

2005 University Plan



Faculty of Business

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]

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Increase total UG and PG course work enrolments as specified by the University.</p> <p>Target: 2,327 total enrolments</p> <p>Outcome: Achieved 2,486 as at 30 August 2005, 6.8% above target. PG FFPOS actual was 62% above target. UG FFPOS actual was 11% above target. However, non-research operating grant enrolments were - 14.1% of target.</p>	H1	Dean, HOS, Dir Grad School	A	Dec 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	<p>Increase number of international onshore PG course work students as per agreed targets.</p> <p>Target: 55 EFTSU</p> <p>Outcome: 89 EFTSU achieved, 62% above target.</p>	H1	Dean, HOS	A	2005
2	<p>Increase number of international onshore UG course work students as per agreed targets.</p> <p>Target: 302 EFTSU</p> <p>Outcome: 335 EFTSU, 11% above target.</p>	H1	Dean, HOS	A	2005
3	<p>Successfully conclude an agreement with WITT to offer the B Commerce offshore.</p> <p>Outcome: Senior management at WITT changed and their commitment to the planned program lapsed.</p>	M	Dean, HOS	A	Jan

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

- 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	The Faculty will develop a Tourism and an Aquaculture specialisation in the MBAS.	H	Dir GS	A	Jan
2	The Faculty will develop a one and two year PG course program in IS, particularly in E Business. Outcome: University approved the Master of E Business and the Master of E Business (Specialisation), which commenced in semester 1, 2006.	H1	HOS IS	A	March

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.

- 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	Gain accreditation for the BIS, MIS and GDIS. Outcome: Accreditation was achieved from the ACIS and the courses were highly praised.	H	HOS IS	B 5000	Sept
2	Gain accreditation for an Accounting specialisation in the MBAS. Outcome: Accreditation achieved with CPA Australia and the Institute of Chartered Accountants in Australia.	H	HOS Accy	B 5000	Sept

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

	Initiative	Priority	Responsibility	Budget	Date
1	Introduce a new Lunch with Business program to deepen networking with business in the State.	H	Prof West	C 16000	Dec

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	Develop new BBA Tourism Management and Hospitality Management degrees with TAFE Drysdale.	H	HOS Mgt	A	Feb
2	Assess the potential for new majors in Business Communication, Advertising and Public Relations in cooperation with Faculty of Arts, to be based in Launceston.	H	HOS Mgt	A	Feb

- 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	Develop new specialisations in the MBAS as noted in 6.2 and 10.2 above. Outcome: Developed MBA (Professional Accounting) and EBusiness specialisations	H	HOS IS, HOS Accy	A	Sept
2	Develop new UG progs as noted above.	H	HOS	A	Feb

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	Introduce an annual series of focus group sessions with students designed to provide information on T and L performance.	H	ADTL	B 5000	Dec

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	Introduce the new system of course coordinators to focus greater attention on T and L performance, including a full time ADTL. Outcome: The new system, with a more rigorous and systematic process for the evaluation of T and L, was introduced from January, 2005. A review of the new system is being undertaken in the early part of 2006. A full time ADTL was appointed in January, 2005.	H1	Dean	C 92000	Jan

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	Submit plan for increased space for staff, Hons and RHD students at Hobart.	H	Fin Officer	A	Jan

18 Extend the range of scholarships and bursaries for financially disadvantaged students in Tasmania, particularly in rural areas. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Increase number and value of RHD scholarships available. Outcome: Unexpected shortfalls in the allowable carryforward for 2005 entailed a reduction in RHD scholarships to \$100,000. Five scholarships of varying amounts were awarded.	H1	ADR	C 240000	Dec

19 Create administrative processes that are efficient and effective for all stakeholders, with a particular focus on student needs. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Employ and external consultant to review Faculty administrative processes.	H	Dean	C 35000	August

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	Appoint a new chair in Innovation. Outcome: Professor Keith Smith was appointed and commenced in September 2006	H	Dean	C 170000	June
2	The Faculty will appoint four research assistants to support new Level E staff and associated researchers in the Faculty. Outcome: The unexpected reduction in the allowable 2005 carryforward entailed a reduction in the amount available. Actual expenditure was approximately \$25,000, with the new level E staff not appointing research assistants.	H1	Dean	C 240000	March

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

	Initiative	Priority	Responsibility	Budget	Date
1	Review and revise as necessary the Faculty workload allocation system. Outcome: Workload allocation system was fine tuned early in the year.	H	Dean and HOS	A	Feb

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	Introduce four competitive Research Time grants for staff sufficient to release them from other duties for one semester. Outcome: The grants were introduced, but continuing academic staff shortages resulted in only one staff member taking up the grant, for approximately \$8,000.	H1	ADR	C 25000	Feb
2	Introduce new Faculty Teaching Encouragement grants and Teaching conference support.	H	ADTL	C 35000	Dec

24 Devise better ways of recognising/rewarding staff contributions to University life and reputation. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Introduce an annual Faculty Staff Awards Dinner to recognise and celebrate the achievements of staff. Outcome: A successful dinner was held in December 2005 with 50 staff attending.	H	Dean	B 5000	Dec
2	Faculty Staff Teaching Performance awards. Outcome: Three awards were presented at the Faculty Dinner in December.	H	ADTL	C 10000	Dec
3	Faculty Staff Research Performance awards. Outcome: Two awards were presented at the Faculty Dinner in December.	H	ADR	C 5000	Dec
4	Faculty General Staff performance awards. Outcome: Two awards were presented at the Faculty Dinner in December.	H	SFE	B 2000	Dec

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	Introduce 8 student exchange scholarships.	M	Dean	C 16000	Feb
2	Continue discussions with Nottingham Univ, Birmingham Univ, Boston College and Harvard Universities in regard to corporate governance research links. Outcome: Ongoing discussions at a preliminary level continuing with Professor Owen at Nottingham and Professor Mallin at Birmingham. In addition discussions with Professor Michael Gurdon from the University of Vermont have begun with Professor Gurdon due to visit the Faculty for 3 weeks early in 2006.	M	Dr O'Donovan	B 5000	Dec
3	Continue discussions with Dr Karduck of the Univ of Applied Sciences, Funtwagen, with the aim of establishing a research collaboration and staff and student exchanges in IS.	H	Prof Keen	A	Dec

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	Submit a proposal for a Centre in Innovation and Governance in cooperation with Melbourne Business School, the ANU and a leading industry partner.	H	Prof West	A	Jan 2005

27 Establish strategic alliances with other educational providers to access high-quality course offerings and wider choices for students, while minimising University course development costs. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Implement alliance with Drysdale TAFE re BBA Tourism and BBA Hospitality Mgt.	H	HOS Mgt	A	Dec
2	Assess possible alliance with MDIS, Singapore.	H	Dean	B 3000	Dec
3	Assess possible alliance with Stotts College, Melbourne.	H	Dean	B 2000	March

28 Enhance the links between the University and its alumni in Australia and overseas to strengthen their involvement in the activities and development of the University and its community. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Complete development of Faculty Alumni database and commence operations.	L	ADTL	B 5000	Dec

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	Achieve agreed enrolment targets in all categories.	H	Dean, HOS	A	August

UTAS will have administrative structures, budget processes, business systems and infrastructure that effectively and efficiently support its strategic priorities.

36 Generate additional income from non-Commonwealth sources; including expansion of domestic fee-paying undergraduate and postgraduate enrolments, and income from commercialisation projects. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Expand domestic and international full fee paying enrolments in UG and PG programs as noted above.	H	Dean, HOS	A	Aug

37 Ensure that infrastructure plans (eg. Capital Development and Asset Management, Information Technology) are developed in a strategic and coordinated manner to support the University's teaching, research and community service goals. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Integrate School of IS IT infrastructure and services into the SLA with ITR.	M	Dean	A	Jan

UTAS will have a clear brand that is recognised and attractive both locally, nationally and internationally, and a marketing profile that supports its strategic objectives.

39 Develop and implement strategies to increase awareness and access of Tasmanians, particularly those in regional areas, to educational opportunities at the University of Tasmania. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Support the Grad School in its development and implementation of a plan for the promotion of Faculty PG courses.	H	Grad School	A	Jan
2	Develop and implement a Business Lunch program aimed at further developing and enhancing Faculty relationships with business.	H	Prof Est	C 16000	Dec