



Teaching & Learning Enabling Plan

2006-2008

May 2006

1 Introduction

Direction and alignment

The Teaching and Learning (T&L) Enabling Plan sets the direction for teaching and learning at Curtin for the next three years.

To enable the University to achieve its strategic objectives, the Plan aligns closely with the Curtin Strategic Plan 2006 - 2008 and will in turn align with the other University-level enabling plans as they are developed.

Responsibility

The Plan identifies the objectives to be achieved and specifies the performance targets against which success and progress are measured. The Vice Chancellor and the Pro-Vice-Chancellor Academic Services through the Teaching and Learning Committee and Academic Board have overall accountability for the execution of the Plan, which will be monitored and controlled as follows:

- The T&L Committee (T&LC) will review delivery of the key benefits of the Plan against the targets specified in section 5. T&LC will submit its findings and recommendations to the Academic Board.
- Persons responsible for initiatives identified in section 5 of the Plan will report progress through their line management to T&LC.

Review

T&LC will review the overall plan and the strategic priorities (section 4) annually to take account of emerging changes in the external environment.

2 Priorities for 2006-2007

The following initiatives will be given priority in 2006-2007:

1. Establish a high profile Office of Teaching and Learning with accountability for teaching and learning outcomes (Culture)
2. Implementation of student evaluation in all on and offshore units (eg: eVALUate) (Core Activities)
3. Implement a cycle of improvement for T&L by responding to student evaluation in all on and offshore units at teaching area, course and unit level (Core Activities)
4. Undertake curriculum renewal through the implementation of Outcomes Focused Education in all T&L programs (Core Activities)
5. Develop and implement a course review process (Core Activities)
6. Review and improve student assessment and the timeliness of feedback (Students & Clients)
7. Implement plagiarism policy and procedures (Students & Clients)
8. Recognise and reward staff who have demonstrated improvement in their T&L performance and effect processes to assist those staff who need to improve (Core Activities)
9. Ensure all new staff undertake the Foundations of Teaching and Learning at Curtin program and provide incentives for existing staff to complete this program (Culture)
10. Develop and implement academic leadership and management programs for Heads of Schools, course and unit coordinators (Culture)

3 Targets, initiatives and responsibilities

CORE ACTIVITIES

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
1. (CA1) Excellent teaching that facilitates learning	Onshore eVALUate implemented by end 2006	Implementation of eVALUate	a) Implementation of student evaluation of in all on and offshore units (eg: eVALUate)	PVC, AS	✓
	Offshore pilot of eVALUate completed by end 2006		b) Implement a cycle of improvement for T&L by responding to student evaluation in all on and offshore units at teaching area, course and unit levels	EDs, HoS, Deans T&L and Director LSN	✓
	Improved teaching evaluations	Student feedback: eVALUate, CASS, CEQ	c) Undertake curriculum renewal through the implementation of Outcomes Focused Education in all T&L programs	EDs, HoS, Deans T&L and Director LSN	✓
	Increasing retention rate	Retention rates UG, PG Course work and HDR	d) Incorporate results of student evaluation in all on and offshore units into academic staff annual reviews, and probation and promotions process	EDs, HoS and Director LSN	
	Increasing completion rates	Completion rates in 3 and 4 year courses	e) Ensure Curtin online learning strategies to enhance flexible learning are put into practice to improve quality and provision	EDs, PVC AS, HoS, Deans T&L, Director IMS and Director LSN	
	Increasing number of timely HDR completions	Number of timely HDR completions	f) Implement e-reserve strategy for all units	Uni Lib, HoS	
	Improved LTPF ranking	LTPF ranking (eg: CEQ/GDS)	g) Recognise and reward staff who have demonstrated improvement in their T&L performance and effect processes to assist those staff who need to improve	EDs, HoS	✓
	Greater than 35% response rate on eVALUate	eVALUate response rates	h) Develop and implement standards and benchmarks for monitoring and improving the quality of teaching	PVC AS, and Director, LSN EDs	
			i) Improve retention by enhancing the learning experience of 1 st year students, in particular part-time students, both school leavers and mature age students	EDs, HoS	
			j) Implement strategies to improve the quality of teaching in large classes	EDs, HoS and Director LSN	
			k) Unit coordinators include the improvements made from previous student evaluation of all on and offshore units in unit outlines	HoS	

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
2. (CA2) Strong teaching and research nexus	Increased number of research active staff teaching UG	Number of research active staff UG teaching	a) Ensure teaching and learning within courses is informed by current research	HoS	
	Improved student evaluation of teaching results	eVALuate PREQ	b) Develop academic workload models which reflect the teaching / research nexus	EDs and PVC AS	
	Consistent University-wide staff workloads model developed by end 2007	Development of staff workloads model	c) Revise promotions criteria to reflect the teaching and research workload balance for each academic level	EDs and PVC AS	
3. (CA3) Improve quality, efficiency and effectiveness of teaching and learning	Increased student and client satisfaction	eVALUate, CASS and CEQ	a) Develop and implement a course review process	PVC AS	✓
	All courses demonstrate financial viability and/ or strategic significance	Financial viability and/or strategic significance	b) Continue to review service teaching policy and practices	PVC AS	
	Reduced number of courses and units	Number of courses and units	c) Review and improve timetabling process and systems	PVC AS and Director BSU	

STUDENTS AND CLIENTS

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
4. (S&C1) Improve and protect our teaching and learning reputation	Improved LTPF ranking	LTPF Ranking	a) Promote successful teaching and learning outcomes internally and externally	EDs, HoS and Director LSN, ExecDir CC	
	Increased number of Curtin EITA and national awards for teaching	Curtin EITA and National awards for teaching	b) Further develop scholarship program to attract high achieving students (both local and international)	PVC AS, PVC International, Director Std Serv	
	Increased rating in GUG relating to teaching quality and prestige	Good Universities Guide Ranking	c) Implement plagiarism policy and procedures	EDs, HoS and Director LSN	✓
5. (S&C2) Enhance the overall experience of students through a learner centred approach	Improved student satisfaction with overall experience	CEQ/ eVALUate/ CASS	a) Implement teaching and learning approaches which accommodate cultural diversity	HoS and Director LSN	
	Student assessment policy and procedures implemented by end 2007	Implementation of student assessment policy and procedures	b) Improve teaching and learning support for rural and remote students	PVC AS	
			c) Review and improve student assessment and the timeliness of feedback	Director Std Serv, Director LSN and HoS	✓
	Degree programs compliance level to OFE: <ul style="list-style-type: none"> o End 2006 – 70% o End 2007 – 100% 	Level of Outcomes Focused Education (OFE) compliance	d) Implement the Disabilities Services Plan to ensure teaching and learning needs of students with disabilities are addressed	Director Support Serv	
			e) Streamline and improve student enrolment and administration	EDs, Director Std Serv	
			f) Increase the level of internationalisation in the curriculum in teaching and learning courses	EDs, HoS, PVC Intern and Director LSN	
			g) Ensure culturally appropriate course material for offshore programs	HoS	
			h) Foster a culture of mutual respect by promoting the Student Charter	Director Std Serv	

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
6. (S&C3) Engage in productive partnerships with industry and community	Increased satisfaction by industry	Feedback on graduate attributes	a) Review and improve Industry Advisory Boards to ensure industry feedback and input is provided and incorporated into curriculum/ program review process	EDs and HoS	
	Increased frequency of industry advisory board meetings	Frequency of Industry Advisory Board meetings	b) Develop policy on Advisory Boards and ensure adequate community representation	PVC AS and HoS	
	Increased number of programs with industry experience	Number of programs incorporating industry experience	c) Review current workplace learning practices (eg clinical placements) in use by the various disciplines	PVC AS and HoS	
	Increasing number of regional enrolments	Number of regional enrolments	d) Attract more industry scholarships for students	EDs, HoS and Director UD	
	Ensure community representation on Advisory Boards	Number of community representatives on Advisory Boards	e) Establish international partnerships to assist in the internationalisation of the curriculum	EDs, PVC Inter, HoS	
			f) Improve mechanisms to facilitate international student exchange	EDs, PVC Inter, Director StdServ	
	Increased non-award enrolments	New policy on Advisory Boards	g) Develop academic pathways through outreach programs which will encourage prospective students on campus to experience Curtin Life eg High School and TAFE	PVC AS, Director Std Serv, Director Support Serv	
		Non-award enrolments	h) Increase opportunities for students to gain industry experience. Eg: CBS+, Curtin Advantage programs, clinical and practical placements	HoS	
			i) Offer increased opportunities for community participation in University programs (eg: short courses, extension units, summer school)	DVC	

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
7. (S&C5) Engage with our indigenous community	Increased number of courses with foundation unit in indigenous culture	Number of courses with foundation unit in indigenous culture	a) Ensure all courses incorporate an understanding of indigenous culture	HoS	
			b) Recruit and retain more indigenous students in mainstream courses	PVC AS and HoS	
	Increased number of staff attending indigenous culture professional development program	Number of staff attending indigenous culture professional development program	c) Re-introduce indigenous culture professional development program for academic staff	Director Staff Serv and HoS CAS	
			d) Improve mentoring programs for indigenous students	HoS CAS	
			e) Further develop scholarship program to attract indigenous students	Director Std Serv and HoS CAS	
8. (S&C6) Identify and meet emergent demands for teaching and learning programs	Increased number of enrolments in strategic areas	Enrolments in strategic areas	a) Revise University profile and align with state and national priorities	DVC and PVC AS, EDs	
			b) On-going environmental scanning to establish emerging demands for courses	EDs	
			c) Undertake forward planning and forecasting on potential future teaching profile	DVC, EDs, PVS AS and HoS	

CULTURE

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
9. (C1) Focus culture on high performance teaching and learning	Improved performance on LTPF Staff indicate performance culture exists	LTPF QWLS – Staff measure of performance culture	a) Recognise and reward teaching areas and teams that improve their performance on national measures of teaching and learning and provide support for less successful teaching areas	DVC, EDs, and PVC AS	✓
	Increased staff satisfaction regarding reward and recognition	QWLS – Staff satisfaction regarding reward and recognition	b) Ensure that probation and promotion procedures reward teaching excellence	PVC AS	
	Reward and recognition processes for teaching areas implemented by end 2006	Implementation of reward and recognition processes for teaching areas	c) Implement a performance management system which focuses on continuous improvement in teaching and learning	PVC AS	
	Support processes for less successful teaching areas implemented by end 2006 100% of academic staff incorporate student feedback into MCIG and teaching	Implementation of support processes for less successful teaching areas % of staff incorporating student feedback into MCIG and teaching			

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
10. (C3) Stimulating and supportive work environment through teaching and learning leadership and management	Increased overall staff satisfaction Academic leadership and management program developed by end 2006	QWLS - Staff satisfaction Development of academic leadership and management program	a) Establish a high profile Office of Teaching and Learning with accountability for teaching and learning outcomes	VC and DVC	✓
			b) Enhance the roles and responsibilities of Deans of Teaching and Learning	DVC, EDs and PVC AS	
			c) Develop and implement academic leadership and management programs for Heads of Schools, course and unit coordinators	PVC AS	✓
			d) Implement efficiency reforms that will reduce academic staff administrative workloads	EDs and PVC AS	
11. (C4) Attract, develop and retain excellent teaching staff	Increased % of staff recruited with teaching experience 100% of new staff undertake Foundations of Teaching Increased number of staff participate in eVALUate staff development programs	% of staff recruited with teaching experience % of new staff undertake Foundations of Teaching Attendance at eVALUate staff development programs	a) Recruit academic staff with demonstrated teaching excellence	EDs and HoS	
			b) Increase opportunities for staff to gain current industry experience to ensure professional competencies	HoS	
			c) Ensure all new staff undertake the Foundations of Teaching and Learning at Curtin programs and provide incentives for existing staff to complete this program	EDs, HoS and PVC AS	✓
			d) Provide staff development opportunities in teaching and learning for staff at all stages of their career	EDs, HoS, PVC AS and Director LSN	
			e) Increase staff development in teaching and learning for sessional, offshore and onshore staff	HoS and Director LSN	
			f) Provide Foundations of Teaching Program and teaching opportunities for Post Graduate students	PVC R, PVC AS, Dean Grad Stud and Director LSN	

FINANCIAL SECURITY

Objective	Targets	Measures	Initiatives	Responsible	Priority 2006
12. (FS1) Undertake course efficiency reforms resulting in financial viability and sustainability	All courses demonstrate financial viability and/ or strategic significance	Financial viability and/or strategic significance	a) Review teaching and learning operations in line with financial viability principles	DVC, CFO and EDs PVC Inter	
			b) Identify and evaluate new teaching opportunities that meet market demand	EDs and HoS	
	Reduction of courses and units	Student enrolment numbers in Courses	c) Incorporate in course review a University strategy to systematically reduce the number of units and courses	EDs, PVC AS and HoS	SP 06
			d) Review service teaching financial viability and sustainability	DVC, PVC AS, CFO and EDs	
	Increased student retention rates	Student Retention rates	e) Increase industry financial support for teaching and learning where appropriate	EDs and HoS	
			f) Consolidate and rationalise course offerings by developing partnerships with other WA Universities	VC, DVC and EDs	
13. (FS2) Invest in teaching and learning to ensure quality	Increased student and staff satisfaction with teaching and learning venues, facilities and equipment	CASS and QWLS	a) Review University funding model to ensure quality of teaching and learning	VC, DVC, CFO and EDs	
			b) Improve the quality of teaching and learning venues, facilities and equipment	Exec Director Prop and EDs	

Risk Analysis: Teaching and Learning Enabling Plan 2006

Risk description	Likelihood	Impact	Overall rating	Mitigation Actions	Responsible
Failure to establish the Office of Teaching and Learning with accountability for teaching and learning outcomes	Moderate	Major	Extreme	Implement Office of Teaching and Learning and PVC T&L in 2007	VC, PVC Academic Services
Failure to implement student evaluation in all on and offshore units	Likely	Major	Extreme	Ensure eVALUate system and process are implemented throughout 2006/2007	PVC Academic Services Exec Deans
Failure to implement a cycle of improvement for T&L by responding to student evaluation in all on and offshore units at teaching area, course and unit level.	Moderate	Moderate	High	Following the publication of eVALUate results each semester, ensure Teaching and Learning Action Plans are implemented by Schools / Departments	PVC Academic Services Exec Deans HOS/HOD
Failure to undertake a curriculum renewal through the implementation of Outcomes Focused Education in all T&L programs	Moderate	Moderate	High	Implementation of Curriculum 2010 Project over 2006/2007 will include all curriculum renewal across all disciplines	PVC Academic Services, Deans T&L; HOS
Failure to develop and implement a course review process	Likely	Major	Extreme	UTLC Working Party developing new Course Review Process and Policy for implementation in 2007	PVC Academic Services, HOS