



The University of Sydney  
Faculty of Medicine

## Strategic Plan 2006-2010

*(Brief Version)*



## Message from the Dean

### The Faculty of Medicine – outstanding tradition and an exciting future

The University of Sydney Faculty of Medicine unites Australia's largest and oldest University and some of the nation's most prestigious teaching hospitals.

Our purpose is to provide intellectual leadership in medicine and the wider health professions, research and innovation in medicine and other associated sciences, education, and service to the community. We achieve this through rigorous commitment to the safety and quality of patient care, research excellence, excellence in teaching, and the development and support of future generations of medical and medical research leaders.

Our intellectual curiosity, our continual questioning of orthodoxy and our desire for improvement motivate all our endeavours. At the same time, we seek to contribute to the provision of an affordable and equitable health-care system. Our ethos is an expression of the University's core values of responsibility and service through effective leadership and governance, a strategic orientation, sound stewardship of resources, and an emphasis on diversity, equity and merit. The Faculty promotes medical and health practice that is grounded in respect for the value of individual lives and that benefits society as a whole.

As leaders within Australia, the Asia-Pacific region and beyond, we aim for the highest professional standards in research, teaching and practice, and this is reflected in our achievements. We depend heavily upon and acknowledge our alumni and colleagues within the hospital sector, the community and independent medical research institutes. We also recognise the need to invest in people and infrastructure, and we place great value on the collegiality of our Faculty and affiliated staff.

In 2006 the Faculty celebrates its 150th anniversary. We look forward to building on the traditions and achievements of the last 150 years, enabling future generations of researchers and practitioners to improve the health of Australians and of the people of other nations.

Andrew J S Coats

## **Faculty of Medicine – leadership to ensure progress in the advancement of knowledge, the promotion of health and the care of the sick**

Our aspiration is to achieve:

- Clear leadership as Australia's premier academic centre for health and medicine
- Acknowledgement and ranking as one of the top five medical faculties in the region, and
- Recognition and ranking as one of the top forty medical faculties in the world.

For us, this aspiration is known as 1:5:40.

We will achieve this aspiration through leadership which embraces reform in the four core areas of:

- Research and innovation
- Learning and teaching
- Student experience, and
- Community engagement and outreach.

This leadership will be supported by best practice, excellence and world-class standards in:

- Alumni engagement and philanthropy
- Capability
- Infrastructure and services, and
- Organisational performance.

Our performance in all areas will be devoted to continuous improvement, benchmarked against the best universities and other institutions throughout the world.

Our ambition will be informed by the University's values:

- Community values – responsibility and service through leadership
- Stakeholder values – quality and sustainability
- Student values – diversity, equity and merit
- Staff values – collegiality and integrity
- Alumni values – life-long relationship and friendship.

Specifically, the Faculty of Medicine:

- Accepts that medicine and health generally are grounded in the value which our society places on individual human life, both in its quantity and its quality – this basic value sustains both practice and research in clinical medicine and the population sciences
- Accepts that education in the science and practice of medicine is of value to the society in which we live
- Values its educational and other roles within the institution of the modern university.

Complementing our values are the scholarly traditions of:

- Freedom to pursue critical and open inquiry in a responsible manner
- Using individual talent and University resources for core purpose
- Recognition of the importance of ideas and ideals
- Tolerance, honesty, respect and ethical behaviour, and
- Understanding the needs of those we serve.

## **A brief description of the Faculty of Medicine**

The Faculty of Medicine was established 1856 and conferred its first Bachelor of Medicine degree in 1866. Its Medical School opened in 1883. It is one of five Faculties that make up the College of Health Sciences in The University of Sydney, the others being the Faculties of Dentistry, Health Sciences, Nursing, and Pharmacy. The Faculty of Medicine offers undergraduate and postgraduate studies to more than 2,000 students in all branches of medicine and public health. It is renowned for its innovation in teaching, excellence in research, and an extensive commitment to community service.

The Faculty is large and complex. As of early 2005, the Faculty had 2,500 staff and affiliates, 970 medical students in a four-year graduate program, 601 postgraduate students in a wide range of coursework degree programs, and 721 research students. Its campuses span the State, with clinical schools in central, northern and western Sydney, Dubbo/Orange and Canberra, departments of rural health in Broken Hill and Lismore, and a research unit in Moree. With its affiliated research institutes, the Faculty is one of the largest health and medical research enterprises in Australia. Its collective track record in attracting prestigious national and international peer-reviewed grants and its research productivity are second to none.

## **The design of this strategic plan**

This strategic plan represents a blueprint for the continuing development of the Faculty over the period to 2010. It has been designed to be consistent with the intent and structure of the University's Strategic Directions statement for 2006-2010 and the Strategic Plan of the College of Health Sciences for 2004-2008. Accordingly, the Faculty Strategic Plan identifies actions in the four core areas (research and innovation, learning and teaching, student experience, and community engagement and outreach) and the four operational areas that support these care areas (alumni engagement and philanthropy, capability, infrastructure and services, and organisational performance). In order to enable each section of the strategic plan to stand alone, points that are common to two or more of these themes are repeated.

The Faculty's specific directions are described in relation to the following three questions:

- What will we have achieved by the end of 2010?
- How will we achieve it?
- How will we assess our achievements?

The strategic plan forms the basis for setting priorities, and programs will be developed to implement these priorities during the period 2006-2010.

# 1 Research and innovation - creativity and discovery

## From the College of Health Sciences Strategic Plan:

- ❑ *Retain our position as the premier health sciences research institution in Australia, and improve our position internationally.*
- ❑ *Provide superior research training.*

## Directions for the Faculty of Medicine:

- ❑ Identify and promote areas of research strength in the Faculty and monitor the Faculty's performance in these areas.
- ❑ Enlarge the talent pool, build critical mass in key areas, and improve and monitor research performance overall.
- ❑ Engage actively in development of research hubs, in partnership with hospitals, Area Health Services, and the NSW Government.
- ❑ Strengthen relationships between the independent research institutes and the Faculty.
- ❑ Develop infrastructure to support research, foster collaborative research and improve research management.
- ❑ Encourage and develop commercialisation of research outcomes.

## What will we have achieved by the end of 2010?

- A clear but not exclusive focus on a limited number of major research themes, building on the research themes of the College of Health Sciences.
- An even stronger leading national research position.
- Even greater research recognition internationally.
- Even greater success in attracting resources for research.
- Recruitment of outstanding new research-active academics.
- Improved research management.
- Much greater staff and student satisfaction with research management and facilities.
- Very high levels of satisfaction expressed by research students with research training, mentorship and supervision, facilities and administrative systems.
- A research environment that supports cross-Faculty, cross-College, inter-University and external collaboration.
- Better processes and support for commercial development of research.
- Increased revenue from a diversity of funding sources leading to improved resources for research.

## How will we achieve it?

**FOCUS ON RESEARCH STRENGTHS.** *Identify research strengths and opportunities, align them with national, State and College of Health Sciences priorities, provide support for research in priority areas, and maintain support for excellent research in other areas.*

**ENLARGE THE TALENT POOL, BUILD CRITICAL MASS, AND FURTHER STRENGTHEN RESEARCH PERFORMANCE.** *Attract and retain outstanding researchers at all levels, improve resources and facilities for researchers, strengthen funding applications, diversify the peer-reviewed research funding base, and encourage mentorship, peer support and self-assessment of research performance.*

**PROVIDE AN EXCELLENT RESEARCH TRAINING ENVIRONMENT.** *Attract outstanding research students, improve induction processes for new students, strengthen training for students in core research skills, improve the capacity of academics in mentoring and research supervision, and involve research students in academic discourse and collaborative projects.*

**EXPAND AND IMPROVE RESEARCH FACILITIES.** *Develop and implement a coordinated capital plan for research facilities. Expand and improve research facilities at major health and medical research hubs identified by the NSW Government, and affiliated sites.*

**PROMOTE COLLABORATION AND IMPROVE RESEARCH MANAGEMENT.** *Strengthen relationships between the Faculty and independent research institutes, and remove procedural barriers that impede collaboration among research groups. Streamline ethical assessment of research. Develop systems to facilitate the sharing of research infrastructure and expertise.*

**ENCOURAGE COMMERCIAL DEVELOPMENT OF RESEARCH OUTCOMES.** *Facilitate increased skills in intellectual property recognition and management. Work with partners in relevant sectors to develop and maximise the commercial value of our discoveries.*

## How will we assess our achievements?

***We will report on indicators and benchmarks in relation to research and innovation.***

### ***Research intensity***

- The proportion of staff who are research-active (defined as being a principal investigator or a funded associate investigator on at least one peer-reviewed grant, and/or producing two or more peer-reviewed publications in a year).

### ***Research income***

- Peer-reviewed research income.
- Value and proportion of national competitive research grant income – project, program and people awards.

- Value of research income from international sources.
- The number of successful applications for Cooperative Research Centres (CRCs), Centres of Excellence (CoEs), and Major National Research Facilities (MNRFs) in each funding round.

#### ***Research publications***

- Number of publications in leading international peer-reviewed journals.
- Number of publications.

#### ***Research collaborations***

- Number of collaborative grants, including cross-Faculty, cross-College, inter-institutional, and inter-University grants, and collaborative grants with overseas researchers.
- Number of collaborative publications, including cross-Faculty, cross-College, cross-institutional, and cross-University grants, and collaborative publications with overseas researchers.
- Satisfaction of researchers involved in collaborative projects with Faculty policies, systems and procedures for collaborative research management.

#### ***Higher degree research load***

- Number of postgraduate research degree enrolments.

#### ***Higher degree research completions***

- Number of postgraduate research degree completions.
- Number of completions within time.
- Proportion of students rating their experience as 'satisfactory' in the Student Research Experience Questionnaire (SREQ).

#### ***Commercialisation and external commissions***

- Number of invention disclosures.
- Number of patent applications.
- Number and value of Faculty intellectual-property licenses.
- Number and value of research contracts.
- Number and value of research consultancies conducted by Faculty staff and recorded by the Business Liaison Office.

## 2 Learning and teaching - creative learning, quality teaching

### From the College of Health Sciences Strategic Plan:

- ❑ *Be Australia's leading provider of postgraduate and advanced education in the health sciences.*
- ❑ *Provide a high level of interdisciplinary teaching across the health sciences.*
- ❑ *Attract and retain the best staff and students.*
- ❑ *Have a teaching workforce and local student body that reflect the diversity of the Australian population.*

### Directions for the Faculty of Medicine:

- ❑ Maintain our position as Australia's leading provider of graduate and postgraduate education in medicine and public health.
- ❑ Maintain our position as an international leader in the development of medical education and education in the medical sciences.
- ❑ Ensure that our graduates who undertake clinical roles are equipped to deliver safe, appropriate, high-quality health care.
- ❑ Develop and implement programs of inter-professional education, linking the Faculty of Medicine with other professional disciplines represented in the College of Health Sciences.
- ❑ In association with other Faculties, develop alternative and innovative admissions strategies to provide alternative pathways into the USydMP.

### What will we have achieved by the end of 2010?

- Continued strengthening of our local and international reputation for excellence in teaching.
- Benchmarking of all the Faculty's major educational programs with results that fulfil the 1:5:40 aspiration.
- A consistently high quality of teaching at all levels.
- Introduction of a series of Professional Master of Medicine programs in at least ten specialty areas.
- Sustainable full scholarship schemes to support students with outstanding backgrounds of academic and research achievement.
- Increased numbers of students from nominated priority groups, including Indigenous students and students from rural backgrounds.
- Development and implementation of new combined programs such as Medicine/Dentistry, Medicine/Business Administration, Medicine/Arts and Medicine/Music, to complement the new Science-Medicine joint program.
- Alignment of resource allocation to programs that are in high demand.

- More comprehensive and timely feedback to students on their level of understanding and performance.
- More flexibility for students, with choices on how, what and where they can study, across all of the Faculty's educational programs.
- Greater inter-disciplinary teaching and learning, including in teaching and learning in clinical practice.
- Greater staff and student satisfaction with the experience of teaching and learning in the Faculty.
- A continuing strong focus by the Faculty on the Bachelor of Medical Science degree program.
- Development of a public health major stream in an appropriate undergraduate degree.
- Increased commercial development and marketing of the Faculty's educational materials.

## How will we achieve it?

**STRENGTHEN THE UNIVERSITY OF SYDNEY MEDICAL PROGRAM.** *Continue to improve the USydMP through ongoing attention to clinical teaching models and systems, and development of teaching staff. Make better use of clinical teaching capacity, strengthen performance feedback to students, and improve student admission procedures. Further develop rural health initiatives, interdisciplinary teaching and combined degree programs.*

**DEVELOP AND STRENGTHEN POSTGRADUATE COURSEWORK PROGRAMS.** *Ensure the academic and strategic value and financial viability of all courses. Continually improve existing postgraduate coursework programs. Expand full degree programs and non-award units in areas of service-delivery and workforce need, through consultation with employers and community representatives. Introduce specialist professional Master of Medicine programs and streamline processes for the creation and approval of new programs. Design new courses with a modular structure and flexible course options and delivery. Standardise admission procedures.*

**DELIVER EDUCATIONAL PROGRAMS THAT MEET THE NEEDS OF A DIVERSE COMMUNITY.** *Develop and market the Sydney Professional Master of Medicine Program to attract Australian and international students. Ensure that the Faculty's educational programs are accessible to under-represented groups, including Indigenous Australians, that selection methods do not discriminate against such students, and that ongoing support is provided for them.*

**REVIEW AND MAKE OPTIMAL USE OF FOUNDATION PROGRAMS.** *Identify opportunities for the Bachelor of Medical Science and/or Bachelor of Health Sciences degree programs to feed into graduate and postgraduate coursework degree programs.*

**IMPROVE TEACHING STAFF PERFORMANCE, EFFICIENCY AND SATISFACTION.** *Identify and address staff development needs through mentoring schemes, awards for teaching excellence, improved administrative support for staff, and resource innovation in teaching and learning. Strengthen teaching capacity in clinical fields that have tended to shift from the public to the private sector, e.g. radiology, clinical pathology.*

**PROMOTE AND SUPPORT COMMERCIAL DEVELOPMENT OF TEACHING RESOURCES.** *Promote commercial opportunities through support for the Centre for Innovation in Professional Health Education (CIPHE) and establish an Innovation and Commercialisation Unit.*

**How will we assess our achievements?**

***We will report on the following indicators and benchmarks in relation to learning and teaching.***

***Novel programs***

- Number of modular Sydney Professional Master of Medicine programs available.
- Number of students enrolled in Master of Medicine programs.
- Number of other modular programs available.
- New pathways into the USydMP in association with other Faculties in the University, e.g. Arts, Music, Engineering, Australian Graduate School of Management.

***Quality learning***

- Development and implementation of a plan for regular evaluation of units of study (by 2006).
- Student experience: Student Course Experience Questionnaire (SCEQ) scores.
- Graduate experience: Satisfaction scores.
- Survey of employment of graduates.
- Survey of further study by graduates.

***Student preference***

- Student demand: first choice applications for USydMP.
- Student retention rate.
- Student progression rates.
- Student completion rates.
- Diversity of student population – numbers and proportions of Indigenous, rural international students by region of origin.

***Excellence in teaching and curriculum development***

- Proportion of teaching staff who have completed qualifications in teaching and learning in higher education.
- University-wide and external awards and commendations for teaching excellence.
- Increased licensing and sales of Faculty curriculum materials to Australian and overseas universities.

***Quality assurance and improvement***

- Positive outcomes from Academic Board and other reviews.
- Development and implementation of a benchmarking framework with faculties of medicine and public health in other research-intensive universities.
- Development and implementation of methods for assessing and benchmarking the level of appropriateness of clinical care delivered by clinicians who are graduates of the Faculty's programs.

*Research-led learning and teaching*

- Research-led teaching: number of publications evaluating the USydMP and other Faculty teaching programs.

### 3 Student experience - partnership for learning

#### From the College of Health Sciences Strategic Plan:

- ❑ *Improve postgraduate research students' experience.*
- ❑ *Have a local student body that reflects the diversity of the Australian population.*

#### Directions for the Faculty of Medicine:

- ❑ Further improve postgraduate research students' satisfaction with research management and facilities.
- ❑ Further improve coursework students' satisfaction with their experience in the Faculty.
- ❑ Increase the diversity of the student body within the Faculty.

#### What will we have achieved by the end of 2010?

- Very high levels of satisfaction expressed by coursework students with course content and delivery, facilities and administrative systems.
- Very high levels of satisfaction expressed by research students with research training, mentorship and supervision, facilities and administrative systems.
- Enthusiastic continuing engagement of graduates with activities of the Faculty.
- An increased proportion of coursework and research students who take part in an international placement, a placement in another Australian institution and/or an industry placement.
- Positive feedback from graduates and employers that graduates are well-equipped for their professional roles.
- An increased proportion and diversity of international students in coursework and research programs across the Faculty.
- An increased number of Indigenous students in the Faculty, with high retention rates.
- An increased proportion of students of rural origin in the USydMP.
- Improved information systems relating to students' background, experience, and employment after graduation.

#### How will we achieve it?

**INCREASE THE DIVERSITY OF THE STUDENT BODY AND IMPROVE SUPPORT FOR STUDENTS.** *Develop admission processes to encourage the enrolment of Indigenous and rural students. Strengthen financial and academic support where needed. Market the Faculty internationally, obtain feedback from international students and help them to integrate into the health services of their countries.*

**IMPROVE RESEARCH STUDENTS' EXPERIENCE.** *Improve the induction of new postgraduate research students. Improve the development of students' core skills, ensure adequate research, office and common-room facilities, and act on feedback. Involve research students in academic discourse and collaborative projects. Strengthen arrangements with universities in other countries. Encourage supervisors to undertake training in mentoring and supervision.*

**IMPROVE COURSEWORK STUDENTS' EXPERIENCE.** *Seek and respond to feedback from coursework students. Provide mentoring schemes and encourage interaction between staff and students, improve the quality of teaching, and provide better facilities and amenities. Establish exchange programs and other arrangements with institutions in other countries.*

## How will we assess our achievements?

*We will report on the following indicators and benchmarks in relation to the student experience in the Faculty.*

### *Reputation and student demand*

- 'Market' surveys of perceptions of the Faculty 'brand image'.
- Student demand: first choice applications for USydMP.

### *Quality and diversity of students*

- GAMSAT scores and previous academic attainments of USydMP students ([http://www.acer.edu.au/tests/university/gamsat/intro\\_gamsat.html](http://www.acer.edu.au/tests/university/gamsat/intro_gamsat.html)).
- Balance of student population: socioeconomic backgrounds, gender, Indigenous students, rural origins, source countries of international students.

### *Equity group participation*

- Equity indicators for access, participation, success and retention

### *Student satisfaction*

- Student Course Experience Questionnaire (SCEQ) and Postgraduate Research Experience Questionnaire (PREQ).
- Feedback on individual courses and teaching staff.
- Evaluations from students completing short-term options and elective terms overseas.
- Student retention rate.
- Student progression rates.
- Student completion rates.
- Survey of employment of graduates, and of their perception of preparedness for professional roles.
- Survey of further study by graduates.

### *Range of extra-curricular activities*

- Access to relevant extra-curricular activities across the geographical spread of the Faculty's teaching sites.

***Value of scholarships and financial assistance***

- Number and value of scholarships.
- Funds used for loans and bursaries.

***Effectiveness and accessibility of administrative and student support services***

- SCEQ and PREQ ratings of administrative and support services.
- Satisfaction surveys of specific services and processes.
- Level of compliance with legislative requirements.
- Number of enrolments completed online.

***Alumni participation***

- Number of graduates participating in postgraduate coursework and research.
- Number of graduates engaged in career advising.
- Opportunities for students to gain practical experience with alumni in business, education, and in the public and non-profit sectors.
- Alumni assistance with marketing and international student recruitment.

## 4 Community engagement and outreach - service, leadership, and commitment

### From the College of Health Sciences Strategic Plan:

- *Contribute to improving health, health policy and health services.*
- *Contribute to increasing capacity in health care and health and medical research in resource-poor countries.*

### Directions for the Faculty of Medicine:

- Identify the needs of the Faculty's constituencies and ensure that the expertise of the Faculty's staff and graduates accords with those needs.
- Provide advocacy and leadership in areas of public interest relating to health care, prevention, and the promotion and protection of health.
- Undertake strategic communication to promote community awareness of equity issues in health.
- Provide expert contribution to forums relating to research, policy, and health services, and to peer-review processes.
- Provide consultant advice to public- and private-sector organisations in the Faculty's area of expertise.

### What will we have achieved by the end of 2010?

- Better community awareness and understanding of the Faculty 'brand'.
- An increased profile of the Faculty and its teaching and research achievements throughout Australia and overseas.
- A clear definition of the nature and needs of Faculty's constituency, with a completed study characterising the health workforce that the Faculty should produce to meet the needs of the community in the future.
- A clear definition of the Faculty's priorities for service that are linked to the needs of its constituencies.
- Progressive implementation of a plan to fulfil these priorities, with particular attention to the Faculty's responsibility for advocacy and leadership in areas of public interest relating to the safety and quality of health care, prevention, and the promotion and protection of health.
- A capacity for strategic communication, focusing on improving the community's understanding of the need for equity of access and outcomes in health.
- Stronger ties with business, industry, the professions and government, including the health system.
- A vibrant health policy teaching and research program.
- A reputation for high-quality advisory and consultancy services in the areas of public health, health policy, medicine, health services, and research development.

- Delivery of appropriate educational programs in localities that are accessible to resource-poor countries in the Asia-Pacific region.

## How will we achieve it?

**STRENGTHEN LINKS WITH THE GOVERNMENT, THE COMMUNITY, AND INDUSTRY.** *Develop a strategy to promote recognition of the Faculty, support an outreach office and maintain a 'state-of-the-art' Faculty website. Encourage continued staff participation in professional bodies, boards and committees, partnerships with the health industry, and consultancies. Develop a Faculty consultancy unit. Encourage qualified personnel from industry to take part-time teaching roles. Continue to support the Centre for Innovation in Professional Health Education. Pursue national and international accreditation of professional courses.*

**ENHANCE THE FACULTY'S SERVICE ROLES.** *Undertake workforce studies to ensure that the Faculty meets the future needs of the community. Lead community and professional debate on important health and medical issues. Include community-service activities of staff in performance reviews. Clarify risk management issues associated with community service.*

## How will we assess our achievements?

*We will report on the following indicators and benchmarks in relation to community engagement and outreach.*

### *Exemplary community practices and standards*

- Adherence to appropriate codes of practice.
- Adherence to appropriate standards of governance.

### *Participation in community education and public debate*

- Participation in delivery of non-award courses and life-long learning.
- Instances of expert media comment.

### *Professional accreditation*

- National and international accreditation of professional courses.

### *University reputation*

- Initiatives taken to strengthen brand image and recall.

### *Industry and health sector engagement*

- Number of consultancies.
- Consultancy income.
- Consultancy income per FTE staff involved in consultancy.
- Instances of active contribution to shaping the future of postgraduate education.
- Number of significant contracts in postgraduate health education from industry, government and professional colleges and associations.

## 5 Alumni engagement and philanthropy

### Directions for the Faculty of Medicine:

- ❑ Engage alumni in the life of the Faculty as ambassadors, advisers, sponsors and donors.
- ❑ Engage the corporate sector and the wider community in Faculty development as users of Faculty expertise, as advisers, and as sponsors and donors.

### What will we have achieved by the end of 2010?

- An understanding of community and alumni attitudes towards the Faculty.
- Increased outreach and engagement with alumni, and involvement of alumni as ambassadors, advisers, sponsors and donors.
- Effective communication of the Faculty's strategic priorities to potential sponsors and donors.
- Through the Faculty's foundations, increased giving to the Faculty from the corporate sector and the wider community in the form of sponsorship, bequests and donations.

### How will we achieve it?

**COMPILE INFORMATION RELEVANT TO ALUMNI AND PHILANTHROPY.** *Conduct surveys and/or use market research to understand community and alumni attitudes towards the Faculty, use the University's database of alumni to contact graduates and facilitate alumni networking, and establish alumni chapters.*

**BUILD AND SUSTAIN ONGOING RELATIONSHIPS WITH THE FACULTY'S ALUMNI.** *Form ties to alumni through the Medical Graduates' Association, develop an ongoing program for alumni, and provide opportunities for their participation in the development of the Faculty and its academic activities.*

**PROMOTE AN AWARENESS OF THE FACULTY'S CAPACITY AND STRATEGIC PRIORITIES.** *Support an outreach office and maintain a 'state-of-the-art' website to promote the Faculty to the corporate sector and the community.*

**STRENGTHEN SPONSORSHIP AND PHILANTHROPY.** *Implement programs to raise funds from sponsorship and philanthropy, apply to the University's capital campaign for the Faculty's building development program.*

## How will we assess our achievements?

*We will report on the following indicators and benchmarks in relation to alumni engagement and philanthropy.*

### *Alumni engagement and participation*

- Number of alumni in regular contact with the Faculty.
- Number of alumni with specific involvement in Faculty activities, e.g. employed within the Faculty or holding academic titles, contributing to teaching programs, giving one-off lectures or seminars, collaborating in research, and participating in selection of USydMP students.
- Number of alumni expressing satisfaction with what the Faculty offers them.
- Number of graduates participating in postgraduate coursework and research.
- Number of graduates engaged in career advising.
- Opportunities for students to gain practical experience with alumni in business and education and in the public and non-profit sectors.
- Alumni assistance with marketing and international student recruitment.

### *Fund-raising targets*

- Proportion of contactable alumni donating annually.
- Corporate sponsorship targets (dollars).
- Community fund-raising targets (dollars).

## 6 Capability - our competitive advantage

### From the College of Health Sciences Strategic Plan:

- ❑ *Attract and retain the best staff and students.*
- ❑ *Have a staff workforce that reflects the diversity of the Australian population.*

### Directions for the Faculty of Medicine:

- ❑ Attract, reward and retain staff of outstanding quality and international standing who contribute to our reputation nationally and internationally.
- ❑ Commit to the development of staff in order to maintain leadership in teaching, research and organisational performance.
- ❑ Enhance the ability of staff to teach and support students from diverse backgrounds.

### What will we have achieved by the end of 2010?

- An even stronger research and teaching workforce.
- Valid methods for measuring competence and intellectual capital.
- Succession plans for senior staff in key developmental and management fields.
- Peer review mechanisms for assessing the ability of staff to teach and support students, including those from diverse backgrounds.
- Increased staff capabilities in core performance areas.
- High rates of participation in the University's integrated staff learning and development program.
- Greater staff and student satisfaction with work and study environments.

### How will we achieve it?

**DEVELOP LEADERSHIP AND MANAGERIAL CAPABILITY.** *Encourage staff to undertake leadership and management training, and support heads of schools and equivalents to undertake high-level leadership development courses. Strengthen administrative and technical support to enable senior academics to focus on academic duties. Include leadership and managerial capacity in selection criteria for senior academic recruitment.*

**ATTRACT AND RETAIN HIGH-QUALITY STAFF.** *Create attractive remuneration packages and flexible employment arrangements in order to employ outstanding researchers and build new research teams in areas of strategic importance. Provide opportunities for the best research students to join the academic staff. Develop a culture of widespread active participation in academic discourse.*

**PROVIDE TRAINING, SUPERVISION AND MENTORSHIP.** *Introduce formal teaching and research mentoring, address staff development needs and introduce awards for teaching and research excellence.*

**MEASURE AND MANAGE ACADEMIC PERFORMANCE.** *Measure research and teaching performance and the quantity and quality of service to the community and the professions. Develop metrics for performance measurement, and use them in performance reviews, in defining goals, and in promoting the Faculty in future funding negotiations.*

**How will we assess our achievements?**

***We will report on the following indicators and benchmarks reflecting the Faculty's capability.***

***Competence and intellectual capital***

- Staff retention rates.
- Staff turnover rates.
- Percentage of staff with high rating on annual Performance Management and Development (PM&D) as a measure of achievement against goals.
- Percentage of staff receiving performance bonus.

***Excellence of staff***

- Percentage of PhDs as a proportion of total academic staff.
- Percentage of staff promoted by level.
- Percentage of general staff receiving annual performance progression recognition.
- Percentage of membership of learned academies as a proportion of academic staff.
- Percentage of staff with professional/specialist degrees as a proportion of academic and general staff.
- Investment in training and staff development per FTE staff member, in accordance with individual staff members' Performance Management and Development programs.
- Percentage of national and international awards for service to professions and community.
- Instances of non-compliance with the University's Code of Conduct.

***Leadership and managerial practice***

- Communication.
- Performance feedback.
- Ability to instill confidence and empowerment.

***Knowledge accessibility***

- Degree of collaborativeness and its capacity for making knowledge and ideas widely available to staff.

## 7 Infrastructure and services - our platform for success

### From the College of Health Sciences Strategic Plan:

- *Ensure our physical and technical resources, and support services are fit for purpose.*

### Directions for the Faculty of Medicine:

- Ensure our physical facilities and technical resources for research, teaching and learning meet the highest Australian standards for safety, efficiency, and comfort and convenience.
- Ensure that administrative resources are fit for purpose.

### What will we have achieved by the end of 2010?

- Physical and technical resources to match the Faculty's research, training and administrative needs.
- Commitment to ensuring that facilities meet the research needs.
- Strategic investment in major plant and equipment, shared (where possible and appropriate) with other Faculties and agencies.
- Efficient and effective technical support services for IT, communications and research facilities across all teaching and research campuses.
- Efficient student services, including improved on-line services and better marketing of courses.
- Greater staff and student satisfaction with work and study environments.

### How will we achieve it?

#### **DEVELOP AND MAINTAIN HIGH-QUALITY ENVIRONMENTS FOR ALL OF THE FACULTY'S CORE FUNCTIONS.**

*Identify needs and set priorities for upgrading work environments in accordance with a coordinated capital plan. Ensure that building and refurbishment projects produce improved work environments.*

#### **PROVIDE INFORMATION AND COMMUNICATION TECHNOLOGY THAT MEETS THE FACULTY'S NEEDS.**

*Ensure that the Faculty is supplied with efficient, well-supported high-capacity information and communication technology systems. Lower communication barriers between the Faculty and other institutions, and expand on-line student services.*

## How will we assess our achievements?

*The Faculty will report on a range of infrastructure indicators. These include the following:*

- Indicators reflecting the development and implementation of a strategic asset management plan.
- Indicators of adequacy of space allocation, allowing for flexible needs of different occupants.
- Indicators of staff and student satisfaction with facilities and amenities.
- Indicators of adequacy and reliability of information and communication technology equipment and services.
- Indicators of adequacy of high-capacity communication links among campuses.
- Indicators of staff access to amenities.

## 8 Organisational performance - best practice standards

### From the College of Health Sciences Strategic Plan:

- ❑ *Make operational, financial and management processes more efficient, effective and equitable.*
- ❑ *Make governance and decision-making more transparent.*
- ❑ *Increase operating margin to support growth and continuous improvement.*

### Directions for the Faculty of Medicine:

- ❑ Strengthen governance.
- ❑ Improve financial management.
- ❑ Improve research management.
- ❑ Streamline student administration systems.
- ❑ Facilitate commercial development of research outputs and educational materials.

### What will we have achieved by the end of 2010?

- Improved use of the Faculty's expertise and management capability in its governance processes.
- Strengthened capacity for financial management at the School level.
- Improved data collection and analysis relating to research management.
- Improved student information systems.
- Better standardisation of higher-degree requirements.
- Improved support for international students.
- Increased revenue from a diversity of funding sources leading to improved resources for teaching and research.
- Increased income from government and other funding sources.
- Increased income from bequests and improved management and strategic use of bequests.
- A well-developed capital development plan to cater for the anticipated increase in research activity and student numbers.
- Better financial management of research and teaching programs with measurement and monitoring of costs and income.

### How will we achieve it?

**STRENGTHEN GOVERNANCE STRUCTURES.** *Review and streamline management and committee structures, make agendas and minutes available and provide opportunities for involvement by younger staff. Provide high-level management training opportunities for senior academics. Establish clinical trials offices jointly with other organisations.*

**IMPROVE FINANCIAL SYSTEMS.** *Strengthen financial management expertise and capability through recruitment and retraining. Ensure that the Faculty's financial systems are integrated with College and University-wide systems, and that the Faculty has input into the University's financial planning and forecasting processes.*

**IMPROVE RESEARCH MANAGEMENT SYSTEMS.** *Improve the Faculty's publication data collection processes and develop a database of available expertise. Work with the University Research Office and Research Offices in the Clinical Schools to improve research management processes. Provide assistance to researchers applying for research funding and ensure that processes for the distribution of funds are transparent.*

**IMPROVE STUDENT ADMINISTRATION SYSTEMS.** *Develop a database of essential information about USydMP students, and improve the existing database of postgraduate information. Improve coordination between the Medical Program Administration Unit and administration units in the Clinical Schools. Expand on-line systems for student access and services and update the Faculty website on educational programs and processes. Standardise requirements for postgraduate degree programs.*

**SUPPORT THE COMMERCIAL DEVELOPMENT OF RESEARCH AND TEACHING RESOURCES.** *Continue to support and expand the Centre for Innovation in Professional Health Education (CIPHE) and promote opportunities to obtain revenue from the distribution of intellectual property. Establish an Innovation and Commercialisation Unit.*

## How will we assess our achievements?

*The Faculty will report on a range of organisational performance indicators. These include the following:*

### *Financial outcomes*

- Revenue from local and international students' fees.
- Research revenue.
- Diversity of research revenue.
- Ratio of costs of 'core services' to 'support services'.

### *Research management*

- Ability to obtain access to data on funded projects and programs.
- Ability to obtain access to data on publications.
- Ability to benchmark research performance data against national and international figures.

### ***Student administration***

- Ability to obtain appropriate access to information on USydMP students.
- Ability to obtain appropriate access to information on postgraduate students, supervisors and research fields.
- Number of students involved in 'cotutelle' arrangements with overseas universities.
- Results of student satisfaction surveys with administrative services.

### ***Commercialisation***

- Number and value of sales of USydMP educational content to other medical schools.
- Number and value of research contracts.
- Number and value of licences.
- Number of invention disclosures per research-active staff member.
- Number of patent applications per research-active staff member.