



MACQUARIE UNIVERSITY  
SCHOOL OF EARTH SCIENCES

**PHYSICAL GEOGRAPHY AREA  
STRATEGIC PLAN  
1997**

**INTRODUCTION:**

In the past few years the time line of the existing Physical Geography Strategic Plan has expired and the Area has undergone major changes in personnel with consequent shifts in teaching and research interests. This plan replaces the previous document and was developed following extensive internal discussion. It takes account of existing constraints on finances and enrolments and its primary purpose is to allow Physical Geography to develop effectively in a changing academic environment.

**KEY:**

- ◆ Numbered points are primary objectives.
- ◆ Tables list strategies aimed at the primary objectives and areas of responsibility, indicators of success and time frames for implementation where appropriate.

**THE AREA VISION:**

The Physical Geography Area will maintain international best practice in teaching, research scholarship and community outreach into the 21st Century.

# 1. OVERALL

To develop as a coherent group of physical earth scientists with the guidance and encouragement of a discipline Professor.

To maintain an international reputation for excellence in teaching, research and community outreach in all our areas of expertise.

To operate within a quality working environment with enhanced facilities and the opportunity for stimulating peer interaction and ongoing development.

## *Immediate Priorities:*

- 1.1 The appointment of a Professor to the vacant Chair of Physical Geography is seen as an urgent and essential step toward the achievement of all the objectives of this plan.

<b>Strategy:</b> <ul style="list-style-type: none"><li>Urge the School and University to proceed with this appointment.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>All staff. Immediate.</li></ul>
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- 1.2 Reformation of the Physical Geography teaching curriculum is a critical step in presenting balanced programs and in making research and community outreach opportunities available to all staff.

<b>Strategy:</b> <ul style="list-style-type: none"><li>For details see Point 2 below.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>All staff, co-ordinated by the Professor and Head of Area. Developed in 1997 for implementation from 1998.</li></ul>
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- 1.3 To take maximum advantage of education, research and financial opportunities and to optimize the use of space and resources to the best advantage of all staff.

<b>Strategy:</b> <ul style="list-style-type: none"><li>Considered under several headings below.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>All staff. Ongoing.</li><li>Provision of 'clean lab' facility for geomorphology. Functional by 1997.</li><li>Refurbishment of E7A and E5A. In hand.</li></ul>
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# 1. OVERALL

- 1.4 Undertake regular revision of this plan as part of an Area performance review. The results will be subject to Area discussion and published in an Annual Report.

<b>Strategy:</b> <ul style="list-style-type: none"><li>• Develop and implement an appropriate review process.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>• Professor and Head of Area. Implement in 1997.</li></ul>
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- 1.5 The Area will undertake regular external analyses of its functions and achievements with students and other stakeholders.

<b>Strategy:</b> <ul style="list-style-type: none"><li>• Develop and implement an appropriate review process.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>• Professor and Head of Area. Implement in 1997.</li></ul>
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- 1.6 Review staff discipline profiles within the context and objectives of this plan.

<b>Strategy:</b> <ul style="list-style-type: none"><li>• Develop and implement an appropriate review process.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>• Professor and Head of Area. Implement in 1997.</li></ul>
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## 2. TEACHING

To provide the highest quality education and training to all our undergraduate, honours and postgraduate students across the spectrum of: atmospheric sciences; earth surface processes; natural hazards impacts and risk assessment; and resources and environmental management in which we have expertise.

To use the best available technologies for the benefit of all our students regardless of location and for the benefit of the wider Australian and International communities.

To encourage more students, regardless of location, to identify Macquarie University as their first choice of institution for learning or research.

### *Desired Outcomes:*

- 2.1 To provide students with a personally supportive teaching and learning environment with high quality facilities.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● Endeavour to provide funding, space and facilities commensurate with the requirements of 'best practice' teaching.</li> <li>● Deploy all staff in the most efficient manner possible and seek funding from all available sources to promote teaching development.</li> <li>● Adjust work loads democratically to encourage and enable staff to devote approximately 1/3 of their working time to teaching activity.</li> <li>● Encourage staff to attend staff development courses provided by CHEPD and others. Where appropriate funding for time release may be available from area resources.</li> <li>● Strengthen the teaching mentor system available to staff.</li> <li>● Seek additional external funding support for honours and postgraduate students.</li> <li>● Explore mechanisms for encouraging more high quality students to enter the Honours program.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● All staff. Ongoing. Annual internal audit.</li> <li>● All Staff. Discussion early 1997. Mechanisms in place 1997.</li> </ul>

## 2. TEACHING

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Foster teaching links with the research Centres, other disciplines and Schools within the University and with other organisations within Australia or overseas.</li>   <li>● Where appropriate and possible incorporate expertise from within government and industry into teaching programs.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff. Ongoing.</li> <li>● Specific targets in hand: Aboriginal Studies - Warrawarra; Bachelor of Environmental Science program development; PAGE with the University of Auckland; Environmental science links with the Australian Museum. Teaching development with Sun Computers. Teaching development with ANU Geography.</li>   <li>● All staff. Ongoing.</li> </ul>

- 2.2 To produce graduates who are thoroughly grounded in the concepts and skills of physical geography and who are capable of independent learning, enquiry, critical judgement and clear community outreach and who have developed a commitment to lifelong learning.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Recognize the inter-dependence of teaching, research and community outreach in maintaining and extending knowledge in physical geography and encourage staff to take a balanced part in all these activities commensurate with their skills and interests.</li>   <li>● Acknowledge the importance of field based skills work in Physical Geography and further promote an active program of field teaching.</li>   <li>● Encourage the incorporation of appropriate generic skills in all Physical Geography teaching programs.</li>   <li>● Work with other staff in the School to provide opportunity for all students to gain relevant GIS and other computer skills.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li>   <li>● All staff. Ongoing.</li> <li>● Part of curriculum review (2.3) 1997.</li>   <li>● All staff. Ongoing.</li> <li>● Part of curriculum review 1997.</li>   <li>● All staff. Ongoing.</li> <li>● Part of curriculum review (2.3) 1997.</li> </ul>

## 2. TEACHING

- 2.3 To present an orderly, coherent and stable pattern of undergraduate units in flexible modes available to students in as wide a range of circumstances and locations as possible.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● Reform the existing curriculum with the objective of presenting Physical Geography majors in Atmospheric Sciences, Earth Surface Processes and Natural Hazards Risk Assessment.</li>   <li>● Continue to contribute to the teaching of the Resources and Environmental Management program in GEOS114, GEOS265 and GEOS328.</li>   <li>● Continue to contribute to the development of innovative teaching in GEOS112.</li>   <li>● Subject to adequate resources, contribute to the development of the Bachelor of Environmental Science program and PAGE postgraduate programs.</li>   <li>● Be prepared to take advantage of future growth or demand in other fields of Physical Geography which can be linked to our existing structure.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff, coordinated by the Professor and Head of Area. Developed in 1997 for implementation in 1998.</li> <li>● Reform should focus on the essential 100 and 200 level prerequisite units, should streamline entry to the majors and should review inefficient teaching fields.</li> <li>● All units should be cost effective and any unit attracting less than agreed EFTSU figures will be subject to review by the Professor and Head of Area. These figures are to be established after discussion in 1997.</li> <li>● Establish a major in Natural Hazards Risk Assessment through GEOS214 and GEOS237.</li>   <li>● Existing committed staff, subject to review and negotiation. Ongoing.</li> <li>● Return GEOS328 to 100% Physical Geography responsibility in 1998.</li>   <li>● Existing committed staff, subject to review and negotiation. In hand and ongoing.</li>   <li>● Potentially all staff, coordinated by the Professor and Head of Area. Initiated in 1996, development in 1997 for implementation in 1998/9.</li>   <li>● All staff, coordinated by Professor and Head of Area. Ongoing.</li> <li>● Possible focus areas include: Quaternary studies linked to Archaeology, Aboriginal Studies and Biology; Biometeorology, Geoecology and Biogeography; Coastal process studies including Geomorphology and Ocean/ Atmosphere interactions; Geomorphology linked to Geophysics; Geology linked to REM.</li> </ul>

## 2. TEACHING

- 2.4 To ensure that unit design, teaching and assessment practices reflect modern educational theory, research and practice including the opportunity for students to participate in the review process.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● Continue a system of regular review of the teaching program consistent with the School's Teaching and Learning Plan to ensure that the Physical Geography program content, structure, assessment and mode of delivery are of the highest standards and appropriate to the needs of our students.</li> <li>● Take part in graduate destination and program satisfaction surveys and other activities to determine the attitude of employers to unit objectives, content and structure.</li> <li>● Encourage team approaches to teaching tasks with block time commitments.</li> <li>● Encourage and implement the appropriate use of Information Technology in all teaching.</li> <li>● Encourage and maintain the appropriate use of fieldwork at all levels of teaching.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li> <li>● See 2.3 above.</li>   <li>● Professor and Head of Area. Every two years beginning 1997.</li>   <li>● Professor and Head of Area. Ongoing.</li>   <li>● Professor and Head of Area. Ongoing.</li> <li>● Take advantage of existing development experience in the School, CHEPD's services and new opportunities provided by the Division of Information Services.</li>   <li>● Professor and Head of Area. Ongoing.</li> </ul>

- 2.5 To ensure that the Area plays an active role in the strategic development of the School and University particularly in the environmental sciences and IT based distance education and to encourage and facilitate staff to develop innovative teaching practices.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● Encourage staff to apply for available sources of teaching development grants and finances and/or 'in kind' support for innovative teaching.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li> </ul>

## 2. TEACHING

<p><b>Strategy:</b></p> <ul style="list-style-type: none"><li>● Consider making a proportion of the funds raised by the Area available for teaching development and staff support by agreement of the Area in cases where other sources are unavailable and have been explored.</li><li>● Seek funding for the appointment of additional staff to enable the orderly development of target teaching areas consistent with staff expertise and market opportunities.</li></ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"><li>● Professor and Head of Area. Ongoing. Internal annual audit.</li><li>● Professor and Head of Area. As needed.</li></ul>
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- 2.6 To actively recruit and retain an increasing number of undergraduates and high quality honours and postgraduate students from all sources.

<p><b>Strategy:</b></p> <ul style="list-style-type: none"><li>● Develop opportunities to promote the University, School and Area.</li><li>● Investigate and develop a range of new postgraduate programs in Physical Geography (integrated Certificates, Diplomas, coursework Masters etc) which will attract viable numbers of students and which can be presented in a wide range of circumstances.</li></ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"><li>● All staff. Ongoing.</li><li>● Development of such programs will be resource dependent, may require investment funding and must ultimately be profitable.</li><li>● Co-ordinated by the Professor and Head of Area on advice from the Area. In hand and ongoing.</li></ul>
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### 3. RESEARCH SCHOLARSHIP

To enhance the Area's research reputation and to encourage and facilitate all researchers to conduct high quality research consistent with the School's and University's Research Plans and to appropriately disseminate the results of such work.

#### *Desired Outcomes:*

3.1 To facilitate research opportunities for all staff and honours and postgraduate students.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● The Area will endeavour to adjust work loads democratically to encourage and enable staff to devote approximately 1/3 of their working time to research activity. Consistent with the teaching programme such time should be made available in clear blocks of reasonable duration.</li> <li>● Actively seek funding from carefully targeted sources for research activities and infrastructure for the use of staff and postgraduate students.</li> <li>● Encourage staff to undertake Outside Studies Programs.</li> <li>● Consider making a proportion of the funds raised by the Area available for honours and postgraduate student research support by agreement of the Area where other sources are unavailable and have been explored.</li> <li>● Make available a research mentor scheme for junior staff and/or encourage participation in CHEPD's scheme.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li> <li>● All staff. In hand and ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing. Internal annual audit.</li> <li>● Professor and Head of Area. Beginning 1997 and ongoing.</li> </ul>

3.2 Maintain and improve the number of research publications by staff, honours and postgraduate students in leading national and international refereed journals and other venues.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● Provide high quality supervision and the opportunity for internal peer review of research proposals and publications.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff. Ongoing.</li> </ul>

### 3. RESEARCH SCHOLARSHIP

<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>• Encourage and facilitate Physical Geography staff and research students to promote the University by publishing in leading refereed journals and attending and presenting papers at major national and international conferences.</li> <li>• Take part in Centre, School, and University research seminar programs and explore alternative means of presenting the results of Physical Geography research and teaching development to target audiences.</li> <li>• Organise occasional conferences and workshops to focus community attention on the research activities within Physical Geography at Macquarie.</li> </ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"> <li>• Professor and Head of Area. Ongoing.</li> <li>• All staff. Ongoing.</li> <li>• Any staff in consultation with the Professor and Head of Area. In hand and ongoing.</li> </ul>
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3.3 Encourage honours and postgraduate students to complete their degree programs to the highest standards in the shortest possible time and to disseminate the results of their research.

<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>• Closely monitor the design and progress of student research projects through seminars, supervisors' reports and frequent student feedback.</li> <li>• Supervisors to assist postgraduate students in preparing their work for publication.</li> <li>• Provide supervision consistent with the University's Code of Practice.</li> </ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"> <li>• All staff, ultimate Professorial responsibility. In hand and ongoing.</li> <li>• All staff. In hand and ongoing.</li> <li>• All staff. In hand and ongoing.</li> </ul>
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### 3. RESEARCH SCHOLARSHIP

- 3.4 To attract an increasing number of quality honours and postgraduate students from all sources.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"><li>Widely distribute promotional material (brochures, posters etc) describing the Area's research strengths and the support available for research students.</li><li>Make positive attempts to recruit quality students at every opportunity.</li></ul>	<ul style="list-style-type: none"><li>All staff. Ongoing.</li><li>Regular targeted mailout.</li><li>Opportunistic distribution.</li> <li>All staff. Ongoing.</li></ul>

- 3.5 To increase the active participation of staff and students in important local, national and international conferences, and industry fora.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"><li>Attempt to arrange other commitments and to provide assistance with costs from Area funds to enable participation in such activities.</li></ul>	<ul style="list-style-type: none"><li>Professor and Head of Area. In hand and ongoing.</li></ul>

- 3.6 To undertake interdisciplinary research with other Macquarie staff or people in other universities and research organisations within Australia and overseas according to the interests of individuals.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"><li>Encourage individuals or groups to seek such links.</li></ul>	<ul style="list-style-type: none"><li>Professor and Head of Area. Ongoing.</li></ul>

## 4. COMMUNITY OUTREACH

To enhance the standing of physical geography and to contribute our expertise to policy development, management and decision making in the wider local, national and international communities.

### *Desired Outcomes:*

- 4.1 To maintain and develop the Physical Geography Area's identity beyond the University as an academic group committed to achieving excellence in teaching, research scholarship and community outreach.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>● The Area will endeavour to adjust work loads democratically to encourage and enable staff to devote approximately 1/3 of their working time to community outreach.</li> <li>● Ensure all notable Physical Geography teaching, research and community outreach achievements are effectively publicised both within and beyond the University.</li> <li>● Encourage staff to seek appointment to outside bodies where academic expertise in physical geography is important.</li> <li>● Distribute information about the Area's expertise and achievements to key relevant government and industry personnel.</li> <li>● Encourage staff to participate in media discussions of topics related to their expertise.</li> <li>● Consider making a proportion of the funds raised by the Area available for community outreach support by agreement of the Area where other sources are unavailable and have been explored.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li> <li>● All staff. Ongoing.</li> <li>● Professor and Head of Area. In hand, ongoing and partly opportunistic.</li> <li>● Examples of such bodies include: editorial, research grant review, research management or advisory boards.</li> <li>● All staff. Ongoing beginning 1997.</li> <li>● Utilize publicity brochures and Annual Report.</li> <li>● Be available for seminar/workshop presentations or informal consultation and advice.</li> <li>● All staff. Ongoing and opportunistic.</li> <li>● Update entries in the University Contacts Register.</li> <li>● Present newsworthy material to the Media Unit.</li> <li>● Professor and Head of Area. Ongoing. Internal annual audit.</li> </ul>

## 4. COMMUNITY OUTREACH

4.2 To win consultancy research contracts from government agencies and the private sector.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>• Work through Macquarie Research Ltd and in conjunction with the Centres in a competitive and professional manner.</li> <li>• The Professor and Head of Area to draw consultancy opportunities to the attention of qualified individuals.</li> <li>• The Professor and Head of Area are to ensure that such work is properly costed and that adequate returns are made to the School and Area.</li> <li>• Staff undertaking consultancy work should be encouraged to publish their findings in international journals and other media.</li> </ul>	<ul style="list-style-type: none"> <li>• All staff. Requires approval of Professor, Head of Area and Head of School. In hand, ongoing and opportunistic.</li> <li>• Professor and Head of Area. Ongoing.</li> <li>• Professor and Head of Area. Ongoing.</li> <li>• Professor and Head of Area. Ongoing.</li> <li>• Staff should be aware of the career implications of not taking this step.</li> </ul>

4.3 Increase the appreciation of the importance of physical geography in environmental science, and management within the wider community.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>• Ensure that important staff and student achievements are drawn to the attention of the University's media group for release to the print and electronic news.</li> <li>• Encourage staff to contribute their expertise to community projects and to take an active part in consulting.</li> <li>• Encourage present and former students to be positive advocates for the University as a whole and the Area in particular.</li> <li>• Consider presenting an annual half day seminar to an invited industry, government and media audience in conjunction with the Centres.</li> </ul>	<ul style="list-style-type: none"> <li>• All staff. Ongoing.</li> <li>• Professor and Head of Area. Ongoing.</li> <li>• All staff. Ongoing.</li> <li>• Any staff in consultation with the Professor and Head of Area and others. Potential initiation in 1997.</li> </ul>

## 4. COMMUNITY OUTREACH

- 4.4 To assist the development of physical geography teaching within the secondary school system.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Liaise with secondary school teachers and careers advisers to make geography a more appealing education and career option to Higher School Certificate students.</li> <li>● Encourage staff to serve on Department of Education Committees such as: the Board of Senior Studies Geography Syllabus and the Examination committees.</li> <li>● Contribute to and assist with occasional conferences and the presentation of new teaching material for Higher School Certificate geography teachers and students.</li> <li>● Regularly maintain relevant sections of the School's HSC WWW page.</li> <li>● Contribute to secondary school student lecture days organised by schools and teacher organisations.</li> <li>● Take an active part in the preparation of interesting displays and demonstrations for University information days and similar promotion activities.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● All staff. Ongoing.</li> <li>● All staff, coordinated through one responsible member. In hand, ongoing.</li> <li>● All staff. In hand, ongoing and opportunistic.</li> <li>● All staff. In hand, ongoing.</li> <li>● Undertake regular revision of Physical Geography promotional material.</li> </ul>

- 4.5 To encourage the University to give greater recognition to community outreach contributions in their staff promotions deliberations.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Ensure that such service is highlighted in staff promotion applications and considered by promotion panels.</li> </ul>	<ul style="list-style-type: none"> <li>● Professor and Head of Area. Ongoing.</li> <li>● Any staff involved with references.</li> </ul>

## 4. COMMUNITY OUTREACH

- 4.6 To attract nationally and internationally recognised physical geographers and other colleagues with particular expertise in teaching or research to spend time as visiting scholars at Macquarie for the benefit of our staff and students.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"><li>• Invite and encourage such people to spend time at Macquarie.</li><li>• Apply to the University Visiting Fellow scheme and the School's Academic Visitor scheme and other sources for financial and infrastructure support.</li></ul>	<ul style="list-style-type: none"><li>• All staff. Initiate in 1997.</li><li>• All staff. Initiate in 1997 and make annual applications.</li></ul>

## 5. WORKING ENVIRONMENT

To develop and maintain an effective and enjoyable learning and working environment that encourages excellence in all outcomes.

### *Desired Outcomes:*

5.1 To observe the highest ethical and intellectual standards in all our professional activities.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>Behave in accordance with appropriate professional ethics and University guidelines in all pursuits.</li> <li>Provide time and opportunity for individual reflection and intellectual development.</li> <li>Provide opportunity for enjoyable social intercourse in the work place.</li> <li>Encourage staff exchange with the Centres, other Schools or industry for reasonable periods of time consistent with other commitments.</li> </ul>	<ul style="list-style-type: none"> <li>All staff. Ongoing.</li> <li>Professor and Head of Area. Ongoing.</li> <li>Professor and Head of Area. Ongoing.</li> <li>Professor and Head of Area. Ongoing by negotiation.</li> </ul>

5.2 To provide a clean, comfortable, safe and enjoyable physical working environment.

<b><u>Strategy:</u></b>	<b><u>Responsibility/Timeframe:</u></b>
<ul style="list-style-type: none"> <li>Ensure that all staff have at least an adequately furnished personal office with networked computer facilities consistent with University standards for their position.</li> <li>Provide shared secretarial support and access to fax and photocopiers etc.</li> <li>Consolidate staff offices within close proximity of one another.</li> <li>Seek to provide pleasant communal facilities as a common room or small seminar room.</li> </ul>	<ul style="list-style-type: none"> <li>Professor and Head of Area. Ongoing.</li> <li>Professor and Head of Area. Ongoing.</li> <li>Professor and Head of Area. Ongoing.</li> <li>Ideally all academic staff on one floor of E7A.</li> <li>Ultimate return of the NHRC to E7A without reduction of facilities.</li> <li>Professor and Head of Area. Ongoing.</li> </ul>

## 5. WORKING ENVIRONMENT

<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>• Seek to upgrade and maintain dedicated teaching and research spaces.</li> <li>• Consider making a proportion of the funds raised by the Area available for the improvement of the working environment by agreement of the Area where other funding sources are unavailable and have been explored.</li> </ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"> <li>• Professor and Head of Area. Ongoing.</li> <li>• Provision of 'clean lab' facility for geomorphology. Functional by 1997.</li> <li>• Refurbishment of E7A and E5A. In hand.</li> <li>• Professor and Head of Area. Ongoing. Internal annual audit.</li> </ul>
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- 5.3 To facilitate co-operation in teaching, research and community outreach throughout the Area and between the Area and the Centres.

<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>• Provide opportunity for informal and formal exchange of ideas and information.</li> <li>• Take an inter-active and cooperative part in the management and other activities of the Centres.</li> </ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"> <li>• Professor and Head of Area. Ongoing.</li> <li>• Any staff. By negotiation/invitation.</li> </ul>
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- 5.4 To provide freedom and flexibility to enable individuals to pursue their particular research interests and teaching interests within the broader constraints imposed by Area objectives.

<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>• Encourage individual initiative and the pursuit of opportunities.</li> <li>• Clearly define group and individual teaching and administration responsibilities.</li> <li>• Attain an equitable division of private and communal space in the work place.</li> </ul>	<p><b>Responsibility/Timeframe:</b></p> <ul style="list-style-type: none"> <li>• Professor and Head of Area. Ongoing.</li> <li>• Professor and Head of Area with advice from the Area. Ongoing.</li> <li>• Time scheduling is the responsibility of the groups and individuals.</li> <li>• Professor and Head of Area. Ongoing.</li> </ul>
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## 5. WORKING ENVIRONMENT

5.5 Strive to achieve best management practices in the organisation and operation of the Area.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Expediently process administrative material and meet reasonable deadlines.</li> <li>● Encourage staff to improve their time management skills.</li> <li>● Enable staff to undertake training courses in management procedures etc.</li> <li>● Ensure accountability of Area funds and an equitable application of such funds to development and maintenance of teaching, research and infrastructure.</li> <li>● Seek to ensure the maintenance or replacement of Area equipment and facilities.</li> <li>● Conduct regular Area meetings and occasional longer discussion sessions prefaced by circulated agenda and discussion papers.</li> <li>● Seek to redress the gender balance in the Area when opportunity permits.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Funding details to be regularly reported to the Area and included in the Annual Report.</li> <li>● Professor and Head of Area. Ongoing.</li> <li>● Professor and Head of Area. In hand, ongoing.</li> <li>● Meetings normally scheduled 2 weeks prior to Standing Committee, with longer meetings for special purposes as required.</li> <li>● Professor and Head of Area. Opportunistic.</li> </ul>

5.6 To reduce the time spent in inefficient administrative tasks.

<b>Strategy:</b>	<b>Responsibility/Timeframe:</b>
<ul style="list-style-type: none"> <li>● Scrutinise all administration tasks and committees for their efficiency and work to change or eliminate those which do not function effectively or add value to our teaching, research or community outreach goals.</li> <li>● Utilize e-mail communication for efficient turn-around of essential business.</li> </ul>	<ul style="list-style-type: none"> <li>● All staff in consultation with the Professor and Head of Area. Initiate immediately, ongoing.</li> <li>● All staff. In hand, ongoing.</li> </ul>

## 5. WORKING ENVIRONMENT

<b>Strategy:</b> <ul style="list-style-type: none"><li>• Develop an Area administrative procedures guidebook and an annual expected activities schedule.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>• Professor, Head of Area and secretary. In hand.</li></ul>
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5.7 To actively contribute to the development of the School and University in accordance with other strategic plans and objectives.

<b>Strategy:</b> <ul style="list-style-type: none"><li>• Ensure that all Physical Geography staff accept an equitable administrative load and that they play an active role on key School and University committees.</li><li>• Ensure that staff have the opportunity to take part in interdisciplinary administration, teaching and research efforts.</li></ul>	<b>Responsibility/Timeframe:</b> <ul style="list-style-type: none"><li>• Professor and Head of Area on advice from the Area. In hand and ongoing.</li><li>• Regularly review such loads and committee appointments.</li><li>• Professor and Head of Area. Ongoing.</li><li>• Regularly review such loads and committee appointments.</li></ul>
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## **6. CONSTRAINTS AND LIMITS TO THIS PLAN**

The Physical Geography Area now has 10.25 full time staff, a vacant Lecturer A position, a vacant Professorial Chair and is linked to the Climatic Impacts Centre and the Natural Hazards Research Centre. The plan anticipates growth and development in teaching and research and requires that there will be strong professorial leadership along the intended pathway.

It is also important to emphasize that this plan is a Physical Geography document which should be read in conjunction with other plans and policies of the School and the University. It is anticipated that the plan may need major revision in about three years and it is to be reviewed annually.

Much of the plan is contingent on available resources of staff, space, equipment and finance. All of these are contentious issues and all are presently limiting. There is some mid-term prospect of a Professorial appointment and slightly longer term prospects of an easing in School space limitations but finances and new staff appointments are much more critical. Substantive changes in any of these may limit or prevent the achievement of some of the objectives of this plan.

## **7. ACKNOWLEDGMENTS**

All members of the Area have spent a considerable amount of time and effort in the development of this plan. Our deliberations were greatly assisted by the University's Quality Consultant, Ms G. Boswarva whose time and expertise is much appreciated.

We would also like to thank the Vice-Chancellor, Professor D. Yerbury and the Deputy Vice-Chancellor (Administration) Professor C. Martin for the consultation and wise counsel that they provided.