

Faculty of Arts

REPUTATION

UTAS will strengthen its international reputation through enhanced performance, so that it is equal to one of the current Go8 universities.

- 1 Match Go8 profiles in key foundation disciplines and thematic areas, building student and staff numbers, course offerings and research activity in accordance with comprehensive enrolment and staffing plans. [Ex, G]

The Faculty's commitment to excellence in teaching and research, and its striving to match Go8 profiles in key disciplines and thematic areas is reflected in:

	Initiative	Priority	Responsibility	Budget	Date
1	Continue developing the Community and Change theme area by establishing a new Centre, strengthening the interdisciplinary research networks, and resourcing the new teaching and research developments. Outcome: The new Theme Area Coordinator of CP&C (Dr Stradford) appointed; TILES Senior Research Fellow (Dr Fleming) appointed; CAIA activities expanded into collaborative honours scheme (TMAG); DACRU new Coordinator (Dr Crowley) appointed; interdisciplinary research network strengthened through seminars and visiting lectures; new degrees (Ageing and Social Planning, Criminology and Corrections) and major (Criminology) introduced.	H1	Dean & TAC	C \$340,000	12/2006
2	Developing two new coursework degrees in the areas of strategic important (i.e. linked to the CP&C theme areas and national research priorities). Outcome: Two new PG degrees: Criminology and Corrections and Ageing and Social Planning developed - both linked to CP&C and national priorities.	H1	Dean & A/Dean	C \$340,000	12/2005
3	Increasing further the number of scholars involved in research, and the number of research grants, in the theme areas and the areas linked to national research priorities.	M	Dean & Chair RC	A	12/2005
4	Appointing three research-only fellows in the areas of strategic importance (i.e. linked to the theme areas and national research priorities).	M	Dean	A	12/2005
5	Analyse student: staff ratios and staff profile structures; benchmarking against GO8 Universities.	H	SFXO & FQMO	A	12/2005
6	Strengthening collaborative arrangements with national research-funding and promoting bodies, especially the ARC, AHURI and CRC on Sustainable Tourism.	L	Dean	A	12/2005
7	Lobbying for a jointly-funded Chair in Heritage Studies.	L	Dean	A	Ongoing
8	Seeding further honours scholarships in strategic areas of research	L	Dean & HOS	A	Ongoing

- 2 Benchmark and improve performance to match Go8 and other exemplar university outcomes in research, teaching quality, entry standards, staff quality, internationalisation, strategic collaborations and financial indicators. [Ex, D]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue the appointment of a Faculty Quality Management Officer to assist in the implementation of the expanded quality agenda, in particular, in the monitoring, promoting and implementing the best practice. Outcome: Faculty Quality Management Officer employed with the extended brief covering the expanded quality agenda (e.g. advanced/direct honours stream, focus groups on student perceptions of quality, quality assurance of off-campus study).	H1	Dean	D SGA	Ongoing
2	Adjusting the school and program review schedule to bring it in line with the 5-year review cycle and minimize the number of reviews.	M	Dean & FQMO	A	03/2005
3	Implement the recommendations of the reviews, especially of BTourism.	M	Dean & FQMO	A	03/2005
4	Benchmark the Faculty (component schools) against Go8 universities. Standardising research and teaching performance measures that allow for benchmarking and comparisons with the best research performing (Go8) universities.	L	Dean & FQMO	A	06/2005
5	Improving research performance as measured by research performance funds (IGS, RTS, RIB) by minimum 10 percent.	L	Dean & Chair RC	A	12/2005
6	Developing further research links with top research Universities by collaborative research and staff visits.	M	Dean & Chair RC	A	12/2005

- 3 Diversify and enrich the University by increasing enrolment of international students, both onshore and offshore, encouraging participation of students and staff in overseas activities, and by internationalising the curriculum. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Further widening the scope of internationalisation of curricula and further strengthening international components in Faculty programs by supporting interdisciplinary/interschool activities. Outcome: International components of units widened further; a new BA interdisciplinary and international/comparative unit on Democracy and Citizenship (taught by four schools) introduced; in-country program expanded (India and China); Faculty travel scholarships granted to exchange and in-country units.	H1	Dean & A/Dean	C SGA	12/2005
2	Extending the scope of attractive in-country programs.	H	Dean	C SGA	12/2005
3	Widening student access to international programs by introducing a student travel support scheme (by matching Faculty/centre funding).	M	SFXO	B SGA	12/2005
4	Increase international student numbers through participation in overseas study abroad fairs in collaboration with the international office.	M	SFXO	A Fac Marketing	Ongoing
5	Further strengthening research and teaching links with universities in Europe and Asia.	L	Dean & Chair MC	A	Ongoing
6	Developing further the European Studies Major.	L	Dean & A/Dean	A	12/2005
7	Develop an international student focus group to improve student experiences.	L	Dean & A/Dean	A	09/2005

UTAS will maintain world leadership in key areas, and will develop new areas of international collaboration.

4 Target, support and showcase world-class performance across the University profile. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Stimulating Faculty involvement in theme areas research and teaching, especially Community and Change. Outcome: Faculty involvement in theme areas (CP&C and Environment) stimulated by scholarship-supported honours projects, and 5 research grant applications, including an inter-disciplinary application for a grant to establish a Green Archive; links developed between DACRU and Environment.	H1	Dean & TAC	C \$340,00 2004-2006	12/2006
2	Identifying, supporting and showcasing top performance in teaching (eg. teaching excellence awards), including flexible teaching and learning.	M	Dean & A/Dean	A	Ongoing
3	Identifying, supporting and showcasing top performance in research by celebrating large competitive grants and top monograph publications.	M	Dean & Chair RC	A	Ongoing
4	Supporting and showcasing research in the areas of international recognition.	L	Chair RC	A	Ongoing
5	Enhancing collaboration with state agencies and national research/funding bodies, in particular ARC, AHURI and CRCs.	L	Dean & Chair RC	A	Ongoing
6	Supporting top researchers by load reductions and limiting administrative duties.	L	HoS & Chair RC	A	Ongoing
7	Mentoring early-career researchers, introducing "seeding" grant, and introducing grant applications as standard probationary requirements in academic recruitment.	L	HOS & Chair RC	A	Ongoing

5 Develop strategies for enhancing the teaching/research nexus – particularly in developing existing and new theme areas. [Ex, D]

	Initiative	Priority	Responsibility	Budget	Date
1	Forming a Program Development Committee and reviewing the plan for enhancing teaching/research nexus.	L	Dean & A/Dean	A	06/2005
2	In collaboration with other Faculties, Institutes and external bodies, developing a PG coursework degree in Ageing and Social Planning. Outcome: A new PG degree (Masters) in Ageing and Social Planning developed.	H1	Dean & TAC	C \$12,000	12/2005
3	In collaboration with other Faculties, external bodies (including state and local authorities) and the FEU, developing a PG coursework degree in Heritage Tourism. Outcome: No longer relevant (Tourism Program moved to the Faculty of Business).	H1	Dean & TAC	C \$25,000	12/2005
4	Forming advisory bodies involving key researchers and external stakeholders for all the new programs	M	Dean & TAC	A	12/2005
5	Further enhancing the links between research and teaching, especially successful research development and postgraduate training, by co-funding honour scholarships.	L	Dean	B \$4,000	12/2005

6 Broaden and strengthen existing distinctive research and teaching themes by providing incentives and structures to support interdisciplinary and inter-organisational research, teaching and course development within the theme areas. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	Planning further research and teaching programs in the theme areas, especially Community and Change, by forming a Theme Area Advisory Board.	M	Dean & TAC	A	Ongoing
2	Resourcing the schools and academics involved in the development of theme area teaching and research by providing development and teaching relief funds. Outcome: Development and teaching relief grants provided for the PG courses (Criminology and Corrections and Ageing and Social Planning). Additional funds granted for the Coordinator in CP&C theme area. Funding provided for development of Green Archive.	H1	Dean & TAC	C \$340,00 2004- 2006	12/2006
3	Appointing staff with expertise in the areas of distinctive research and strategic priority.	M	Dean	A	Ongoing
4	Jointly with schools, seeding honours scholarship in theme areas.	M	Dean	B \$4,000	12/2005
5	Publicising research and increasing RHD recruitment in the theme areas of distinctive research.	L	Dean & Chair RC	A	Ongoing
6	See also 1.1-1.5	L	See Initiative	A	Ongoing

7 Identify emerging teaching and research themes for development. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	Identifying new areas of teaching (planning new programs) and investigating new areas of successful research performance.	L	Dean	A	Ongoing

8 Establish a Distinguished Scholars Program to support themes and world-class areas and to promote world-class teaching and research. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Nominating candidates for the DSP.	L	Dean	A	03/2005
2	Investigating a possibility of a Faculty- and School-based Visiting Scholar programs.	L	Dean	A	06/2005

UTAS will be increasingly acknowledged by all levels of government and industry as a vital partner in State, regional and national development, and will be recognised by the community for this contribution.

9 Negotiate new State Partnership Agreement that recognises common goals of the State and the University and identifies new areas for joint development. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Publicising the value of humanities, fine arts and social sciences to the state through the media.	L	Dean & Chair MC	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
2	Increasing consultative contacts with the Heads of Departments and state instrumentalities.	L	Dean	A	Ongoing
3	Further developing TILES by widening the scope of research by appointing a research fellow.	M	Dean & Director TILES	C SGA	12/2005
4	Further developing HACRU by developing teaching program in Housing and Community.	M	Dean & Director HACRU	A	12/2005
5	Developing Heritage Research Program in collaboration with State Government and CRC on Sustainable Tourism.	M	Dean & HOS	C SGA	12/2005
6	In collaboration with the PVC (Research), exploring further areas of collaborative research and appointments with the state agencies and instrumentalities.	L	Dean	A	Ongoing
7	See also 5.1-5.4.	L	See Initiative	A	Ongoing

- 10 Offer professionally accredited courses that produce highly competitive graduates who have the skills to take up identified and emerging employment opportunities in Tasmania, Australia and overseas. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Better funding for professional courses in Social Work, Journalism and Tourism.	H	Dean	C SGA	12/2005
2	Improving the promotion of professional courses, especially BSW in Launceston.	L	Dean	A	Ongoing

- 12 Extend its engagement with all of its communities of interest. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Promoting the profile of Arts through the media, including public lectures.	L	Dean & Chair MC	A	Ongoing
2	Strengthening the collaboration with the Cultural Activities Committee.	L	HOS	A	Ongoing
3	Strengthening external/community representation in the Boards and Advisory Committees.	L	Dean & HOS	A	Ongoing
4	Maintaining active involvement in the Open Day programs.	M	Chair MC & EO	A	Ongoing
5	Maintaining strong community/youth involvement through the Edge Radio.	L	SFXO	A	Ongoing
6	Maintaining regular contacts with school principals and arts teachers throughout the state.	L	Chair MC & HOS	A	Ongoing
7	See also 1.1, 1.5, 9.1-9.6.	L	See Initiative	A	Ongoing

UTAS will enhance its teaching so that it is ranked in the top ten Australian universities with respect to teaching performance.

- 13 Develop distinctive, flexible, and innovative learning opportunities, especially programs that increase access for students in regional areas, streamline articulation from TAFE. [D, Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Increasing the range of units and courses available through the CCC.	L	Dean	A	12/2005

	Initiative	Priority	Responsibility	Budget	Date
2	Reviewing all Diploma programs with the objective of improving articulation with TAFE.	L	Dean	A	12/2005
3	Enhancing flexible delivery of postgraduate coursework programs, especially Master/Diploma/Certificate of Regional Development.	M	A/Dean &TAC	C SGA	12/2005
4	See also 1.1, 1.2, 3.1-3.3, 4.2, 13.2	L	See Initiative	A	Ongoing

14 Extend flexible delivery of undergraduate and postgraduate coursework courses, strengthen interdisciplinary collaboration and provide international experiences. [D, Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Extending the operation of the Flexible Teaching and learning Team for 2005.	H	Dean & A/Dean	C SGA	12/2005
2	Developing further the in-country programs.	L	Dean & A/Dean	A	Ongoing
3	Facilitating the transfer from WebCT to Vista by providing technical and training backup.	M	Dean & A/Dean	C SGA	12/2005
4	See also 1.1, 1.2, 3.1-3.3, 4.2, 13.2.	L	See Initiative	A	Ongoing

15 Expand opportunities for student and staff feedback and monitor student and staff satisfaction through systematic use of SETL, CEQ and other surveys. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Continuing the regular student evaluation of units through SETL.	L	Dean	A	Ongoing
2	Systematically monitoring of SETL and CEQ results.	L	Dean	A	Ongoing
3	Conducting regular meetings with senior academic and general staff, including the Faculty and school meetings on both campuses.	M	Dean	A	Ongoing
4	Consulting regularly Heads of Schools on both campuses.	M	Dean	A	Ongoing

16 Ensure that UTAS graduates have well-developed generic skills as well as learning outcomes directly related to their discipline or professional area of study. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Strengthening the provision of generic skills.	M	Dean	A	12/2005
2	Reviewing the provision of generic skills in the context of the recommendations of the BA Review.	L	Dean	A	12/2005

PEOPLE

UTAS will be renowned for its distinctive, quality student experience - 'the natural choice' for study in Australia - and be a first-choice destination for local, interstate and international students.

17 Integrate student learning and lifestyle in vibrant campus environments, including enhanced infrastructure for student learning and "Island Experience" opportunities. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	Maintaining the extra-curricular educational activities, such as public lectures and the Philosophy Café.	L	Dean	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
2	Supporting educational programs offered by the Edge Radio.	L	SFXO	A	Ongoing
3	Lobbying for the increase in the minimum RHD funding to \$6,000.	M	Dean & Chair RC	A	Ongoing
4	Improving further the quality of laboratories and other research equipment.	L	SFXO	A Faq Eq	Ongoing
5	Extending the range and improving the quality of student placements in professional programs.	L	A/Dean	A	Ongoing
6	Improving student access to general staff through extending consultation opportunities in Hobart, Launceston and the CCC.	L	SFXO	A	03/2009

UTAS will have a staff profile, an organisational culture and a working environment that supports its aspirations and recognises and rewards achievement.

20 Build up academic leadership generally, and at Launceston and the Cradle Coast Campus in particular. [Ex, G]

	Initiative	Priority	Responsibility	Budget	Date
1	Maintaining the balance of programs and senior appointments on the two campuses and in the CCC.	L	Dean	A	Ongoing
2	Continuing regular consultations and visits in Launceston and the CCC.	M	Dean	A	Ongoing

21 Undertake strategic staffing analyses to broaden processes for attracting key people, and review retention strategies and address gender and equity imbalance through targeted programs. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Including staffing issues in school and program reviews.	M	Dean	A	Ongoing
2	Rotating administrative functions (e.g., Chair of Research Committee).	L	Dean	A	12/2004
3	Monitoring gender balance in senior academic appointments.	M	Dean	A	Ongoing
4	Increasing the number of women in senior positions (esp. HoS).	L	Dean	A	Ongoing
5	Monitoring the implementation of the AES and increasing Aboriginal appointments, including the Aboriginal director of Riawunna.	L	Dean	A	Ongoing

22 Develop staff workload protocols that support effective and equitable workplaces, and that recognise diversity of excellence. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Reviewing workloads formulas used by schools in order to increase their effectiveness, fairness, transparency and comparability.	L	Dean & FQMO	A	Ongoing

23 Provide/support a broad range of staff development opportunities that develop the capacity of staff to achieve the University's goals, while improving individual job satisfaction and career prospects. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	In consultation with the University Staff Development Officer, improving the Faculty staff induction and development programs.	M	Dean & SFXO	A	Ongoing
2	Encouraging staff to participate in staff induction and development activities, including conferences, study leaves and skill enhancing programs.	M	Dean & SFXO	A	Ongoing
3	Maintaining the mentoring programs for early-career academics.	M	Dean & Chair RC	A	Ongoing
4	Extending research mentoring programs (through the Chair of Research Committee).	L	Dean & Chair RC	A	Ongoing

UTAS will enhance strategic alliances and demonstrate leadership in regional, national and global partnerships.

25 Build prestigious international alliances with key research-led universities that embrace teaching and research, student and staff exchange, and other links. [En, D]

	Initiative	Priority	Responsibility	Budget	Date
1	Strengthening international research links by encouraging outside leave programs and visits by top academics.	L	Dean	A	Ongoing
2	Develop collaborative arrangements with University of Melbourne (India Program).	L	Dean	A	12/2005
3	See also 1.4 and 3.5.	L	See Initiative	A	Ongoing

26 Joint venture with Go8 and other universities and with government agencies (eg. CSIRO) business and industry in key areas. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Extending collaborative arrangements with top research universities and state agencies by promoting joint and shared appointments.	L	Dean	A	Ongoing
2	See also 2.7, 9.3-9.6.	L	See Initiative	A	Ongoing

POSITION

UTAS will have grown significantly, with a strategic mix of domestic and international students and staff from diverse backgrounds.

29 Make progress towards meeting 2010 indicative targets by achieving around 13,500 EFTSU of onshore enrolments by 2007. These targets are mapped out comprehensively in the University's enrolment plan. Indicative staff profile targets will also be developed to support enrolment growth targets. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Increasing the range of attractive UG and PG programs.	H	Dean	C \$340,000 2004-2006	Ongoing
2	In collaboration with the University's Marketing bodies, International Office and other Faculties (especially SET), developing more effective marketing, promotion and recruitment strategies.	M	Chair MC	A Fac Mktg	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
3	Create Honours Learning Hub at Sandy Bay and Newnham Campus to improve honours learning experience, collegiality and development for futher PG study.	M	Dean & SFXO	A	12/2005
4	See also 1.2, 2.2-3.4, 3.6, 5.1-5.3, 5.5, 6.1, 7.1, 10.1-10.3, 11.1, 11.4-11.6.	L	See Initiative	A	Ongoing

UTAS will balance the development of campuses to maximise the advantages of community, location and networks. Campus profiles will be developed strategically, mixing and balancing courses, students and staff in real and virtual learning environments.

31 Review Launceston profile to significantly increase mix and numbers to critical mass. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Reviewing campus-specific staff profiles and offerings as parts of school and program reviews.	M	Dean & HOS	C SGA	Ongoing
2	Maintaining the current degre of differentiation and specialization in Launceston.	M	Dean & HOS	A	Ongoing
3	See also 3.7, 5.3, 9.5, 10.3, 11.4.	L	See Initiative	A	Ongoing