

SYDNEY CONSERVATORIUM OF MUSIC, STRATEGIC LEARNING AND TEACHING PLAN 2007-2010.

Goal 1: Continue to promote the pursuit of artistic and academic excellence within a dynamic and socially responsive educational environment.

Strategy	KPI	Responsibility	Target
1. Maintain and enhance faculty appeal for high-achieving students	<ol style="list-style-type: none"> 1. Entry standards support enrolment of quality student intake 2. Continued integration of main campus Arts/Music and Greenway branches of Conservatorium 3. Cross-disciplinary unit initiatives encouraged 4. Cross-disciplinary degree programs supported especially with transition to 6 credit point structure in 2008 5. Promotion and development of innovative support programs for high-achieving student musicians eg. Adopt a Musician 6. Expanded number and awareness of Conservatorium scholarships 7. Improved awareness of Conservatorium as a centre of musical excellence within secondary schools and private music teacher community 8. Improved state-based, national and international promotion of Conservatorium as a centre of musical excellence 	Dean and Head of School, Chairs of Units Development and Marketing Manager	<ol style="list-style-type: none"> 1. Increased the quality and diversity of enrolments 2. Increased attractiveness of faculty as a national and international educational destination
2. Build commitment to excellence and appeal of faculty graduate study programs	<ol style="list-style-type: none"> 1. Regular review of graduate units of study and structures 2. Improved national and international promotion of Conservatorium as centre of excellence in graduate music education 3. Improved overall numbers enrolling in and completing graduate degrees 4. Improved promotion of graduate degree programs to Conservatorium student body, especially final year students 5. Improved responses in surveys of Conservatorium graduate experience 	Dean, Head of School, Associate Dean, Graduate Studies Chairs of Units Development and Marketing Manager	<ol style="list-style-type: none"> 1. Enhanced reputation of faculty graduate programs 2. Increased national and international demand for graduate places
3. Continue to promote and refine honours	1. Introduction of honours option into	Associate Dean,	1. Increased demand for and prestige of

program	<ul style="list-style-type: none"> 2. Bachelor of Music Studies degree program 2. On-going support and review of existing honours programs 3. Increased undergraduate awareness of honours programs as career option 	Undergraduate Studies, Honours Coordinator and teaching staff,	Conservatorium honours programs
4. Continue to build a learning culture that values the artistic, academic and personal development of the individual student while also encouraging in all students support for the work and achievement of their peers	<ul style="list-style-type: none"> 1. Maintain and improve 'learning community' responses in evaluation instruments 2. Improved student attendance at student performance events eg. Performance Workshop, Special Projects Week concerts etc 3. Structures encouraged that develop student responsibility for learning outcomes 	All teaching staff	<ul style="list-style-type: none"> 1. Enhanced reputation of faculty as a stimulating and cohesive learning environment 2. Enhanced professional development of students
5. Promote student engagement with the ethical and social frameworks that underpin musical citizenship by embedding graduate attributes into teaching and assessment practices	<ul style="list-style-type: none"> 1. Improved integration of graduate attributes into unit of study outlines and structures and integration of graduate attributes with learning outcomes 2. On-going promotion of graduate attributes to staff and students through units of study, class discussions, staff learning and teaching days, staff support material 3. Recognition in SCEQ, SREQ of successful promotion of graduate attributes 	Head of School, Associate Deans, Chairs, all teaching staff	<ul style="list-style-type: none"> 1. Self-aware, socially responsible and rounded graduates possessing range of skills required for professional success and future leadership positions
6. Provide a level of equipment and electronic infrastructure compatible with the faculty's commitment to excellence and educational leadership	<ul style="list-style-type: none"> 1. Individual teaching supported by best practice technology 2. Clarification of best practice infrastructure expectations inherent in Conservatorium goal of 1:1:10 3. Support for library and optimum access provisions 	Dean, Head of School, Associate Deans, Chairs, Administration Manager	<ul style="list-style-type: none"> 1. Physical resources congruent with faculty commitment to excellence in learning and teaching

Goal 2: Continue to build a learning and teaching environment responsive to the evolving needs and diverse professional pathways of musicians in the 21st century

Strategy	KPIs	Responsibility	Target
1. Support the development of blended learning and e-learning support structures	<ol style="list-style-type: none"> 1. Expanded use of on-line modules within units of study 2. Development of iCon 3. Expansion of distance learning 4. Active promotion of on-line learning through faculty fora, workshops, teaching days etc 5. Applications encouraged for university and faculty funding to support innovation in e-learning 	Dean, Associate Dean (ICT), Associate Deans, Learning and Teaching Committee	<ol style="list-style-type: none"> 1. Educational structures that cater for student diversity 2. Education structures that support technological skills required for 21st century workplaces
2. Encourage on-going review, adaptation and innovation within faculty learning and teaching	<ol style="list-style-type: none"> 1. Curriculum streamlined and up-dated with implementation, from 2008, of major Curriculum Review 2. Efficient management of transition from 3 to 6 credit point structure from 2008 3. Programs meet specific professional and industry needs as well as providing core skills education and training 	Dean, Head of School, Associate Dean, Undergraduate, Chairs of Units	<ol style="list-style-type: none"> 1. Enhanced fit between faculty learning and teaching and professional marketplace 2. Dynamic educational programs
3. Encourage internationalisation of Conservatorium learning and teaching	<ol style="list-style-type: none"> 1. Improved opportunities for professional and staff exchanges 2. Improved student opportunities for international performance experience 3. Study abroad and exchange programs developed and promoted 4. Introduction of international and comparative components within and across units of study supported and encouraged 5. Undergraduate and post graduate courses and learning structures responsive, as much as possible, to needs of the international student market 	Development Manager and Dean, Chairs of Units	<ol style="list-style-type: none"> 1. Increase in the number of students involved in international experiences. 2. Enhanced recognition of faculty as a destination for international students 3. Enhanced sense of global musical citizenship
4. Promote and further embed generic skills training	<ol style="list-style-type: none"> 1. Curriculum equips students with a repertoire of ways of knowing as well as professional, aesthetic, 	Dean, Head of School, Associate	<ol style="list-style-type: none"> 1. Improved employability and reputation of Conservatorium students

	<p>social and ethical stances in relation to their careers</p> <p>2. Demonstrable communication and information skills training</p> <p>3. Improved ratings in ‘generic skills’ criteria in teaching performance indicators, SCEQ, CEQ etc</p>	<p>Deans, Learning and Teaching and Graduate Studies Chairs, individual teaching staff</p>	<p>2. Improved results in teaching performance indicators</p>
<p>5. Encourage learning and teaching that values flexibility, diversity and creativity</p>	<p>1. Curriculum content, assessment processes and learning experiences promote diversity and flexibility</p> <p>2. Curriculum actively promotes creativity and critical thinking</p> <p>3. A learning culture promoted in which all students value the diverse paths to a career in music so that all students maximise their future access to and success in the music workplace.</p>	<p>Dean and Head of School, Associate Dean (Teaching and Learning), Graduate and Undergraduate Studies, Teaching Committee</p>	<p>1. Improved employability of Conservatorium students</p> <p>2. More open, lively and inclusive learning culture</p>
<p>6. Promote a learning environment that engages faculty, professional music and employing organizations, community groups and other stakeholders in mutually supportive dialogue</p>	<p>1. Improved feedback from professional associations, employers and alumni</p> <p>2. External stakeholder involvement in faculty activities</p> <p>3. Improved external promotion of Conservatorium teaching and learning</p> <p>4. Development of a <i>Music Careers</i> website, informed by comparable initiatives within the University eg. <i>Arts Careers</i> website</p>	<p>Dean, Marketing and Development Manager, Teaching Committee, Associate Dean T & L.</p>	<p>1. Improved professional development of students</p> <p>2. Improved results in graduate destination index of teaching evaluations</p> <p>3. Enhanced recognition of faculty as a leading contributor to music culture</p>

Goal 3: Maintain and extend the Conservatorium’s commitment to providing an outstanding student experience

Strategy	KPIs	Responsibility	Target
1. Continue to strengthen support network for all Conservatorium students	<ol style="list-style-type: none"> 1. Faculty mentoring programs refined and expanded 2. Enhanced integration of Greenway and main campus learning communities 3. Improved facilities and support for post-graduate students 4. Improved retention rates at first year and upper levels 5. Continued promotion and provision of University support services at Greenway campus eg. counselling, learning centre 6. Student satisfaction levels maintained or improved in ‘learning community’ and ‘overall satisfaction’ indices on SCEQs, CEQs etc 	Dean, Head of School, Associate Deans Undergraduate, Graduate, Learning and Teaching, Undergraduate, Graduate and Learning and Teaching Committees	<ol style="list-style-type: none"> 1. Enhanced perception of Conservatorium as a nurturing and supportive learning environment
2. Promote and strengthen specific support structures for students from equity target groups	<ol style="list-style-type: none"> 1. Explore creation of country students support network 2. Indigenous students encouraged and supported 3. Maintain and improve support NESB students eg. explore development of material on English for NESB music students 4. Staff awareness of cultural and student diversity promoted through faculty fora etc 		<ol style="list-style-type: none"> 1. Enhancement of the Conservatorium as a responsive educational environment 2. Expanded awareness of the value and place of the Conservatorium in the community 3. Enhanced staff and student recognition of the value of diversity in tertiary learning
3. Improved support for international students	<ol style="list-style-type: none"> 1. Improved understanding of International student perceptions and experiences of learning and teaching at Conservatorium 2. Enhanced orientation programs for international students 3. Clear procedures developed to assist students with language difficulties 4. Growing International student enrolments 		<ol style="list-style-type: none"> 1. Improved satisfaction levels for international students 2. Promotion of the Conservatorium as a first choice educational destination for international students
4. Enhanced student engagement in faculty processes and student learning	<ol style="list-style-type: none"> 1. Student representatives on major Conservatorium Committees. 2. Structures provided for enhanced communication between administration and student body eg. dean’s forums, learning and teaching newsletter 3. Development of student representative associations promoted 4. Enhanced student responsibility for own 		<ol style="list-style-type: none"> 1. Student body with enhanced sense of autonomy and responsibility 2. Heightened sense of professional identity among students 3. More effective learning environment

	professional development		
5. Enhanced e-learning support for Conservatorium students	<ol style="list-style-type: none"> 1. Expanded use of webct in faculty to support student learning within units of study 2. Development of electronic student advice site within Conservatorium website. Site to supplement existing advice network and include sections specifically targeting first year students, international students, final year students and post-graduate students 3. Expanded use of video recording in performance teaching 4. Provision and improvement of on-line generic skills support eg. library information skills on-line tutorial; aural skills on-line support 		<ol style="list-style-type: none"> 1. More extensive and transparent support structures 2. Improvement in SCEQ 'Learning Community' results by 5 percentage points by 12/05. 3. Improved communication lines between staff and students within the Conservatorium 4. Greater sense of student engagement with the University as a learning community 5. Greater valuing of diversity within the Conservatorium as a learning community.

Goal 4: Promote and support research-enhanced and inquiry-led teaching and learning as an integral aspect of faculty culture.

Strategy	KPIs	Responsibility	Target
1. Ensure that teaching structures and learning experiences promote faculty commitment to research-enhanced and inquiry-led teaching and learning	<ol style="list-style-type: none"> 1. Curriculum, assessments and learning activities promote, where possible, student awareness of research-enhanced and inquiry-led culture 2. Unit of study outlines reflect faculty commitment to research-led learning 3. Investigate development of descriptors document outlining the expectations in relation to various genres of research 4. Research-led teaching and learning promoted in faculty fora 5. SREQ, SCEQ etc reflect faculty support for and student awareness of the value of research-led teaching 6. Staff and student research actively publicised within the faculty 7. Staff-student research collaboration encouraged 8. Identified fora for critical display and discussion of faculty research 9. Explore publication of student research activity 10. Explore introduction of awards for best student research 	Dean, Head of School, Associate Deans, Chairs of Units, Learning and Teaching Committee, individual staff	<ol style="list-style-type: none"> 1. Improved performance in research and good teaching indicators 2. Enhancement of graduate attributes in students
2. Strengthen staff engagement with research-enhanced learning and teaching	<ol style="list-style-type: none"> 1. Improved proportion of staff who are research active (or active performers) 2. Staff workload supports faculty commitment to research 3. Staff publishing in area of scholarship of teaching encouraged 4. Improved outcomes in Scholarship Index funding 5. Improved overall research income 		<ol style="list-style-type: none"> 1. More research active staff 2. Greater research funding
3. More effective and targeted promotion of Conservatorium as a dynamic provider of research-based education and training	<ol style="list-style-type: none"> 1. Increased community recognition of the Conservatorium as a centre of research excellence 2. Improved use of website as key marketing instrument for attracting research students including development of specific sections 		<ol style="list-style-type: none"> 1. Greater proportion of research active staff and research students 2. Greater faculty competitiveness in education marketplace

	devoted to areas of expertise of each staff member in terms of research supervision and listing of areas of current and past student research		
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Goal 5: Support and celebrate teaching excellence and the fundamental importance of teaching to faculty identity

Strategy	KPIs	Responsibility	Target
1. Reward excellence in teaching	<ol style="list-style-type: none"> 1. Applications for faculty teaching awards actively promoted 2. Applications for university and national teaching awards actively promoted 3. Mentoring procedures for teaching staff refined 4. Individual and collective teaching excellence publicised within faculty and in external promotions 	Dean, Head of School, Associate Dean, Learning and Teaching, Learning and Teaching Committee, Administration and Marketing Managers	<ol style="list-style-type: none"> 1. Improved faculty morale 2. Increase in staff applying for teaching awards
2. Improve support for all areas of faculty teaching	<ol style="list-style-type: none"> 1. Develop resources and guidelines which clarify expectations, responsibilities and processes across the spectrum of Conservatorium teaching 2. Enhance support for casual teachers 3. Promote faculty and community awareness of individual teaching staff 4. Encourage all staff to explore the value of e-learning 5. Greater staff engagement with faculty learning and teaching fora such as Teaching Day 		<ol style="list-style-type: none"> 1. Greater consistency in faculty teaching culture 2. Enhanced sense of all teachers actively engaged in the faculty as a learning community 3. Improved faculty performance in good teaching indicators
3. Build a faculty culture that values and promotes on-going conversation and reflection about all aspects of Conservatorium pedagogy	<ol style="list-style-type: none"> 1. Continue to support annual Teaching Day and learning and teaching newsletter 2. Encourage staff to apply for grants to support innovation and enhancement of their teaching 3. Improved web presence for teaching and learning in faculty 		<ol style="list-style-type: none"> 1. Engaged and vibrant education culture informed by scholarship on learning and teaching

