

2007 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>Expand existing (BN L ton ; B Pharm; BHS, MBBS) and develop additional UG and PG health science options, including B Med Res, B Health Sci/ B Teach, B Ex Science and paramedic studies, developing with FSE&T further science options, continued expansion of the two year B Nursing in Sydney, the development of a 2 yr BN in Hobart & development of B Env Health for 2008.</p> <p>Target: 12/2007 - an increase of 420 EFTSL</p> <p>Outcome: 1. Operating grant student growth increased by 316 EFTSL an increase of 22%, well above the overall University growth. Shortfall against target was contributed to by a shortfall in B Medical Research students and less than expected demand for service teaching to general science students. Continued strong growth is expected in 2008. 2. Courses in SNM (35%) and HLS (22.5%) showed marked growth. 3. TSoM (8.5%) and SoP (8%) had moderate growth. 4. B Exercise Science commenced with good results.</p>	H1	Heads of School	C \$250,000 plus additional space needs being met.	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	<p>Expand existing (BN L ton ; B Pharm; BHS, MBBS) and develop additional UG and PG health science options, including B Med Res, B Health Sci/ B Teach, B Ex Science and paramedic studies, developing with FSE&T further science options, continued expansion of the two year B Nursing in Sydney, the development of a 2 yr BN in Hobart & development of B Env Health for 2008.</p> <p>Target: 12/2007 - an increase of 45 EFTSL</p> <p>Outcome: FFPOS student growth increased by only 3 EFTSL in 2007</p>	H1	All Heads of Schools, A/D T&L	C \$250,000 plus additional space needs being met	12/2007

	Initiative	Priority	Responsibility	Budget	Date
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> <p>Outcome: 1. HLS introduced a special program to support two refugee students. 2. HLS coordinated a monitoring program to facilitate early identification of students requiring assistance.</p>	M	All Heads of Schools	A	12/2007
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> <p>Outcome: Program to facilitate KDU students with a Diploma of science to articulate to BBiomedSc introduced by HLS</p>	M	Heads of HLS.	B \$10,000	12/2008
4	<p>Develop a full partnership agreement with UMS (Kuwait) for delivery of MBBS, B Pharm and paramedic studies</p> <p>Target: Formal agreement approved and implementation commenced.</p> <p>Outcome: Project cancelled when prospective Kuwait partners were unsuccessful in tender bid for the project</p>	M	All Heads of School	C \$50K	12/2007

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>Development of strategies to build capacity and promote growth in health and medical research, develop partnerships within the University Population and Health Theme and with the MRI as well as a cohesive response to the RQF.</p> <p>Target: Establish and grow health research in target areas related to ageing and chronic disease</p> <p>Outcome: 1. New funding of UMORE of \$750K announced. 2. Successful increase in grant outcomes by TSoM staff in MRI. 3. Increased research activity in the field of ageing and chronic disease. HLS won 7 external grants and increased the number of research active staff particularly in metabolic chronic disease research.</p>	H	Associate Dean Research	C 15K	12/2008

	Initiative	Priority	Responsibility	Budget	Date
2	<p>Increase numbers of Honours and Post Graduate Research Students in all disciplines (in collaboration with the MRI).</p> <p>Target: increase enrolments to meet allocated University targets.</p> <p>Outcome: 1. Growth in Honours and PG Student Load remained static in 2007. 2. HLS established 2 new co-funded PhD Scholarships</p>	H	All Heads of School, A/D Research, A/D T&L	A TBC	Ongoing
3	<p>To develop the Faculty as a leader in interdisciplinary research and clinical skills and simulation learning and teaching</p> <p>Target: 1. Establish Clinical Skills & Simulation Centres in Burnie, Launceston and Hobart. 2. Establish a cross school PhD Scholarship for Simulation and Education with an inter- professional focus</p> <p>Outcome: 1. Clinical Skills & Simulation Centres in Burnie and Launceston commissioned. 2. HLS increased cooperative research with LGH leading to award of 3 CCMRT grants with LGH Clinicians</p>	M	Dean, A/D Research A/D T&L	C 200K	12/2007
4	<p>To develop a Centre of Excellence in Nursing incorporating a Simulation Centre.</p> <p>Target: To be completed by December 2007</p> <p>Outcome: Achieved with the new Centre being commissioned in September 2007</p>	H1	Dean, HoS, Faculty Manager	C \$3.5M	12/2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To identify opportunities for development of interdisciplinary programs to meet current and emerging Health Workforce issues and COAG responses.</p> <p>Target: Agreement on programs to include the PG Courses in Health Services and in Clinical Education. 2. Programs established and capacity developed to enrol students.</p> <p>Outcome: Relevant programs agreed and development commenced. Program delivery to commence in June 2008.</p>	H	Heads of School, MEU, A/D T&L	C \$150K	12/2008
2	<p>Progress FHS relationship with the Health Sector & further develop Partners in Health to meet the imperatives in workforce initiatives</p> <p>Target: Implementation of programs to meet identified areas of need</p> <p>Outcome: Changes to membership of the PIH Management Committee and review of its roles and responsibilities have commenced.</p>	H	Dean & Deputy Dean	A	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
3	Implement through Partners in Health the delivery a Bachelor of Dental Surgery in conjunction with an inter-state School of Dentistry for Tasmania. Target: Feasibility study completed and decision made Outcome: Review of various models and potential partners has occurred but project development is still ongoing.	M	Dean, HoS TSNM, A/D T & L	C \$120K	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	Ensure Partners in Health and health education and workforce issues have prominence, especially the interdependence of the health, education and service systems to ensure safe and quality health care for all Tasmanians in acute and community settings. Target: Ensure high level FHS input and influence to the development of the DHHS Clinical Services Plan and Primary Health Care Plan. Outcome: Achieved with the recognition in the Tasmanian Health Plan of the primary role of PiH and UTAS in addressing workforce issues.	H1	Dean, Deputy Dean, All Heads of School	C TBC	TBC

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. Acheived with the successsful completion of external accreditation of the MBBS and Bach of Biomedical Science. 2. B Hlth Sc (Env Hlth) accredited in Sep 2007	H	Heads of Schools	C \$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

	Initiative	Priority	Responsibility	Budget	Date
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	B \$2500 per school	12/2007

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	Progress Partners in Health Workforce Initiatives particularly the BDS and Bach of Oral Health Target: Models for BDS established by Dec 2007 Outcome: Review of various models and potential partners has occurred but project is still ongoing.	H	Dean & A/D T & L, & respective Heads of School	C \$120K	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	Improve T&L performance in relation to University benchmarks, particularly those used in PBFT. Target: 1. Establish a Faculty wide SETL plan. 2. All unsatisfactory SETL to be subject to review and appropriate action. Outcome: 1. School processes established and results monitored through Faculty T & L Committee. 2. FHS achieved a B ranking on L& TPF analysis.	H1	All Heads of Schools & A/D T & L	C \$20K	12/2007

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 through the co-location program and other capital works programs including securing additional space for the School of Pharmacy, School of Nursing, HLS and the UDRH in Hobart and Schools of Nursing and HLS in Launceston HLS.</p> <p>Target: 1) Meet SoP expansion needs for 2008. 2) Ensure adequate space availability to meet the expansion needs of Nursing and UDRH in Hobart by Dec 07.</p> <p>3) Provide support to finalising the Co-location Project by Nov 2008.</p> <p>4) Ensure adequate space is available or identified for Nursing and HLS expansion in the Newnham Campus by Dec 2007.</p> <p>5) Progress development of phase 2 of collocation to meet SoP long term needs.</p> <p>Outcome: 1. Achieved - new SoP facilities to be commissioned in Feb 2008. 2. Limited additional space made available to meet expected demand of SNM in Hobart. 3. Co-location project still ongoing. 4. Achieved - new facilities operational in Newnham 5. Initial planning for future phases of Co-location undertaken.</p>	H1	Dean	C \$50 million	12/2009
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> <p>Outcome: 1. Achieved new facilities operational in Newnham</p>	H	Heads of HLS & Nursing	A	12/2007
3	<p>Further develop LGH CS campus by collaboration with LGH to upgrade the Library and explore options for interaction between the CS, the TSNM and HLS by an integrated approach to incorporate all FHS components within the educational precinct.</p> <p>Target: Works completed by 12/2008</p> <p>Outcome: Ongoing - proposed Integrated Health and Medical Education Unit agreed in principle at PiH. The proposal to be developed in conjunction with State proposal for an Integrated Care Centre and possible Australian Government GP Super Clinic.</p>	H	Head of Medicine	C \$70K	12/2008
4	<p>Consolidate development of the RCS as focus for rural health initiatives in the Cradle Coast area.</p> <p>Target: Stage 3 Capital works to be completed by June 08.</p> <p>Outcome: Capital works project planning in the design and development phase</p>	M	CEO RCS	C \$800K	06/2008

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	Further engage clinical teachers in activities of the Faculty and support their professional development re their roles within the Faculty. Target: Increase staff development activities and participation. Outcome: 1. Increased opportunities developed for staff to undertake the Grad Cert in Learning and Teaching for Health Professionals. 2. Commenced targeted incentives for clinical teachers in specific programs.	H	Heads of Schools	A	12/2007
2	Encourage and Support academic staff development in Teaching and Research including participation in Grad Cert of Learning and Teaching for Health Professionals and research training programs. Target: Increase enrolments in the Graduate Certificate of Learning & Teaching for Health Professionals by 20 percent	M	Heads of Budget Centres	A	12/2007
3	Encourage and support general and technical staff to undertake training to enhance their skills to support faculty operations.	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: 12/2007 Relevant policies and procedures in place	M	A/D T & L, Heads of Schools & PR Officer	B \$2,500 per school	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	<p>Expand existing (BN L ton ; B Pharm; BHS, MBBS) and develop additional UG and PG health science options, including B Med Res, B Health Sci/ B Teach, B Ex Science and paramedic studies, developing with FSE&T further science options, continued expansion of the two year B Nursing in Sydney, the development of a 2 yr BN in Hobart & development of B Env Health for 2008.</p> <p>Target: 12/2007 - an increase of 465 EFTSL (Target includes both domestic and international students)</p> <p>Outcome: 1. Overall student growth increased in FHS by 228 EFTSL, an increase of 13% which was well above the overall University growth outcomes. The shortfall was contributed to by a shortfall in B Medical Research enrolments and less than expected demand for service teaching to general science students. Continued strong growth is expected in 2008.</p>	H1	All Heads of Schools & A/D T & L	C \$250K plus additional space needs being met	12/2007
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> <p>Outcome: 1. Achieved new facilities operational in Newnham</p>	H	Heads of HLS & Nursing	A	12/2007
3	<p>Further develop LGH CS campus by collaboration with LGH to upgrade the Library and explore options for interaction between the CS, the TSNM and HLS by an integrated approach to incorporate all FHS components within the educational precinct.</p> <p>Target: Works completed by 12/2008</p> <p>Outcome: Ongoing - proposed Integrated Health and Medical Education Unit agreed in principle at PiH. The proposal to be developed in conjunction with State proposal for an Integrated Care Centre and possible Australian Government GP Super Clinic.</p>	H	Head of Medicine	C \$70K	12/2008
4	<p>Continue development of the RCS as focus for rural health initiatives in the Cradle Coast area.</p> <p>Target: Stage 3 capital works completed by June 08</p> <p>Outcome: Capital works project planning in the design and development phase</p>	M	CEO RCS	C \$800k	06/2008

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>Establish a quality improvement system to manage quality processes in accordance with the PIRI philosophy</p> <p>Target: Allocate resources to plan and implements a quality system by 12/2007</p>	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	All Schools to implement relevant workload allocation models to facilitate budget processes and to reflect teaching and research activity and strategies. Target: Models created and operational by 12/2007 Outcome: 1. UDRH, SNM and HLS have implemented respective plans.	H1	Dean and Heads of School.	A	For 2008 Budget

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	Increase awareness of the University's health science programs Target: A coordinated program of activities to be approved by April 2007 Outcome: Coordinated program developed and implemented.	H	Heads of all Budget Centres & PR Officer	C \$20,000	Ongoing
2	Continue development of the RCS as focus for rural health initiatives in the Cradle Coast area. Target: Stage 3 capital works completed by June 08 Outcome: Capital works project planning in the design and development phase	M	CEO RCS	C \$800K	06/2008
3	Continue to develop programs for rural placement of students using rural teaching sites and other infrastructure.	M	Dir UDRH	C \$18K	Ongoing