

# 2006 University Plan



## Faculty of Health Science

### 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>Develop additional undergraduate and postgraduate health science options, including developing with FSE&amp;T further science options and continued expansion of the two year BNursing, B Med Res, B Health Sci/ BTeach &amp; explore the development of B Env Health, paramedic training and exercise science.( refer also to 29.1 re domestic students)</p> <p>Target: 12/2008 - an increase of 130 EFTSL (Target includes both domestic and international students)</p> <p>Outcome: 1) The B.Nursing, B. Med Res and Bach Health Sci/Bach Teach continue to increase student numbers. 2) The Assoc Diploma Paramedic Studies was successfully implemented. 3) B.Ex. Sci. will commence in 2007 and B. Health Sci. (Env Health) is planned to start in 2008. 4) FHS increased EFTSL in 2006 by 194.</p>	H1	Heads of School	C \$250,000	12/2008
2	<p>Implement and consolidate new programs</p> <p>Target: Meet allocated load quota</p>	H	Heads of School, A/D T & L	A	12/2006
3	<p>Implement joint Bach Health Sci/ Bach Teach and B Nursing (Sydney)</p> <p>Target: 12/2006-both courses accredited, operational and meeting load targets</p> <p>Outcome: 1) Bach Health Sci/ Bach Teach and B. Nursing (Sydney) were accredited and operational. 2) B Nursing (Sydney) achieved initial targets. 3) The intake for the Bach Health/Bach Teach did not reach its initial target intake.</p>	H1	Heads of respective Schools	C \$250,000	12/2006
4	<p>Develop Bach Env Health and paramedic training programs.</p> <p>Target: Courses accredited by 12/2006 and enrolments commence in 2007</p>	H	Heads of School. A/DS T&L	C \$80,000	122007

- 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>Develop additional undergraduate and postgraduate health science options, including developing with FSE&amp;T further science options and continued expansion of the two year BNursing, B Med Res, B Health Sci/ BTeach &amp; explore the development of B Env Health, paramedic training and exercise science.( refer also to 29.1 re domestic students)</p> <p>Target: 12/2008 - an increase of 130 EFTSL (Target includes both international and domestic students)</p> <p>Outcome: 1) The B.Nursing, B.Med Res and Bach Health Sci/Bach Teach continue to increase student numbers. 2) The Assoc Diploma Paramedic Studies was successfully implemented. 3) B.Ex. Sci. will commence in 2007 and B. Health Sci. (Env Health) is planned to start in 2008. 4) FHS increased EFTSL in 2006 by 194.</p>	H1	All Heads of Schools, A/D T&L	C \$250,000	12/2008
2	<p>Develop comprehensive support services for FFPOS students, particularly for students at risk of academic under-achievement.</p> <p>Target: Completion of appropriate policies and procedures</p>	M	All Heads of Schools	A	12/2006
3	<p>Operationalize contractual and course delivery arrangements with KDU and facilitate transfer to UTAS</p> <p>Target: Students completing courses in accordance with agreed timeline.</p>	M	Heads of HLS.	B \$10,000	12/2008

**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	<p>Increase funding in Med &amp; Hlth Sci Research by identification of research strengths and by implementing a cohesive response to the RQF, merging research efforts with the MRI and making effective use of allocated strategic initiative funding.</p> <p>Target: 12/2008 - Grow Research Quantum to \$1.3M per year</p> <p>Outcome: 1) The merger of Bio-Medical Research under the MRI banner continued with 15 staff joining the Institute as Senior Members or Members.  2) The Faculty continued to expand research in Nursing, HLS and Pharmacy with an increasing emphasis on interdisciplinary and rural health issues.  3) The UDRH increased both research income &amp; its number of postgraduate research students.  4) FHS was awarded 1 ARC and 2 NHMRC grants in the 2006 rounds.  5) That the Chronic Respiratory Disease and Lung Ageing Centre for Clinical Excellence, and Rural Health and Ageing submissions were shortlisted by the NHMRC.</p>	H1	Associate Dean Research	C \$3M	12/2008

	Initiative	Priority	Responsibility	Budget	Date
2	Increase numbers of Honours and Post Graduate Research Students in all disciplines  Target: increase enrolments to meet allocated University targets.	H	All Heads of School, A/D Research, A/D T&L	A TBC	Ongoing
3	To develop the Faculty as a leader in inter-disciplinary research and learning and teaching  Target: To Hold a Faculty Forum in Teaching and Learning as well as a range of interdisciplinary activities.	M	Dean,  A/D Research  A/D T&L	A	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	To identify opportunities for development of interdisciplinary programs to meet current and emerging Health Workforce issues  Target: Agreement on programs reached through PiH, programs established and students enrolled.	H	Heads of School,  MEU,  A/D T&L	B \$150K	12/2007
2	Progress Partners in Health workforce initiatives  Target: Implementation of programs to meet identified areas of need	H	Dean	A	Ongoing
3	Explore with University and DHHS the possibility of delivering the Bachelor of Nursing in Hobart  Target: Feasibility study completed and decision made	M	Dean, HoS TSNM, A/D T & L	A	12/2007

**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	Maintain accreditation of all professional courses.  Target: All course accredited within specified timeframes  Outcome: 1) SoP Accreditation conducted in October 2005 was successfully concluded. B Nursing and TSNM was re-accredited by the Nursing Board of Tasmania in 2006 for a period of 5 years.	H1	Heads of Schools	A \$70,000	Ongoing

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

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain and strengthen ongoing communication with accrediting bodies	M	Heads of Schools, Chair of Public Relations Committee	A	Ongoing
2	Maintain and strengthen ongoing communication with professional colleges and other bodies.	M	Heads of Schools, Chair of Public Relations Committee	A	Ongoing
3	Improve the awareness within the general community of the role and importance of the University's programs in Health Science.	M	Heads of Schools, Chair of Public Relations Committee	A	Ongoing
4	Improve communication by Schools with the University Alumni Office and their School alumni.  Target: Relevant policies and procedures in place	M	Heads of School and PR Officer	A \$2500 per school	12/2006

**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	Progress Partners in Health Workforce Initiatives.  Target: Complete response to DHHS Discussion paper on DHHS/University Relationship  Outcome: Paper submitted in December 2006	H	Dean & A/D T & L	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	Improve T&L performance in relation to University benchmarks, particularly those used in PBFT.  Target: TBC  Outcome: To be advised	H1	All Heads of Schools & A/D T & L	A \$20,000	11/2006

## 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	<p>Realign Faculty operations in Hobart through capital works program including securing additional space for the School of Pharmacy. (Refer also to 29.2 and 39.1)</p> <p>Target: Building works completed and operational by January 2008</p> <p>Outcome: 1) The FHS has continued to work successfully with the Project Team although the target date for occupation has been delayed until mid 2008. 2) Due to funding constraints the School of Pharmacy is now expected to move to the new site during phase 2. Alternative interim arrangements for additional space have yet to be confirmed.</p>	H1	Dean	C \$43 million	01/2008
2	<p>Participate in redevelopment of Newnham campus, in particular secure increased space for Nursing and HLS.</p> <p>Target: Secure additional space by 12/2007</p>	H	Heads of HLS & Nursing	A	12/2007
3	<p>Further develop LCS campus by collaboration with LGH to upgrade the Library and lecture theatres.</p> <p>Target: Works completed by 12/2006</p>	H	Head of Medicine	C \$150K	12/2006
4	<p>Continue development of the RCS as focus for rural health initiatives in the Cradle Coast area.</p> <p>Target: New Facility to be completed</p> <p>Outcome: Building completed in 2006</p>	M	CEO RCS	A \$2.7 Million	06/2006

**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>Further engage clinical teachers in activities of the Faculty and support their professional development re their roles within the Faculty.</p> <p>Target: Increase enrolments in the Graduate Certificate of Learning &amp; Teaching for Health Professionals by 50 percent</p>	H	Heads of Schools	A \$5000	12/2007
2	<p>Encourage and Support academic staff participation in Grad Cert of Learning and Teaching for Health Professionals and research training programs.</p> <p>Target: Increase enrolments in the Graduate Certificate of Learning &amp; Teaching for Health Professionals by 50 percent</p>	M	Heads of Budget Centres	A	12/2005
3	<p>Encourage and support general and technical staff to undertake training to enhance their skills to support faculty operations.</p>	M	Heads of School/Faculty Manager	A	Ongoing

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

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	Improve communication by Schools with the University Alumni Office and their School alumni.  Target: 12/2006 Relevant policies and procedures in place	M	Heads of Schools & PR Officer	A \$2,500 per school	12/2006

## 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	Develop additional undergraduate and postgraduate health science options, including developing with FSE&T further science options and continued expansion of the two year BNursing, B Med Res, B Health Sci/ BTeach & explore the development of B Env Health, paramedic training and exercise science.(Refer also to 3.1 re domestic students)  Target: 12/2008 - an increase of 130 EFTSL (Target includes both domestic and international students)  Outcome: 1) The B.Nursing, B. Med Res and Bach Health Sci/Bach Teach continue to increase student numbers. 2) The Assoc Diploma Paramedic Studies was successfully implemented. 3) B.Ex. Sci. will commence in 2007 and B. Health Sci. (Env Health) is planned to start in 2008. 4) FHS increased EFTSL in 2006 by 194.	H1	All Heads of Schools & A/D T & L	C \$250K	12/2008
2	Realign Faculty operations in Hobart through capital works program including securing additional space for School of Pharmacy. (Refer also to 17.1 and 39.1)  Target: Building works completed and operational by January 2008  Outcome: The FHS has continued to work successfully with the Project Team although the target date for occupation has been delayed until mid 2008. 2) Due to funding constraints the School of Pharmacy is now expected to move to the new site during phase 2. Alternative interim arrangements for additional space have yet to be confirmed.	H1	Dean	A \$43 million	01/2008
3	Participate in redevelopment of Newnham campus, in particular secure increased space for Nursing and HLS.  Target: Secure additional space by 12/2007	H	Heads of HLS & Nursing	A	12/2007
4	Further develop LCS campus by collaboration with LGH to upgrade the Library and lecture theatres.  Target: Works completed by 12/2006	H	Head of Medicine	A \$150K	12/2006

	Initiative	Priority	Responsibility	Budget	Date
5	Continue development of the RCS as focus for rural health initiatives in the Cradle Coast area.	M	CEO RCS	A \$2.7M	06/2006

**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	Establish a continuous improvement system to manage quality processes in accordance with the PIRI philosophy  Target: Allocate resources to plan and implements quality system by 12/2006	M	Dean/Faculty Manager	C \$70K per year	Ongoing

- 35 Implement a triennial performance-based budget model to support strategic priorities. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Implement budget allocation model for Medicine and hence whole of Faculty.  Target: Implement by 02/2006  Outcome: The budget model continues to be developed in line with the university model.	H1	Head of School	A \$50,000-\$100,000	02/2006
2	Allocate budget to reflect teaching and research activity and strategies  Target: Budget allocation reflects the initiative intent	H	Dean	A	For 2006 Budget
3	All Schools to establish work load allocation models to meet Academic EB requirements  Target: Work Load Allocation models agreed and operational	H	Heads of School	A TBC	03/2006

- 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	Identify alternative markets for use of FHS intellectual property and course offerings	M	Dean/ Heads of School/ Faculty Manager/ AD Research	A	Ongoing

**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	<p>Realign Faculty operations in Hobart through capital works program including securing additional space for the School of Pharmacy. (Refer also to 17.1 and 29.2)</p> <p>Target: Building works completed and operational by January 2008</p> <p>Outcome: 1) The FHS has continued to work successfully with the Project Team although the target date for occupation has been delayed until mid 2008. 2) Due to funding constraints the School of Pharmacy is now expected to move to the new site during phase 2. Alternative interim arrangements for additional space have yet to be confirmed.</p>	H1	Dean	A \$43 million	Arch brief
2	<p>Increase awareness of the University s health science programs</p> <p>Target: TBC</p>	H	Heads of all Budget Centres & PR Officer	A \$15,000	Ongoing
3	<p>Continue development of the RCS as focus for rural health initiatives in the Cradle Coast area.</p>	M	CEO RCS	A \$2.7 million	Ongoing
4	<p>Continue to develop programs for rural placement of students using rural teaching sites and other infrastructure.</p>	M	Dir UDRH	A \$18,000	Ongoing