

## 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, Place and Change theme area by establishing a new Centre, strengthening the inter-disciplinary research networks, and resourcing the new teaching and research developments.  Target: Further development of DACRU. Development of 2 new courses in Forensics and Heritage Management. Introduce CP&C grants scheme.  Outcome: CP&C grants were provided which has seen the development and further strengthening of TILES, HACRU, CAIA, CTHS and DACRU. See also 1.2.	H1	Dean & TAC	C \$240,000	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).  Target: Develop Postgraduate Coursework programs in Forensics and Heritage Management  Outcome: Development of Postgraduate coursework program in Ageing, Health and Social Planning. Commenced negotiations for postgraduate programs in Forensics and Heritage. The CPC honours scheme was successfully implemented.	H1	Dean & A/Dean	C \$240,000 over 2005-2006	12/2006
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	12/2006
4	Appointing at least one research-only fellows in the areas of strategic importance (i.e. linked to the theme areas and national research priorities).	M	Dean	A	12/2006
5	Strengthening collaborative arrangements with national research-funding and promoting bodies, especially AHURI.	L	Dean	A	12/2006
6	Develop research in Cultural Environment and Heritage Studies (through CAIA).	L	Dean	A,C	Ongoing
7	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.  Target: Undertake reviews of at least 3 School and 7 Course through 2006.  Outcome: FQMO position was retained through 2006. All planned reviews were either completed or to be completed shortly (TSA & SVPA) as planned. BSW reviewed and successfully accredited.	H1	Dean & FM	D T&L Perf Fund(Fac)	Ongoing
2	Continue the school and program review schedule in line with the 5-year review cycle and minimise the number of reviews.	M	Dean & FQMO	A	ongoing
3	Implement the recommendations of the reviews.	M	Dean & FQMO	A	ongoing
4	Benchmark the Faculty (component schools) against Go8 universities (through DASSH). Standardising research and teaching performance measures that allow for benchmarking and comparisons with the best research performing (Go8) universities.	L	Dean & FQMO	A	12/2006
5	Maintaining high (2004 level) research performance as measured by research funds (IGS, RTS, RIB)	L	Dean & Chair RC	A	12/2006
6	Developing further research links with top research Universities by collaborative research and staff visits.	H	Dean & Chair RC	A	12/2006

- 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	Retain the leadership in widening the scope of internationalisation of curricula and further strengthening international components in Faculty programs.	H	Dean & A/Dean	C SGA	12/2006
2	Publicising in-country programs to increase participation.  Target: Increase participation in in-country programs by 10%.  Outcome: Increased promotion of in-country programs and additional scholarships resulted in a 15% increase in the number of applications received.	H1	Dean & FM	C SGA	ongoing
3	Widening student access to international programs through further development of student travel scholarships.	M	FM	C SGA	12/2006
4	Increase international student numbers through participation in overseas study abroad fairs in collaboration with the international office.	M	FM	A Fac Marketing	Ongoing
5	Further strengthening research and teaching links with universities in Europe and Asia.	L	Dean & Chair MC	A	Ongoing
6	Publicise European Studies Major	L	Dean & A/Dean	A	12/2006

**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, Place and Change.  Target: Develop Faculty scholarships, particularly in the area of CP&C. Instigate Faculty awards scheme in Teaching, Research and Administration.  Outcome: The CP&C scholarships successfully implemented. The Faculty award scheme in Teaching, Research and Administration has been implemented, to be awarded in December.	H1	Dean & TAC	C \$340,00 2004- 2006	12/2006
2	Identifying and supporting 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.	L	Dean & Chair RC	A	Ongoing
6	Supporting top researchers by load reductions and limiting administrative duties.	M	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	Organise a planning session with the Director of PGS (Postgraduate School)	L	Dean	A	12/2006
2	In collaboration with other Faculties, Institutes and external bodies, developing a PG coursework degree in Ageing and Social Planning.  Target: Develop PG coursework degree in Ageing and Social Planning.  Outcome: PG coursework developed and approved, commencing in 2007	H1	Dean & TAC	C \$12,000	12/2006
3	Start the development of the PG course in Heritage management  Target: Develop PG course in Heritage management  Outcome: Discussions of additional PG coursework offering has commenced	H1	Dean & DPGS	C \$12,000	12/2007
4	Forming advisory bodies involving key researchers and external stakeholders for all the new programs	M	Dean & TAC	A	12/2006
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	ongoing

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.  Target: Introduction of Faculty development grants in the area of Community, Place and Change  Outcome: All academic staff and schools involved in the CPC development have been resourced through grants, special allocations and teaching relief.	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	Publicising research and increasing RHD recruitment in the theme areas of distinctive research.	L	Dean & Chair RC	A	Ongoing
5	Strengthen research activities at the CCC	H	Dean	A	Ongoing
6	See also 1.1-1.7	L	See initiatives	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	12/2006
2	Continuation of support for School-based Visiting Scholar programs.	L	Dean	A	ongoing

**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
2	Increasing consultative contacts with the Heads of Departments and state instrumentalities.	L	Dean	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
3	Further developing TILES by widening the scope of research by appointing a senior researcher.	M	Dean & Director TILES	C SGA	12/2006
4	Further developing HACRU by developing teaching program in Housing and Community.	M	Dean & Director HACRU	A	12/2006
5	Developing Cultural Environment and Heritage Research Program in collaboration with State Government and instrumentalities (TMAG).	M	Dean & HOS	C SGA	12/2006
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 and Journalism.	M	Dean	A	12/2006
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	FM	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	ongoing
2	Upgrading the Diploma programs into Associate Degree programs	L	Dean & A/Dean	A	12/2007

	Initiative	Priority	Responsibility	Budget	Date
3	Enhancing flexible delivery of postgraduate coursework programs, especially Master/Diploma/Certificate of Regional Development.	M	A/Dean &TAC	C SGA	ongoing
4	Appoint two full-time jointly funded academic staff in Humanities and Social Sciences at the CCC	H	Dean	A	02/2006
5	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 (FAFE) for 2006.  Target: Convert FAFE position to on-going. Develop T&L management structure and increase co-ordination with Distance Education.  Outcome: FAFE position have been converted to permanent. Closer relationships have been developed with Distance Education staff. The FAFE Manager taking on a coordinator (processes and policies) role for the Distance Education Office.	H1	Dean & A/Dean	C SGA	12/2006
2	Integrating FAFE and FEU (through joint funding and management)	L	Dean & A/Dean	A T&L Perf Funding	Ongoing
3	Facilitating the transfer from WebCT to Vista by providing technical and training backup.	M	FAFE/FEU	C SGA	12/2006
4	See also 1.1, 1.2, 3.1-3.3, 4.2, 13.2.	L	See Initiative	A	Ongoing
5	Enhance links between FAFE and the Faculty Distance Education unit.	L	FM/FAFE	A	12/2006

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 by coordination with assessment.	M	Dean	A	ongoing
2	Reviewing the provision of generic skills in the context of the recommendations of 2005 Teaching Fellow.	L	Dean	A	12/2006

	Initiative	Priority	Responsibility	Budget	Date
3	Develop generic skills units within the BA through close consultation with the BA Course Advisory committee	M	Dean & A/Dean T&L	A	12/2007

## 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
2	Supporting educational programs offered by Edge Radio.	L	FM	A	Ongoing
3	Extending the lecture/seminar program on the CCC.	M	Dean & HOS	A	Ongoing
4	Improving further the quality of laboratories and other research equipment.	L	Dean & FM	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	FM	A	03/2009

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	Develop financial support scheme for remote students to increase access to university facilities and improve retention	M	FM	A	06/06

**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	ongoing

	Initiative	Priority	Responsibility	Budget	Date
3	Monitoring gender balance in senior academic appointments.	H	Dean	A	Ongoing
4	Increasing the number of women in senior positions (esp. HoS).	M	Dean	A	Ongoing
5	Monitoring the implementation of the AES and increasing Aboriginal appointments, including the Aboriginal director of Riawunna.	M	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 & FM	A	Ongoing
2	Encouraging staff to participate in staff induction and development activities, including conferences, study leave and skill enhancing programs.	M	Dean & FM	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

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

	Initiative	Priority	Responsibility	Budget	Date
1	Instigate activity to publicly recognise and reward high achieving teaching and research staff in the University and wider community	L	FM	A	12/06

**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	ongoing
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
3	Maintain and enhance Honours Learning Hub at Sandy Bay and Newnham Campus to improve honours learning experience, collegiality and development for further PG study.	M	Dean & FM	A	12/2006
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 degree of differentiation and specialisation 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

32 Upgrade the Cradle Coast Campus profile to improve local participation rate and maximise the advantages of community, location and networks. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Investigate efficiencies in teaching on the CCC.	L	Dean	A	12/2006

	Initiative	Priority	Responsibility	Budget	Date
2	Implement the key initiatives of Academic Development in Arts at the CCC	H	Dean	A	12/2006