

DEPARTMENT OF CHIROPRACTIC STRATEGIC PLAN: 2011 -2016

1. LEADERSHIP

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
1.1 Improve the 'teamwork' within the Department working towards achieving strategic goals that align with Faculty and University	Facilitate and develop communication strategies Facilitate and develop strategies that would create a positive work environment	Department achieving goals within the strategic plan in a time efficient and cost efficient manner.	HOD	No Utilise Faculty resources where possible	A	Ongoing
1.2 Further development of a 'performance culture' within the Department	Assign supervisors to discuss performance expectations with staff and develop objectives in line with Department priorities and strategic plan. Conduct reviews of the Department's performance against the strategic plan	All staff have identified objectives and first performance review according to their PDR Department outcomes are aligned with the strategic plan.	HOD	No Utilise Faculty resources where possible	B	Ongoing
1.3 Attract, retain, develop, engage the right staff	Develop a retention strategy to retain our outstanding researchers and teachers Develop a reward strategy (non monetary) to recognise excellence in teaching, research and new collaborations	Outstanding researchers and teachers remain with MQ and continue to make high level of contribution Quality outcomes from PDR's	HOD Executive Dean (ST)	No Utilise Faculty/univ resources where possible	A	Ongoing

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
1.4 Appoint and develop exceptional academic and professional staff leaders	Encourage staff to attend training programs for leadership skills	Quality leadership that will move the Department towards it's vision	HOD	No Utilise Faculty resources where possible	A	Ongoing
1.5 Develop an entrepreneurial culture	Develop a working party to identify potential business opportunities both internally and externally Develop new income streams	Increase funds to assist with quality resourcing for program and quality research outputs	HOD, Directors	No Utilise Faculty resources where possible	A	Ongoing
1.6 Develop and maintain a strategy driven budget	Provide clear linkage to strategy Develop a strategic element in the annual budget based on business case and linkage to plan	Increased number of successful strategic initiatives	HOD	No Utilising resources in the faculty/university where possible	A	Ongoing
1.7 Review and document OH&S, procedures, risks & legislative requirements for Department of Health and Chiropractic	Ensure there is a OH&S officer within the Department Develop OH&S policies & procedures relevant to the Department in line with University policy and legislation Provide all policies to Division/Faculty OH&S officer to ensure consistency Review mechanism for communication & reporting through OH&S committee Develop risk plan	Effective OH&S officer in the Department that reports regularly Documentation of OH&S procedures and their implementation up to date	HOD	No Utilising resources in the faculty/university where possible	A	Ongoing

2. OUTREACH

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
2.1 Facilitate Collaboration with other Chiropractic Schools and Professional organisations	Maintain open communication with other chiropractic schools and professional associations	Collaboration in outreach, research and curriculum that would assist this department and the profession reach its strategic goals.	HOD Director of Outreach	Yes. HOD allowance Utilising resources in the faculty/university where possible	A	Ongoing
2.2 Attract more high quality students to MU chiropractic	Improve marketing for high quality students	High number of quality students	HOD Director of Outreach	N/A Utilise Faculty resources where possible	A	Ongoing
2.3 Provide incentives for high quality students	Financial benefit (scholarships), Advanced Standing, career opportunities, research path	High number of quality students	HOD Director of Outreach Director of Research	No Utilise Faculty resources where possible	A	Ongoing
2.4 Increase international student numbers (quality students)	Improved articulation arrangements with international institutions	High number of quality students	Director of Outreach	No Utilise Faculty/University resources where possible	B	Ongoing
2.5 Generate new pathways from other tertiary providers	Work with Faculty and developing connecting programs with TAFE and other education institutions	A number of successful pathways	HOD Director of Outreach	No Utilise Faculty resources where possible	B	Ongoing

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
2.6 Improve the profile of MQ to UG candidates in Department of Chiropractic	<p>Review and revise Chiropractic website</p> <p>Participate in Open days and other student outreach activities</p> <p>Investigate opportunities for student internship/scholarship/work experience</p>	<p>Reviewed website with 'up to date' information relating to Chiropractic and the Department</p> <p>Increased Number of website 'hits'</p> <p>Department presence in Open Day and other outreach activities.</p>	HOD Director of Outreach Executive Officer	No Utilise Faculty/University resources where possible	B	Ongoing

3. STUDENTS AND COURSES / LEARNING AND TEACHING

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
3.1 Attract and retain talented students	See Outreach section	Increase in number of enrolled students with GPA > 3.0	HOD	No	B	2014
3.2 Offer world-class undergraduate and postgraduate courses in chiropractic studies	Determine resourcing strategy (teaching equipment and staffing requirements). Review content and integration of curriculum (both within and across units). Ensure unit offerings/outlines comply with the University's Learning and Teaching policies	Have a fully resourced, quality, integrated curriculum	HOD Curriculum Committee	No	A	2014
3.3 Improve pedagogy, using appropriate technology	Ensure our teaching methods/styles align with student needs. Ensure appropriate staffing levels and class sizes Continue program of annual review of student feedback.	Results of LEU student surveys	Curriculum Committee	No	B	2014

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
3.4 Ensure students develop appropriate capabilities, both generic and specific to chiropractic in line with accreditation requirements.	Ensure that each unit has appropriate graduate capabilities associated with it which are linked to one or more assessment tasks. Undergo formal evaluation by the CCEA every 3-5 years, as indicated by the board.	List of graduate capabilities for each unit. Passing of accreditation inspection	Curriculum Committee	No	B	2012
3.5 Investigate opportunities for new postgraduate courses in chiropractic	Determine program of any new course offerings and resourcing strategy	Have created a new postgraduate course in chiropractic studies	Curriculum Committee	No	B	2014
3.6 Develop strategies for quality assurance	Evidenced based criteria/processes developed to evaluate prospective and existing content and techniques in the curriculum Utilise a 'quality control template' (as reflected in graduate capabilities and CCEA requirements)	Documented processes presented to Department meeting Unit reviews conducted periodically	Curriculum Committee	No	A	2012

4. RESEARCH

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
4.1 Further develop a research culture and facilitate the development of research skills	<p>To maintain research seminars with presentation and participation from academic staff, HDR candidates, students and guests: to encourage each academic to present at these seminars at least once in two years.</p> <p>To organise research groups which would facilitate the development of research skill of academic staff and HDR candidates, and foster and facilitate research collaboration, particularly in the targeted areas of department's research strength</p>	All MU staff being research active according to the MU definition	Director of Research	Yes	A	Ongoing
4.2. Increase in research output (number and quality of publications)	To provide incentives for research active academic staff, which may include redistribution of the workloads	20% increase in research productivity compared to 2010 i.e. to achieve 2 MU Research Quantum units per staff member on average; 20% increase in the proportion of publications in journals from the ISI database	Director of Research	No	A	Ongoing

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4.3. Improve communication of research achievements	Use the media to increase visibility Encourage more high profile conferences at MQ or convened by MQ staff	Increased number of research published externally, increased number of attendees, Conferences, number of prizes won, number of interactions.	Director of Research Director of HDR Executive Officer	No Utilise Faculty/univ resources where possible	B	Ongoing
4.4 Increased Grant applications from the Department	To facilitate preparation and submission of grant proposals by better utilisation of University resources To monitor submission and progress of grant applications	A minimum of two grant applications related to the field of chiropractic per annum	Director of Research	No Utilise Faculty/univ resources where possible	A	Ongoing
4.5 Increased proportion of Industry sourced research funds	Identify opportunities for research centres for sources of funding Pursue opportunities through advancement for new externally funded chairs	Identification of research funding sources. Increased number of successful grants	Director of Research Director of HDR	No Utilise Faculty/Univ resources where possible	A	Ongoing

WHAT?	HOW?	MEASURE	WHO?	BUDGETED?	PRIORITY	TARGET DATE
4.6 Increase in number, quality and preparedness of all HDR candidates. A particular focus will be on the recruitment of full time HDR candidates.	<p>To refine the existing Departmental HDR research protocols and guidelines</p> <p>To strictly apply Departmental and University HDR research protocols and guidelines</p> <p>All academics to headhunt potential HDR candidates</p> <p>To provide scholarships for HDR candidates and include HDR scholarships in grant applications</p>	<p>Two new full time HDR candidates by 2014</p> <p>Increase in total number of HDR students</p>	Director of Research Director of HDR	No Utilise Faculty/univ resources where possible	A	Ongoing
4.7 Improve the HDR experience	<p>Review and improve department service units where issues are identified</p> <p>Encourage students to attend the HDR training program</p> <p>Support HDR travel to high quality conferences where there is a clear benefit</p>	<p>Improved HDR numbers and improved retention of these students</p> <p>Conference publications in high quality journals</p>	Director of Research Director of HDR	No Utilise Faculty/Univers resources where possible	A	Ongoing
4.8. Increase in local (within Macquarie), national and international collaborations	<p>To recruit visiting scholars</p> <p>Encourage and capitalise from well planned (chiropractic related) research based OSPs</p> <p>To revive adjunct honorary research positions</p>	20% increase in collaborative publications by 2014	Director of Research	No Utilise Faculty/univ resources where possible	A	Ongoing