

2007 University Plan



Faculty of Education

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]

Increase the reputation of the Faculty so that it is recognised for high quality teaching and research excellence. This will involve fostering and maintaining a research and teaching culture that will strengthen the national and international reputation of the Faculty, to improve its comparability with profiles of Education Schools/Faculties/Departments at the University of Melbourne and University of Queensland, and yet which highlights the distinctiveness of the Faculty of Education at the University of Tasmania.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>The Faculty will undertake a full review of its academic profile and implement immediate and longer term strategies to migrate towards a more research active profile. (Cross Reference 14.3)</p> <p>Target: Measurable changes in the academic profile with at least 3 new academic staff with significant research track records, improved research outcomes measured by a 10% increase in external grants for research, referred publications, research higher degree enrolments and completions and an increase in the number of staff classified as research active. (Cross Reference 14.3)</p> <p>Outcome: All new 10 full-time continuing academic positions advertised and filled including: 2 Level D and 3 Level C academics with significant research track records, 5 Level B academics with developing research track records. 6.3 academic positions have been filled by teaching-only secondments for 2008. Filling vacant Level E positions is held back until after the appointment of a new Dean (mid 2008). Two professors equivalent to 50% of a full-time professor have been appointed on a short-term contract for 2008.</p>	H1	Dean, Associate Dean (Research) & Senior Research Leaders Group	A \$200, 000	Dec 2007

	Initiative	Priority	Responsibility	Budget	Date
2	<p>A Research Development Plan will be implemented over the next 5 years to build Research Teams and to facilitate the mentoring and support of early career researchers who have the capacity to rapidly increase their productivity.</p> <p>Target: 80% of research staff will improve their outputs by 10% per annum and an increase in Research Higher Degree completions by 10% per annum over 5 years.</p> <p>Outcome: • Research Development Plan (\$100,000) implemented in March 2007 to begin to increase staff research output • During 2007 the Faculty increased its total refereed publication output by over 30% in comparison to 2006 • 2 ARC grants were secured in 2007. The Faculty will be involved in 5 ARC research projects in 2008. • 2 academic staff were awarded PhDs in 2007.</p>	H1	Dean & Associate Dean (Research)	A,C \$80,000	Dec 2007 Year 1 of 5
3	<p>A Faculty internal audit of units which are currently delivered will be undertaken to identify ways to facilitate cross program entry/exit points, eliminate the silo culture between programs, reduce the number of units with small enrolments, enhance the sharing of staff across programs and provide a wide range of delivery models.</p> <p>Target: This will be measured by increased number of cross-program units being taught together (from 0-5) and increased diversity of delivery of units.</p> <p>Outcome: The Faculty undertook unit development in three 1st year foundation units and 1 Critical Learning Area unit of the B.Ed(In-Service) program to offer them fully online in semester 1, 2008. These are now in operation. A further 12 units are being developed in sem 1, 2008 for full on-line delivery in sem 2, 2008 in the program. 1st year core units in B.Ed and B.Ed(In-Service) combined. Faculty Honours Program now coordinated to ensure equity, consistency and efficiency. 6 small units discontinued where academically allowable including 2 in B.Ed (In-Service); 4 in BAVE. Units with small enrolments were combined for teaching purposes including 8 pairs of units in the B.Teach and 2 units in the B.Ed and B.Ed(In-Service). 2 B.Teach specialisations with very small enrolments not offered in 2008.</p>	H1	Associate Dean (Teaching & Learning)	A	Dec 2007
4	<p>Foster an improvement culture in our teaching through encouraging self-assessment of teaching as well as achieve greater participation by staff in SETLs and informal evaluations. Provide internal rewards for good teaching.</p> <p>Target: Improved Course Evaluation Questionnaire Scores and SETL results.</p>	H	Associate Dean (Teaching & Learning) & Deputy Heads of School	A	Dec 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]

The Faculty has some established effective pockets of international connections. As part of the development of distinctive course programs, targeted international strategies will be better integrated with the overall Faculty planning process.

	Initiative	Priority	Responsibility	Budget	Date
1	Consolidate the International/Cross Cultural Teaching and Learning Strategy to integrate the diverse activities currently offered by the Faculty and achieve a focussed plan which will facilitate a more internationalised Faculty. Target: Increased student exchange and school experience placement opportunities targeted in International/Cross Cultural Teaching by 5%.	M	Dean & Director International Programs	A	Dec 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]

Preamble: With the goal Faculty improvement, we will seek to enhance the link between research and teaching in the Faculty of Education.

	Initiative	Priority	Responsibility	Budget	Date
1	Using an inventory of teaching and research areas of expertise for academic staff, facilitate teaching in units relative to individual's research area(s) of expertise and mentor staff to incorporate research into their regular teaching responsibilities over 2007 and 2008. Target: Development of skilled teams to teach units in specific fields and produce research in the specific fields.	H	Assocaite Dean (Research) & Deputy Heads of School	A	Dec 2007 Year 1 of 2

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

Workplace learning is an important area for development, both in the Faculty, the University and nationally. The Faculty will improve its professional placements by stronger cross-Faculty planning and better communication with external stakeholders.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Undertake a Faculty-wide project in partnership with the Department of Education to review school experience placements to improve the quality of the program and the assessment process. Identify broader opportunities for school experience placements outside the School classroom. (Cross Reference 10.1)</p> <p>Target: Increased number of school experience placement venues and improved student experiences. (Cross Reference 10.1)</p> <p>Outcome: Faculty Professional Experience Program reviewed and revised (June 2007). Integrated, cross-Faculty Guidelines developed and implemented from 1 January 2008. New Process and Project Officer achieved an increase in places both in Tasmania and in Western Australia. Students will be offered Remote (Kimberley) placement through the Western Australian Department of Education and Training (WADET) in 2008. 8 students have been selected for Western Australian Department of Education and Training (WADET) Scholarships commencing 2009. 12 Faculty of Education graduates have been employed in the Aboriginal Independent Schools in the Kimberley (there are only 9 Aboriginal Independent Schools).</p>	H1	Associate Dean (Teaching & Learning) & Director School Experience	A	Dec 2008

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]

In partnership with the Department of Education develop new strategic joint initiatives for the mutual benefit of both parties.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Expand the strategic partnerships with Education agencies in particular, the Department of Education, within the context of the Faculty's priorities.</p> <p>Target: Increased input and activity in collaboration with the Department of Education, increased research activity supported by the Department of Education and increased enrolments in postgraduate courses by teachers.</p>	H	Dean & Deputy Heads of School	A	Dec 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]

Cross Reference See 7

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Cross Reference See 7.1</p> <p>Target: Cross Reference See 7.1</p>	H1	Cross Reference See 7.1	A	Cross Reference See 7.1

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

The Faculty staff has many connections with communities of interest. These linkages will form the basis for a more effective Faculty-wide community engagement strategy.

	Initiative	Priority	Responsibility	Budget	Date
1	Establish a Community Engagement Plan for the Faculty which capitalises on staff members' current interests, to include building investment from alumni, schools and other education supporters. Target: Faculty Staff Forum to strengthen understanding and skills in Community Engagement and a report on Faculty involvement in Community.	M	Dean & Deputy Heads of School	A	Dec 2007

UTAS will enhance its teaching so that it is ranked in the top ten Australian universities with respect to teaching performance.

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

Develop distinctive opportunities in the undergraduate and postgraduate courses which articulate with other Educational providers.

	Initiative	Priority	Responsibility	Budget	Date
1	Undertake a Faculty review project to improve the quality of flexible delivery across all programs, with particular attention to teaching across campuses and to students remote from campuses ensuring that all sectors of the Tasmanian community have opportunities for education. (Cross Reference 29.1) Target: Increase in quality, diversity of delivery strategies implemented into all programs within the Faculty. (Cross Reference 29.1)	H	Associate Dean (Teaching & Learning)	A,C	Dec 2007
2	Explore possibility of growth opportunities for course offerings in areas of distinctiveness (i.e. Early Years, Outdoor Education, Adventure Sports, Coaching Science). Target: Develop new courses for progression through University processes for approval to commence in 2008/2009.	M	Deputy Heads of School & Associate Dean (Teaching & Learning)	A	Dec 2007 Year 1 of 3
3	Cross Reference See 1.1 Target: Cross Reference See 1.1	H	Cross Reference See 1.1	A \$200,00	Cross Reference See 1.1

15 Expand opportunities for student and staff feedback and monitor student and staff satisfaction through systematic use of SETL, CEQ and other surveys. [Ex]

Support current opportunities for student and staff feedback and investigate strategies to expand opportunities for feedback.

	Initiative	Priority	Responsibility	Budget	Date
1	SETLs will be administered to a high proportion of Units for Teaching and Unit assessment every year. Target: Quantitative feedback from student SETLs.	M	Associate Dean (Teaching & Learning)	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]

Facilitate students' entry into programs. Provide support for students to enhance their learning experiences. This will involve:

	Initiative	Priority	Responsibility	Budget	Date
1	Raise the visibility of the Faculty in Tasmania and on each Campus to enhance the student experience while studying in the School of Education, through improving media coverage of major student events in the Faculty (i.e. Student Exhibitions, Science Fairs). Target: Increase by 5% positive media responses to Faculty activities.	M	Marketing & Alumni Officer	A	Dec 2007
2	Improve the student experience for first year Education students through continued strategies and activities of an EDGE Student Catalyst Officer, expanding the 2006 program to impact throughout the Faculty. Target: Record of reduced first year attrition rates.	H	Deputy Heads of School	A,C	Dec 2007
3	Prepare and implement a marketing plan for the Faculty to promote its courses interstate and within Tasmania. Target: Enrolments meet target.	H	Marketing & Alumni Officer	A	Dec 2007

19 Create administrative processes that are efficient and effective for all stakeholders, with a particular focus on student needs. [Ex]

The Faculty will improve the efficiency and effectiveness of its administrative team, ensuring enhanced support to staff, students and the broader academic program.

	Initiative	Priority	Responsibility	Budget	Date
1	Development of an integrated general staff team to provide administrative support to the wider Faculty. Target: Multi-skilled staff team which reduces single point sensitive areas.	M	Dean & Deputy Heads of School	A	Dec 2008

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]

Through an internal structural review build academic leadership at the Launceston and Cradle Coast campuses and facilitate the establishment of a collaborative leadership team for the Faculty.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Review Faculty profile to identify opportunities to increase senior appointments on the Launceston and Cradle Coast campuses.</p> <p>Target: Three new appointments at Level C and above at Launceston and one new appointment Level C or above at the Cradle Coast by end of 2007.</p> <p>Outcome: Associate Professor in Education (Rural & Regional) (Level D) has been appointed on the Cradle Coast. This appointment has improved relationships with North West stakeholders including the Department of Education's North West Learning Services and provides educational leadership to the Cradle Coast programs. The Associate Dean (Teaching & Learning) (Level D) (start date February 2007) and one level C position (start date May 2007) has been filled in Launceston. The Associate Dean (Teaching & Learning) position significantly improved the management and administration of teaching and learning within the Faculty. The Level C appointment has enhanced the research capacity in the Faculty and contributed to research leadership. The two level E positions in Launceston have been deferred until the appointment of a new Dean.</p>	H1	Dean	A	Dec 2007

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

Implement staff workload protocols to support an effective and equitable work place.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Review and refine staff workload protocols being responsive to changing circumstances and giving consideration to Faculty changes and staff feedback.</p> <p>Target: Academic workload satisfaction questionnaire.</p>	H	Head of School & Deputy Heads of School	A	Dec 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]

Provide support for staff to take advantage of staff development activities which enhance the capacity of staff to contribute to the goals of the University and of the Faculty and to improve career prospects.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Revise the Faculty staff development policy to ensure that staff are supported to engage in appropriate staff development activities which enrich their capacity to contribute to the EDGE agenda and Faculty goals, as well as their individual career development.</p> <p>Target: Faculty budget established for staff development and performance management planning to identify individual plans.</p>	H	Dean & Deputy Heads of School	A	Dec 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]

Cross Reference See 14

	Initiative	Priority	Responsibility	Budget	Date
1	Cross Reference See 14.1 Target: Cross Reference See 14.1	H	Cross Reference See 14.1	A,C	Cross Reference See 14.1
2	Continue to review, rationalise and develop new postgraduate courses in association with CALT and the International Office to increase enrolments from a wide cohort of students. (Cross Reference 36.1) Target: Increased enrolments by 2008. (Cross Reference 36.1) Outcome: Course Coordinator (Post Graduate Coursework) appointed December 2007. Negotiations were held with Department of Education for greater uptake of more relevant courses during 2007. The Post Graduate Coursework Coordinator is convening a newly constituted Course Advisory Committee which includes representation from key stakeholders including Department of Education and representatives of other key education bodies. Planning for jointly developed Graduate Certificate with AMC has begun. Adult Education program offered in response to request but no uptake achieved.	H1	Dean, Deputy Heads of School & Course Coordinators	A,C	Dec 2008
3	In accordance with the Faculty Research Development Plan increase the number of Research Higher Degree students. (Cross Reference 36.2) Target: Increase the number of Research Higher Degree student completion by 10% per annum over next 5 years. (Cross Reference 36.2)	H	Associate Dean (Research)	A	Dec 2007 Year 1 of 5

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.

32 Upgrade the Cradle Coast Campus profile to improve local participation rate and maximise the advantages of community, location and networks. [G, En]

The Faculty of Education has substantial enrolments in the first and second year of the Bachelor of Education Degree. There is capacity to grow the numbers through expanding the course to enable its offering to completion at Cradle Coast.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Develop a distinctive model for years three and four of the Bachelor of Education Degree to enable regional students to complete their Degree at the campus and to strengthen the linkages between the Faculty and other disciplines areas at the Cradle Coast.</p> <p>Target: Increase student numbers and retention rates on the Cradle Coast through offering the Bachelor of Education Degree through to 4th year.</p> <p>Outcome: Bachelor of Education (Year 3) will be offered on Cradle Coast from 2008 and year 4 from 2009. 1st year intake in 2008 is 61 students increased from 49 students in 2006.</p>	H1	Dean, Deputy Head of School & Cradle Coast Project Coordinator	A,C	Dec 2007

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]

To provide an administrative structure to support and enhance Faculty teaching, research and community.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to develop, monitor and evaluate an appropriate operating budget that supports the achievement of Faculty goals and is managed at a program level.</p> <p>Target: Adherence to budget allocations and achievement of Faculty goals.</p>	M	Dean & Faculty Business Manager	A	Ongoing
2	<p>Continue to review Faculty policies, procedures and systems to ensure compliance with Faculty & University requirements.</p> <p>Target: All policies and procedures updated on Faculty website.</p>	M	Dean & Executive Officer Policy & Planning	A	Ongoing

36 Generate additional income from non-Commonwealth sources; including expansion of domestic fee-paying undergraduate and postgraduate enrolments, and income from commercialisation projects. [G]

Cross Reference See 14

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Cross Reference See 29.2</p> <p>Target: Cross Reference See 29.2</p>	H1	Cross Reference See 29.2	A,C	Cross Referenc e See 29.2
2	<p>Cross Reference See 29.2</p> <p>Target: Cross Reference See 29.2</p>	H	Cross Reference See 29.2	A	Cross Referenc e See 29.2