

# INFORMATICS FACULTY PLAN (2006–2007)

## SECOND PROGRESS REPORT

### SUMMARY OF PROGRESS AGAINST OBJECTIVES

#### OVERVIEW

As advised in the First Progress Report, the University has changed their Faculty Planning and Resource template. The Plan, as submitted, complies with this changed template. This second Progress Report builds on that of the first, hence the achievements identified in the first Report, where not changed, have been retained for this report.

As mentioned in the first Progress Report, the objectives and strategies for this current Plan were devised at the full Faculty Planning Conference held in December 2006 and adjusted, throughout 2007, in response to changes in environment and priorities.

#### PART 2: PLANNING AND REVIEW – CORE ACTIVITIES

##### 2.1 Student Profile

##### 2.1.2 Faculty Strategies addressing UOW Objectives

###### *Recruitment – domestic*

- Develop a strategic multi-faceted Faculty marketing plan to increase market share of HCS first preferences.
- Attract undergraduate and postgraduate students by establishing school-based Marketing Committees to complement the work of the Faculty Marketing Committee.
- Other strategies include:
  1. Developing a Dean's Scholars Program
  2. Restructure the BIST course
  3. Initiating competition for Yrs.9 and 10 High School students focused on Electrical Engineering
  4. Establishing new high-level and work-integrated scholarships to attract high-calibre students
  5. Enhance the effectiveness and quality of School websites
  6. Review and broaden u/g and p/g offerings in new School (SISAT)
  7. Exploring delivery of p/g coursework subjects as short courses

###### *Progress:*

- Marketing plan developed and strategies implemented, including revamped careers market flyers, poster of business cards of graduates and advertising in Good Universities Guide.
- New flyers complete. Count-down advertisements for Early Entry placed in local, regional and rural newspapers. Too early to gauge impact on HSC first preferences (applications close 29 September).
- Marketing and High School Liaison Committee (SM&HSLC) formed in SECTE.
- School specific brochures developed, targeting HSC students.
- Deans Scholars proposal approved by Senate.
- Record of expenditure on marketing and materials for the Enrichment Program being compiled to facilitate cost analysis of revised format.
- SISAT has completed an extensive review of u/g and p/g offerings and presented report to FEC.
- Submitted amended MICT, BIT, BIST to Senate
- New MIS & MIS(Adv), BIS submitted to Senate
- Walter Mining work integrated learning and Delta Electricity work integrated learning scholarships established.
- UOW scholarship website now linked to SECTE website.

- A summary of Discovery Days 2007 was prepared and presented at the SECTE staff forum. The PowerPoint presentation used in 2007 will be modified for 2008. All existing activities will run again (documentation on these activities to be produced). The SM&HSLC committee have prepared promotional flyers for SECTE to be circulated to high school students on the days. Three new demonstrations are planned for 2008. Work is progressing with final-year students to complete the demonstrations (to be 60 minutes duration including 15-minute presentation and 45-minute interactive activities).
- SECTE High School Challenge Competition has been organised for 20th November, 2007. Letters have been sent to schools inviting them to participate - 8 positions are available, several acceptances have already been received. Sponsorship letters have been sent to several local businesses asking for interest in becoming a sponsor. Several businesses have already agreed to commit. Projects have been decided, flyers and information brochures are currently being created for circulation.
- Several new scholarships were made available to SECTE students: (i) 25 Work-Integrated Scholarships are offered by the Defence Materiel Organisations (DMO) valued at \$25,000/year for the last two years of study plus 13 weeks paid industry training/work experience; (ii) 35 Work-Integrated Scholarships are offered by the Australian Power Institute valued at \$8,000/year for four-years of study with specialisation in Power Engineering plus 13 weeks paid industry training/work experience; (iii) 18 Work-Integrated Scholarships are offered in the second semester of 2007 and another 20 in 2008 by the Australian Power Academy valued at \$13,000/year for the last two years of study with specialisation in Power Engineering plus 13 weeks paid industry training/work experience. UOW is one of only five universities that are selected as partners to the Power Academy (the others are University of Newcastle, University of Adelaide, RMIT and Curtin University); (iv) 1 Work-Integrated Scholarship is offered in 2007-2008 by Partech Systems to UOW SECTE students valued at \$10,000/year for the last two years of study plus 13 weeks paid industry training/work experience. Partech indicated that if sufficient numbers of good applicants are received they are willing to increase the number of scholarship to two in 2008.
- A detailed report on the performance of first year SECTE students during Autumn session has identified subjects where students perform most poorly. An analysis of student's mode of entry (in particular their HSC mathematics results) has identified which type of student is likely to experience the most difficulty with their studies.
- A PASS program has been established for ECTE172 in Spring session following feedback from students and the results of the PASS program for SECTE students enrolled in MATH141.
- A first year SECTE student forum was held on 22 August (the second for this year). Two subjects of concern were identified and memos sent to the heads of school of the relevant subjects. The Coordinators of relevant Spring session first year subjects have been contacted and asked to provide feedback on student performance during the first half of the session.
- A second year SECTE student forum was held in Week 5. Students raised concerns regarding the structure of ECTE171 and 172. Several issues were raised with regard to ECTE202 in Autumn Session. Indication that there seems to be an overlap of material in ECTE202 and ECTE203 which was actually a positive as it allowed the fundamentals material to be re-enforced. Indications that students would prefer a series of smaller tests in first year subjects rather than one Final Exam which constituted 60-70% of final marks. Suggestion that if possible subjects that compliment each other should be run consecutively rather than a session apart.
- A SECTE student-staff forum for third year students has been held and students have been briefed on their final year thesis project and the Industrial Experience they have to take as part of their degree.
- Consultation and advice for SECTE students in fourth year is ongoing.
- Work is in progress to provide an eCollaboration space for various committees and task forces of SECTE.
- Work is in progress to include the Science and Maths challenge on the SECTE website.
- SCSSE has participated in 3 School visits. Two of the schools were co-ed and the presentation was well received.

**Recruitment – international**

1. Produce marketing materials for Planet India road show and promoting Faculty in targeted Indian cities with greatest potential for IT students
2. Attend Beijing CIEET road show and conduct agent training
3. Translate targeted marketing materials into Mandarin and development and launch of multilingual web pages
4. Consolidate high level offshore partnerships in China
5. Develop strategies for expansion into Vietnam and South Korea
6. Explore opportunities with identified institutes and high schools in China to create pathways for undergraduate programs.
7. Diversify into other International markets

**Progress:**

- Brochures developed for India and China road shows and circulated to key agents and off-shore partners.
- Brochure developed for Master of Financial Mathematics, also translated into Mandarin. Key Agent in Beijing and Shanghai to be approached during International Officer's October China trip to organise a presentation to students by Prof Song-Ping Zhu when in China in November.
- Multilingual web pages complete and will soon go live (Faculty of Informatics first UOW faculty to use multilingual web pages)
- Dean and other UOW staff visited offshore partners in China at the end of February
- Updated International Unit homepage. International Prospectus rewritten to reflect new degrees and the Faculty's four schools (text then used for domestic prospectus as well). Course Finder for UniAdvice currently being updated - due date beginning of November.
- There were 183 new Chinese students enrolled for Feb 2007 session
- 20 additional students projected for 2008 from Zhengzhou and Tianjin Universities.
- 3 new students from Zhengzhou and 12 from Tianjin enrolled in Spring Session 2007.
- 165 new Chinese students enrolled for Spring Session 2007.
- Dean of Faculty and Prof. Xi visited National Minorities University in Kunming and HUST in Wuhan in June 2007. English courses preparing for IELTS recognized. A number of conditional offers made to students and arrangements for post-graduate articulation for all IT degrees at HUST completed.
- July saw return visit by Chairman of HUST and Vice President of Huazhong Normal University.
- Two high schools identified with Prof. Xi, one in Beijing, the other in Shenzhen. School in Beijing to be investigated during recruitment trip to China in October.
- BiNus International Program Development Manager visited UOW on July 24. Articulation arrangement for Bachelor of Computer Science completed.
- International Officer and Transnational Programs Director to present articulation arrangement at UOW to BiNus students in Jakarta on October 25 and 26.
- Marketing materials for Informatics degrees (Chinese brochures and PowerPoint presentations) given to Li Wanqing to promote during study leave at various universities in China. SECTE staff teaching in Zhengzhou this session to be provided with up-to-date Faculty PowerPoint presentations and Chinese brochures.

**Access by equity groups**

- In non-traditional areas, increase female students by:
  - reviewing course structures to make them more inviting to females
  - developing marketing materials targeted at females
- Improve access, participation, retention and completion rates among student equity groups

**Progress:**

- SCS&SE to participate in Enrichment program and make workshops 'female friendly'

- New SISAT degrees focusing on business problems and solutions, rather than just technology solutions, making them more attractive to females although progress not expected until after enrolment in 2009.
- Coordinator of Women in Engineering appointed, action plan developed (including an email group for females in the faculty and a social forum) and new advertising material produced
- 45% of new students in Bachelor of Mathematics courses are female.
- Coordinator of Women in Engineering is looking into organising a dinner for female engineers at the end of Spring Session after the conclusion of exams.
- SCSSE has participated in 3 school visits, two of the schools were co-ed and the presentation was well received.

### 2.1.3 Additional Faculty Objectives

#### *Attract and retain undergraduate and postgraduate students, both domestically and internationally*

- Increase quality of postgraduate supervision in SCSSE

#### *Progress:*

- IACT940 is compulsory for Master of Computer Science. Also compulsory for PhD students who cannot demonstrate high quality research methods skills to complete their PhD.

## 2.2 Learning and Teaching

### 2.2.2 Faculty Strategies addressing UOW Objectives

#### *Development of graduate attributes*

1. Review all SISAT current and proposed courses to satisfy graduate attributes and accreditation requirements
2. Improve learning outcomes and pass rates in subjects with high failure rates through QUALITY101
3. Integrate academic and information literacy, language and learning support into curricula

#### *Progress:*

- SISAT have experimented with EQUELLA as a learning management system and continue to develop graduate quality database
- New FEC working party formed to consider Graduate Qualities and how they might be mapped to subjects and degrees.
- Group (led by Katina Michael) has met and discussed the project at FEC. The main discussion regarded whether we could find suitable Faculty Qualities or whether it would need to be done at the discipline level. A timeline has been produced.

#### *Quality teaching programs including course development and review*

1. Review structure and effectiveness of SECTE p/g courses by:
  - internally reviewing the structure and content of the MIT
  - reviewing the effectiveness of the new Master of Engineering Studies introduced in 2006
2. Review subject delivery in each session and address abnormalities in student achievement and satisfaction by:
  - ensuring Subject Review form completed for each subject in every session
  - examining delivery of subjects with low student satisfaction rates
3. Review all SCSSE subject offerings (both u/g and p/g) with a view to rationalisation
4. Develop new syllabus for Master of Software Engineering and benchmark with top international offerings
5. Review all u/g SISAT degree structures including:
  - conducting surveys of graduate satisfaction
  - identifying strengths and weaknesses in existing courses from both IS and IT
  - removing non-viable courses

- redesigning existing courses to provide a high quality learning outcome
- 6. Conduct reviews of all SMAS courses over the next five years
- 7. Ensure Faculty compliance with the University's new Quality Review Framework
- 8. Develop a Dean's Scholars Program across Faculty courses

**Progress:**

- Modifications made to the MIT Degree with core subjects altered and elective subjects changed to allow students to select certain Master of Engineering Studies subjects.
- SISAT have set up focus groups to look at student satisfaction and held extensive staff interviews to select most appropriate curriculum for UG degrees.
- SISAT have deleted the non-viable courses and redesigned existing courses to provide a high quality learning outcome.
- Postgraduate coursework students invited to meeting to share concerns and views on degree
- SECTE Education Committee has programmed a series of activities to address student satisfaction issues.
- SECTE Postgraduate Studies Committee has taken steps to encourage social interaction and plan a number of forums.
- A restructure of the delivery of ECTE171 and 172 is almost complete. This will consist of offering the Annual instances of the subjects in parallel without any change to the subjects. Six subjects have been put forward for Subject Evaluations for Spring Session 2007. As part of the course review, SECTE are looking at the curricula mapping and IEAust Category Mapping. An IEAust Accreditation Review of all Courses is due to take place in May 2008 - documents are currently being prepared.
- SCSSE review undertaken and new subjects introduced and redundant subjects removed; the majors were revamped, one was deleted and others were brought in line with research strengths of the School.
- Software Engineering review has been completed and instead of creating a new degree it was decided to create a major within the Master of Computer Science and Master of Computer Science (Advanced) degrees
- SISAT has identified a number of subjects that may no longer be appropriate or are redundant and have removed them from the new degree structures
- Deans Scholars proposal approved by Senate. Dean's Scholars programs appeared in the UAC handbook and have been advertised by the University and the Faculty. Further work to be done on the implementation and also how to involve International students.
- Working party established to review some 2nd and 3rd year pure maths offerings to make them more relevant and align them with interests of new staff. No report available yet from Working party. A number of staff will attend an AMSI Symposium on first year mathematics for engineering in December 2007.
- Australian Mathematical Society asked to undertake accreditation of Maths degrees. This process should be completed by the end of 2008.
- Two majors deleted from BIST and two remain. The development of two more majors has been postponed until 2008.
- New degree proposals for BIS and major changes to BIT, MIT & MIT(Adv), MIS & MIS(Adv), MITM, MICT & MICT(Adv) have all progressed to Senate Standing Committee. Also some minor changes in Diplomas and Graduate Certificates. This has been a major achievement by SISAT and the FEC.
- SCSSE has changed the major structure within Bachelor of Computer Science and the corresponding Masters degree. The result is to have more focussed degrees aligned to the Schools current interests.

***Student support***

1. Reinstate SCSSE mentoring scheme for “at risk” first-year undergraduate students
2. Review the transition in and through first year Mathematics subjects by:
  - developing procedures to identify and help weak students as early as possible
  - developing strategies to engage students at all levels of ability
  - conducting reviews of first year subjects concentrating on assessment as well as curriculum
3. Develop repositories of SMAS subject materials accessible by web interface

***Progress:***

- Two meetings (one at the end of Spring 06 & other at the end of Autumn session 07) held with at risk students. Namely the HSC forced offer students and those that failed more than one subject in Autumn 07. Participation at both meetings was excellent.
- ‘At risk’ database constantly being updated.
- SMAS working party formed to investigate issues

***Support for quality teaching***

- Develop processes to encourage and assist academic staff to apply for competitive grants in the area of quality teaching and learning

***Progress:***

- Katina Michael awarded a CEDIR fellowship
- Maureen Morris awarded the Octal Tutor/Demonstrator Award
- Annette Worthy awarded an Octal Faculty Award (only three Faculty Awards presented across the University).
- Dr Anne Porter awarded a Carrick Institute citation for Outstanding Contributions to Student Learning.
- Daniel Saffioti awarded the Vice Chancellors award for Excellence in Community Engagement
- Prof Matthew Wand; admitted as a “Fellow” of the prestigious Institute of Mathematical Statistics

**INTERNATIONAL LINKAGES AND ACTIVITIES*****Offshore teaching programs***

- Evaluate offering proposed Dean’s Scholars Program to offshore courses

***Progress:***

- Recommendation submitted to Faculty for approval.

**2.2.3 Additional Faculty Objectives*****Seek accreditation of SMAS courses where appropriate***

1. Determine appropriate financial bodies to give accreditation for the Finance courses
2. Investigate articulation into p/g Actuarial courses offered at other Universities

***Progress:***

- Proceeding under the direction of the Chair of the SMAS SEC

**2.3 Research****2.3.2 Faculty Strategies addressing UOW Objectives*****Research income***

- Increase the level of external funding from national competitive grants, industry and other funding sources by:
  - developing an early strategy for developing ARC grant proposals
  - identifying funding opportunities and disseminating information
  - senior staff assisting junior staff with developing competitive research grant proposals

**Progress:**

- At least one linkage industry application to be submitted in the first round of ARC Linkage grants
- 35 Discovery grants have been submitted, all reviewed by senior staff within the Faculty before being submitted.
- Faculty staff have been awarded two ARC Linkage Round 2 Grants in 2007, total ARC funding \$675,000 for three years, in addition to industry funding.
- The Power Quality and Reliability Centre received funding of almost \$1M (over three years) from Integral Energy.

**Research student training**

- Enhance the quality of higher degree research student scholarship and training by:
  - actively identifying and attracting quality students both internally and externally
  - creating strong high-performance research culture
  - rewarding high achievers and profiling them as role models

**Progress:**

- At least 21 new HDR students enrolled in Autumn session 2007 (Faculty had highest HDR student load at UOW in 2006)
- The Faculty continues to attract high quality research students. More than 20 students enrolled in Spring Session 2007.
- Seven PhD students graduated in July 2007.

**Quality of outcomes**

- Produce a substantial amount of high quality and high impact research by:
  - developing measures of research quality and impact
  - identifying mechanisms to support and promote high quality research and ways of making an impact
  - reviewing the elements that contribute to groups in other institutions being acknowledged as high impact

**Progress:**

- In light of the new RQF requirements the Faculty is working with the Office of Research to develop measures of research quality and impact.
- Work on the RQF submissions has identified the Faculty key research strengths and highlighted to staff the quality and impact of their research.
- Some 'measure of quality' have been identified, and preliminary journal rankings were formed.
- DEST journal rankings are due to be released in November 2007.

**Partnerships and commercialisation**

1. Develop and take part in high profile external collaborative R&D partnerships
2. Establish and/or improve relationships with key domestic organisations by:
  - reviewing existing contacts and deciding on priorities
  - identifying key elements of a productive relationship for the Faculty and the identified partner

**Progress:**

- Five internationalisation grants were awarded from the Faculty FIRDS scheme to establish links with international institutions.

**International linkages and reputation**

1. Develop and implement an R&D incubation commercialisation plan within the Innovation Campus
2. Have a strong international reputation for research through high level of activity on international bodies

**Progress:**

- Two start-up companies have been launched (no space currently available at Innovation campus)

**Researcher environment and recognition**

1. Quarterly topical ICT presentations for campus community
2. Develop another long-term research strength for the Faculty by:
  - identifying key staff and groups
  - recruiting where possible into the identified future strength
  - establishing the essential criteria for evolving into a research strength in concert with PVC(R)
  - ensuring that each School participates in at least one research strength
3. Develop an effective Faculty-wide research management and funding plan in collaboration with the URC by reviewing current funding arrangement and developing a performance-driven funding formula aligned with the RQF

**Progress:**

- Due to intensive involvement with RQF, the Quarterly topical ICT presentations for campus community have not been explored as yet.
- Through the RQF process we hope to identify groups of researchers who can form a new research strength in the future.
- Some members from the computer security area have joined TITR.
- The Centre for Statistical and Survey Methodology has been recognised as a research strength within the university
- Discussions held with schools and research groups to identify viable research groupings and guidelines being developed.
- The Centre for Statistical and Survey Methodology has employed two new general staff and three new post-docs to strengthen their research outputs.
- RQF process well underway. Envisage two groups from SMAS being put forward. These groups will involve about 18 of our 35 academic staff.
- Research student numbers in SMAS continuing to increase.
- SISAT has formed two research groups and discussions held on how to promote research within the new school.
- The Intelligent Systems Groups has reorganised itself, with new members joining the group, and a new director appointed.

**2.3.3 Additional Faculty Objectives*****Research-only staff to be strategically involved with honours teaching program.***

- Review opportunities for such teaching, such as research-only staff identified to thesis subject coordinator for inclusion into supervision list

**Progress:**

- On-going

***Ensure that 85% of Academic staff are research active***

- Clarify minimum requirements for "research active" status
- Ensure priority allocated in career development interview/plan.

**Progress:**

- Close to 60 staff members are involved in RQF

***Establish criteria to ensure study leave is effective (ie undertaken as prescribed)***

- Improve study leave planning.

**Progress:**

- Study Leave applications are scrutinised by Heads of Schools and the Dean.

***Produce bi-annual Faculty Research Report***

1. Collating data on research activities
2. Compile and edit into report.

***Progress:***

- On-going

***Leverage Faculty's data mining expertise to position the Faculty at the forefront of this emerging discipline***

- Conduct audit of Faculty's current expertise levels

***Progress:***

- Yet to be investigated.

***Review SMAS research structure***

1. Determine structure to manage research within School
2. Each current research group to go up another level
3. Manage impact of new RQF and new staff appointment into School

***Progress:***

- The Centre for Statistical and Survey Methodology has achieved research strength status
- SMAS has two top-ranked groups in 2007 RQF
- 80% of staff involved in top-ranked groups in the subsequent RQF round

**2.4 Community Engagement****2.4.2 Faculty Strategies addressing UOW Objectives*****Sharing knowledge***

- Conduct research seminars and/or mini-workshops on a quarterly basis targeted at local industry with a view to fostering engagement

***Progress:***

- To be investigated in second half of 2007.

***Educational growth and development***

- Review and consolidate the Faculty Enrichment Program ensuring appropriate evaluation criteria implemented

***Progress:***

- Feedback sought from stakeholders and evaluation on-going

**PART 3: RESOURCES****3.1 Staff****3.1.2 Faculty Strategies addressing UOW Objectives*****Training and career development***

1. Provide access to targeted development opportunities and/or bridging programs for EEO eligible staff
2. Leverage opportunities afforded by AMSI, ARG and MISG

***Progress:***

- Bridging programs yet to be undertaken
- High profile Honours courses being run using AGR in 2007

- MISG 2007 successful with six companies and 120 delegates attending.
- Successful launch of AMSI maths school text books in Illawarra region.
- Currently discussing Linkage grant opportunities with a number of MISG partners.
- SMAS involved with successful CASR grant at Sydney Uni which will develop remote teaching at Honours level. UOW will be heavily involved due to our AGR experience.

### ***Employment equity and diversity***

1. Ensure work practices are non-discriminatory
2. Monitor and develop new staff

#### ***Progress:***

- Team teaching in place in SCSSE and SECTE for most subjects to provide more flexibility in the provision of development opportunities
- As new SECTE staff are appointed they will be assigned appropriate mentors from existing staff
- Career development and planning interviews are utilised effectively to assist the professional development of staff and assist in their promotion.
- Career development interviews held with a number of new and existing SMAS staff.
- Teaching loads for 2008 reasonable and balanced and also allow for a number of staff to go on study leave.
- All SMAS probation cases successful. HOS has spent significant time helping staff members preparing for promotion and discussing probation requirements with the new staff.
- SEDLO has been working in the Faculty (jointly with Engineering) and has instigated several projects. The 'Conversation Groups' between staff and students have been a great success.

### ***Occupational health and safety***

- Implement identified strategic KPI's and establish SECTE OH&S sub-committee to develop and review SECTE OH&S policies
- Implement the OH&S Strategic Plan set for Informatics

#### ***Progress:***

- Sub-committee established and operational. Inspections undertaken and reports lodged.
- Policy development on-going
- Laboratory Demonstration Guide had been developed and information sessions given to demonstrators - received favourably. Staff introductory sessions scheduled for late September. Recommendation to School Committee to create School Policy that all academics receive introductory laboratory training in week one of Autumn session. Building 6 inspection completed, problems being rectified, currently 75% complete. Laboratory manager has been attending several OHS courses to become familiar with University policies. Further safety guidelines/procedures being implemented.
- Biannual WAC survey completed.
- All WAC members have completed both training modules.
- Awareness of incident reporting system (SafetyNet) increased.

### **3.1.3 Additional Faculty Objectives**

#### ***Create a more inclusive and mentoring Faculty culture for equity group members***

1. In cooperation with CEDIR, develop best practice case studies for cultural exclusivity with particular reference to work group
2. Develop appropriate mentoring linkages for new staff and for staff preparing for probation and promotion

#### ***Progress:***

- SCS&SE HOS mentoring new staff with regards to probation and career development issues
- Informal mentoring established within SECTE in areas of research and governance

- Career development and planning interviews underway in SECTE to assist in professional development and promotion
- Three SMAS staff currently undertaking probation process

### ***Improve staff morale in SCSSE***

- Increase public appreciation of efforts

#### ***Progress:***

- Four staff publicly acknowledged for their efforts
- Willy Susilo, Daniel Saffiotti, Khin Win & Aditya Ghose publicly acknowledgement for Trail Blazer

### ***Form the new School of Information Systems and Technology comprising staff from Informatics and Commerce***

1. Develop a shared vision by:
  - exploring staff attitudes to the new School
  - naming the new School
  - identifying areas of teaching expertise
  - designing short and long term goals for the new School
  - assisting staff to articulate their career goals and to develop strategies for realising them
2. Develop a sense of belonging by:
  - providing opportunities for staff to socialise
  - installing noticeboards in the building and purchasing business cards
  - identifying possible sites for staff co-location
  - obtaining UOW approval for identified site and designing suitable office and meeting spaces
  - planning for phased transfer of staff to new space
  - arranging for physical relocation to new space

#### ***Progress:***

- New School progressing well, workloads and career interviews underway.
- Many social functions have already been held and relocations planned and in progress.
- continuing to map staff teaching expertise
- Many short term goals realised (eg identifying operational procedures to be used, such as accounts shared with SCSSE)
- Medium term goals, particularly research, now the priority.
- All staff completed one work load session form and currently completing 2nd round, promotions & probations round, majority of staff have had CDIs.
- Conducted formal School launch and social function which followed where partners were invited; end & start of session parties organised
- Signage in new building nearly complete, business cards ordered as needed, staff directory up-to-date
- PA employed to support the new HoS
- Suitable office and meeting spaces identified and staff relocated.

### ***Provide a pleasant working environment for SMAS staff***

1. Provide all staff with adequate physical facilities
2. Maintain current inclusive and collegial atmosphere

#### ***Progress:***

- A large postgraduate space being developed to free up space for new staff
- New staff integrating well, social function held and participating in a range of teaching, administrative duties and other activities.
- Space issue still critical; large postgraduate space now occupied and another space is being converted.

Chris Hadley  
25 September 2007