

INFORMATICS FACULTY PLAN (2006–2007)

THIRD 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.

HIGHLIGHTS

- Faculty leading one of the three national discipline projects in the ICT arena funded by the Carrick Institute
- Break-up of SITACS and new School, incorporating Informatics and Commerce staff formed, located and operating successfully
- Broad review completed and successful introduction of new, and modification of existing, degrees in both the School of Information Systems and Technology (SISAT) and the School of Computer Science & Software Engineering (SCSSE)
- Chinese web pages complete and live on Faculty site (first UOW faculty to develop and offer multilingual web pages)
- Carrick Citation for Dr Anne Porter (SMAS member and Quality 101 working party of FEC)
- Peer Teaching awards to Dr Son Lam Phung (SECTE) and Dr Anne Porter (SMAS)
- Centre for Statistical and Survey Methodology achieved research strength status
- National high-profile industry Maths and Stats clinic (MISG 2007) held in Wollongong with six companies and 120 delegates attending attracting significant media and community interest; MISG 2008 confirmed with four industry partners (MISG 2009 also to be held in Wollongong)
- Dean's Scholars program developed across all courses offered by the Faculty (except BMath(Adv) which retains its current identity), approved and included in 2008 UAC Guide
- Faculty's static web pages migrated to the Content Management System and all Administrative Staff trained in new system
- UniAdvice adoption of Faculty's marketing strategy and rolling out Early Entry program across the campus for 2009 using Faculty's format and process as blueprint
- Enrichment Program run under new format attracting 123 students from local High Schools
- SECTE High School Challenge Competition was held 20 November, 2007 with eight local schools attending – Holy Spirit College, Cedars Christian College, Keira Technology High, Edmund Rice College, Smiths Hill High, St Josephs Regional High, Woonona High, and TIGS; \$7,500 sponsorship was secured.
- Several new scholarships established in SECTE
- Sixteen different staff members awarded ARC grants in 2007
- Grants income increased by 6% over 2006
- Power Quality and Reliability Centre received funding of almost \$1M (over three years) from Integral Energy.

PART 2: PLANNING AND REVIEW – CORE ACTIVITIES

2.1 Student Profile

2.1.2 Faculty Strategies addressing UOW Objectives

Recruitment – domestic

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

Progress:

- Faculty marketing plan developed and strategies implemented, including revamped careers market flyers incorporating Dean's Scholars Program flyer, poster of Informatics' graduate business cards and advertising in Good Universities Guide
- Marketing and High School Liaison Committee (SM&HSLC) formed in SECTE
- Count-down advertisements for Early Entry placed in local, regional and rural newspapers
- School specific brochures developed, targeting HSC students
- Enrichment Program now complete. Meetings being held end this year to evaluate the revised program adopted this year and to commence planning for next year's program.
- SISAT completed an extensive review of u/g and p/g offerings
- New MIS & MIS(Adv), BIS approved by Senate
- SECTE SM&HSLC prepared promotion flyers for distribution during Discovery Days in 2008 with three new demonstrations by final-year students planned
- SECTE High School Challenge Competition held with eight local schools attending – Holy Spirit College, Cedars Christian College, Keira Technology High, Edmund Rice College, Smiths Hill High, St Josephs Regional High, Woonona High, and TIGS; \$7,500 sponsorship was secured.
- Several new scholarships for SECTE students:
 - Walter Mining work integrated learning and Delta Electricity work integrated learning scholarships established
 - 25 Work-Integrated Scholarships 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;
 - 35 Work-Integrated Scholarships 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;
 - 18 Work-Integrated Scholarships 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);
 - One Work-Integrated Scholarship offered in 2007–2008 by Partech Systems to SECTE students valued at \$10,000/year for the last two years of study plus 13 weeks' paid industry

training/work experience. Partech indicated a willingness to increase the number of scholarship to two in 2008

- Detailed report on the performance of first year SECTE students during Autumn session identified subjects where students perform most poorly with analysis of mode of entry (in particular HSC mathematics results) identified as having impact on performance
- PASS program established for ECTE172 in Spring session following feedback from students and the results of the PASS program for SECTE students enrolled in MATH141
- Second first-year SECTE student forum held identifying two subjects of concern were identified; as a result, coordinators of relevant Spring session first year subjects contacted and asked to provide feedback on student performance during the first half of Autumn session.
- Second year SECTE student forum held highlighting areas of concern relating to the structure of ECTE171 and 172 and indicating an overlap of material in ECTE202 and ECTE203 identified as a positive allowing fundamental materials to be re-enforced; evaluating suggestion of using series of smaller tests in first year subjects rather than one final exam, and also suggestion complementary subjects being run consecutively rather than a session apart
- SECTE student-staff forum for third year students held with students being briefed on final year thesis project and Industrial Experience to be undertaken; consultation and advice for fourth year students ongoing.
- Work is in progress to provide an eCollaboration space for various committees and task forces of SECTE
- SCSSE has participated in 3 School visits

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
- Multilingual web pages complete and live on Faculty site (Faculty of Informatics first UOW faculty to use multilingual web pages)
- 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)
- 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 recognised; number of conditional offers made to students and arrangements for post-graduate articulation for all IT degrees at HUST completed.
- BiNus International Program Development Manager visited UOW on July 24. Articulation arrangement for Bachelor of Computer Science completed.
- 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 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 Enrichment program workshops restructured to be '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; Women in Engineering Networking/Information Evening organised for High School Maths and Science Masters with past graduated students to provide presentations and a brief address
- 45% of new students in Bachelor of Mathematics courses are female.
- Women in Engineering Network/Information evening organised
- SCSSE participated in three school visits, two of which were co-ed, with presentation being 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 now compulsory for Master of Computer Science and 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 (note this item now renamed by UOW to graduate qualities)

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 evaluating EQUELLA as a learning management system and continuing to develop graduate quality database
- Reviews of MATH111 and MATH142 complete providing baseline data for further study in 2008
- New FEC working party (formed to consider Graduate Qualities and how they might be mapped to subjects and degrees led by Katina Michael) established and working on finding suitable Faculty Qualities for devolving to discipline level; timeline produced and planning underway for an ESDF grant.

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 to MIT Degree with core subjects altered and elective subjects changed allowing students to select certain Master of Engineering Studies subjects approved and adjustments made to Subject Database
- SISAT focus groups established to look at student satisfaction and extensive staff interviews held to select most appropriate curriculum for UG degrees
- SISAT deleted non-viable courses and redesigned existing courses to provide a high quality learning outcome
- SECTE Education Committee programmed a series of activities to address student satisfaction issues
- Restructure of the delivery of ECTE171 and 172 almost complete consisting of offering Annual instances of subjects in parallel without any change to the subjects. Six subjects put forward for Subject Evaluations for Spring Session 2007
- SECTE evaluating curricula mapping and IEAust Category Mapping. An IEAust Accreditation Review of all Courses is due to take place in May 2008 – documents currently being prepared
- SCSSE review undertaken with new subjects introduced and redundant subjects removed; the majors were revamped, one deleted and others brought in line with research strengths of the School
- Software Engineering review completed; no new degree established, rather new major created within Master of Computer Science and Master of Computer Science (Advanced) degrees
- SISAT removed redundant subjects from new degree structures
- Deans Scholars proposal approved by Senate; appeared in UAC handbook and have been advertised by both the University and the Faculty.
- Working party established to review 2nd and 3rd year pure Maths offerings resulting in Math222 and Math322 content modified and approval granted for 2009. New majors for BMathFin degree, and associated accreditation, are proposed for 2009
- Australian Mathematical Society to undertake accreditation of Maths degrees due for completion by end 2008.
- Two out of four majors deleted from BIST; development of two more majors postponed until 2008.
- Major changes to BIT, MIT, MICT & MICT(Adv) and minor changes in Diplomas and Graduate Certificates all approved which is a major achievement by SISAT and FEC; MITM on course for approval in 2008
- Bachelor of Computer Science restructured majors approved along with corresponding Masters degree
- Changes to recently announced skilled migration rules apply retrospectively to include students about to graduate; University and Faculty have quickly putting in place articulation and transfer arrangements to provide effective solution for all current postgraduate students

- Five year subject review cycle determined

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 held with “at risk” students, ie HSC forced offer students and students that failed more than one subject in Autumn session; excellent participation at both meetings
- “At risk” database constantly being updated.
- SMAS working party formed to investigate repository development

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
- Several ESDF/T&L applications being developed
- 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:

Evaluating complete and 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 provide 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:

- Faculty increased its share of University ARC funding:
 - 13 ARC grants in total (7 Discovery, 5 Linkage), and
 - One ARC Linkage International Award
- Increase in number of staff being awarded grants to 16
- 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 with more than 20 enrolled in Spring Session 2007
- Seven PhD students graduated in July 2007
- Opportunities for HDR have been identified and advertised on the University web site

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:

- Work on RQF submissions identified Faculty key research strengths and highlighted quality and impact of research to staff
- Some 'measure of quality' have been identified, and preliminary journal rankings were formed
- DEST journal rankings due to be released

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:

- Some key relationships strengthened, eg Integral Energy and the Attorneys General Office by renewing new contracts
- Other relationships, such as with DSTO, have established

International linkages and reputation

1. Develop and implement an R&D incubation commercialisation plan within the Innovation Campus
2. Establish and/or improve relationship with some key international research universities or other organisations

3. Have a strong international reputation for research through high level of activity on international bodies

Progress:

- Two start-up companies launched
- Significant commercialisation project funded by industry secured
- Five internationalisation grants awarded from the Faculty FIRDS scheme to establish links with international institutions
- Academic staff spent sabbaticals overseas nurturing relationships with international institutions
- Faculty staff involved in conference organisation, professional society activities, and journal editorial boards
- At least three conferences organised by Faculty staff in 2007 (one a major international conference, the *7th International Symposium on Communication and Info Technology*, held in Sydney, 16–19 Oct. 2007)

Researcher environment and recognition

1. Hold quarterly topical ICT presentations for campus community by identifying and compiling a list of high-profile ICT guest speakers and inviting them to address the 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:

- Intense activity related to the RQF has impacted on progressing above objectives and strategies
- Some members from the computer security area have joined TITR
- Centre for Statistical and Survey Methodology recognised as a research strength and employed two new general staff and three new post-docs to strengthen research outputs
- Research student numbers in SMAS continuing to increase
- Research units restructuring process now complete resulting in the creation of two new Research Centres in the School of Information Systems and Technology
- Membership of various Faculty research groups and Centres reviewed
- Intelligent Systems Groups reorganised with new members joining the group, and 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

Ensure priority allocated in career development interview/plan.

Progress:

- Close to 60 staff members involved in RQF
- 16 different staff members awarded ARC grants in 2007

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

Improve study leave planning.

Progress:

Study Leave applications reviewed 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:

- Extensive data collected for RQF but is incomplete and the University RIS not % reliable as a tool for comprehensive reporting
- To be revisited in 2008

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:

- Centre for Statistical and Survey Methodology 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
- RQF documentation nearly complete for the Maths and Stats groups
- Two additional post-docs in Stats and one in Maths to be appointed in 2009 as a result of a successful ARC grant

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:

No progress achieved

Educational growth and development

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

Progress:

- New format Program conducted on Saturdays and attracting 123 students from local High Schools
- Feedback sought from stakeholders; evaluation and development for 2008 in progress

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 Access Grid Room (AGR)
- MISG 2007 successful with six companies and 120 delegates attending
- Successful launch of AMSI maths school text books in Illawarra region
- Linkage grant opportunities discussions ongoing with number of MISG partners
- MISG projects being finalised with NZ Steel confirmed as industry partner and discussions underway with Integral Energy, Geoscience Aust and a CRC for medical imaging
- SMAS involved with successful CASR grant at Sydney Uni to develop remote teaching at Honours level. UOW to be heavily involved due to AGR experience; Head of School on appointment committee for new CASR grant staff at UTS

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 appointed they are 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.
- 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 with HOS spending significant time assisting staff members prepare for promotion and discussing probation requirements with the new staff.
- SEDLO working in the Faculty (jointly with Engineering) and has instigated several projects; *Conversation Groups* initiative between staff and students successful

Occupational health and safety

1. Implement identified strategic KPIs and establish SECTE OH&S sub-committee to develop and review SECTE OH&S policies
2. Implement the OH&S Strategic Plan set for Informatics

Progress:

- For SECTE:
 - Sub-committee established and operational. Inspections undertaken and reports lodged
 - Policy review completed and report prepared for approval by the OH&S Committee
 - 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

- Inspection schedule development in progress
- Only one incident reported since August

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 groups
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 and 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.
- Suitable office and meeting spaces identified and staff relocated
- Several social functions held
- continuing to map staff teaching expertise
- Operational procedures identified and in place
- All staff completed one work load session form and currently completing second round, promotions and probations round, staff career development interviews completed.
- Conducted formal School launch and social function (with partners); end and start of session parties held
- Signage in new building nearly complete, business cards ordered as needed, staff directory up-to-date
- PA employed to support the new HoS

Provide a pleasant working environment for SMAS staff

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

Progress:

- Large postgraduate space developed allowing space for new staff
- New staff well integrated as a result of social functions held and participating in a range of teaching, administrative duties and other activities.
- Space issue still critical; large postgraduate space now occupied.

Solveig Dewhurst
30 November 2007