

Teaching & Learning

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>Increase enrolments in Undergraduate and Postgraduate coursework through strategic course rationalisation and development, and expanded flexible learning strategies.</p> <p>Target: Each School and Faculty to meet the enrolment targets specified within the University Budget for 2007.</p> <p>Outcome: New course developments in the Faculties of Arts, Health Science, and Science, Engineering & Technology. The Course Profile Review Taskforce has established a working party to review and rationalise course and unit offerings. As at December 2007, 146 units had been identified for rationalisation. The Graduate School commissioned a research study focusing on third year students at the University. A strategies document has been prepared to address the key challenges identified within the study report in order to increase understanding and enrolment of these students in postgraduate coursework programs at the University. The Graduate School has projects underway with Faculties of Education, Health Science and Science, Engineering & Technology and the AMC aimed at flexible postgraduate coursework development in 2008 and 2009.</p>	H1	Course Profile Review Committee	C	Ongoing
2	Coordinate marketing approach for postgraduate coursework programs to meet targets.	H	Deans, Directors Graduate School/ International Services	C	Ongoing
3	Trial centralised call centre approach for Postgraduate coursework enrolments.	M	Director Graduate School	C	12/2006

- 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	Increase level and effectiveness of Teaching & Learning benchmarking activity and follow up with action where needed.	H	PVC (T&L)/ Assoc Deans (T&L)	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
2	Improve rankings in Course Experience Questionnaire (CEQ) and other national indicators, and disseminate good practice models.	H	Deans/HoS, Director CALT	A	Ongoing
3	Monitor impact of performance-based funding of teaching and make refinements to incentives where necessary for 2007 budget.	H	PVC(T&L)	C (3% of teaching budget) in 2006	7/2006
4	Schools and Faculties to benchmark performance against relevant comparators in other institutions and implement strategies to improve teaching performance where necessary.	M	Deans/HoS	A	Ongoing
5	Schools identified as lower ranking on key Teaching & Learning performance indicators to propose plans for improving their ranking, with support from teaching grants where appropriate.	H	PVC (T&L)	C (Teaching Development Fund)	7/2006
6	Undertake a systematic study of postgraduate coursework students to improve marketing, retention rates and inform the coursework portfolio across the Faculties.	M	Director Graduate School	A	7/2006
7	Develop and implement a process to rationalise postgraduate coursework programs across Faculties.	H	Deans, Assoc Deans (T&L), Director Graduate School	B	12/2006
8	<p>Improve rankings against DEST Learning & Teaching Performance Funding and related indicators, through consultation with staff and students and the provision of tailored support.</p> <p>Outcome: The University has been advised that it will receive \$3.1 million in DEST Learning & Teaching Performance Funding, an increase on the \$2.4 million received in the previous year's allocation. This amount was received due to performance in two discipline groupings: science, computing, engineering, architecture and agriculture; and business, law and economics. During 2007, 19 staff and student focus groups were conducted targeting fields of education that performed below the sector mean in the 2003 and 2005 Course Experience Questionnaires (CEQ). Meetings were held with Associate Deans (Teaching & Learning), Heads of School and relevant staff for each course to discuss the recommendations arising from focus group feedback. In 2007 the Pro Vice-Chancellor (Teaching & Learning) and a CALT staff member met with relevant Heads of School to discuss the best approach to support staff identified as having SETL results below the agreed norm.</p>	H1	PVC (T&L)	C	Ongoing

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	Increase the number of students taking study abroad opportunities within UTAS courses.	M	Deans	B	12/2006
2	Monitor and refine Teaching & Learning Quality Assurance processes for Transnational Education programs.	H	PVC (T&L)	A	12/2006

	Initiative	Priority	Responsibility	Budget	Date
3	Work with Faculties to improve Transnational Education program design, delivery and assessment.	H	Director CALT	A	12/2006
4	Monitor and develop services for Transnational Education students.	M	Uni Librarian, Academic Registrar, Directors CALT/ITR	A	12/2006
5	Develop and maintain customised student administration procedures for Transnational Education programs including admission, enrolment and academic progress. Identify and develop system and process improvements and contribute to detailed operational plans for each Transnational Education program.	H	Academic Registrar	C	12/2006
6	Support staff to further internationalise the curriculum.	M	Director CALT	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	Develop and disseminate case studies of good Teaching & Learning practice.	M	Director CALT	B	8/2006
2	Showcase outcomes of 2005 EDGE Teaching Fellowships and 2006 Faculty Teaching & Learning initiatives.	M	Director CALT	A	12/2006

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	Support and publicise outputs from small-scale projects to develop Teaching/Research Nexus in selected Schools/Faculties.	M	PVC (T&L), PVC (Research)	C \$40,000	10/2006
2	Develop and implement a model of teaching and learning, appropriate for a 'research led' university, that addresses the distinctive nature of each campus and the requirement for cross campus teaching, and fosters collaboration. Target: Develop model by June 2007. The model will be informed by the work being undertaken by the Course Structures Working Party to develop a consistent framework for courses and awards. Outcome: The Preparation and Pathways Working Party is coordinating the introduction of a University College model which will provide individualised pathways for students entering the University from diverse educational backgrounds	H1	PVC (T&L)	C	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	Monitor effectiveness of Graduate School support for postgraduate coursework programs.	H	Director Graduate School	C	12/2006
2	Develop and implement postgraduate coursework strategy across Faculties.	H	Director Graduate School	C	12/2006
3	Develop Library collections and services to support developments in teaching and research.	H	Uni Librarian	C	12/2006

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

	Initiative	Priority	Responsibility	Budget	Date
1	Support new course developments in emerging Theme areas.	M	Deans	C	12/2006

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.

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	Follow up findings of Employers Survey by enhancing employer links with courses/Schools.	H	Assoc Deans (T&L), HoS	A	12/2006
2	Increase liaison with professional and accrediting bodies and enhance external input to courses.	M	Deans, HoS	A	12/2006
3	Maintain accreditation for all professional courses.	M	Assoc Deans (T&L), HoS	A	Ongoing
4	Develop a policy framework for learning intensive approaches for workplace experiences.	M	PVC (T&L)	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	Continue offering University Preparation Program through flexible delivery to students throughout Tasmania.	M	Director CCC	A	Ongoing
2	Develop new articulation arrangements with TAFE and monitor/review existing arrangements.	H	Assoc Deans (T&L)	A	12/2006
3	Review admission, credit, enrolment and transitional arrangements for students entering from TAFE with a view to improving and streamlining access.	M	Academic Registrar	A	12/2006
4	Develop business continuity strategies for programs that rely on delivery to remote users.	M	Directors CALT/ITR	A	12/2006

	Initiative	Priority	Responsibility	Budget	Date
5	Provide peer support and develop a framework for improving moderation and validity of assessment practice. Target: Develop framework by August 2006. Provide peer support for 200 staff.	H	Assoc Deans (T&L), Director CALT	C \$80,000	12/2006

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 promotion of UTAS flexibly delivered courses and units to prospective students.	H	Director CALT, Manager SRU	A	12/2006
2	Plan for and support the development of learning intensive approaches in strategic courses and units.	H	PVC (T&L), Deans/HoS	C	Ongoing

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	Implement online options for Student Evaluation of Teaching and Learning (SETL).	H	Academic Registrar, Director CALT	A	8/2006
2	Improve practice and student awareness about the student evaluation of learning (on- and off-shore).	M	Director CALT, Assoc Deans (T&L)	A	12/2006
3	Disseminate findings of analysis of Course Experience Questionnaire (CEQ) and SETL data.	H	Deputy Academic Registrar	A	12/2006
4	Disseminate findings of 2005 Student Survey and coordinate action plans and progress reports from service providers. Review outcomes of 2005 modifications to survey methodology including use of online surveys administration. Identify focused areas of service delivery for follow-up surveys (eg. off campus and international students).	M	Academic Registrar	A	8/2006

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	Implement and evaluate strategies for integration of information literacy into the curriculum.	M	Uni Librarian	A	12/2006
2	In association with the Centre for the Advancement of Learning and Teaching (CALT), develop functionality through Career Hub to meet student needs for a portfolio-like repository for mapping generic skills acquisition.	M	Manager, Student Services	A	8/2006
3	Ensure that the development, practice and assessment of generic skills is explicit in curriculum documentation, implementation and review.	M	PVC (T&L), Assoc Deans (T&L)	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	Develop and evaluate new satellite Learning Hub initiatives.	M	PVC (T&L)	C (Capex and CDP)	12/2006
2	<p>Maximise student access and success through the Student Transition and Retention Taskforce, including coordinated orientation activities and First Year initiatives and embedded support in Faculties.</p> <p>Target: Further to 2006 report on priorities for new programs, develop action plan and implement identified priority programs to support improved learning and teaching outcomes.</p> <p>Outcome: The Preparation and Pathways Working Party is coordinating the introduction of a University College model which will provide individualised pathways for students entering the University from diverse educational backgrounds. The Peer Assisted Study Sessions (PASS) program was trialled and resulted in a fail rate reduction of at least 30% in each unit to which it was introduced. The PASS program will be introduced within progressively more units over the next three years. Outcomes from student focus groups and a First Year Teaching Issues Forum have been incorporated within the Teaching and Learning Plan for 2008 - 2010. Virtual Orientation program will be introduced in 2008 as a result of project activity in 2006 and 2007. Catalyst officers now working in the Faculties of Arts, Business, Education, Science, Engineering & Technology and AMC Institute. Comprehensive range of activities undertaken by the First Year and Retention team within Student Services including coordinated orientation activities.</p>	H1	Student Transition and Retention Taskforce	C	Ongoing
3	Review student focused websites and redevelop sites to reflect student needs, ensure accessibility and improve service provision.	M	Academic Registrar, Director CALT	A	12/2006
4	Develop an integrated support model for the use of Information and Communications Technology (ICT) in Teaching & Learning.	M	Uni Librarian, Directors ITR/CALT/AMS	A	12/2006
5	Develop services and support approaches for NESB students which are appropriate for their needs.	M	Academic Registrar, Director CALT	A	Ongoing
6	Establish a student leadership program to support personal needs and learning intensive approaches.	H	PVC (T&L)	C	Ongoing

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	Implement Student Lifecycle Information Management Services (SLIMS) project, including resources plan and associated review of course structures and rules. Outcome: In late 2007 the SLIMS Steering Committee, Planning & Resources Committee and Council endorsed the recommendation of the business case feasibility study that UTAS purchase a commercially available student information management system. The Project Team is developing functional and technical requirements specifications and a resource plan for deployment of a new system by 2010. A website will be released early in 2008 providing regular updates on progress.	H1	Deputy Academic Registrar	C	Ongoing to 2010
2	Continue to reform admissions policy and procedures to streamline UTAS entry and credit arrangements, including collaboration with TAFE and Tasmanian Qualifications Authority (TQA) to broaden VET and Year 12 entry pathways.	H	Academic Registrar	B	2/2006
3	Develop processes and upgrade technology to provide improved access to information resources through intercampus loan and document delivery.	M	Uni Librarian	C	12/2006

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	Conduct staff development activities in support of University priorities, eg. internationalisation of curriculum, assessment, graduate attributes, academic integrity.	H	Director CALT	A	12/2006
2	Establish communities of practice to support Teaching & Learning improvement at the School and Faculty level.	M	Assoc Deans (T&L), Director CALT	A	12/2006
3	Conduct programs for sessional teaching staff to enhance teaching skills and support teaching responsibilities.	H	Director CALT, HoS	A	12/2006

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

	Initiative	Priority	Responsibility	Budget	Date
1	Support academic staff who excel as teachers to apply for teaching awards and HERDSA Teaching Fellowships.	M	Director CALT	A	12/2006
2	Develop and implement strategies at the Faculty level to recognise and reward leadership in Teaching & Learning.	M	Assoc Deans (T&L)	A	Ongoing

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

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	Expand executive short courses in conjunction with business/industry/government clients .	M	Director Graduate School	C	12/2006

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	Explore collaborative Postgraduate coursework and Undergraduate programs with other universities.	M	Deans	A	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	<p>Following the introduction of a consistent framework of courses and awards across the University, review and rationalise course offerings in each Faculty to meet University, Faculty and campus plans and targets for student enrolment.</p> <p>Target: Framework finalised in 2007 for introduction in 2008. Courses and units with enrolments below the set minimum identified for Faculty action.</p> <p>Outcome: The Course Profile Review Taskforce has established a working party to review and rationalise course and unit offerings. As at December 2007, 146 units had been identified for rationalisation. An action plan has been developed to progress further rationalisation of units in 2008.</p>	H1	Course Profile Review Committee	C	Ongoing
2	Implement and evaluate strategies to support students 'at risk', including improved student retention outcomes and a review of the UTAS peer mentor scheme.	H	Assoc Deans (T&L), Director CALT, Academic Registrar	C	12/2006
3	Work with Tasmanian Qualifications Authority (TQA) to expand pool of eligible students who apply to UTAS.	H	EDPD	A	12/2006
4	Monitor effectiveness of and enhance Associate Degrees.	M	Assoc Deans (T&L)	A	12/2006
5	Centralise assessment of all undergraduate applications and implement procedural improvements to ensure optimal offer levels and timely offers.	H	Academic Registrar	C	3/2006

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.

30 Enhance Hobart and related city campuses profile to support growth. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Plan for co-location of Health Science.	H	Dean, HSc	C	12/2006

31 Review Launceston profile to significantly increase mix and numbers to critical mass. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Support strategic course developments through the implementation of an agreed academic plan for the campuses.	H	DVC, PVC (T&L), Deans	C	12/2006

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	Implement Cradle Coast academic development project to plan expansion of academic programs at Cradle Coast Campus.	H	Director CCC, Deans	C \$100,000	2/2007
2	Plan for Community Learning Centre development and facilities to meet the EDGE agenda at the campus.	H	Director CCC	C (CDP funds)	12/2006
3	Implement Collaboration and Structural Reform Fund (CaSR) project for an Institute for Enterprise and Regional Development.	H	Director CCC	C (CaSR funds)	12/2007

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

37 Ensure that infrastructure plans (eg. Capital Development and Asset Management, Information Technology) are developed in a strategic and coordinated manner to support the University's teaching, research and community service goals. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Further to the findings of the Teaching Space Review (Blunden 2003) and feedback received during 2006 Academic Planning activity, develop a proposal for the introduction of a new Timetabling system for 2008. The proposal will include arrangements for increased audiovisual support at each campus. Target: Proposal submitted to Planning and Resources Committee by June 2007. Outcome: The University Timetabling project to be linked with the SLIMS project and the Course Structures project as a program of projects with a common governance structure.	H1	Director AMS	C CMP	2008
2	Develop plans for monitoring and expanding computer access for students (on-campus and off-campus).	H	Director ITR	C	6/2006
3	Roll out e-learning media services (ELMS), training and support, with a focus on iLecture.	M	Directors CALT/ITR/AMS	B	12/2006
4	Explore opportunities to integrate Vista with other technologies, including ELMS, videoconferencing, eReserve/copyright and enterprise information.	M	Uni Librarian, Directors CALT/ITR	B	12/2006

	Initiative	Priority	Responsibility	Budget	Date
5	Improve video-teaching facilities and integrate with emerging electronic services.	H	Director ITR	A	12/2006
6	Plan for executive quality teaching space for Postgraduate coursework and executive development programs.	H	Directors AMS/ Graduate School	A	12/2006

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.

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	Maintain and enhance UNlaccess initiative, in collaboration with State Library and Online Access Centres.	H	Uni Librarian	A	Ongoing
2	Maintain and enhance Library Outreach Program in consultation with schools and colleges to promote awareness of the University and ease transition for students entering 1st year.	M	Uni Librarian	A	Ongoing
3	Promote University Preparation Program in targeted regional areas through collaboration with the UNlaccess project.	M	Director CCC	A	12/2006