

# 2005 University Plan



## DVC Academic & Provost

### 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	Build towards equivalent percentages as G8 universities for International Students onshore and offshore.  Target: Achieve to G8 levels.  Outcome: International student numbers grew by 28% compared to national average of 11%	H1	Director International Services	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	In line with IS marketing plan and in conjunction with Faculties, continue international recruitment activities to build the number of onshore and offshore international students, including expansion of activities in non-traditional countries.	H	Director International Services	A	12/2005
2	Continue to build numbers of in-bound study tours, Professional Development Visa groups, professional development programs and general programs combining English language and academic activities.	M	Deputy Director International Services	A	12/2005
3	Provide advice and support for staff and students involved in international exchanges.	M	Deputy Director International Services	A	12/2005

**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	Continue to work with stakeholders in the Tasmanian Education Alliance, with particular reference to activities in China.	M	Director International Services	A	12/2005

	Initiative	Priority	Responsibility	Budget	Date
2	Identify areas for possible collaboration with TAFE Tasmania for offshore activities and international project work.	H	Director International Services, Manager International Marketing	A	10/2005

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	Continue to work with Faculties and the Graduate School in the identification and promotion of coursework Masters and other programs to increase the numbers of onshore international students.  Target: Increase number of postgraduate coursework international students across Faculties  Outcome: International student numbers increased by 50% for 2005/06	H1	Director International Services, Manager International Marketing	A	10/2005
2	Investigate opportunities for overseas professional accreditation of existing courses.	M	Director International Services	A	09/2005

**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	Continue to identify opportunities for articulation/pathway arrangements for international students, including those in Tasmania at senior secondary colleges and TAFE.	H	Director International Services, Manager International Marketing	A	11/2005
2	Work with overseas colleges and UTas Faculties to develop appropriate articulation arrangements and pathways for international students.	M	Manager International Marketing	A	12/2005

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	Work with Faculties to identify opportunities for outbound study tours for students.	M	Deputy Director International Services	A	12/2005
2	Work with Faculties to identify and negotiate with overseas universities for student exchange.	M	Deputy Director International Services	A	09/2005

## 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	Continue to encourage student integration into the University environment through orientation and ongoing support programs, regular update of website information, academic monitoring, ELSIS program and problem-solving support.	H	Director International Services	A	12/2005
2	Continue support to enhance student lifestyle experience through improving information on accommodation and providing quality choices, encouraging participation in student activities and community activities.	H	Director International Services	A	12/2005
3	Continue to improve the admission, enrolment and continuing enrolment processes, visa extensions and issues of student status.	H	Director International Services	A	12/2005

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	Continue to review and update International Services web pages.	M	Manager International Marketing	A	09/2005
2	Continue to review and update admissions process, orientation programs and induction materials	H	Deputy Director International Services	A	12/2005

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

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	<p>Provide advice and support to staff in relation to working with international students, in conjunction with the FEU, by conducting seminars and workshops on various aspects of internationalisation.</p> <p>Target: Provide resource base for staff who work with international students</p> <p>Outcome: CALT worked with International Services and UTAS academic staff to provide generic resources to support internationalisation of the curriculum (see <a href="http://www.utas.edu.au/tl/supporting/international/index.html">http://www.utas.edu.au/tl/supporting/international/index.html</a>)</p>	H1	Director International Services and FEU	A	09/2005

	Initiative	Priority	Responsibility	Budget	Date
2	Conduct information seminars and one-on-one advisory interviews with staff undertaking overseas marketing activities.	M	Director International Services, Manager International Marketing	A	11/2005
3	<p>Conduct information seminar/workshop and one-on-one advisory interviews with staff involved in offshore teaching program.</p> <p>Target: Create an induction program for all staff teaching in TNE programs</p> <p>Outcome: A three-stage induction program was developed in 2005 and approved by the TNE sub-committee of the University Teaching &amp; Learning Committee for implementation in 2006. Stage 1 focuses on generic cross-cultural awareness and the principles underpinning effective teaching and learning in transnational contexts and is delivered by CALT. Stage 2 is program-specific (covering issues related to infrastructure, induction of students, course delivery, coordination, resources and etc.), and is delivered by the relevant School/Faculty. Stage 3 covers travel information (visas, flights, accommodation, security issues, travel tips etc.) and culture-specific information (e.g. appropriate greetings, understanding the concepts of face and guanxi), and is the responsibility of the TNE Unit. In addition to the induction program, a debriefing session for all involved staff has been developed to provide on-going input into the staff development needs of the TNE teaching staff.</p>	H1	Manager UBE-IOP	A	10/2005

**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	Develop new relationships with international institutions in twinning programs.	H	Manager UBE-IOP	A	12/2005
2	Investigate opportunities with current exchange partners for short-term general staff exchange programs.	M	Deputy Director International Services	A	11/2005
3	Review existing MOUs with overseas universities in order to continue to focus on productive relationships and further develop areas of cooperation.	M	Deputy Director International Services	A	09/2005
4	Investigate opportunity to develop collaborative links in Vietnam, beyond current arrangement with HUT.	M	Manager UBE-IOP	A	12/2005
5	Further explore potential for links with South American universities, e.g. Chile, Peru.	M	Director International Services	A	12/2005

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	Investigate opportunities for collaboration with other equivalent national and international institutions.	M	Director International Services	A	12/2005
2	Continue to develop the Study Abroad program, through establishing relationships with new institutions.	M	Deputy Director International Services	A	12/2005

## 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	Increase FFPOS, in line with targets established with Faculties.	H	Director International Services	A	10/2005
2	Implement marketing initiatives to further diversify range of source countries for international students.	M	Manager International Marketing	A	10/2005
3	Maintain and extend rounds of marketing meetings with Schools and Faculties.  Target: To provide a mechanism for meeting with Faculty International Committees and key Schools participating in International recruitment  Outcome: Faculty of Business: Manager, International Marketing now a member of Faculty International Committee; Faculties of Health Science & Law: Manager International Marketing meets with Dean 2-3 times per year; Faculty of Science, Engineering & Technology: Manager International Marketing attends regular meetings with Faculty staff and Director, International Services regularly attends Faculty International Committee meetings; Faculty of Education: initial meetings held, Faculty of Arts: mechanism for regular meetings under negotiation, Schools of Architecture & Computing: regular meetings instigated, Schools of Engineering & Fine Arts: regular meetings proposed	H1	Manager International Marketing	A	12/2005
4	Develop individual School data on source of students to assist with marketing plans.	H	Manager International Marketing	A	07/2005

**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	Continue to promote ELC Launceston, and build on growth in student numbers.	M	Manager International Marketing, Manager ELC	A	12/2005
2	Continue to work with Launceston City Council to market Launceston as an international education city.	M	Manager International Marketing	A	12/2005

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

- 33 Review all administrative areas to look at how current systems and processes will support quality, growth, internationalisation and compliance strategies; and be accountable to, and efficient for, users. In particular, review the service needs of students in the light of projected growth. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to monitor and maintain compliance under ESOS Act and CRICOS.  Target: Procedures reviewed and updated; students made aware of requirements under ESOS; UTAS staff made aware of requirements under ESOS.  Outcome: Process for students 100% complete; continuing program with all Schools/Faculties and Admin units to ensure understanding of requirements re: compliance.	H1	Director International Services	A	03/2005
2	Investigate quality assurance accreditation	M	Director International Services, Manager UBE-IOP	A	09/2005
3	Preparation for AUQA Audit for all areas of International Services activity - onshore, offshore and English Language Centre.  Target: Documentation and personnel prepared for AUQA audit.  Outcome: 100% achieved	H1	Director International Services	A	08/2005

- 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	Continue to increase FFPOS to meet targets.	H	Director International Services, Manager International Marketing	A	10/2005
2	Continue to grow student numbers in ELC to ensure achievement of annual surplus.	H	DOS, ELC	A	12/2005
3	Continue to build offshore activities, in line with business plan, to achieve budgeted income.	H	Manager UBE-IOP	A	12/2005

**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.**

38 Initiate branding/marketing/PR and government relations program, directed nationally and internationally at key market sectors. [D, G]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to play an active role in the development of the University's international marketing and branding strategies.	M	Director International Services	A	12/2005
2	Phase in new corporate branding in international promotional materials.	M	Manager International Marketing	A	12/2005