

Achieving International Excellence

Faculty of Natural and Agricultural Sciences

School of Agricultural and Resource Economics Operational Plan 2006-2008

Vision

To further the use of economic principles and analysis in the management of natural and agricultural systems

Mission

To advance knowledge and understanding in the discipline of agricultural and resource economics through the conduct of teaching, research and research training, at the highest standards.

Values

A commitment to:

Build upon the reputation and recognition of the School

High performance in teaching and research

Equity and diversity in representation and opinion

A collaborative work environment

Openness and transparency in all matters

Attracting and retaining the best staff

Staff training and development

Distinguishing characteristics

The School shall be known for:

Internationally recognised research performance

Excellence in student supervision

Successful communication of natural resource economics to industry and policymakers

Commitment to a strong research-teaching nexus

Economic research applied to sustainable agriculture, sustainable minerals and energy production, and environmental management

Long Term Strategic Goals

1. To sustain national and international recognition for excellence in teaching and research in the discipline of agricultural and resource economics.
2. To attract the highest quality students.
3. To enhance the School's strategic alliances and collaborations/partnerships with key research institutions and industry.
4. To establish a secure financial basis for the School's core activities.
5. To increase the number of academic and research-only staff.
6. To provide staff and students with a cohesive, productive, enjoyable and equitable environment in which to work.

Performance Indicators/Targets

To guide the School in its activities, performance indicators have been developed in the areas of:

Teaching and Learning

Research and Research Training

External Relations

Management

Priority Operational Objectives for 2006-2008

To achieve the long term strategic goals, the following priority operational objectives have been identified as the focus for action for the period 2007-2008.

Teaching and Learning

Improve the quality of the student experience
Ensure that teaching is relevant to all students in FNAS
Develop the streams in agricultural economics, environmental and natural resource economics; and geology and resource economics
Improve teaching quality
Encourage innovation in teaching and learning

Research and Research training

Increase research income from all sources
Improve the focus and impact of research outcomes
Increase the number of HDR students and their completion rates
Improve the quality of HDR programmes and theses

External affairs

Build reputation and recognition to establish the School as a first point of contact for WA research and government agencies when they require economic analysis and collaboration in the field of agricultural and resource economics and management
Increase the number of undergraduate and HDR students in the School, with a focus on international students
Improve the School's relations with other institutions and industry.

Management

Growth in unrestricted and restricted income
Increase academic and administrative staff
Work towards an equitable representation of female academic staff
Manageable and equitable workloads for all staff
Improve the overall satisfaction of staff and postgraduates
Increase the use of web for internal and external communication

INTRODUCTION

The Operational Priorities Plan (OPP) of the School of Agricultural and Resource Economics (SARE) is designed to progress the University's vision of Achieving International Excellence. It does this by identifying a focused and selective set of objectives that will be given the highest priority across the School over the triennium 2006-2008. For each priority (strategic and operational) objective, key implementation strategies are identified, performance indicators and associated targets are specified and responsibility and accountability for each strategic objective is assigned.

CONTEXT

The SARE OPP is a key component of the School's planning and accountability activities as part of the University's Cycle of Planning and Accountability. The School's budgetary processes are guided by this plan.

The SARE OPP is critical in providing the link between broad strategic and detailed operational planning by specifying the particular limited set of objectives that are to be afforded the highest priority during the specified three-year period of the OPP.

Strategic Direction

The SARE OPP is constructed to facilitate the achievement of the School's agreed strategic directions. In particular, it is designed to advance the School's mission and vision.

Academic Profile

The SARE OPP also relates to the UWA Academic Profile and is configured to help achieve the academic growth and development plans contained in that document.

Cycle of Planning and Accountability – Performance Assessment

As indicated above, the OPP is a key component of the School's planning and accountability activities that are described in the University's Cycle of Planning and Accountability. The performance indicators and associated targets specified in the SARE OPP have been designed to facilitate an objective assessment of progress towards desired outcomes.

Achieving International Excellence

The School will best serve its local, regional and national communities if it operates at an internationally competitive level. International visibility and a strong international reputation are crucial in ensuring the high quality of any university.

The Selective Nature of the OPP

The SARE OPP identified the strategic objectives that are considered to be of the highest priority for the School during the triennium. Consequently the highest priority will be afforded to funding strategies designed to facilitate the achievement of these OPP objectives. The OPP is therefore necessarily selective; appropriate focus would be lost if a more extensive list of priorities were specified.

STRUCTURE

The SARE OPP aligns with the University and Faculty OPP and is organised into the following four sections:

Teaching and Learning

Research and Research Training

External Relations

Management (including staff and resourcing)

Strategic and Operational Objectives

Over-arching long term strategic goals, couched in broad terms, are specified for each section.

Several operational objectives are specified for each strategic objective, giving a more specific operational focus to the over-arching strategic priority, while the associated performance indicators and strategies provide more detail on what is to be achieved and how it might be done.

Performance Indicators/Targets

The performance indicators specified in the OPP have been designed to facilitate objective measurement of aspects of progress towards each strategic objective. These indicators are necessarily selection, in the sense that they have been chosen from a large set of possible indicators mainly because they give a better indication of the overall progress towards the OPP objectives than other indicators.

An associated Performance Indicators/Target Schedule that specifies targets against each performance indicator over the triennium accompanies this document.

Implementation Strategies

The implementation strategies outline means of achieving each of the desired outcomes. While every effort has been made to make the listed implementation strategies fairly comprehensive, the list is not necessarily exhaustive; individuals and groups are encouraged to develop their own implementation strategies to facilitate the achievement of the overall objective, recognising the different circumstances that characterise their operations.

Operational Responsibility

The Responsibility column identifies the staff in the School who have the overall responsibility for achieving the priority objective. However, while the responsibility is identified, it is clear that the overall achievement of objectives depends on the collective efforts of the School's staff and others. Staff with responsibility for specific operational objectives are listed where relevant.

TEACHING AND LEARNING

Long Term Strategic Goals

To sustain national and international recognition for excellence in teaching and research in the discipline of agricultural and resource economics

To attract the highest quality students

To provide staff and students with a cohesive, productive, enjoyable and equitable environment in which to work

Priority Operational Objectives 2006-2008

Improve the quality of the student experience

Ensure that teaching is relevant to all students in FNAS

Develop the streams in agricultural economics, environmental and natural resource economics; and geology and resource economics

Improve teaching quality

Encourage innovation in teaching and learning

Priority Objectives	Performance Indicators/Targets	Implementation Strategies	Responsibility
Improve the quality of the student experience	Improvement in CEQ results SURF scores SPOT scores	Focus and review any units with a SURF score of below 3; Review assessment procedures and feedback to students; Ensure that course structure delivers the outcomes.	HoS, Unit Co-ordinators
Ensure that teaching is relevant to all students in FNAS	Improvement in CEQ results SURF scores SPOT scores Graduate employment	Review of the content of core units; Assessment of any 'gaps' in the current offering; Assess how teaching in Conservation Biology will be delivered; Develop a risk management unit which has broad appeal within the Faculty and across the University.	HoS, Unit Co-ordinators
Develop the streams in agricultural economics, environmental and natural resource economics; and geology and resource economics	Increased enrolments with a target of 20 students in each year across all degrees Improved enrolments in level 3 units Increased enrolments in 4 th year project students with a target of 10 per year	Collaborate with the Business School to avoid duplication of units and to increase the availability of units in accounting, marketing, trade and development; Ensure a strong emphasis on quantitative methods.	HoS, Unit Co-ordinators
Improve teaching quality	Improvement in CEQ results SURF scores SPOT scores	Introduce peer review of teaching as a mechanism for giving feedback on teaching performance; Review handbook entries and unit outlines; Develop the use of key learning technology including WebCT6 and I-Lectures.	HoS, Unit Co-ordinators
Encourage innovation in teaching and learning	Improvement in CEQ results SURF scores SPOT scores	Explore the use of experimental economics and Problem Based Learning to increase the appeal of economics units to all students in FNAS	HoS, Unit Co-ordinators

RESEARCH AND RESEARCH TRAINING

Long Term Strategic Goals

To sustain national and international recognition for excellence in teaching and research in the discipline of agricultural and resource economics

To attract the highest quality students

To enhance the School's strategic alliances and collaborations/ partnerships with key research institutions and industry

To provide staff and students with a cohesive, productive, enjoyable, and equitable environment in which to work

Priority Operational Objectives 2006-2008

Increase research income from all sources

Improve the focus and impact of research outcomes

Increase the number of HDR students and their completion rates

Improve the quality of HDR programmes and theses

Priority Objectives	Performance Indicators/Targets	Implementation Strategies	Responsibility
Increase research income from all sources	An increase in research income per academic staff FTE	Build closer relations with industry to encourage sponsorship of research through ARC Linkage-Project grants and research contracts. All staff will be expected to apply for one ARC Linkage-Project per annum; All staff will be expected to apply for one ARC Discovery per annum; Further develop collaborations with CSIRO specifically with Sustainable Ecosystems, and Land and Water.	HoS, All Academic Staff
Improve the focus and impact of research outcomes	An increase in the number of papers published in quality journals An increase in the number of press releases as a result of research findings An increase in weighted publications per academic staff FTE	Build closer relations with the Institute of Agriculture to publicise research findings; Promote collaboration with leading international researchers by including allocations in research grant applications; Review School funding mechanism to reward articles published in high impact journals; Apply for Distinguished Visitor Funding; Offer the Henry Schapper Fellowship as and when the budget allows.	HoS, Senior Academic Staff, School Manager
Increase the number of HDR students and their completion rates	Increase and maintain total postgraduate enrolments at 20 Improvement in the completion rate A decrease in average completion times by 6 months	Introduce succession planning; Establish a School postgraduate committee; Increase postgraduate training in economic theory, econometrics and mathematical economics.	HoS, Senior Academic Staff

<p>Improve the quality of HDR programmes and theses</p>	<p>Increase in student satisfaction measured by indicators such as student exit surveys. An increase in the number of HDR students authoring high quality journal articles.</p>	<p>Update and improve School postgraduate handbook; Implement better induction procedures; Encourage students to access generic skills training through Student Services; Encourage submission of papers to referred journals and conferences.</p>	<p>HoS, Senior Academic Staff, School Manager</p>
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EXTERNAL RELATIONS

Long Term Strategic Goals

To sustain national and international recognition for excellence in teaching and research in the discipline of agricultural and resource economics

To attract the highest quality students

To enhance the School's strategic alliances and collaborations/partnerships with key research institutions and industry

Priority Operational Objectives 2006-2008

Build reputation and recognition to establish the School as a first point of contact for WA research and government agencies when they require economic analysis and collaboration in the field of agricultural and resource economics and management

Increase the number of undergraduate and HDR students in the School, with a focus on international students

Improve the School's relations with other institutions and industry

Priority Objectives	Performance Indicators/Targets	Implementation Strategies	Responsibility
Build reputation and recognition to establish the School as a first point of contact for WA research and government agencies when they require economic analysis and collaboration in the field of agricultural and resource economics and management.	Increase in successful application for ARC Linkage projects School consultancies Invited presentations to industry Press releases.	Develop a School plan to identify collaborators and industry partners; Increase linkages with key academic and research institutions; Improved internal communication to ensure better links with external organisations; Establish key contacts within important organisations e.g. CSIRO, ACIAR, L&W.	HoS, all staff
Increase the number of undergraduate and HDR students in the School, with a focus on international students	Increase in coursework teaching and HDR load	In conjunction with the Faculty, develop and implement marketing plans for the recruitment of students	HoS, School Manager
Improve the School's relations with other institutions and industry		Establish a key contacts database to improve internal and external communication and collaborations	HoS, School Manager

MANAGEMENT (INCLUDING STAFFING AND RESOURCING)

Long Term Strategic Goals

To sustain national and international recognition for excellence in teaching and research in the discipline of agricultural and resource economics

To attract the highest quality students

To enhance the School's strategic alliances and collaborations/ partnerships with key research institutions and industry

To establish a secure financial basis for the School's core activities

To increase the overall complement of staff

To provide staff and students with a cohesive, productive, enjoyable and equitable environment in which to work

Priority Operational Objectives 2006-2008

Growth in unrestricted and restricted income

Increase academic and administrative staff

Work towards an equitable representation of female academic staff

Manageable and equitable workloads for all staff

Improve the overall satisfaction of staff and postgraduates

Increase the use of web for internal and external communication

Priority Objectives	Performance Indicators/Targets	Implementation Strategies	Responsibility
Growth in unrestricted and restricted income	Increase in student enrolments Increase in research outputs Increase of income through the FFM	Further development and promotion of the newly introduced streams in Resource Economics within the Faculty degree structure Promote collaboration with international researchers	HoS, Senior Academic Staff, School Manager
Increase academic and administrative staff	Increase the number of academic staff by at least 1 FTE Increase the number of administrative staff by 1 FTE	Explore opportunities for collaborative appointments (e.g. CSIRO, DAFWA) and opportunities to offset salary costs	HoS, School Manager
Work towards an equitable representation of female academic staff	Increase the number of female academic staff by 1 FTE	Explore opportunities for equity funding Target appropriately qualified female academic staff to apply for positions	HoS, School Manager
Manageable and equitable workloads for all staff	Increase the number of academic staff by at least 1 FTE Increase the number of administrative staff by 1 FTE	Review and improve academic workload model Encourage teamwork in teaching, research training and training Ensure all 4 th year students and postgraduates have a minimum of 2 supervisors Review administrative load of academic staff	HoS, Senior Academic Staff, School Manager

Improve the overall satisfaction of staff and postgraduates	Staff PDR process Postgraduate annual reports	Ensure effective planning of accommodation and infrastructure Improve induction process for staff and postgraduates Annual meeting of postgraduates with School Postgraduate Committee, Graduate Research Coordinator and/or HoS	HoS, School Postgraduate Committee, School Manager
Increase the use of web for internal and external communication	Increased enquiries via website	Ensure all staff and postgraduates complete and/or update web pages to meet the Faculty standard Establish a School Intranet	HoS, School Manager, all staff and postgraduates

SCHOOL PERFORMANCE INDICATORS/TARGETS

TEACHING AND LEARNING

Full-Year Coursework EFTSL

	2003	2004	2005	2006	2007	2008
Total EFTSL	47.5	50.9	40.3	43.7	48.07	52.9

Teaching and Learning Indicators

	2004	2005	2006	2007	2008
CEQ Overall Satisfaction Index (FNAS)	72.9%	78.5%	73.0%	NA	84.0%
CEQ Overall Satisfaction Index (SARE)	NA	NA	NA	78.0%	82.0%

	2004	2005	2006	2007	2008
% Graduates in Desired Mode of Employment (FNAS)	71.9%	86.3%	85.2%	NA	NA
% Graduates in Desired Mode of Employment (SARE)	NA	NA	NA	90.0%	95.0%

SURF – Students' Unit Reflective Feedback

Semester	2004		2005		2006	
	1	2	1	2	1	2
SARE	3.2	3.0	3.2	3.2	3.0	3.0
FNAS	3.0	3.0	3.1	3.1	3.1	3.1
UWA	3.1	3.1	3.2	3.2	3.1	3.1

RESEARCH AND RESEARCH TRAINING

Research Income (Actual 2002-2005)

	2003	2004	2005	2006	2007	2008
Total (\$)	\$586,763	\$803,651	\$1,190,907	\$1,250,453	\$1,312,976	\$1,378,625

Research Income per Academic FTE (Actual 2002-2005)

	2003	2004	2005	2006	2007	2008
SARE	\$79,292	\$104,370	\$136,886	\$143,7305	\$150,917	\$158,463
FNAS	\$180,449	\$164,085	\$201,821	NA	NA	NA
UWA	\$86,191	\$95,040	\$99,203	NA	NA	NA

Publications (Actual 2002-2005)

	2003	2004	2005	2006	2007	2008
UWA Points						
Output	31.41	23.94	27.61	30	33	36

Full-Year Higher Degree by Research EFTSL

	2003	2004	2005	2006	2007	2008
Total EFTSL	22.4	19.3	20.2	18.2	20	20

Mean Time to Completion (Actual 2002-2005)

Year	Number of Completions	Mean Time to Completion
2003	1.0	3.50
2004	3.5	3.57
2005	3.0	3.83
2006	4	3.5
2007	4	3.5
2008	4	3.5

EXTERNAL RELATIONS

Full-Year Coursework EFTSL

	2003	2004	2005	2006	2007	2008
Total EFTSL	47.5	50.9	40.3	43.7	48.07	52.9

Full-Year Higher Degree by Research EFTSL

	2003	2004	2005	2006	2007	2008
Total EFTSL	22.4	19.3	20.2	18.2	20	22

MANAGEMENT

YEAR	C/WORK TEACH	RESEARCH INPUT		RESEARCH OUTPUT			Salary Supplementation	FPOS C/WORK	University Services	TOTAL
		Research Income	HD Training	HD Comps	RES Publicns	Staff distinction				
2007	0.215	0.139	0.079	0.072	0.113	0.004	0.000	0.012	0.028	0.663
2006	0.163	0.087	0.062	0.077	0.098	0.005	0.137	0.011	0.100	0.739
2005	0.179	0.086	0.067	0.096	0.122	0.005	0.109	0.012	0.100	0.774
2004	0.170	0.076	0.082	0.172	0.132	0.000	0.080	0.014	0.108	0.834
2003	0.184	0.055	0.094	0.135	0.116	0.004	0.063	0.008	0.067	0.727
average	0.182	0.089	0.077	0.110	0.116	0.004	0.078	0.011	0.081	0.747