaching * OLT incorporate feedback from academics into programs/projects * OLT evaluate own approaches using a range of data sources (students, staff etc) 	Office of L&T	
University Strategy 3: Continue to promote and support student-centred teaching				
KPI 2.3.1	Collaborate with the University to boost scores in the SCEQ and USE		A/Dean L&T, Office of L&T	
KPI 2.3.2	See Objective 2, Strategy 1			

University Strategy 4: Develop and monitor an optimal student-staff ratio

KPI 2.4.1	Progressively recruit additional full-time academic staff in key strategic areas	Reduce the student-staff ratio from 26 to 25 (end 2007) and 23 (end 2009). Long-term target of 20 by 2010.	Pro Dean, Discipline Chairs, Dean	Ratio of 25:1 by end 2007 and 23:1 by 2009
KPI 2.4.2	Monitor class sizes		A/Deans (UG, PG)	
KPI 2.4.3	Monitor physical resources	See Objective 5, Strategy 1		

University Strategy 5: Develop and monitor workload guidelines for academic staff

KPI 2.5.1	Collaborate with the University to establish, implement and monitor workload guidelines		Pro Dean, Workload Policy Taskforce	
KPI 2.5.2	Establish a Workload Policy Taskforce to develop an agreed academic workload model and policy to be applied uniformly across the Faculty, thereby enabling both junior and senior staff sufficient quality time for research.	Ensure policy addresses: staff with few or no teaching & consultation hours; % (and cost) of teaching delivered by casuals; Min. requirements for teaching loads; Summer and Winter school units online; Lessening admin. workload; Added value/role of quality adjuncts/teaching fellows.	Pro Dean, Finance Manager, Workload Policy Taskforce	Formula developed and implemented by December 2007

University Strategy 6: Recognise and support quality teaching

KPI 2.6.1	Support staff applications for ITL Graduate Certificate	Increase number of staff with Grad Cert qualification	A/Dean (L&T)	
KPI 2.6.2	Establish a working party to develop formal recommendations, strategies and policies for establishing a network for identifying teaching fellows	<ul style="list-style-type: none"> * Promote their selection and deployment across the Faculty * Establish appropriate remuneration levels and support * Ensure appropriate training and quality assurance processes * Maintain regular and appropriate access hours for students * Integrate teaching fellows into the curriculum and Faculty research program (e.g. identify small, discipline-specific classes that would benefit from the expertise of teaching fellows) * Provide ongoing admin. support for teaching fellows * Fund Faculty staff to support and maintain the Teaching Fellow program 	Pro Dean, working party, Discipline Chairs	Working party established December 2006; report to FEC by April 2007
KPI 2.6.3	Faculty-based teaching awards	Establish and encourage applications for awards: Outstanding Teaching; + new awards (Excellence in Tutoring; Research & Innovation; Ethics & Professional Understanding)	A/Dean (L&T)	Establish 2 new awards in 2007
KPI 2.6.4	Support applicants for University & national awards	Provide a supportive framework for staff to obtain external teaching awards, grants and SI funds.	A/Dean (L&), Pro Dean, Discipline L&T Associates	Formal policy and incentive developed in 2007; introduced 2008
KPI 2.6.5	Investigate performance-based indicators	Evaluate specifics including linking to national L&T performance fund	A/Dean (L&T), Pro Dean	Formal policies and incentives investigated in 2007; potentially introduced 2008

KPI 2.6.6	Student-centred teaching. See Strategy 3 above			
KPI 2.6.7	Encourage permanent & casual staff to use ITL and Office of L&T workshops and teaching resources	Increase in number of staff utilising ITL and Office of L&T workshops	A/Dean (L&T), L&T Associates, Office of L&T	Ongoing
KPI 2.6.8	Develop leadership capabilities and opportunities across the Faculty	* Ensure significant commitment to women in leadership, including introduction of externally provided, Faculty-specific 'women in leadership' programs for academic and administrative staff * Implement recommendations for academic mentoring program	Pro Dean and A/Dean (L&T)	Ongoing; with women in leadership programs introduced by end 2007
KPI 2.6.9	Develop supportive L&T relationships with new staff	* Utilise L&T Associates to encourage relationships with Office of L&T * Discipline Chairs identify peer supporter	Office of L&T, L&T Associates, Discipline Chairs	More new academics participating in the mentoring program

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University Objective 3: Promote internationalisation, cultural diversity and equity

<i>KPI</i>		<i>Faculty action</i>	<i>Responsibility</i>	<i>Target</i>
University Strategy 1: Identify opportunities to incorporate international and intercultural dimensions to the student experience beyond the University of Sydney learning context.				
KPI 3.1.1	Continue to internationalise UG and PG program curriculum	<ul style="list-style-type: none"> * Increased international content at the unit of study level; * Internationally comparative approaches; * Methods of delivery and assessment that develop appreciation of cross-cultural and international issues; * Systematic development of skills for international management. * Encourage objectives for new units and those submitted for 3-year review 	A/Dean (International), A/Deans UG and PG, UoS Coordinators, Discipline Chairs (as appropriate)	Ongoing
KPI 3.1.2	Evaluate outcomes of 2007 TIES grant: "Performance of international students in the Faculty of Economics and Business related to their entry qualification (in particular IELTS and CET)" (\$9890), and Carrick EIC ('Embedding intercultural competence') to support internationalisation	Implement outcomes as appropriate	Office of L&T, TIES grant recipients	
KPI 3.1.3	Clarify overall Faculty objective and develop clear policies with regard to study abroad and student exchange.	<ul style="list-style-type: none"> * Define what countries/institutions/opportunities are strategic (for the Faculty) and attractive to outbound students; * Identify current impediments for inbound students (e.g. non-alignment between Faculty strategic agreements and Discipline assessment of individual students). * Demonstrate that assurance of learning standards are met "for the entire program, even when parts of the program are delivered by partner institutions consistent with its mission" 	A/Dean (International), Manager Student Services, International Development Manager	Formal policy developed by July 2007
KPI 3.1.4	Review all existing study abroad and exchange agreements when approaching expiry date	<ul style="list-style-type: none"> * Ensure continued strategic relevance and 'good fit', * Ensure compatibility with Faculty accreditation obligations, level of activity, and attractiveness to students 	A/Dean (International), Manager Student Services, International Development Manager	Ongoing from 2007
KPI 3.1.5	Develop, promote and financially support UG and PG outbound study abroad and exchange opportunities,	<ul style="list-style-type: none"> * Emphasis on North America and Western Europe * Project-based study tours of 2–3 weeks duration in Summer/Winter School * Aim to increase outbound numbers to 125 EFTSU by end 2009 and thereafter by 20% annually * Equally balance students across geographical regions 	A/Dean International, Manager Student Services, Dean	Outbound students increased to 125 EFTSU by end of 2009

KPI 3.1.6	Investigate feasibility of compulsory international program components	<ul style="list-style-type: none"> * UG level (e.g. as part of the BIntS and/or IB major) * PG coursework level (e.g. MIntS and MIB) * Component of MBA-type program. 	A/Dean International, A/Deans UG and PG, Manager Student Services	By end of 2007, for possible introduction in 2009
KPI 3.1.7	Improve inbound study abroad	<ul style="list-style-type: none"> * More actively promote our programs in Nth America and Europe (including sourcing of exchange scholarships for students from these areas, similar to the Cheung Kong scholarships) * Increase inbound student numbers to 100 EFTSU by end of 2009 	A/Dean International, International Dev Manager	Inbound students increased to 100 EFTSU by end of 2009
KPI 3.1.8	Action exchange relationships with new partners	Approach the China National School of Administration, Fudan University, Johann Wolfgang Goethe Universitat, Lunds Universitet, Peking University, Shanghai Jiaotong University, and Tsinghua University	Dean, A/Dean (International), International Dev. Manager	Ongoing through 2007; 3–4 new strategic agreements by mid-2008
KPI 3.1.9	Finalise exchange agreements currently under negotiation, and develop new agreements	<ul style="list-style-type: none"> * Finalise: IAE Aix-en-Provence, University of Lancaster and Warwick Business School, * Develop new: a selection of 3–4 strategic North American and CEMS partner universities 	Dean, A/Dean (International) International Dev Manager	Ongoing through 2007; with 3–4 new strategic agreements by mid 2008
KPI 3.1.10	Action the commitments involved with Faculty associate (non-European) membership of CEMS, the Community of European Management Schools	<ul style="list-style-type: none"> * Outstanding MIB students eligible for admission to the CEMS M.Int. Mgmt. degree after two semesters. * MIB students receive credit for courses completed in the CEMS MIM * Outstanding students completing the B.Com degree and 1 year of the M.Com degree will also qualify for admission to the CEMS MIM * Target number of up to 10 students annually to be selected for admission to the CEMS MIM 	A/Dean (International), Dean	Ongoing through 2007
University Strategy 2: Promote the value of diversity, including cultural diversity, in curriculum content and learning experiences				
KPI 3.2.1	Collaborate with the University to audit unit of study outlines for evidence of cultural diversity in curriculum and learning activities	Incorporate University audit specifics into Faculty audit	Office of L&T	
KPI 3.2.2	Investigate strategies for embedding intercultural competence through Carrick grant with 4 other universities: 'Embedding intercultural competence' which will focus on developing students, staff and Faculty leaders	<ul style="list-style-type: none"> * Identify successful scaffolding activities for L&T * Identify faculty-wide initiatives for embedding intercultural competence * Support reflective activities for general and academic staff 	Office of L&T, Carrick grant recipients	
KPI 3.2.3	Collaborate with the University to provide incentives for teachers to demonstrate a curriculum that values cultural diversity and inclusive teaching practices		Office of L&T	

University Strategy 3: Provide student support programs that are inclusive and support equity and diversity principles				
KPI 3.3.1	Expand equity initiatives (e.g. LUCY Program)	<ul style="list-style-type: none"> * Refine LUCY program under new collaborative management with Office of Women * Increase support available for indigenous and other target groups (see below) 	Pro Dean	
KPI 3.3.2	Pilot improved disability services	Collaborate with Disability Services Office	Office of L&T	
KPI 3.3.3	Continue to collaborate with the University on the 'Australian Indigenous Mentoring Experience' (AIME) program	Support local high school students to complete their secondary education and consider continuing into higher education	A/Dean (L&T)	
KPI 3.3.4	Develop a comprehensive and proactive indigenous strategy for the Faculty which goes beyond the provision of scholarships and strengthens Faculty ties with current and future indigenous students.	Address the issues of low numbers of indigenous students in the Faculty, the creation of 'pathways' for indigenous students/graduates, AACSB business and accounting accreditation requirements to foster "opportunity for under-served groups, and support high quality education by making every effort to diversity the participants in the educational process"	Director CIR, Manager Student Services	Ongoing from 2007, with number of indigenous students increased by 100% by first semester 2010
KPI 3.3.5	Support for domestic and international students from non-English speaking backgrounds	<ul style="list-style-type: none"> * Pilot scaffolding literacy in 2 PG units * Increase attendance at consultation times for students with language difficulties * Develop orientation, transition and students at risk initiatives. * Encourage participation in workshops and utilisation of Uni support services * Evaluate outcomes of TIES grant investigating IELTS and progression * Support international students through PASS * Undertake SAR identification trial through early interviews 	Office of L&T, TIES grant recipients	
University Strategy 4: Provide professional development for staff in a diverse environment				
KPI 3.4.1	Evaluate outcomes of Carrick L&T 2-year grant	See KPI 3.2.1 above	Office of L&T, Carrick grant recipients	
KPI 3.4.2	Collaborate with the University to integrate international, intercultural, equity and diversity perspectives in core staff professional development programs		Office of L&T	

2007 FACULTY OF ECONOMICS & BUSINESS LEARNING AND TEACHING PLAN
University Objective 4: Embed research-enhanced learning and teaching

<i>KPI</i>		<i>Faculty action</i>	<i>Responsibility</i>	<i>Target</i>
University Strategy 1: Promote and encourage research that reflects the scholarship of teaching				
KPI 4.1.1	Encourage and support scholarship of teaching research	<ul style="list-style-type: none"> * Monitor research grants provided for pedagogical resources * Assist staff to undertake scholarship research, increase research productivity, enhance their capacity to apply for promotion, and provide evidence for continuous improvement in L&T * Expand internal and external research grants for scholarship of teaching 	A/Dean (L&T), Discipline Chairs	Ongoing, with 2.40 SI points per FTE academic for 2007
KPI 4.1.2	Formally recognise the cluster of academics researching learning and teaching.	Recognise academic work in scholarship of teaching through the research plan, research budget and annual research report.	A/Dean (L&T), Discipline Chairs, A/Dean (Research)	Clusters identified early 2007 for inclusion in research plan and budget
KPI 4.1.3	Actively promote research-based learning. See below	<ul style="list-style-type: none"> * Promote an awareness of the research nature of the Faculty; * Ensure students view research as a valid way to explore options and make decisions; * Encourage student interest in extending knowledge (and their teachers' research areas) and maintaining currency. 	A/Dean (L&T) and Discipline Chairs, with Discipline L&T Associates	Ongoing, with new teaching award developed by mid 2007
KPI 4.1.4	Identify & encourage individual contributions to scholarship of teaching		Office of L&T	
KPI 4.1.5	Create new award for research and inquiry	Create and encourage applications for new Faculty award: 'Excellence in Learning & Teaching of Research and Inquiry' (\$5000 annually) and evaluate * Resolve ethics approval issues for PG unit projects	Office of L&T	Increase in % agreement on USE item
University Strategy 2: Reward faculties and staff who contribute to the scholarship of teaching				
KPI 4.2.1	See Strategy 1 above			
KPI 4.2.2	Support academic staff with L&T aspects of promotion applications	Enhance staff capacity to apply for promotion, and provide evidence for continuous improvement in L&T	A/Dean (L&T), Discipline Chairs	
University Strategy 3: Build opportunities for students that reflect the strengths of a research-intensive university through research-enhanced learning				
KPI 4.3.1	Resolve ethics approval issues for PG unit projects		A/Dean PG; Office of L&T	
KPI 4.3.2	Collaborate with the University to create a website of examples of best practice in research-enhanced learning and teaching		Office of L&T	

KPI 4.3.3	Collaborate with the University to increase access to University-created research data and publications		Faculty Research Office	
University Strategy 4: Explore and promote opportunities for students at the undergraduate and postgraduate coursework level to be involved in research				
KPI 4.4.1	See Strategy 3, KPI 4.3.1			
KPI 4.4.2	Collaborate with the University to establish funding for research during coursework (e.g. seed funds, sponsorship, scholarships)		A/Deans UG, PG, L&T; Faculty Research Office	

2007 FACULTY OF ECONOMICS & BUSINESS LEARNING AND TEACHING PLAN
University Objective 5: Enhance learning in an information-rich environment

<i>KPI</i>	<i>Faculty action</i>		<i>Responsibility</i>	<i>Target</i>
University Strategy 1: Promote a vibrant on-campus experience				
KPI 5.1.1	Ensure the timely and ongoing development of world-class Faculty infrastructure and accommodation to support the Faculty's growth, international competitiveness, research aspirations, and ability to offer quality postgraduate/MBA/executive education (including timely progress in development of new Faculty building/precinct).	<ul style="list-style-type: none"> * Continue progress of Faculty Property Committee, inc. collaboration with DVC Infrastructure, Campus Property Services and external consultants in scoping, focus group meetings, detailed planning, designing and development of new Faculty building/precinct. * Establish clear guidelines re desired target Faculty size and teaching models, and financial/accommodation implications. * Determine the Faculty's med- to long-term accommodation needs and develop a comprehensive plan and staged program for Faculty building development and refurbishment of current buildings, including Merewether (in 2012). * Ensure unstructured spaces are not taken over for short-term infrastructure 	Pro Dean, Dean, Faculty Property Committee	Ongoing through 2007
KPI 5.1.2	Students exposed to and encouraged to join student societies at orientation (e.g. COMSOC).	Ensure Faculty resources are available to support expansion of societies (e.g. Program Advisor involvement)	Program Advisors, Facilities Manager	
KPI 5.1.3	Conduct eLearning focus groups surveys as appropriate to understand needs and experiences	<ul style="list-style-type: none"> * Determine student needs/priorities * Trial new appropriate technologies & resources * Seek staff feedback on preferred technologies including Blackboard building blocks to support eLearning 	Office of L&T, Faculty IT Manager	(Increased) % of students feel that they have had a positive elearning experience as reflected in USE Statistics

University Strategy 2: Develop a whole-of-university approach to blended learning

KPI 5.2.1	Improve the infrastructure to support online learning. See KPI 5.2.4 below		Faculty IT Manager	
KPI 5.2.2	Evaluate outcomes of 2007 TIES grants: "Proposal for lecture slide enhancement through DASHBOARDS" (\$10k); "An interactive market simulation experiment using audience response keypads" (\$10k); "Investigating the impact of podcasting on students learning in a blended learning environment" (\$32k); "Tablet PCs in the Peer Assisted Study Program (PASS): Enhancing students' engagement in learning and collaboration" (\$44k)	Evaluate outcomes of TIES grants	Office of L&T, TIES grant recipients	
KPI 5.2.3	Explore opportunities for interfaculty eLearning technologies to support the student learning experience (e.g. self & peer assessment; team-based learning)	Develop SPARK (Self and Peer Assessment Resource Kit) with UTS	Office of L&T, Faculty IT	
KPI 5.2.4	Continue the Faculty's commitment to the development and implementation of world-class learning and teaching ICT initiatives through the following major initiatives for 2007–2008	<ul style="list-style-type: none"> * Develop a system to replace paper-based results process * Develop a system to automate and improve posting of student results * Each full-time continuing member of staff to receive a new computer every three years * Install sufficient wireless network points to each Faculty teaching space to enable student laptop access from all teaching locations * Further expand student use of personal laptops through initiatives (e.g. discounted laptops with tier one vendors) * Implement the virtual computer lab * Secure access to Faculty environment * Configure space dynamically * Implement Blackboard Community Portal version 	Faculty IT Manager, with IT Steering Committee	All initiatives to be achieved by end of 2008
KPI 5.2.5	Continue to facilitate appropriate use of ICT for L&T purposes	<ul style="list-style-type: none"> * Ensure Blackboard 7 integrated with relevant building blocks and tools (e.g. plagiarism detection, peer assessment, criterion-based assessment and feedback, e-libraries); * Employ other in-class and asynchronous e-learning strategies (e.g. business and role play simulations); * Investigate online systems for student contact management and assignment tracking; * Investigate automated change and posting of results systems 	A/Dean (L&T), IT Manager, Discipline L&T Associates	Ongoing, with systems fully implemented by end of 2008

University Strategy 3: Ensure the development and maintenance of flexible physical and virtual teaching spaces

KPI 5.3.1	Collaborate with the University to develop AV/ICT standards for large and small teaching spaces, including their support and usage		IT Manager, A/Dean (L&T)	
KPI 5.3.2	Collaborate with the University to increase the percentage of central teaching spaces that meet minimum standards for AV/ICT		IT Manager, A/Dean (L&T)	
KPI 5.3.3	See KPI 5.1.1			

University Strategy 4: Provide access to quality information resources

KPI 5.4.1	Collaborate with benchmarking partners	Continue relationships developed with external benchmarking partners (e.g. Melbourne University TLU - collaborative research and online resource development between the tutor development program coordinators; London School of Economics)	Faculty IT, Office of L&T	
KPI 5.4.2	Improve L&T website to further link to University resources	Evaluate new University resources and update Faculty website as appropriate	Web Services, Faculty IT, Office of L&T	
KPI 5.4.3	Conduct and evaluate technology pilots (i.e. Podcasting, tablet PCs)	Publish outcomes of eLearning technology pilots and expand use as appropriate	Office of L&T	
KPI 5.4.4	Collaborate with the University to increase development of purpose-built resources by the University or through collaboration		IT Manager, Dean	