

2007 University Plan



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]

	Initiative	Priority	Responsibility	Budget	Date
1	Develop new coursework degree 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 Heritage Management	M	Dean & A/Dean (T&L)	C	12/2007
2	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	C	12/2007
3	Develop research in Cultural Environment and Heritage Studies (through CAIA).	L	Dean	A,C	Ongoing
4	Widening range of interships in the areas of high importance	L	Dean	A	12/2007

- 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	Review the position of a Faculty Quality Management Officer. Target:	H	Dean & FM	A	06/2007
2	Establish research and teaching performance norms, incorporating them into Performance Management and into probation requirements	L	Dean & Faculty Executive	A	12/2007
3	Developing further research links with top research Universities by collaborative research and staff visits.	M	Dean & Chair RC	A	12/2007

- 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	Publicise in-country programs to increase participation. Target: Increase participation in in-country programs by 10%.	M	Dean & FM	C	ongoing
2	Widening student access to international programs through further development of student travel scholarships.	M	FM	C SGA	12/2007

	Initiative	Priority	Responsibility	Budget	Date
3	Increase marketing effort to compliment activities of the International Office. Develop planning and training day for relevant staff within the Faculty.	M	FM	C Fac Marketing	Ongoing
4	Investigate new marketing opportunities.	L	FM	A	Ongoing

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	Identify, support and provide recognition to top performers in teaching and research.	M	Dean & A/Dean (T&L) and (Res)	A	Ongoing
2	Enhancing collaboration with state agencies and national research/funding bodies.	M	Dean & Chair RC	A	Ongoing
3	Mentoring early-career researchers, introducing "seeding" grant, and introducing grant applications as standard probationary requirements in academic recruitment.	L	HOS & Chair RC	A	Ongoing
4	Strengthen top RQF areas	M	Dean	A	12/2007

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	Start development of the PG course in Heritage management Target: Develop PG course in Heritage management	H	Dean & DPGS	A	12/2007
2	Further enhancing the links between research and teaching, especially successful research development and postgraduate training, by co-funding honour scholarships.	M	Dean	B \$8,000	ongoing
3	Strengthen research clusters in high priority areas (Ageing and Health, Heritage)	H	Dean & A/Dean (Res)	A	12/2007

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.	M	Dean & TAC	A	Ongoing
2	Resourcing schools 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	M	Dean & FM	C	12/2007
3	Appoint at least 3 top researchers with expertise in the areas of distinctive research and strategic priority.	M	Dean	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
4	Strengthen research and teaching activities at the CCC, especially in areas of regional relevance Target: Increase research output by 25%. Increase EFTSL by 20% Outcome: An increase of an average of 18% was experienced in 4 of the 6 Schools on the CCC. However a reduction in load of the remaining two Schools resulted in a total increase of only 3%. Only one School maintained a substantive profile position (due to a resignation) on the CCC in 2007. This position was successful in gaining an ARC totalling \$162k in 2007.	H1	Dean & A/Dean (T&L)and(Res)	C \$200k	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	Nominate candidate(s) for the DSP.	L	Dean	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.

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
3	Further developing TILES/HACRU/CAIA through working with the State Government to consider the skill needs of Tasmanians.	M	Dean	C	12/2007

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	10/2007
2	Improving the promotion and securing professional accreditation 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	Maintaining active involvement in the Open Day programs.	M	Chair MC & EO	A Fac Mktg	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
2	Maintaining regular contacts with school principals and arts teachers throughout the state.	L	Chair MC & HOS	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.	M	Dean	A	ongoing
2	Develop new degree at the CCC (Bachelor of Regional Development)	M	Dean & A/Dean	A	12/2007

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	Enhance links between the Faculty's Flexible Teaching operations; Flexible Teaching and learning Team (FAFE) and Distance Education Office.	H	Dean & FM	A	12/2007

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 regular student evaluation of units through SETL and maintaining leading position in PBFT.	L	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

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	Reconfigure spatial resources on the Sandy Bay campus to improve student access.	H	FM	C CMP	1/2008
2	Extending the lecture/seminar program on the CCC.	M	Dean & HOS	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
3	Extend the range and improve the quality of student placements in professional programs.	L	A/Dean	A	Ongoing

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 all three campuses.	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	Monitoring gender balance in senior academic appointments.	H	Dean	A	Ongoing
2	Increase the number of women in senior positions (esp. HoS). Target: Increase number of women at Level C and above by 20%. Provide management training and mentoring to at least 1 female staff member per School. Outcome: In the Faculty, 4 out of 7 promotions from levels B to C were achieved by female staff members. 2 Schools held female heads throughout the year and a further 4 Schools had female acting Heads at various stages through the year.	H1	Dean	C \$100k	Ongoing
3	Monitoring the implementation of the AES and increasing Aboriginal appointments.	M	Dean	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	Extending research mentoring programs especially in Launceston, through appointment of Assistant Dean (Research), Launceston.	L	Dean & Chair RC	A	Ongoing
2	Encourage and recommend staff to undertake management training.	M	Dean, HOS	A	Ongoing

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

	Initiative	Priority	Responsibility	Budget	Date
1	Reward high achieving academic and general staff in Faculty. Publically recognise their achievements within the Faculty, University and Tasmanian business communities.	M	FM	B	12/2007

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	Build and strengthen International Alumni relationships, building a support network for international marketing activities.	L	FM	A	12/2007

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	Review the range of attractive UG and PG programs and units in the Faculty. Target: Introduce at least one new postgraduate program. Develop further internships. Reduce the number of units (those with minimal loads) by 5% Outcome: A new postgrad program in Journalism, Media and Communications was developed through 2007. The program is expected to commence in 2009. New internships are currently being negotiated as part of the new program.	H1	Dean	C \$60k	Ongoing
2	In collaboration with the University s Maketing bodies, International Office and other Faculties, develop focussed marketing, promotion and recruitment strategies.	M	FM	C Fac Mktg	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	Review the degree of differentiation and specialisation in Launceston. Target: Increase Launceston student load by 20%. Develop at least one new course of regional relevance. Outcome: A load increase of 4% was achieved on the Launceston campus in 2007. A major in Communications was developed through 2007 for introduction in 2009.	H1	Dean	C \$120k	Ongoing

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	<p>Review Faculty structure to create efficiencies and increase cross disciplinary collaboration</p> <p>Target: Reduce administrative costs by 10%. Increase cross discipline research grant applications by 20%.</p> <p>Outcome: Faculty administrative costs were reduced by 6.5% through 2007.</p>	H1	Dean	C \$300k	12/2008