

# 2007 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 were recruited in 2005 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: 1. Continue to provide financial support to the Australian Centre in Innovation Research (AIRC) including hiring of academic, research and administrative staff. 2. Centre to become self-funding by 2008. 3. Centre to have completed work on a Tasmania wide innovation census data base by the end of 2007. 4. Centre to have at least 4 PhD students linked with the Centre by the end of 2007. 5. Centre to have gained Tasmanian State Government funding of \$1.5 million dollars over the next 3 years.</p> <p>Outcome: Centre received \$1.5million from the DED. Tasmanian Innovation Census due for launch in February 2008. Centre is working on self funding from the end of 2008 onwards. AIRC has 12 PhD students directly studying at the Centre.</p>	H1	Dean, Prof J West, Prof K Smith	C \$913,000	December 2007
2	<p>Aim to improve retention of students and provide better service to students in Faculty UG and PG courses by providing academic and general support, particularly for international students in the PG coursework courses.</p> <p>Target: 1. Reduce attrition rates of students, particularly in undergraduate courses. 2. Provide greater academic and general support for the greatly increasing numbers of students in PG coursework courses, particularly international students. 3. Employment of 1 UG and 1 PG Student Academic and Support Advisor.</p> <p>Outcome: 1. Progression rates improved from .87 to .89 in B. Com from 2006-2007. 2. Employed a PG support officer in the Faculty. 3. Employed a Catalyst officer to assist students, particularly UG students.</p>	H1	Dean, ADTL, Student Services	C \$200,000	Ongoing 2007

	Initiative	Priority	Responsibility	Budget	Date
3	<p>Increase total UG, PG and RHD on shore enrolments as specified by the University.</p> <p>Target: 2144 EFTSL onshore</p> <p>Outcome: Achieved 83% of op grant load target; 71% of domestic fee paying postgraduate; 101% of FFPOS enrolments and 94% of offshore enrolment targets making 89% overall.</p>	H1	Dean, HOS, Director Graduate School	A	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	<p>Explore and establish strategic collaborations with international universities.</p> <p>Target: Arrange visits between staff from UTAS and international or national universities and have at least 2 joint projects commenced</p> <p>Outcome: Professor Carroll has established 2 joint projects with staff from other Universities and he has included in these projects a number of Faculty staff.</p>	H	Prof Peter Carroll, ADR	B \$30,000 as part of Staff Dev spend	Through 2007
2	<p>Support staff to apply for national and international teaching excellence awards</p> <p>Target: Minimum of 3 applications for teaching awards, such as the Carrick Institute (or equivalent)</p> <p>Outcome: Assisted in the preparation of 5 Carrick applications to the University.</p>	M	ADTL, Senior Teaching Fellow	A \$2,000	Ongoing 2007
3	<p>Introduce a visiting scholars program to facilitate short term visits by leading academics.</p> <p>Target: 5 visiting scholars during 2007.</p> <p>Outcome: Achieved with visits from 12 scholars ranging from 1-2 weeks.</p>	M	Dean, ADR	C \$20,000	Through 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	<p>Continue to explore opportunities to offer courses offshore and to better market existing courses to international markets</p> <p>Target: 1. Have 4 viable, efficient TNE programs running Faculty courses by the end of 2007. 2. 980 EFTSL enrolled in offshore courses.</p> <p>Outcome: 1. Faculty at present has 4 TNE programs running, although 2 are in teach out. 2. Faculty had 922 EFTSL in offshore courses at the end of 2007.</p>	H	Dean, ADI, TNE & Int Office	C \$80,000 Travel and Marketing	End of 2007

	Initiative	Priority	Responsibility	Budget	Date
2	Increase number of FFPOS PG coursework students as per agreed targets.  Target: 280 EFTSL  Outcome: At the end of 2007, enrolment numbers were 310 EFTSL.	H	Dean, HOS, Director Graduate School	A	2007
3	Increase number of FFPOS UG coursework students as per agreed targets.  Target: 375 EFTSL  Outcome: Enrolment numbers at the end of 2007 were 350 EFTSL.	H	Dean, HOS	A	2007
4	Increase the ability of FFPOS students to articulate efficiently from prior courses into FOB courses.  Target: The development of an Advanced Standing Database.  Outcome: The ASD development continued throughout 2007 and additions to its functionality were approved. This led to a longer development time and the ASD should be operational by early 2008.	M	ADI, Int Services	B \$21,000 (co-fund with Int Serv)	Feb 2007

**UTAS will maintain world leadership in key areas, and will develop new areas of international collaboration.**

- 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	Facilitate and underwrite the organisation and running of the 2nd International Conference on Innovation in Accounting and Governance Education.  Target: 1. 80 participants at the conference. 2. 3 DEST recognised F1 publications. 3. At least break even financially.  Outcome: 1. 90 participants. 2. 5 DEST F1 publications. 3. Small surplus recorded.	M	HOS AccCG, Dean	B \$15,000 (underwrite)	Feb 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	<p>Senior Faculty Research Fellow to progress the development of research in the governance and public policy area with the School of Government and other Faculty of Business staff.</p> <p>Target: 1. Establishment of an inter faculty research unit in the area of governance and public policy. 2. DEST publications from the area in the Faculty to be 20 in 2007. 3. \$80,000 Grant income to be generated by the end of 2007. 4. 2 PhD students by the end of 2007.</p> <p>Outcome: Initiative did not proceed.</p>	H1	Prof Peter Carroll	C \$262,000	December 2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Implement and begin teaching a Business Logistics major in the Bachelor of Business in conjunction with the AMC based in Launceston.</p> <p>Target: 15 EFTSL in the major by the end of 2007</p> <p>Outcome: Information about enrolments in majors is difficult to ascertain from the USRS. It appears that there are about 10 EFTSL enrolled in Business Logistics major.</p>	H	HOS-IS, ADTL	A	Feb 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	<p>Investigate the possibility of running training programs for the State Audit Office and other government departments.</p> <p>Target: Finalise agreements to run training courses for 2007 operation.</p> <p>Outcome: Initiative did not proceed, primarily due to availability of time of School of Economics staff, due to retirements, resignations and other priorities.</p>	M	Dean, HOS Economics	A	Feb 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	<p>Offer Graduate Certificate in Corporate Governance in a fully flexible mode with a view to having the FOB formalise a credit arrangement with those who have completed the AICD course.</p> <p>Target: 1. Enrolments 10 EFTSL 2. Achieve one unit credit for AICD completion.</p> <p>Outcome: 1. Only 2 EFTSL enrolled. 2. Could not come to an agreement with AICD for advanced standing. 3. Program not marketed effectively and this to be addressed in 2008/9. 4. There are a large number of enrolments in the units as part of the MPA specialisation, but not in the discrete Grad Cert.</p>	H	HOS-AccCG, ADTL	A \$5,000 Marketing	2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to explore options of offering joint courses and training programs with organisations including the TCCI, Tasmanian Audit Office and the LCCI</p> <p>Target: Commence discussions with a view to offering a course and/or training programs</p> <p>Outcome: Discussions commenced. Grad Cert in Commercialisation developed with some input from TCCI.</p>	M	Dean and HOS	A	Ongoing 2007
2	<p>Continue to promote and enhance the work place based Corporate Internship unit/s, make them available for all students in all schools of the faculty.</p> <p>Target: 1. Increase the enrolments for 2007 to at least 50 students over the year (up from 28 in 2006) 2. Have at least 15 employer sponsors involved in the program. 3. Employ a Faculty Internship coordinator.</p> <p>Outcome: 1. 75 student enrolments. 2. Over 30 employer sponsors on the books. 3. Employed an internship coordinator at .6 level.</p>	H	Dean, HOS, ADTL	B \$44,500 (Salary for .6 position)	End of 2007

**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	<p>Offer a new UG major with an emphasis on logistics in conjunction with AMC at Launceston.</p> <p>Target: 15 EFTSL enrolments in the major</p> <p>Outcome: Information about enrolments in majors is difficult to ascertain from the USRS. It appears that there are about 10 EFTSL enrolled in Business Logistics major.</p>	H	HOS of IS, ADTL	A	Feb 2007

	Initiative	Priority	Responsibility	Budget	Date
2	<p>Investigate options to attract more students to CCC.</p> <p>Target: 1. Redevelop Business Management major to better meet the needs of students at CCC.</p> <p>Outcome: 1. Slightly revised BM major at CCC. 2. Plans to employ a full time academic staff member at the CCC from late 2007/2008.</p>	L	ADTL, HOS Mgt, BM - Major Coordinatator	A	Nov 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	<p>Offer a fully flexible 4 unit Graduate Certificate in Corporate Governance</p> <p>Target: 10 EFTSL</p> <p>Outcome: 2 EFTSL - see outcome for initiative 10.1.</p>	M	Dean, HOS Acc & CG,ADTL	A	Feb 2007
2	<p>Continue to support the development of fully flexible PG units.</p> <p>Target: 1. Develop 2 new fully flexible PG units to be offered as part of the MBA program. 2. Contribute 2 flexible units for Grad Cert in Ageing and Social Planning (with Fac Arts). 3. Contribute 2 flexible units to Grad Cert in Uni Mgt (with Fac Education).</p> <p>Outcome: 1. Two PG units developed. 2. One unit for Grad Cert in Ageing and Planning under construction. 3. Two units for Grad Cert in Higher Ed offered.</p>	H	ADTL, HOS	B \$60,000 (MBA units)	End of 2007
3	<p>Introduce more flexible delivery methods into units in UG courses.</p> <p>Target: 1. Upgrade at least 2 fully flexible units in the UG Corporate Governance major. 2. Introduce more flexible elements into other UG units. 3. Hire a part time Ed Technologist</p> <p>Outcome: Units revised as part of normal unit revision although more work required on resources and workload needed for revision of flexible units.</p>	M	ADTL, HOS, STF, Ed Technologist	B \$35,000 (Ed Tech)	End of 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	<p>Run focus groups with staff and students on teaching and learning evaluation techniques</p> <p>Target: At least 3 meetings/focus groups with staff and students</p> <p>Outcome: Two focus groups were held, one in the School of Accounting and Corp Gov and one in the School of IS.</p>	M	Senior Teaching Fellow and ADTL	A	Dec 2007

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>Continue to support Senior Teaching Fellow (STF) in the remainder of a 4 year contract. STF commenced in February 2006.</p> <p>Target: 1. Improve generic skills of graduates, teaching and learning performance from measures including CEQ. 2. Improve SETL scores and reduce attrition rates, etc. 3. Improve the teaching performance of staff as STF works one on one with staff to improve SETL. 4. Implement student generic skills portfolio following successful pilot in 2006.</p> <p>Outcome: 1. Three of the four Schools increased Generic Skills; Good Teaching and Overall Satisfaction in the CEQ from 06-07. 2. Teaching SETL remained constant at 4.0 and Unit SETL dropped from 3.98 to 3.9. 4. Commenced generic attributes project with funding of \$130,000 in late November 2007. Project will be completed by mid 2009. Other: Faculty (for the first time) earned \$660k from Federal Government Learning and Teaching Performance Fund in 2007 for performance in 2006.</p>	H1	Dean, ADTL & STF Management Committee	C \$480,000 over 4 years	2007 - 2010

## 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 10 RHD scholarship holders at between \$10,000 to \$20,000 each. Five of these scholarships to be linked to the AIRC.</p> <p>Outcome: Offered 5 PhD scholarships through the AIRC and a further 5 through the Faculty.</p>	H	Dean, ADR, Director AIRC	A \$140,000	March 2007

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>Implement the review panel recommendations in relation to 2006 review of major and course coordination system.</p> <p>Target: Improved system of major and course coordination.</p> <p>Outcome: Employed an UG Admin Officer and a PG Admin Officer from July 2007 to alleviate the admin load on academic major and course coordinators as recommended by the review.</p>	H	ADTL	A \$2,000	Feb 2007
2	<p>Implement a change in administrative structure at the Launceston campus to reflect Faculty rather than School based operations as recommended in 2nd KPMG review undertaken in 2006.</p> <p>Target: 1. L ton based general staff to work from the one physical location and support the needs of all Launceston academic staff and students. 2. Implement a centralised (rather than School) resource allocation system (i.e. printing, photocopying, consumables, etc).</p> <p>Outcome: Restructure as noted above implemented in early 2007.</p>	H	Dean, Ass Dean (L and CC), HOS, Senior Faculty Executive Officer	A	Jan 2007
3	<p>Review the Faculty administrative arrangements at the Hobart campus.</p> <p>Target: Improve efficiency and effectiveness of all aspects of Faculty office operations.</p> <p>Outcome: Based on a review of major and course coordinators and related admin arrangements and the retirement of the SFXO, a restructured admin division was put in place in June 2007.</p>	H	Dean, HOS, Finance Officer, SFXO	A \$5,000	Feb 2007

**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	<p>Provide greater responsibility and administrative support for Associate Dean (Launceston and Cradle Coast).</p> <p>Target: To provide improved academic and administrative leadership for the Launceston and Cradle Coast campuses.</p> <p>Outcome: Strategic reprofiling bid was unsuccessful, but restructure of Launceston Faculty Office, resulted in a more efficient level of admin support for the ADLCC.</p>	M	Dean	D \$40,784 (Strategic Reprofiling application)	January 2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Review workload allocation model during the first half of 2007, first introduced in 2006.</p> <p>Target: Implement improved workload allocation model in 1/2007</p> <p>Outcome: Revised workload and teaching allocation model was developed during 2007 after many iterations. At the end of 2007 it was ready to be distributed to all academic staff for comment for implementation in 2008.</p>	H	Dean and HOS	A	Feb 2007

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>Provide extra funds to be used for staff development, research projects and teaching relief for research purposes in addition to regular staff development budget.</p> <p>Target: 1. 10% Increase in A1 and F1 publications from 2006 to 2007. 2. At least 6 staff to take up offer of funding for research projects. 3. Increase from 2006 in applications for IRGS and ARC grants. 4. Institute a visiting scholars program.</p> <p>Outcome: 1. 2007 A1 and F1 publications will not be available until at least the end of March 2008. 2. Fifteen staff from the Faculty commenced research projects funded by the Faculty. 3. IRGS and ARC applications increased from 2 in 2006 to 6 in 2007 (with 4 successful). 4. Faculty had 10 visiting scholars (ranging from periods of 1 week to 3 months) during 2007.</p>	H1	Dean, Ass Dean Research, HOS	C \$195,000	2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Provide award funding for well performed teachers, researchers and general staff to be presented at an annual faculty awards dinner</p> <p>Target: Faculty to provide at least 1 award in each of the categories of teaching, research and general staff.</p> <p>Outcome: One general, two teaching and one research award were presented for outstanding performance during 2007.</p>	M	Dean, ADTL, Ass Dean Research, Faculty Executive Officer	B \$25,000	Dec 2007

**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	<p>Staff travelling to make contact with colleagues from international universities with a view to achieving this objective.</p> <p>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.</p> <p>Outcome: 1. Prof Lijing Li from Kunming University is visiting UTAS, School of Mgt for 12 months from Nov 2007.</p>	M	Dean, Ass Dean Research, ADTL, All Academic Staff	A	Ongoing through 2007

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	<p>AIRC to liaise with State Government and Private Enterprise to continue to raise funds for ongoing operations of the the AIRC</p> <p>Target: AIRC to move towards being self funding by 2008</p> <p>Outcome: Negotiations with State Govt and other possible funding sources is continuing.</p>	H	Prof West and Prof Smith	A	November 2007
2	<p>Commence research project with State and Federal Auditor Generals on IT Audit Methodologies.</p> <p>Target: Application for ARC Linkage Grant.</p> <p>Outcome: Application for ARC Grant on this topic delayed and will not go ahead in 2008.</p>	M	Prof Peter Carroll, Dr. Gail Ridley	A	March 2007

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	<p>Collaboration with AMC about possible use of units in our existing and new courses.</p> <p>Target: Identify units common to AMC and UTAS, especially flexible units, which may be suitable for use in Faculty courses.</p> <p>Outcome: AMC MBA units are able to be used as part of the Faculty MBA program. Other decisions delayed due to change in HOS arrangements at AMC.</p>	M	Dean, HOS, ADTL	A	Ongoing 2007

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	<p>Arrange staff to make contact with Alumni when visiting overseas locations</p> <p>Target: One official function to be held in either Malaysia, Singapore or Hong Kong during 2007.</p> <p>Outcome: Alumni function held in Shanghai in July 2007 and one planned for Malaysia in early 2008.</p>	L	Dean, Ass Dean Int, ADTL	A \$10,000	Ongoing during 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]

The major growth area in the Faculty since 2004 has been in the PG coursework area, where from approx 20 EFTSL in 2004 the numbers have grown to approx 300 EFTSL in 2006. In 2006 alone the enrolments have exceeded targets by over 100%. About 85% of enrolments are FFPOS. The cost of running PG coursework units is much greater per student than is the case for UG units. The predominance of FFPOS also adds significant resource impacts. Initiative #2 provides an estimate of the cost of teaching PG coursework programs for the 2007 year.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Recruitment of suitably qualified Level B and Level C staff and above to teach into PG coursework programs where the numbers of enrolments have exceeded targets by over 100% in 2006.</p> <p>Provide additional support for PG coursework programs in terms of student support and administrative support in the Faculty.</p> <p>Target: 1. The appointment of at least 3 additional academic staff across the Faculty from mid 2006 to cope with increased enrolments. 2. Increased administrative support and student support for PG coursework enrolments, particularly FFPOS PG enrolments.</p> <p>Outcome: 1. Two new full time academic staff were hired. 2. Hired 3 new administrative support staff in the Faculty, one specifically for academic support for PG students and one specifically for administrative support for PG students.</p>	H1	Dean, SFXO and Heads of Schools.	A \$461,699	Late 2006 through 2007

	Initiative	Priority	Responsibility	Budget	Date
2	<p>Provide appropriate academic, administrative and student support resources to ensure a quality PG coursework experience for students of the Faculty. The budget noted is an estimate of annual cost to run the Faculty s coursework PG programs. At present the Faculty is not funded to this level or in this way for these courses.</p> <p>Target: Continue to grow PG enrolment numbers to agreed targets and to ensure appropriate class sizes and quality of teaching and learning is improved.</p> <p>Outcome: PG enrolment numbers (including FFPOS RHD) exceeded target by 5.8% (target 374 EFTSL; actual 397 EFTSL) with about 90% of these enrolments being FFPOS. As mentioned in initiative #1, the Faculty employed a dedicated PG admin officer and a PG academic student support officer.</p>	H1	Dean, HOS, Faculty Marketing Officer and ADTL	C \$2.439 million annually	Through 2007

**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	<p>Work with the University to help implement Launceston and CC plans.</p> <p>Target: Meet agreed student targets.</p> <p>Outcome: Enrolments at Lton increased from 279 in 2005 to 297 in 2007. CC enrolments decreased from 49 in 2005 to 36 in 2007.</p>	H	Dean, Ass Dean L & CC.	A	2007

**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 a revised strategic marketing plan.</p> <p>Target: 1. Meeting target enrolment figures for 2007 and beyond.  2. Increase the number of TNE courses to a maximum of 4.  3. Continue to grow PG FFPOS and Domestic enrolments.  4. Continue to grow domestic operating grant load enrolments.</p> <p>Outcome: 1. Achieved 83% of op grant load target; 71% of domestic fee paying postgraduate; 101% of FFPOS enrolments and 94% of offshore enrolment targets making 89% overall.  2. The Faculty has two ongoing TNE programs (Shanghai, Kuwait) and two in teach out (Malaysia and Indonesia), with one in Hong Kong originally expected to commence in 2007, now to commence in 2008.</p> <p>Other:  The Faculty did not have the resources to employ a marketing officer. In its stead the Faculty established a strategic marketing committee in late 2007 to coordinate future marketing plans, predominantly aimed at attracting more FFPOS students to Tasmania and to attract students offshore and domestically in relation to the development of fully flexible online course delivery.</p>	H1	Dean, SXFO, HOS, ADTL, ADI	A \$230,000 includes 0.6 Marketing Position salary	Through out 2007