

# Faculty of Science and Technology

Faculty Strategic and Operational Plan 2016 – 2020

*Cultivating the Faculty*



# Faculty Strategic and Operational Plan 2016 – 2020

The Faculty of Science and Technology at Federation University is a recently formed and rapidly evolving organization that aims to merge cross-campus and cross-discipline groups into a united team, with capacity to deliver a rich set of science, information technology and engineering programs to students from all backgrounds. We will encourage research that encompasses our expertise and, through collaboration, maximizes our impact on industry and society. The Faculty will forge alliances in teaching and research to improve the economic and social welfare of the University's regional, Australian and international community. We will assist our students and staff to reach their potential, not only through education but also by the development of an enduring appreciation of enquiry and purpose.

In order to achieve these aims, we have developed a set of strategic plans that encompass our major working goals through the next 5 years. These plans will address the Faculty's responsibilities under Learning and Teaching, Research, International Engagement, Community Engagement and Administration and Service. These areas, though presented as separate, are absolutely interdependent and are brought together in the executive functions of the Faculty and also by the actions of all staff, in their workloads and responsibilities and through their internal and external interactions.

The Faculty will review its progress against its major goals and those detailed in the attached strategic plans annually and the plans will be updated, as required, to meet changing priorities and new opportunities.

## Major Faculty Goals 2016-2020

1. Complete the development of an amalgamated and unified Faculty that is engaged at the level of the individual student and staff member, yet transcends the geographical diversity of its physical structure. (Meets University Strategic Priorities 1 to 10)
2. Develop strategies to engage and extend students that allow realization of potential and promote seizing of opportunity. (Meets University Strategic Priorities 4 5 6 7 9 10)
3. Develop a culture of continuous review and improvement in teaching and research to maximize impact and outcomes (Meets University Strategic Priorities 1 2 4 5 6)
4. Build support structures that meet the needs of students and staff and facilitate personal and professional development. (Meets University Strategic Priorities 1 2 4 5 6 7 9 10)
5. Establish an identity as an approachable and knowledgeable institution that is recognised for its teaching, research and engagement excellence. (Meets University Strategic Priorities 4 5 6 9 10)
6. Become a reliable partner with other educational institutions, industries and community organisations to develop and enrich their activities as well as our own. (Meets University Strategic Priorities 1 2 4 5 6 7 8 9 10)

## Learning and Teaching (L&T) goals

1. Continuous development of staff capabilities in delivering of high-quality offerings and support for staff to move to student-centred teaching activities suitable for on-campus, cross-campus and online environments, with on and off-shore partners. (Meets Faculty Goal 1, 2, 3, 4)
2. Identify outstanding teaching performance and student support initiatives and encourage/support application for awards and citations. (Meets Faculty Goal 1, 3, 4)
3. Increase the number of staff undertaking L&T research, applying for, and gaining, L&T grants. (Meets Faculty Goal 1, 2, 3, 4)
4. Maintain accreditation requirements and manage associated processes in all disciplines subject to external review. (Meets Faculty Goal 3, 5, 6)
5. Regularly review programs and courses to evaluate learning outcomes, student progression and redevelop curriculum. (Meets Faculty Goal 1, 2, 3, 4)
6. Obtain and respond to meaningful data on student performance, attrition, L&T quality and student experience. (Meets Faculty Goal 3, 4, 5)
7. Ensure faculty processes meet and maintain TEQSA compliance. (Meets Faculty Goal 3, 4, 5, 6)

<b>DEVELOPMENT OF STAFF CAPABILITIES</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
1. Continuous development of staff capabilities in delivering of high-quality offerings and support for staff to move to student-centred teaching activities suitable for on-campus, cross-campus and online environments, with on and off-shore partners	Annual	Identify courses and programs requiring support in curriculum development, based on staff requests, student feedback, attrition and performance	An annual program of course review and renewal	HoS, AD L&T, AD SRS, CFELD
	Each semester	Targeted support and training for staff in effective modes of teaching (cross-campus, flexible, fully online, partners, intensive block mode) with a preference for just-in-time, just-for-me support	Personal assistance where requested and where reviews suggest change is required	AD L&T, CFELD
	Ongoing	Continuous review and redevelopment of programs and courses for cross-campus delivery	Review at least two programs per year per school	HoS
	2016	Delivery of <i>Learning and Teaching Conversations</i> to support staff in best practice	Tied to Curriculum Review days in each school	AD L&T and others

	Sem 2, 2016	Delivery of <i>Teaching in International Contexts</i> PD to support staff teaching in moderated and intensive block modes overseas	Run twice per year prior to international teaching periods	AD L&T, AD E and others
	Sem 1, 2016	Establishment of discipline based <i>Online Teaching Communities of Practice</i>	Discipline based communities meeting 3 to 4x per year	AD L&T and others
	Ongoing	Delivery of staff PD for partner staff on an annual basis	Annual Visits to all partners or partner visits to FedUni	AD L&T and others
	Each semester	Implement a formal peer review program in the faculty for exchange of ideas, staff development and continual development of teaching performance	<p>Develop peer review models for all modes of teaching</p> <p>Peer review of teaching for new staff, as part of probation, on recommendation from PRDP and on a three-year cycle for continuing staff</p> <p>Annual Open Classrooms Week to support peer enhancement</p> <p>Peer review of course materials on a five year cycle</p>	<p>Peer review circle, AD L&amp;T</p> <p>Peer review circle, AD L&amp;T</p> <p>Peer review circle, AD L&amp;T and others</p> <p>Peer review circle, AD L&amp;T, all staff</p>

<b>RECOGNITION OF STAFF EXCELLENCE</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
2. Identify outstanding teaching performance and student support initiatives and	2016	Annual faculty-based teaching and student support awards	From 2016	AD L&T, AD SRS
	2016		Two nominations per school for	HoS, AD L&T, ADSRS

encourage/support application for awards and citations	Ongoing	Increase in the number of FoST staff nominations in university (>2) and external (>0) teaching excellence and service awards and citations  Support for staff in preparing applications for awards and citations	University and 1 per school for external awards.  Mentoring Groups set up for T&L mentoring as part of Peer Review process from 2016	AD L&T, AD SRS Previous award winners
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<b>DEVELOPMENT OF SCHOLARSHIP IN L&amp;T</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
3. Increase the number of staff undertaking L&T research, applying for, and gaining, L&T grants	Ongoing	Support for staff in preparing L&T grants	At least one internal and one external grant application for L&T per year	AD L&T, AD R Previous grant recipients, LTAG
	Ongoing	Instigation of <i>L&amp;T Research Community of Practice (CoP)</i> to support staff in developing in scholarship of L&T  Sharing of Best Practice examples and relevant research with all staff in FoST via FoST news and at annual curriculum days	L&T Research communities meeting 3 to 4x per year In place in 2017	L&T Research CoP

<b>QUALITY ASSURANCE</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
4. Maintain accreditation requirements and manage associated processes in all disciplines subject to external review	As programmed with accrediting bodies	Five year accreditation cycle in Engineering and Information Technology <ul style="list-style-type: none"> <li>Maintain relationships with Engineers Australia and Australian Computer Society</li> </ul>	Undertake accreditation reviews in 2017 for both Engineering and Information Technology	HoS SEIT, Discipline Co-ords, AD L&T

		<ul style="list-style-type: none"> <li>• Collect relevant L&amp;T data</li> <li>• Review and redevelop curriculum based on accreditation recommendations</li> <li>• Analyse changes in accreditation requirements as part of program review meetings</li> <li>• Faculty to provide administrative support to these processes</li> </ul>		
5. Regularly review programs and courses to evaluate learning outcomes, student progression and redevelop curriculum	As per program review schedule	<p>Five year cycle of program reviews including</p> <ul style="list-style-type: none"> <li>• benchmarking with external universities</li> <li>• constructive alignment of programs with relevant TLOs and standards</li> <li>• assessment of program level learning outcomes, learning experiences, assessment modes</li> <li>• analysis of student performance, attrition and quality data</li> <li>• internationalisation of the curriculum</li> </ul>	<p>2016: BGeoSci and BMathsSci, AdvDipIT  2017: MRE, BEng, BIT(PP), BECS, Brewing  2018: BTech, MTech, BVetSci, BBiomed  2019: GradDipMining, MMining, MEngTech, BFoodNut, BBiotech  2020: BSc, BIT</p>	AD L&T, AD SRS Program Co-ordinators
6. Obtain and respond to meaningful data on student performance, attrition, L&T quality and student experience	Ongoing  Ongoing	<p>Use student performance data, eVALUate, and QILT to receive, consider and respond to student feedback</p> <p>Faculty promotion of eVALUate (with particular emphasis on programs with low response rates) including increasing student awareness and closing the feedback loop</p>	<p>Annual increase in the proportion of courses with &gt;80% student satisfaction</p> <p>Maintain or improve QILT ratings in science, engineering and IT disciplines</p> <p>Annual increase in response</p>	AD L&T HoS  AD L&T Teaching staff

		Identification and review of program and course-based attrition hotspots	rates for eVALUate with a 5-year goal of over 30% responses in all courses  Annual decrease in attrition from FoST programs?	AD L&T  AD E HoS
7. Ensure faculty processes meet and maintain TEQSA compliance	Ongoing	Maintain processes, documentation and evidence required to meet and maintain the requirements for TEQSA compliance and adhere to AQF framework	Audit TEQSA/AQF information collection and storage every 3 years	AD L&T Program Co-ordinators

## Research Goals

1. Retain and improve our ERA ranking in all fields submitted in 2015, but not be bound by the constraints of the ERA in developing research. (Meets Faculty Goal 3, 4, 5, 6)
2. Develop areas of research with significant growth potential. (Meets Faculty Goal 2, 3, 4, 6)
3. At least double average annual research income by 2020. (Meets Faculty Goal 2, 3, 4, 5, 6)
4. Expand our research engagement with industry and government agencies. (Meets Faculty Goal 2, 3, 4, 5, 6)
5. Encourage all existing and new academic staff to contribute to research through an appropriate organizational structure, time management, planning and mentoring. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)
6. Increase the visibility of our research through the web, the media and traditional research outputs, as well as by ensuring its relevance and impact. (Meets Faculty Goal 1, 4, 5, 6)
7. Build a strong and distinctive research culture of high quality and collegiality at all levels of the Faculty. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)

<b>IMPROVE RESEARCH OUTPUTS</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
1. Retain and improve our ERA ranking in all fields submitted in 2015, but not be bound by the constraints of the ERA in developing research	From July 2016	Organise research groupings to ensure all research active staff are affiliated to one grouping	Assign all staff to one of four research Thematics (Impact Ecology; Computational and Mathematical Sciences; Resource Engineering; Clinical Medicine)	AD R.
	October 2016	Each Thematic to Develop Strategic Plans for Research Growth	Thematics to prepare strategic research growth plans. Review progress against plans annually	Thematic Leaders



	On-going	Develop researcher profiles to increase prospects for category 1 grant applications	Provide time and resources to selected staff to increase the quality and number of their publications	Exec Dean, AD R
	On-going	Support research with administrative staff	Assign admin staff to Thematic support, review requirements annually	FBM.
	On-going	Faculty investment in Thematic research will be merit based and judged on an individual program basis	Funds for Research will derive from block grant funding, Postgraduate Scholarships (including Faculty based scholarships) and other funds as and when they are available. The AD Research in consultation with the Faculty Executive, will decide the mechanism of fund dispersal and the methodology to judge applications for funding	Exec Dean, AD R
2. Develop areas of research with significant growth potential	On-going	Seed funding and HDR scholarships will be made available to assist areas of research with growth potential, as judged by the Faculty	Collaborative grants, conference attendance, HDR scholarships will be targeted to individuals and groups showing significant potential for research growth	AD R, HoS
	On-going	New appointments will target research expertise that is compatible with current research grouping and research growth potential	Position Descriptions will specify this provision and prospective employees will be matched to current research groups and priorities	AD R, HoS
3. At least double average annual research income by 2020	On-going	Increase industry linkages, target combination/industry university postgraduate programs, develop industry targeted and funded research as a priority, structured advertisement of industry capability	Industry Engagement measures to be targeted by Thematics to Increase industry funding.	Thematic Leaders, All FoST Research Staff

		and support.		
	On-going	Develop partnerships with overseas Universities (especially in China) to access international funding.	See ' <b>International Engagement Goals</b> '	
	On-going	Increase Postgraduate student numbers	Encourage staff to promote HDR scholarships as a low cost, highly productive collaboration to solve industry research questions	Thematic Leaders, AD R
	On-going	Increase the quality and number of research fund applications	Thematics to set up a mentor/peer review process for research grant/industry fund applications. Processes in place by early 2017	Thematic Leaders, AD R

<b>BROADEN THE BASE OF RESEARCH ACTIVITY</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
4. Expand our research engagement with industry and government agencies	On-going	Advertise our research capability	Web pages to be redesigned to highlight our research capability in staff and equipment/facilities. Other material to be available for conference presentation and media advertising when required	FBM, Research Officer
	On-going	Target industry/government collaborations where we have specific expertise	Assist and encourage industry linkages in mining and metallurgy, environmental management and restoration, optimisation, data analysis and security, brewing and biotechnology	Thematic Leaders, FBM, All FoST staff
	June 2017	Encourage the University to set up a "Find an Expert" search facility on the University Webpages	Approach the DVC Research and Innovation and the DVC Student Support and Services, to set up a suitable facility as soon as practicable	Exec Dean, AD R
	On-going	Work with the Business	Hold regular meeting with the Business	AD R, FBM,

		Development Officers at Mt Helen and Gippsland to explore new industry linkages and funding	Development officers to explore opportunities and progress existing interactions	Thematic Leaders
	On-going	Increase Postgraduate student numbers	<p>Targeted offers of HDR scholarships to encourage research especially in areas where international scholars are the majority of applicants for higher degree positions</p> <p>Encourage overseas HDR positions with suitable partners and supervisors in China and elsewhere. See “<b>International Engagement Goals</b>”</p> <p>Encourage staff to promote HDR scholarships as a low cost, highly productive collaboration to solve industry research questions</p>	<p>HDR Co-ordinators, AD R</p> <p>AD E, AD R</p> <p>AD R, Thematic Leaders</p>
5. Encourage all existing and new academic staff to contribute to research through an appropriate organizational structure, time management, planning and mentoring	On-going	Define research activity in the Faculty and reward those who improve their research outputs	Research activity is defined as part of the Faculty work-load document. Staff are assigned to a Thematic grouping based on discipline alignment but can appeal to change this assignment on a sound argument of research focus. Assignment to a research grouping does not preclude collaboration between groupings or elsewhere. Annual review of Thematics to include composition and collaboration	AD R
	On-going	All academic positions to have a research component unless they are teaching only positions	Research potential of new recruits will be part of the selection process and judged against Faculty research standards for that	HoS, AD R

			position as set out in Faculty workload documents interview at commencement with the AD Research	
	On-going	Mentoring to become an expected part of academic professional development in the Faculty at Level C and above	Mentoring roles will be proportional to the academic level of a position and PD opportunities in mentoring, peer review and HDR supervision will be part of workshops and training sessions organised by the Faculty. Formal mentoring processes are an expectation of research active personnel	AD R, Exec Dean, HoS

<b>INCREASE THE VISIBILITY OF OUR RESEARCH</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
6. Increase the visibility of our research through the web, the media and traditional research outputs, as well as by ensuring its relevance and impact	On-going	Ensure all significant research outputs are communicated to the Faculty Research Officer and the Marketing group at Federation University	Thematic leaders and Administrative Assistants to ensure good news stories are promulgated both within and outside the Faculty FoST news first portal for notification of publications, grant, conference activity, notable accomplishments	Thematic Leaders, Research Officer, AD R
	June 2017	Encourage the University to set up a "Find an Expert" search facility on the University Webpages	See <b>'Expand our research engagement with industry and government agencies'</b>	Exec. Dean, AD R

<b>BUILD A RESEARCH CULTURE THAT PROMOTES EXCELLENCE.</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
7. Build a strong and distinctive research culture of high quality and	On-going	The Faculty will regularly review its research strategy against outputs	Reviews of research outputs will be undertaken annually by the AD Research	AD R, Research Officer, Thematic

collegiality at all levels of the Faculty		and develop strategies to encourage research and the sharing of research success	with the assistance of the Research Officer to advise the Faculty of issues or opportunities arising in our research strategy. In addition, the Thematics research strategy will be reviewed at three year intervals to ensure that these structures are meeting our research goals. Faculty research meetings will be regular events at the research discipline, Thematics/RPAs and Faculty level to review and share approaches, outputs and opportunities	Leaders
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## International Engagement Goals

1. Increase on-campus commencing international students by facilitating joint programs with universities in China and elsewhere. (Meets Faculty Goal 2, 4, 5, 6)
2. Increase teaching revenue from joint offshore programs through direct teaching and moderation. (Meets Faculty Goal 4, 5, 6)
3. Develop partnerships to cover all our major disciplines. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)
4. Develop international research partnerships and collaboration to increase international HDR enrolment and research income. (Meets Faculty Goal 1, 2, 3, 5, 6)
5. Encourage and provide student mobility opportunities to enhance local student experiences and to support our international partners. (Meets Faculty Goal 2, 3, 4, 5, 6)
6. Offer relevant programs at Brisbane and Malaysia campuses as required. (Meets Faculty Goal 1, 2, 3, 5, 6)
7. Work closely and constructively with onshore partners (ATMC, IIBIT and MIT) to maintain enrolments and student satisfaction. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)

INCREASE INTERNATIONAL STUDENTS AND REVENUE				
What	When	How	Action	Responsibility
1. Increase on-campus commencing international students by facilitating joint programs with universities in China and elsewhere	On going	Attract and facilitate student transfer to FedUni campuses from joint programs by providing a good learning experience	Number of new student transfers: 25 in 2017, 35 in 2018, 50 in 2019	AD E, AD L&T, HoS
	On going	<ul style="list-style-type: none"> <li>• Joint IT program with Shaoguan University (SGU) (on going)</li> </ul>		
	Started 2015	<ul style="list-style-type: none"> <li>• Joint Environmental Science program with Hebei University of Science and Technology (HUST)</li> </ul>		
	From 2017	<ul style="list-style-type: none"> <li>• Joint Civil Engineering program with Zhejiang University of Technology (ZUT)</li> </ul>		
	On going	Establish and support a number of key articulation pathways	Number of new students: 10 in 2017, 20 in 2018 and 30 in 2019	AD E, HoS
	Enhanced 2017	<ul style="list-style-type: none"> <li>• Chongqing Normal University into Mathematics and IT programs</li> </ul>		
	From 2017	<ul style="list-style-type: none"> <li>• Zhengzhou University of Light Industry</li> </ul>		

	From 2015	into Food and Nutritional Science program (to be formally established)		
	From 2016	<ul style="list-style-type: none"> <li>• Manipal University into Engineering, IT and Science programs</li> <li>• Chitkara University into Engineering and IT programs</li> </ul>		
	From 2015	<ul style="list-style-type: none"> <li>• Guru Nanak Institutions into Engineering and IT programs (started in 2015)</li> </ul>		
	From 2015	<ul style="list-style-type: none"> <li>• Beihua University into Mechanical and Mechatronic Engineering programs</li> </ul>		
	From 2016	<ul style="list-style-type: none"> <li>• Hankou University into IT programs</li> </ul>		
	From 2017	<ul style="list-style-type: none"> <li>• Tianfu College into IT programs</li> </ul>		
	On going	Work closely with international marketing, and China and India offices	Number of new international students	AD E, HoS
	On going	Promote FedUni International Excellence Scholarships	Number of scholarship holders	Marketing team, AD E
	On going	Increase retention of international students by providing a good learning and living environment and experience	Retention rate>90%	HoS, AD L&T, AD SSR, AD E
2. Increase teaching revenue from joint offshore programs through direct teaching and moderation	By 2018	In addition to the existing joint programs, work towards one or more substantial joint programs through <ul style="list-style-type: none"> <li>• Joint Institution with HUST</li> <li>• Collaboration with Shenzhen Polytechnic</li> </ul>	Number of joint programs and number of students per intake per program. 4 joint programs with 300 new students per year by 2018	AD E, HoS
	On going	Increase and/or maintain student numbers in the joint programs through joint marketing effort and high quality learning experience	Enrolment ratio in relation to government recruitment quota (>85%). Student retention rate (>90%) in the joint programs	AD E, AD L&T, AD SSR

<b>BROADEN INTERNATIONAL COOPERATION</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
3. Develop partnerships to cover all our major disciplines	By 2017	We have a number of active partners in IT, Engineering and Environmental Science. We need to seek to broaden this discipline mix	Establish viable joint programs or articulation pathways in the Sciences	AD E, HoS
4. Develop international research partnerships and collaboration to increase international HDR enrolment and research income	On going	Develop collaboration with researchers/groups with significant common interests and scale: <ul style="list-style-type: none"> <li>National Key Lab for Electronic Information Applications in Crime Scene Investigation, Xi'an University of Posts and Telecommunications (XUPT)</li> <li>HUST in environmental science</li> </ul>	Joint grant applications Research income Joint publications Joint HDRs	AD E, AD R
	On going	Facilitate joint research with academic staff of the partner universities	Joint grants applications Research income Joint publications Joint HDRs	AD E, AD R
	On going	Recruit and jointly supervise HDR students from our partner universities	HDR numbers	AD E, AD R
	On going	Support HDR students from our partner universities with certain number of HDR scholarships per year	HDR numbers	AD E, AD R
5. Encourage and provide student mobility opportunities to enhance local student experiences and to support our international partners	By 2017 On going	Formalise process and financial support for our staff to take some local students to off-shore partner classes while teaching there	Number of our students visiting partner universities - 20 by 2017	AD E, HoS
	By 2017 On going	Support students from our off-shore partner universities for short study visits	Number of students from partner universities visiting FedUni - 30 by 2017	AD E, HoS



<b>WORK CLOSELY AND CONSTRUCTIVELY WITH ONSHORE PARTNERS</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
7. Work closely and constructively with onshore partners (ATMC, IIBIT and MIT) to maintain enrolment and student satisfaction	On going	Continue improving communication and administration process with partners	On going review by Faculty Exec.	ADE, HoS
	By 2016	Explore offering FedUni International Excellence Scholarships	Aim to start by 2016	AD E

<b>OFFER RELEVANT PROGRAMS AT BRISBANE AND MALAYSIA</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
6. Offer programs at Brisbane and Malaysia campuses as practical and tailor these to the specific markets involved	By 2018 On going	Work towards offering IT degrees at the Brisbane Campus	Start MTech in 2017 with at least 20 students. Start BIT in 2018 with at least 20 students	AD E, HoS
	By 2018 On going	Work towards offering IT/engineering at the Malaysia Campus	Start IT degrees when suitable student numbers are available. Consider offering Aircraft Maintenance Engineering with government sponsorship	AD E, HoS

## Local Engagement Goals

1. Build capacity of STEM teachers in regional schools. (Meets Faculty Goal 2, 4, 5, 6)
2. Provide curriculum related outcomes for Year 10-12 students. (Meets Faculty Goal 2, 4, 5, 6)
3. Increase engagement of Year 8-10 students with STEM. (Meets Faculty Goal 2, 4, 5, 6)
4. Encourage participation of FOST students and staff in school and community activities. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)
5. Showcase FoST facilities and expertise and promote STEM awareness within the wider community. (Meets Faculty Goal 1, 2, 3, 4, 5, 6)

<b>BUILD KNOWLEDGE AND CAPACITY OF STEM IN SCHOOL TEACHERS AND STUDENTS</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
1. Build capacity of STEM teachers in regional schools	On-going	<p>Facilitate and organise VCAA briefings for teachers around specific discipline curricula</p> <p>Organise VCE assessors meetings with teachers in Gippsland and assess the demand for similar meetings in Western Victoria</p> <p>Facilitate and organise where appropriate targeted PD opportunities for teachers from regional schools</p>	<p>At least two VCE and VCAA meetings per year at each campus</p> <p>Teacher PD organised as need and when the opportunity arises</p>	Faculty Engagement Officers (FEO)
2. Provide curriculum related outcomes for Year 10-12 students	On-going	<p>Where appropriate the Faculty will provide workshops on topics specific to VCE topics</p> <p>The Faculty will host events such as the Hartung Youth Lecture as appropriate and where suitable demand is clear</p> <p>FoST will engage with the university marketing team to reach Year 10 &amp; 11 students in the wider catchments not currently targeted by FoST staff (Berwick, Peninsula, Colac, Warrnambool)</p> <p>FoST will:</p>	<p>Current VCE Workshops to continue in Gippsland. Mt Helen to work with Earth Ed and Ecolinc to support VCE programs and offer others where opportunities exist</p> <p>FoST staff support School programs with advice, materials and student training</p>	FEO, Director of School Engagement

		<ul style="list-style-type: none"> <li>• provide kit based curriculum relevant activities (with risk assessments)</li> <li>• provide a brief description of how activities relate to the curriculum for the marketing website</li> <li>• train a group of undergraduate students who can deliver STEM activities</li> </ul> <p>FoST will provide courses for teaching into the VCE years under the HESS program where it can identify appropriate and attractive options for credit at first year</p>	FoST will develop VTAC course options for VCE students in each of its major disciplines	HESS rep, AD L&T, Faculty Exec.
3. Increase engagement of Year 8-10 students with STEM	On-going	<p>FoST will engage with the university marketing team to host on campus visits</p> <p>FoST will:</p> <ul style="list-style-type: none"> <li>• liaise with marketing to arrange timing of on-campus visits</li> <li>• provide engaging activities (with risk assessments) that showcase <u>all</u> FoST disciplines</li> <li>• train a group of undergraduate students who can deliver STEM activities</li> </ul>	<p>FoST staff to develop full suite of suitable activities</p> <p>FoST staff support School programs with advice, materials and student training</p>	FEO, FoST academics

<b>SHOWCASE FOST FACILITIES AND EXPERTISE IN SCHOOL AND COMMUNITY ACTIVITIES</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
4. Encourage participation of FoST students and staff in school and community activities	On-going	The FoST Engagement team will maintain a comprehensive activities database, to inform forward planning and enable staff to plan their involvement with relevant activities	Database established 2016 and maintained with an annual review of activities timing and effectiveness Staff engagement noted and	FEO, HOS

		All staff will be able to record their School engagement through PRDP and build this in to promotion or other recognition activities	discussed in PRDP conversations	
5. Showcase FoST facilities and expertise AND promote STEM awareness within the wider community	On-going	<p>FoST will develop and maintain a contact database to communicate with schools in our catchment area and maintain a web presence and Facebook page and to communicate STEM activities.</p> <p>FoST will collaborate with the University's marketing and communication departments to ensure their awareness of stories of achievements, major events and promotional opportunities</p> <p>Development of a suite of activities for School engagement. Recognising staff involvement in engagement</p>	<p>FoST to review web and other marketing forms annually. Circulation of InFoST news to marketing and beyond</p> <p>Recognised for positive relationships with marketing staff across the Uni.</p>	FEO

## Administrative and Service Goals

1. Support the staff and students of the Faculty through development of a responsive and knowledgeable service culture. (Meets Faculty Goal 1, 3, 4, 5, 6)
2. Deal with external clients in an open and engaging manner to maximize benefit to both parties. (Meets Faculty Goal 5, 6)
3. Navigate the administration of the University to maximize Faculty outcomes while minimizing time and actions required. (Meets Faculty Goal 1, 4, 5, 6)
4. Review faculty structures and processes to reduce wastage and increase operational efficiency. (Meets Faculty Goal 1, 3, 5, 6)

<b>DEVELOPMENT OF A SERVICE CULTURE IN FACULTY ADMINISTRATION</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
1. Support staff and students of the Faculty through development of a responsive and knowledgeable service culture	On-going	Involve administrative and technical staff in Faculty activities, including social, PD and review opportunities.	Specific consideration of staff involvement in all Faculty activities	FBM, All staff with management responsibilities
		Develop specific PD opportunities for administrative staff to improve management ability, student engagement and staff interaction	Faculty Exec to consider PD activities each year	
		Deputise staff to committee memberships, alternates and acting roles and encourage secondments as available to ensure wider knowledge of University and Faculty procedures and of key roles	Broad consideration of acting roles and secondments as educational experiences	
		Encourage interaction with staff in other Faculties and across the University to enable exchange of ideas and relationship building	Invite key staff from other parts of the University to relevant Faculty activities and meetings	
		Encourage interaction with students at all levels of administration to ensure an understanding of the	Involve students, admin and	

		issues and challenges that students and thus the faculty face	technical staff in relevant meetings and issues	
2. Navigate the administration of the University to maximize Faculty outcomes while minimizing time and actions required	On-going	<p>Encourage the development of productive relationships between key Faculty and University staff in areas of importance to Faculty operations</p> <p>Ensure that Faculty operations meet University deadlines and that the Faculty meets or exceeds University policies and expectations</p> <p>Where the Faculty identifies areas where University expectations cannot be met, undertake prompt and timely negotiations to address the issues</p> <p>Where issues that threaten the Faculty's operations are identified, ensure that such issues are brought to the attention of the FBM and Exec. Dean promptly</p>	<p>Invite key staff to faculty meetings and occasions as appropriate</p> <p>Develop a schedule of operations and deadlines</p> <p>Ensure issues are brought to the attention of senior staff in a timely manner</p> <p>Organise regular meetings with all staff to ensure issues are raised and addressed</p>	<p>FBM, All staff with management responsibilities</p> <p>All administrative staff</p>
Deal with external clients in an open and engaging manner to maximize benefit to both parties	On-going	<p>Encourage interaction with external clients with any relevant staff (coffee meetings, lunch, building tours etc)</p> <p>Invite relevant academics to external client meetings</p> <p>Encourage a client service attitude (PD opportunities, broaden opportunities for client interaction)</p>	<p>Develop standard welcome procedures for external visitors and clients</p> <p>Organise training for staff in industry issues and interactions</p>	<p>FBM</p> <p>FBM</p> <p>FBM</p>

<b>MAINTAIN ADMINISTRATIVE EFFICIENCY</b>				
<b>What</b>	<b>When</b>	<b>How</b>	<b>Action</b>	<b>Responsibility</b>
Review Faculty	Annual	Annual review of the suitability of administrative and	Annual review organised with	FBM, HoS.

structures and processes to reduce wastage and increase operational efficiency		technical arrangements	senior administrative and technical staff	
		Three year review of administration across the Faculty including analysis of operational requirements and PDs of administrative staff	Major reviews organised by FBM and Faculty Exec.	Faculty Executive
		Three year review of technical support operation across the Faculty including analysis of laboratory and research support, technical administration and support for technical roles		Faculty Executive, Technical Manager