



THE UNIVERSITY OF
WESTERN AUSTRALIA
Achieving International Excellence

Operational Priorities Plan for 2009-2013

Implementation Schedule

Version 0.2

Document History

Version	Comment
0.2	Version presented to Executive for approval in June 2009
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Planning Services

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OPERATIONAL PRIORITIES PLAN FOR 2009-2013

Implementation Schedule 2009

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Introduction

This Implementation Schedule has been prepared to show specific responsibilities, actions, resources and timelines for achieving different operational aspects of each strategy described in the University's Operational Priorities Plan for 2009-2013. The Schedule provides details of planned projects for the current year (subject to resourcing considerations) and outlines proposed projects for the remaining years of the OPP.

The Schedule will be updated annually as prescribed in the Cycle of Planning and Accountability after reviewing progress made against the specific actions described in the latest schedule.

The Schedule mirrors the structure of the OPP with four sections as follows:

- Education
- Research and Research Training
- External Relations and Community Engagement
- People and Resources

OPP Executive Officers

Queries in relation to the OPP 2009-2013, including this schedule may be directed to the OPP Executive Officers listed below.

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Education

Strategic Objective: To improve the quality of the student learning experience

Executive Responsibility: Senior Deputy Vice-Chancellor

Operational Objective	
EDU1:	To recruit and graduate a diverse student cohort of the highest quality
Implementation Strategy	
EDU1.1	Formulate an integrated approach to student recruitment (locally, nationally and internationally), including postgraduate coursework, and mature age students
Specific Actions	
EDU1.1.1	Appoint Director of Student Recruitment within the Registrar's Office Resources: Within existing resources Timetable: 2009 Responsibility: Registrar
EDU1.1.2	Review postgraduate coursework admissions procedures with a view to providing one authoritative source for information (including clear statements of admission criteria) and developing procedures to ensure timely offers of places Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU1.1.3	Review and improve the effectiveness of the marketing of the University's courses, including roles of marketing officers and advertising campaigns in the light of the UWA Future Framework Resources: TBA – By Resource Implications Working Party (FFIC) Timetable: From 2009 Responsibility: Registrar; Director, Student Recruitment
Implementation Strategy	
EDU1.2	Improve University-wide activities in the area of diversity, equity and access, including: <ul style="list-style-type: none"> • Outreach • Student Income Support (including Scholarships) • Accommodation • Prospective Students/Admissions • Indigenous Students and targeted equity groups • International students
Specific Actions	
EDU1.2.1	Coordinate initiatives, via the Student Equity and Access Steering Group, in Outreach: <ul style="list-style-type: none"> - engagement with targeted schools and under-represented groups to raise aspirations and means of access to UWA (including Aspire UWA) - development of partnerships with regional education providers - liaison between faculties and UWA Extension to improve community access to UWA educational opportunities Resources: Aspire UWA - \$2.4m from DEEWR and within existing resources Timetable: 2009 - 2011 Responsibility: Director, Student Services

EDU1.2.2	<p>Coordinate initiatives, via the Student Equity and Access Steering Group, in Student Income Support (including Scholarships):</p> <ul style="list-style-type: none"> - development of a comprehensive financial aid package and financial education program - development of an on-campus employment scheme - lobby Commonwealth government to improve income support for students - development of a website on student finances for prospective and current students - Faculties to ensure that ancillary fees and charges levied on or incurred by students are minimised as a matter of policy - review and extend current scholarships programs <p><i>Also refer to PR2.4.2</i></p> <p>Resources: LTPF, Centenary Campaign Fund</p> <p>Timetable: From 2009</p> <p>Responsibility: Registrar</p>
EDU1.2.3	<p>Coordinate initiatives, via the Student Equity and Access Steering Group, in Accommodation:</p> <ul style="list-style-type: none"> - development and implementation of a student accommodation plan <p><i>Also refer to PR3.3.3</i></p> <p>Resources: Education Investment Fund (EIF), Public/Private Partnership</p> <p>Timetable: From 2009</p> <p>Responsibility: Executive Director (Finance and Resources)</p>
EDU1.2.4	<p>Coordinate initiatives, via the Student Equity and Access Steering Group, in Prospective Students/Admissions:</p> <ul style="list-style-type: none"> - review of current admissions principles with a view to more flexible entry pathways - streamline processes for credit transfer within and beyond the GO8 - improvement of articulation from TAFE into UWA programs - minimise prerequisites via bridging units and expansion of first year learning opportunities - review entry requirements and admission procedures for mature-age students, including introducing arrangements to give suitable applicants an offer of enrolment within a reasonably short period of applying <p>Resources: Within existing resources</p> <p>Timetable: From 2009</p> <p>Responsibility: Pro Vice-Chancellor (Teaching and Learning)</p>
EDU1.2.5	<p>Coordinate initiatives, via the Student Equity and Access Steering Group, in Indigenous Students and targeted equity groups:</p> <ul style="list-style-type: none"> - Greater focus on Indigenous students with regard to outreach, pathways, accommodation, scholarships, and student services - Implement objectives in the Disability Access and Inclusion Action Plan (DAIAP) - monitor and respond to emerging policy directions on equity targets <p>Resources: Within existing resources where possible. Also Centenary Campaign Fund and Commonwealth Grant Scheme</p> <p>Timetable: From 2009</p> <p>Responsibility: Pro Vice-Chancellor (Teaching and Learning)</p>

EDU1.2.6	Diversify international student intake Resources: Within existing resources Timetable: From 2009 Responsibility: Director, Student Recruitment
Implementation Strategy	
EDU1.3	Improve preparedness and transition of undergraduate and postgraduate students commencing courses
Specific Actions	
EDU1.3.1	Revise and improve transition and pathway programs Resources: LTPF, USF - Approx \$150,000 required Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU1.3.2	Develop appropriate enabling courses Resources: LTPF, USF - \$70,000 pa for three years - \$210,000 required Timetable: From 2009 – 2011 Responsibility: Pro Vice-Chancellor (Teaching and Learning); relevant Faculty Deans
EDU1.3.3	Implement PEER project outcomes Resources: LTPF, Teaching and Learning Committee budget Timetable: 2009 Responsibility: Director, CATL; Director, Student Services
Implementation Strategy	
EDU1.4	Further equip staff to work with a diverse student population
Specific Actions	
EDU1.4.1	Fund the adaptation of the Cultural Diversity Toolkit to the UWA context and implement Resources: Within existing resources (Teaching and Learning Committee budget - \$52,000 allocated in 2009) Timetable: 2009 Responsibility: Director, CATL
EDU1.4.2	Support 'Courageous Conversations' and other similar development initiatives Resources: LTPF and Teaching and Learning Committee budget Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning); Director, Human Resources

Operational Objective	
EDU2:	To improve the University's courses
Implementation Strategy	
EDU2.1	Implement decisions arising from the Review of Course Structures
Specific Actions	
EDU2.1.1	Formulate an implementation committee to action the Review decisions – Future Framework Implementation Committee (FFIC) Resources: \$600,000 allocated from 2009 LTPF, and within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor
Implementation Strategy	
EDU2.2	Embed the University's educational principles in all courses
Specific Actions	
EDU2.2.1	Review, via the University's Teaching and Learning Committee, the University's Educational Principles Resources: Within existing resources, plus provision of research/administrative assistance (\$20,000) Timetable: 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
Implementation Strategy	
EDU2.3	Review amount of teaching and assessment in courses and establish guidelines/policies on recommended/appropriate levels
Specific Actions	
EDU2.3.1	Significantly reduce the number of units (Unit Reduction Working Party) Resources: Within existing resources (FFIC – LTPF) Timetable: 2009 - 2010 Responsibility: Senior Deputy Vice-Chancellor (Future Framework Implementation Committee's working party)
EDU2.3.2	Review assessment practices in light of the TQI project Resources: LTPF, USF Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
Implementation Strategy	
EDU2.4	Continue to develop and embed work place practicum, field work opportunities and study abroad
Specific Actions	
EDU2.4.1	Improve opportunities and support (including fund-raising to enhance scholarships) for UWA students to study abroad as a component of their course, including culturally appropriate study abroad opportunities Resources: Centenary Campaign, USF, LTPF Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor

EDU2.4.2	Pursue strategic partnerships with selected industry and university partners Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Deans
Implementation Strategy	
EDU2.5	Support the needs of graduate students (including part-time) with the development of postgraduate courses, support services and facilities
Specific Actions	
EDU2.5.1	Review postgraduate coursework offerings to further meet graduate students' needs Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Deans
Implementation Strategy	
EDU2.6	Encourage breadth of study and cultural competence among all students
Specific Actions	
EDU2.6.1	Implement a 'Language Other Than English' (LOTE) bonus scheme in relation to UWA admissions and incentives for language study at UWA Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU2.6.2	Improve the participation of students in Indigenous studies units Resources: LTPF, USF and within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Dean, School of Indigenous Studies
Implementation Strategy	
EDU2.7	Enhance academic advising and mentoring of students
Specific Actions	
EDU2.7.1	Appoint a Working Party as part of the UWA Future Framework to develop a new model of academic advising and mentoring Resources: Within existing resources (FFIC – LTPF) Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor (Future Framework Implementation Committee's working party)

Operational Objective	
EDU3:	To extend high-quality teaching approaches and improve learning outcomes
Implementation Strategy	
EDU3.1	Further develop national and international benchmarking and quality assurance processes in teaching and learning
Specific Actions	
EDU3.1.1	Benchmark with national and international partners Resources: Within existing resources and funds allocated to support formal international networks and participation (e.g. WUN, Queens/UWA/Otago/Durham Group) Timetable: From 2009 Responsibility: Vice-Chancellor; Deans
EDU3.1.2	Use AUSSE on a comparative basis Resources: LTPF, USF and within existing resources Timetable: From 2010 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU3.1.3	Continue to develop and implement Teaching Quality Indicators (TQI) at UWA within the TQI framework Resources: LTPF, USF Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU3.1.4	Benchmark with reference to the TQI Resources: LTPF, USF Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
Implementation Strategy	
EDU3.2	Develop long-term strategies for integrated approaches to learning including elearning and learning spaces
Specific Actions	
EDU3.2.1	Further support the vision established within UWA's Policy on Selected Teaching Modes (AC Res 22/08), and its commitment to reliable and efficient delivery, appropriate creativity and innovation within, and well informed approaches to, online learning modes at UWA Resources: Within existing resources Timetable: From 2009 Responsibility: Deans
EDU3.2.2	Review approaches to learning spaces and future pedagogy within them Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)

EDU3.2.3	Further develop strategies to support high quality teaching and learning in large and culturally diverse classes Resources: LTPF Timetable: 2010 Responsibility: Director, CATL
Implementation Strategy	
EDU3.3	Increase opportunities for teaching development and the scholarship of teaching
Specific Actions	
EDU3.3.1	Implement approved recommendations arising from the TQI pilot project in relation to the Professional Development of teaching including: <ul style="list-style-type: none"> - Expand and improve induction and offerings for new and sessional teachers - Facilitate access to formal qualifications in tertiary teaching and learning - Expand and improve programs for ongoing development of current staff Resources: LTPF Timetable: 2010 Responsibility: Director, CATL; Pro Vice-Chancellor (Teaching and Learning)
EDU3.3.2	Further support peer review of teaching practice Resources: Within existing resources Timetable: From 2009 Responsibility: Director, CATL; Deans
EDU3.3.3	Disseminate good teaching practice (e.g. TQI database) Resources: Within existing resources Timetable: From 2009 Responsibility: Associate Deans (Teaching and Learning)
EDU3.3.4	Attract international leaders in teaching and learning to UWA to interact with both staff and students Resources: Teaching and Learning Committee budget – Funds allocated annually to the Distinguished Visiting Teachers Fund Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU3.3.5	Further improve the profile of excellent teachers to illustrate that teaching excellence is worthwhile Resources: Within existing resources Timetable: From 2009 Responsibility: Director, CATL; Faculty Deans; Pro Vice-Chancellor (Teaching and Learning)

Implementation Strategy	
EDU3.4	Proactively use student evaluation/indicators to improve, support and disseminate good teaching practices at all levels (faculty/school/individual)
Specific Actions	
EDU3.4.1	Investigate ways to enhance feedback to students Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning); Associate Deans (Teaching and Learning)
EDU3.4.2	Provide support for staff 'standing in' for others in teaching units for the first time (professional development, mentoring) Resources: Within existing resources Timetable: From 2009 Responsibility: Director, CATL; Associate Deans (Teaching and Learning)
EDU3.4.3	Review and analyse the CEQ Good Teaching Scale with a view to formulating strategies to improve student satisfaction with teaching Resources: Teaching and Learning Committee Budget Timetable: From 2009 Responsibility: Director, Planning Services; Deans
EDU3.4.4	Continue to implement and develop the Teaching Quality Indicators (TQI) Framework to improve the way student evaluation/indicators are used at all levels (faculty/school/institution) Resources: LTPF, USF Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
Implementation Strategy	
EDU3.5	Continue to develop a stronger University-wide framework for ensuring quality and viability of regional and transnational programs
Specific Actions	
EDU3.5.1	Continue to provide support for regional delivery, including face-to-face contact and robust online delivery modes Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU3.5.2	Further ensure UWA transnational programs are an educational and financial success Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Deans

Operational Objective	
EDU4:	To further develop the links between teaching, learning and research
Implementation Strategy	
EDU4.1	Support staff in achieving a balance between teaching, research and service
Specific Actions	
EDU4.1.1	Share good practice from UWA and other Universities on links between teaching and research (eg http://www.trnexus.edu.au/) Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning); Director, CATL
EDU4.1.2	Ensure comprehensive workload models which support staff in balancing teaching, research and service roles Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Deans
EDU4.1.3	Promote teaching opportunities for career research staff Resources: Within existing resources Timetable: From 2009 Responsibility: Deans
EDU4.1.4	Increase recognition of the scholarship of teaching Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning)
EDU4.1.5	Adopt measures (e.g. unit reduction, teaching assistants, administrative support) that free academic staff time for better teaching and research Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Deans
Implementation Strategy	
EDU4.2	Develop indicators of effectiveness of a teaching and research nexus
Specific Actions	
EDU4.2.1	Consider and refine items relating to research-led teaching within student evaluation instruments Resources: Within existing resources Timetable: From 2009 Responsibility: Pro Vice-Chancellor (Teaching and Learning); Director, CATL

Implementation Strategy	
EDU4.3	Further support the development of research skills among UWA undergraduate students
Specific Actions	
EDU4.3.1	<p>Introduce the Undergraduate Learning and Teaching Research Internship Scheme (ULTRIS)</p> <p>Resources: Within existing resources (LTPF funds allocated in 2008 - \$72,750). Further funding may be required if scheme adopted</p> <p>Timetable: From 2009</p> <p>Responsibility: Director, CATL; Academic Coordinator of ALTC Support Office</p>
EDU4.3.2	<p>Expand opportunities for research-based learning in undergraduate courses</p> <p>Resources: LTPF, USF</p> <p>Timetable: From 2010</p> <p>Responsibility: Senior Deputy Vice-Chancellor (Future Framework Implementation Committee); Deans</p>
EDU4.3.3	<p>Encourage the publication of high-quality student research, including research by undergraduates</p> <p>Resources: Within existing resources</p> <p>Timetable: From 2009</p> <p>Responsibility: Pro Vice-Chancellor (Teaching and Learning); Deputy Vice-Chancellor (Research and Innovation)</p>
Implementation Strategy	
EDU4.4	Continue to develop approaches to maximise the benefits of the teaching and research nexus
Specific Actions	
EDU4.4.1	<p>Induct staff in ways in which research experiences can be embedded in units and courses</p> <p>Resources: LTPF – Future Framework Implementation Committee</p> <p>Timetable: From 2010</p> <p>Responsibility: Pro Vice-Chancellor (Research and Research Training)</p>

Operational Objective	
EDU5:	To improve student engagement in a high-quality campus community
Implementation Strategy	
EDU5.1	Support the development of the one-stop-shop for student services
Specific Actions	
EDU5.1.1	<p>Improve support for student transition, both domestic and international</p> <p>Resources: Within existing resources</p> <p>Timetable: From 2009</p> <p>Responsibility: Director, Student Services; Deans</p>
EDU5.1.2	<p>Further develop the student portal (MyUWA) to create an improved online environment for students</p> <p>Resources: Within existing resources</p> <p>Timetable: From 2009</p> <p>Responsibility: University Librarian; Director, Information Management</p>
EDU5.1.3	<p>Continue to protect and improve the quality of student services, in collaboration with the Guild (including the PSA) and the Sports Association</p> <p>Resources: Student Amenities Fees</p> <p>Timetable: From 2009</p> <p>Responsibility: Registrar</p>
EDU5.1.4	<p>Ensure comprehensive services, seamless support and student centred processes</p> <p><i>Also refer to PR3.3.4</i></p> <p>Resources: Capital Funds, LTPF, USF and within existing resources where possible</p> <p>Timetable: From 2009</p> <p>Responsibility: Registrar</p>
Implementation Strategy	
EDU5.2	Encourage greater interaction amongst students, staff and the community
Specific Actions	
EDU5.2.1	<p>Continue to improve the international student experience</p> <p>Resources: Within existing resources</p> <p>Timetable: From 2009</p> <p>Responsibility: Pro Vice-Chancellor (Teaching and Learning); Deans; Director, Student Services</p>
EDU5.2.2	<p>Increase interaction between onshore international students and domestic students</p> <p>Resources: LTPF and within existing resources where possible</p> <p>Timetable: From 2009</p> <p>Responsibility: Pro Vice-Chancellor (Teaching and Learning); Deans; Director, Student Services</p>

EDU5.2.3	Enhance opportunities for interaction among commencing students (e.g. team learning, social events) Resources: Within existing resources Timetable: From 2009 Responsibility: Deans; Director, Student Services
EDU5.2.4	Faculties to encourage the provision of dedicated student space at all levels for team/group learning Resources: Capital Funds, Minor Works and within existing resources where possible Timetable: From 2009 Responsibility: Executive Director (Finance and Resources); Deans
EDU5.2.5	Encourage student engagement in the Guild, the PSA and other UWA clubs, societies and activities Resources: LTPF, Amenities and Services Fee and within existing resources where possible Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor
EDU5.2.6	Work with the Student Guild to encourage volunteering in community service Resources: 2007 LTPF - \$32,895, future LTPF and Future Framework Implementation Committee Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor (Future Framework Implementation Committee)
Implementation Strategy	
EDU5.3	Support the review of and improvement to student accommodation and collegiate educational opportunities
Specific Actions	
EDU5.3.1	Promote development of student accommodation, including college places in close proximity to campus <i>Also Refer to ED1.2.3</i>
EDU5.3.2	Continue to develop partnerships with UWA colleges, including UWA staff to engage actively with UWA colleges in developing opportunities for improving the student learning experience Resources: Within existing resources Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor
EDU5.3.3	Develop opportunities for non- resident students to be affiliated with UWA colleges Resources: LTPF Timetable: From 2009 Responsibility: Senior Deputy Vice-Chancellor; Heads of Colleges

Implementation Strategy	
EDU5.4	Identify and encourage specific opportunities for student engagement in intellectual and cultural life on campus
Specific Actions	
EDU5.4.1	Increase student attendance at public lectures, research seminars, and the Institute of Advanced Studies Resources: LTPF and within existing resources where possible Timetable: From 2009 Responsibility: Director, Institute of Advanced Studies; Director, UWA Extension
EDU5.4.2	Provide and promote subsidised student access to PIAF and UWA Extension Resources: LTPF Funds allocated in 2008 (\$10,250 and \$5,500 respectively) and within existing resources Timetable: From 2009 Responsibility: Director, PIAF; Director, UWA Extension
Implementation Strategy	
EDU5.5	Encourage among all students a sense of life-long partnership with UWA
Specific Actions	
EDU5.5.1	Create partnerships via fundraising, alumni Resources: Within existing resources Timetable: From 2009 Responsibility: Director, Office of Development
EDU5.5.2	Encourage students to maintain active involvement with UWA after completing their courses Resources: Within existing resources Timetable: From 2009 Responsibility: Director, Office of Development
Implementation Strategy	
EDU5.6	Support the development of services and facilities which encourage students to be on campus
Specific Actions	
EDU5.6.1	Review means of ensuring a secure physical environment for all at UWA Resources: Within existing resources Timetable: From 2009 Responsibility: Executive Director (Finance and Resources)
EDU5.6.2	Improve provision of evening classes and services Resources: Increased Student Load Timetable: From 2009 Responsibility: Deans; Director, Student Services; University Librarian

EDU5.6.3	Continue to support sporting and recreation activities Resources: Amenities and Services Fee and within existing resources Timetable: From 2009 Resources: Executive Director (Finance and Resources)
Implementation Strategy	
EDU5.7	Implement teaching practices which encourage and support students to engage deeply with their learning
Specific Actions	
EDU5.7.1	Review teaching practices used to engage students in their learning using robust tools Resources: Within existing resources Timetable: From 2010 Responsibility: Pro Vice-Chancellor (Teaching and Learning)