School of Applied Sciences

Strategies for Sustainability & Growth

www.rmit.edu.au
• University Strategic Goals
• SET Strategic Goals
• School Strategic Goals
• Align effectively with University and SET strategic goals:
  1. Improving Student Experience
  2. High impact & influential research
  3. Industry engagement
Reasonable Workload
Regular Feedback
Stimulating lectures
No of Assignments
Student engagement
Use of ICT
Demonstrate Work relevance
Show Empathy

Good CEQ CES
Strategic Capabilities & Resources: Applied Sciences Team

- Core Teaching Staff
- Academic Staff
- Tenure Track Fellows
- Postdoctoral Fellows
- Core Research Staff
- Support Staff
- Research Funds
- Infrastructure
- Equipment & Maintenance
- Space
- Research Assistants
- Technical & Admin Staff
- External Grants
- Internal Investments
Staff Survey

The Survey results identified issues relating to key areas of:

- Communication
- Leadership
- Processes
- Lack of cross unit collaboration

These are areas that we need to work hard on to improve
Facts & figures

- Applied Sciences T&L profile load is 4% of the University
- Applied Sciences Research income is ~30% of the University
Applied Sciences Contribution to the University

- Research contribution: 30%
- Teaching contribution: 4%

Applied Sciences contribution to the University
Research Incomes by Staff

Total Research Income 2001-05
Imbalance of expenditure vs taught load using current discipline distribution

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Taught Load</th>
<th>Teaching Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biotech</td>
<td>31%</td>
<td>26%</td>
<td>-5%</td>
</tr>
<tr>
<td>Chemistry</td>
<td>31%</td>
<td>34%</td>
<td>3%</td>
</tr>
<tr>
<td>Food Sci</td>
<td>17%</td>
<td>14%</td>
<td>-3%</td>
</tr>
<tr>
<td>Physics</td>
<td>21%</td>
<td>26%</td>
<td>5%</td>
</tr>
</tbody>
</table>
• There is an imbalance in budget allocation relative to the taught load in the discipline areas.
• This needs to be addressed to enable equitable workloads that encompass T&L and Research.
Qualifications – Academic Staff, Applied Sciences

- PhD
- Masters Research
- Masters Coursework
- Post Graduate
- Bachelor
- Diploma
- Certificate
- None

Gender:
- Female
- Male

School:
- Highest Qual
Challenges

• New government funding framework - performance funding
• Responsibility of the School to uphold the status of RMIT as a Teaching & Research University
• Budgetary challenges - 5% salary increase in 2007 and 6% salary increase in 2008, 5% additional savings (Gross Contribution required by the University)
• Small percentage of research active staff (~30%)
• Patchiness in cross discipline interactions (cf staff survey)
• Ageing academic profile
Challenges

• 87% of School’s T&L budget is taken up in salaries leaving insufficient funds for other activities such as scholarships, laboratory maintenance, equipment, marketing and professional development.

• Significant imbalance in budget allocation relative to the taught load among various areas.

• Unequal workload distribution – a limited number of research active staff carrying a much higher load of research.

• The School needs to be more innovative in delivering T&L.
In addressing these issues and challenges, I have discussed with the PVC SET and the VC and I have their support for a proposal to realign the School. The proposal is based on the decision made at the School Strategic Planning meeting held in February this year to get a better focus on T&L and Research performance and outcomes, and to enhance the mechanism of communication across the School.
Meeting the Challenges

- Realigning the School Structure
- Refreshing Staff Profile
Reporting line of academic staff will be based on whether they are predominantly teaching or research.

* Denotes the existence of PG by Coursework programs.
Collaboration of the Research Areas

- Material Sciences Research
- Biosciences Research (incl Food and Environmental Sc)
- Chemical Sciences Research
Broadening the School Executive Committee

- Head of School
- School T & L Co-ordinator
- T&L Co-ordinators
- Research Co-ordinators
- School Manager
- The Committee will meet monthly to review the School progress against workplan targets
## Workplan Management Structure for Academic Staff

<table>
<thead>
<tr>
<th>T&amp;L Co-ordinator</th>
<th>Staff with &gt; 50% T&amp;L</th>
<th>Staff with &gt; 50% Research</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1° Primary</td>
<td>2° Secondary</td>
</tr>
<tr>
<td>Research Co-ordinator</td>
<td>2° Secondary</td>
<td>1° Primary</td>
</tr>
</tbody>
</table>
Advantages of new structure

- Dual focus on Teaching & Research
- Focus on performance and outcomes
- Mainstream research activities
- Simplify workplanning
- Clear, transparent and more equitable workload allocation
- Clearer accountability
- Foster increased collaboration across School
- Increase efficiency and effective use of resources
- More integrated structure for creating synergies between teaching and research
- Flatter and less hierarchical structure with clearer T&L co-ordinator accountabilities
- Better structure to enable effective communication
- Recognition and incentives for high performing staff
Addressing the Issues raised by Staff Survey

- flattened structure
- broaden the Executive Committee
- promote distributed leadership
- establish Research Clusters to facilitate collaboration
- increase the frequency of staff meetings
- clear, transparent and equitable workload allocation
Renewing Staff Profile

1. Self-nominated Academic Redundancies

2. New Appointments
Redundancies

- 10 self-nominated redundancy packages for continuing academic staff
Criteria for the self-nominated redundancies

- Continuing academic staff who do not currently hold a PhD
- Staff are at level D or below
- Staff research output for the last three years is below the modern expectation for academics. In general, any staff member with no grants, three or less publications and three or less HDR completions in the last three years could be included in this category.
- that staff leaving are not likely to have a serious impact on the School’s future ability to cover its various teaching and leadership requirements.
New Appointments

• The School proposes to make up to 7 new appointments

• Successful candidates will need to have a PhD qualification with research track record in areas that are aligned with the School’s identified research strengths.
Investing in the Future
Going forward 2008 – 2012

• Create a science school that is nationally and internationally competitive
• Well positioned in the RQF second round assessment.
• The School will use its unique position to capitalise its intellectual assets and human capital in the advancement of teaching and research in the emerging science and molecular economy.
• It will be adaptable, flexible and responsive to take advantage of the opportunities presented by this economy.
Investing in the Future
Going forward 2008 – 2012 (cont’d)

• A leader in research and teaching in advanced technologies, building on the concentration of the basic sciences of biology, chemistry and physics it has in the school

• Applying the converging sciences and technologies in food sciences, environmental sciences, biotechnology, material and molecular sciences, nanotechnology and safety science.
Investing in the Future
Going forward 2008 – 2012 (cont’d)

• In UG teaching, the School will offer innovative, flexible and sustainable programs that are responsive to market demand and which are essential for Australia’s innovation agenda, consistent with University and State and Federal Government objectives.

• In the competitive HE sector, the School will look to differentiate itself as a provider for highly employable and technically competent graduates and highly competent research leaders.

• The School will have greater involvement of work integrated learning (WIL). By 2010, all UG programs will have 24 cp WIL and all PG by Coursework programs have at least 12 cp WIL.

• The School will leverage its network capital in industry engagement to further strengthen the position it currently occupies with selected industries.
Redundancy Package

The redundancy package is per the Enterprise Agreement and is made up of three components; Notice period, Transition Period and Leave Entitlements (please refer to handout).

An example, a Level C Academic over 60 years of age that has been at RMIT for 18 years will receive:

- Notice Period - 74 weeks - $125,342.45 (after tax $114,011.45)
- Transition Period - 8 weeks pay - $13,550.54 (after tax $13,550.54)

Plus Annual Leave, Annual Leave Loading and Long Service Leave pro rata (Entitlements)

Seeking a quote will not commit you to anything however, please note that your self nomination is binding and it is therefore important you consider your situation very carefully and seek advice.
Self Nominated Redundancy Process

• Oct 2007 - Self nominated redundancy round opens. Interested staff to obtain redundancy quote from Karl Hughes in People and Culture

• 16 Oct 2007 - Last day for redundancy quote to be obtained from Karl Hughes.

• 30 Oct 2007 4pm - Self nominations close. Nomination for Redundancy forms (refer to handout) to be submitted to Sally Burnet, HR Consultant.

• 16 Nov 2007 - Expected date to notify individuals of the outcome of their self nomination.

• 31 Dec 2007 - Last day for staff to depart the University.
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Advice

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• Thank You

• Questions