

2006 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]

The major objective is that UTAS become national and international leaders in research on innovation. Professors West and Smith have been recruited to focus on this area and develop this area of research.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Focus on building up teaching and research opportunities in innovation and entrepreneurship.</p> <p>Target: Commence operations of an approved Australian Centre in Innovation Research (AIRC) including hiring of academic, research and administrative staff. Centre to become self-funding by 2008. Centre to offer PhD scholarships and have at least 3 new PhD students by the end of 2006.</p> <p>Outcome: AIRC officially opened by the Premier of Tasmania on 27/9/06. Four academic, general and research staff hired and 3 PhD students have scholarships linked to AIRC research projects.</p>	H1	Dean, Prof J West, Prof K Smith	A \$980,000	February 2006
2	<p>Increase UG and PG coursework enrolments in the Faculty generally</p> <p>Target: Operating Grant UG 1324 EFTSL; FFPG 175 EFTSL; Increase Offshore Enrolments</p>	M	Dean, HOS, Director Grad School	B	December 2006
3	<p>Aim to improve retention of students in Faculty courses by regularly contacting deferred students and employing a student support officer.</p> <p>Target: Reduce attrition rates of students, particularly in undergraduate courses.</p>	H	Dean, ADTL, Student Services	A \$25,000 (50% of salary of support officer)	Ongoing 2006

- 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	<p>Increase strategic collaborations with, amongst others, Nottingham University and University of Vermont</p> <p>Target: Arrange visits between staff at both Universities and have at least 2 joint projects commenced</p>	H	Prof Peter Carroll and Ass Dean Research	A \$50,000	December 2006

	Initiative	Priority	Responsibility	Budget	Date
2	Support staff to apply for national and international teaching excellence awards Target: Minimum of 3 applications for teaching awards, such as the Carrick Institute (or equivalent)	M	ADTL, Senior Teaching Fellow	A \$2,000	Ongoing 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	Continue to explore opportunities to offer courses offshore and to better market existing courses to international markets Target: Enter two new agreements to run courses offshore and also increase the number of international UG and PG students onshore	H	Dean, Ass Dean International, TNE & Int Office	A \$80,000 (Travel & Marketing)	Decemb er 2006

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	Appoint a Senior Faculty Research Fellow with a remit to promote research in the governance and public policy area with the School of Government Target: Establishment of an inter faculty research unit in the area of governance and public policy	M	Prof Peter Carroll	A \$50,000	October 2006

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	Establish a short term visiting scholars program in the Faculty Target: Arrange to have at least 3 visiting scholars at the Faculty	M	Ass Dean, Research	A \$15,000	2006

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	Investigate the possibility of a joint State Government, Private Enterprise and UTAS teaching program in IS, based in Launceston. Target: Finalise agreements to run UG and training courses for 2007 operation.	M	Dean, HOS of IS	C	August 2006

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	Increase the range of specialisations in the MBA program in 2006. Target: Commence operations of a professionally accredited accounting specialisation in the MBA program in 2006.	M	Dr.R Hecker	B	2006
2	Prepare materials for the 5 year reaccreditation review conducted by the professional accounting bodies of the School of Accounting and Corporate Governance s accredited programs. Target: Successful reaccreditation of UG and PG programs in each location they are currently offered.	H	Dean, HOS Acc & CG, ADTL	A	December 2006

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

	Initiative	Priority	Responsibility	Budget	Date
1	Investigate the possibility of offering joint courses and training programs with organisations including the TCCI and the LCCI Target: Commence discussions with a view to offering a course and/or training programs	M	Dean and HOS	A	August 2006
2	Reinvigorate the work place based Corporate Internship unit/s, make them available for all students in all schools of the faculty. Target: 1. Have the units recoded as Faculty Units. 2. Increase the enrolments for 2006 to at least 40 students over the year (up from 3) 3. Have at least 15 employer sponsors involved in the program	H	Dean, HOS, ADTL	A \$25,000	November 2006

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 a new UG course or major with an emphasis on logistics in conjunction with AMC Target: Develop at least one new UG course or major and/or PG course in logistics for offering in Launceston in 2007.	M	HOS of IS ADTL	A \$10,000	June 2006

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

As part of the growth targets in the EDGE agenda and to capture new markets the Faculty put in a proposal for strategic funding to develop a number of courses in a fully flexible on line mode. While the proposal was not successful funding for this purpose was allocated to the Graduate School to administer. The Faculty put a proposal to the Graduate School for funding to develop these courses. At the time of writing it is not clear the support the Graduate School will provide for this initiative.

	Initiative	Priority	Responsibility	Budget	Date
1	In conjunction with the Graduate School, develop a fully on line suite of PG course work units that will enable the offering of the MBA, M. Mrkt and relevant specialisations on line by 2008. Target: July 2006 place 6 additional units online. Dec 2006 place 4 additional units on line. Dec 2007 place additional 7 units on line. July 2008 place additional 3 units on line. Outcome: The Graduate School did not accept the Faculty proposal but instead requested the Faculty develop 4 flexible units in 2006. As at October, 2 units completed, 1 expected to be completed by end of November. The fourth unit has been delayed due to an accident of a staff member working on the project.	H1	Director, Graduate School and Faculty Project Director	A \$585,000 over 3 years	2008
2	Develop a fully flexible 4 unit Graduate Certificate in Corporate Governance Target: Grad Cert in Corp Governance ready to offer in 1/2007	M	Dean, HOS Acc & CG,ADTL	A \$30,000	July 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	Establish focus groups with staff and students on teaching and learning evaluation techniques Target: At least 3 meetings/focus groups with staff and students	M	Senior Teaching Fellow and ADTL	A	Dec 2006

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	<p>Appoint Senior Teaching Fellow (STF) on a 5 year contract.</p> <p>Target: Improve generic skills of graduates, teaching and learning performance and other measures including CEQ, SETL, attrition rates, etc</p> <p>Outcome: STF appointed. As at October SETL results for 2/2006 have not been received. STF working individually with a number of staff and has supported 4 Carrick applications and 6 Teaching Development Grants.</p>	H1	Dean and ADTL	A Approx \$550,000 over 5 years	Feb 2006 start date

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.

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	<p>Increase the number and value of Faculty RHD Scholarships available</p> <p>Target: Achieve up to 6 RHD scholarship holders at around \$20,000 each.</p>	H	Dean, Ass Dean Research	A \$120,000	March 2006

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	<p>Conduct a review system of major coordinators introduced in 2005. Person external to the University to Chair the review panel</p> <p>Target: Based on recommendations of the review, fine tune the major coordinator system.</p>	H2	ADTL	A \$2,000	June 2006
2	<p>Implement a change in administrative structure at the Launceston campus to reflect Faculty rather than School based operations as recommended in KPMG review undertaken in 2005.</p> <p>Target: 1. Have present school admin staff working from the one location and support the needs of all Launceston academic staff and students. 2. Implement a Faculty admin system of providing of teaching and learning resources.</p>	H	Dean, Ass Dean (L and CC), HOS, Faculty Executive Officer	A	July 2006

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 Associate Dean (Launceston and Cradle Coast) to be based at Launceston. Target: To provide academic and administrative leadership for the Launceston and Cradle Coast campuses.	H1	Dean	A Existing Profile	January 2006
2	Increase the Level E appointments at Launceston Target: Appoint at least one Level E in the area of management and/or innovation. Outcome: Appointed a .5 Level E in Management from July 2006, who is working in the School of Management and is a northern base for the AIRC.	H	Dean	A \$150,000 p.a.	July 2006

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

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to modify and improve workload allocation model during the first half of 2006 aimed at moving to an hours model and to incorporate the new University Research Active Definitions Target: Implement improved workload allocation model in 2/2006	H	Dean and HOS	A	June 2006

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	Provide funds to be used for staff development, research projects and teaching relief for research purposes in addition to regular staff development budget. Target: 1. Increase in A1 and F1 publications from 2005 to 2006. 2. At least 6 staff to take up offer of funding for research projects. 3. Increase from 2005 in applications for IRGS and ARC grants.	M	Dean, Ass Dean, Research, HOS	A \$175,000	April 2006

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

	Initiative	Priority	Responsibility	Budget	Date
1	Provide award funding for well performed teachers, researchers and general staff to be presented at an annual faculty awards dinner Target: Faculty to provide at least 1 award in each of the categories of teaching, research and general staff.	M	Dean, ADTL, Ass Dean, Research, Faculty Executive Officer	A \$25,000	November 2006

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	Staff travelling to make contact with colleagues from international universities with a view to achieving this objective. Target: 1.Establish one new relationship which leads to a staff visit or exchange in the area of research. 2. Establish one new relationship which leads to a staff visit or exchange in the area of teaching.	M	Dean, Ass Dean Research, ADTL, All Academic Staff	A	Ongoing through 2006

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	AIRC to liaise with State Government and Private Enterprise to continue to raise funds for ongoing operations of the the AIRC Target: AIRC to move towards being self funding by 2008	H	Prof West and Prof Smith	A	November 2006

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	Identify flexible units from other universities that could be used in new and existing Faculty courses Target: Aim to begin to replace current OLAA units	M	ADTL	A	November 2006
2	Initiate discussions with AMC about possible use of units in our existing and new courses. Target: Identify units common to AMC and UTAS, especially flexible units, which may be suitable for use in Faculty courses.	M	Dean, HOS, ADTL	A	December 2006

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	Arrange staff to make contact with Alumni when visiting overseas locations Target: One official function to be held in either Malaysia, Singapore or Hong Kong during 2006.	L	Dean, Ass Dean Int, ADTL	A \$10,000	Ongoing during 2006

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	<p>Implement intensive academic staff recruitment process to meet planned staff profile target.</p> <p>Target: Recruitment of up to 14 academic staff in the 4 Schools across all levels of academic appointment.</p> <p>Outcome: Up to October 2006, 14 academic staff hired and 3 academic staff resigned.</p>	H1	Dean and Heads of School.	A Approx \$1.4m per annum	Through out 2006

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	<p>Introduce a discount arrangement for alumni and staff for the Faculty's PG programs</p> <p>Target: Increase FFP PG enrolments as per agreed targets.</p>	M	Dean, ADTL, Director Grad School	A	February 2006

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	<p>Implement an expanded marketing plan.</p> <p>Target: Meeting target enrolment figures for 2006 and beyond.</p> <p>Outcome: As at 18/9/06 actual enrolment 99.9% of target (2672.8 EFTSL actual, 2674 target).</p>	H1	Dean	A \$244,000 includes Marketing Position salary	Feb 2006