

2007 University Plan



Faculty of Science, Engineering & Technology

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 Faculty is committed to excellence in teaching and research and will aim to match Go8 profiles in key discipline and thematic areas by:

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continuing to promote the courses offered by the Faculty, particularly new courses in theme areas and other strategic areas with the aim of increasing student load. For example, the BMarSc, BMarSc(Hons), BAntStud, BAntSt(Hons), BEnvSc, BEnvSc(Hons), BRegResMgmt and BE-MBA.</p> <p>Target: Employment of Faculty Marketing Officer and other specialist course promoters. Production of high quality marketing materials. Scheduled participation in Open Days, NSWk, School Visits, Interstate Visits and other activities.</p> <p>Outcome: Faculty Marketing Officer employed. New brochures produced and successful open days, National Science Week, etc activities undertaken.</p>	H1	Faculty Office, HoS, All staff	C \$200k+, Fac Strat, T&L	12/2007
2	Stimulating and maintaining a culture in which research, informed by national and international standards of performance and best practice and yielding output of genuine significance, is valued and rewarded by the Faculty.	M	Dean, Research Directors, HoS	A	Ongoing
3	Continuing to improve the quality of teaching and learning within the Faculty. For example, Faculty-wide sponsored Teaching & Learning Seminars, Generic Attributes project etc.	M	Associate Dean (T&L), HoS	B \$3,500, Fac Strat	Ongoing
4	<p>Ensuring that the staffing profile is continuously examined and developed to meet changing needs as reflected by the establishment of Quatum Leap Chairs.</p> <p>Target: To fill five Chairs by 31 March 2007.</p> <p>Outcome: Four Quantum Leap Chairs and the Chair of Engineering filled by 31 March 2007. One of these Chairs has so far raised \$1.5M from ARC Discovery, ARC Linkage and CERF Grants.</p>	H1	Dean, Research Directors, HoS	C \$1M, Uni Strat	31/3/07
5	<p>Facilitating maximal growth in RHD numbers with a view to matching G8 profiles on a per capita basis. For example, co-funding scholarships.</p> <p>Target: To meet RHD growth targets.</p>	H	Dean, Research Directors, HoS	C \$50k+, School Research Budgets	Ongoing

	Initiative	Priority	Responsibility	Budget	Date
6	<p>Positioning the Faculty to maximise reputational and financial returns from the RQF and RQI exercises.</p> <p>Target: Analyse RQI data to determine best groupings. Discussions with each School/Institute to prepare staff for RQF and to develop best groupings. Appoint new staff in strategic areas.</p> <p>Outcome: RQF groupings determined and preparation advanced, most Quantum Leap staff appointed by RQF deadline. Two faculty staff were appointed to National RQF panels recognising the international standing of Faculty members and potentially helping with rankings.</p>	H1	Dean, Research Directors, HoS	C \$200k+, School Budgets	12/2007

- 2 Benchmark and improve performance to match Go8 and other exemplar university outcomes in research, teaching quality, entry standards, staff quality, internationalisation, strategic collaborations and financial indicators. [Ex, D]

The Faculty will improve performance to achieve Go8 outcomes on a per capita basis by:

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to improve the quality of staff appointees and enhance links with high quality institutions.</p> <p>Target: Identify five key collaborative links with G8 universities.</p>	H	Dean, Research Directors, HoS	C \$100k+, Staff Profile	Ongoing
2	<p>The Faculty s proportion of university IGS, RTS and RIB funds will at least match that of comparable faculties in G8 universities.</p> <p>Target: To compare favourably when the Faculty is benchmarked against G8 universities.</p>	H	Dean in conjunction with Research Office	A	12/2007
3	<p>Significantly increasing research income on a per capita basis by targeting staff to submit nationally competitive grant or program applications.</p> <p>Target: 10% growth in research funding.</p>	H	Research Directors, HoS	C \$60k+	Ongoing
4	<p>Actively promoting and resourcing efforts to maximise FFPOS enrolments.</p> <p>Target: To achieve the ambitious FFPOS targets.</p>	H	Faculty Manager, HoS	C \$90k+, Fac Strat	Ongoing
5	<p>Developing national and international linkages.</p> <p>Target: To establish five new linkages.</p>	H	HoS, Faculty International Committee	A	Ongoing
6	<p>Improving the quality of Teaching and Learning through targeted initiatives that will maximise returns from performance-based funding of teaching.</p> <p>Target: Conducting SETLs. Increasing Head of School understanding of CEQ and encouraging participation from students. Support staff development for Teaching & Learning.</p> <p>Outcome: SETLs conducted and participation rate significantly increased (from 49% in 2006 to 60% in 2007), staff development for Teaching & Learning supported, 4 of the 5 Carrick Citations were awarded to FSET staff and in A1 group for LTPF (top six, earning \$1.4M).</p>	H1	Dean, Associate Dean, HoS, FEU	C \$200k+, Fac Strat, FEU	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]

The Faculty will actively support the University's goals in conjunction with International Services by:

	Initiative	Priority	Responsibility	Budget	Date
1	Continuing to promote SET courses in Singapore, Malaysia, Vietnam, Japan, India and China. Target: To grow the total FFPOS from these countries.	H	HoS, Faculty International Committee	C \$40k, Fac Strat	12/2007
2	Continuing to promote Special Focus Programs at US and European universities.	M	Faculty Manager	C \$15k, Fac Strat	Ongoing
3	Encouraging undergraduate students to consider student exchange opportunities, and providing a scholarship of \$1,500 to each student, and a limited number of scholarships of \$3,000. Target: To grow outgoing student exchanges by 20%.	H	Dean, HoS, Faculty Manager	C \$20k, Fac Strat, External	12/2007
4	Continually monitoring the curriculum of courses to ensure they are nationally and internationally recognised. Target: To achieve successful accreditation outcomes.	H	Dean	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]

The Faculty be internationally recognised in key areas by:

	Initiative	Priority	Responsibility	Budget	Date
1	Identifying, supporting and showcasing key areas of international recognition including CODES, ACROSS, IASOS, Radio-Astronomy, Plant Genetics, Power and Energy Systems, Marine Science and Food Safety. Target: Strategic appointment of staff in these areas. Outcome: Key staff appointed in ACROSS, Astronomy, CODES, Engineering, Food Safety, Geography & Environmental Studies, Marine Science and Wood Technology. Significant new grant applications were submitted as a result.	H1	Dean, Research Directors, HoS	C \$1M+ Fac Res Budget (IGS, RTS, RIB)	Ongoing
2	Consolidating the successful development of collaborations with research partners both nationally and internationally (e.g. CSIRO, the Australian Antarctic Division, Hydro, PFIZER and through the International Antarctic Institute).	M	Dean, Research Directors, HoS	A	Ongoing
3	Supporting the development of IMAS through the identification and fit-out of a physical location. Target: Present a case and requirements for the redevelopment of identified space.	H	Dean, HoS, Research Directors	C \$300K	12/2007

5 Develop strategies for enhancing the teaching/research nexus – particularly in developing existing and new theme areas. [Ex, D]

The Faculty is committed to aligning, where possible, teaching programs with areas of Research strength by:

	Initiative	Priority	Responsibility	Budget	Date
1	Upgrading the Faculty website to ensure both undergraduate and postgraduate students can access information on teaching and research programs. Target: Successful completion of the web upgrade project.	H	Dean, Research Directors, HoS	C \$50k+, Fac Strat	Jan 2007
2	Completing the successful introduction of new undergraduate programs in Antarctic Studies, Environmental Science, Marine Science and Regional Resource Management. Target: Continued growth in enrolments in these programs.	H	Degree Coordinators	C \$100k, Fac Strat, Uni Strat	12/2007
3	Stimulating the teaching/research nexus by introducing or highlighting innovative programs (e.g. research projects in undergraduate programs, Journal of Undergraduate Science).	M	Dean, HoS	B \$20k+, Fac Strat	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]

The Faculty is committed to providing a budget model that provides clear incentives to schools/research centres that perform at a high level.

	Initiative	Priority	Responsibility	Budget	Date
1	Provide financial incentives to schools enrolling FFPOS undertaking RHD. Target: Expenditure of \$160k.	H	Dean	C \$160k+, Fac Strat	12/2007
2	Development of interdisciplinary programs in the area of environmental and natural resource management. Target: Involvement of Faculty staff in the successful CERF program.	H	Director, Centre for Environment	C \$20k, Fac Strat	12/2007
3	Support relevant staff appointments that are inter-organisational and focus on theme areas. Target: To support five positions.	H	Dean, Research Directors, HoS	C \$200k+, Staff Profile	Ongoing
4	Exploration of interdisciplinary programs with the Faculty of Health Science. Target: Introduction of new Honours programs based on joint Science and Health Science teaching and the development of a joint genetics program across both faculties (to be included in the BBiotech, BSc and BMedRes).	H	Dean and Associate Dean (T&L) from SET and Health Science	A	12/2007

8 Establish a Distinguished Scholars Program to support themes and world-class areas and to promote world-class teaching and research. [Ex]

The Faculty will support the distinguished scholars program by:

	Initiative	Priority	Responsibility	Budget	Date
1	Nominating high profile academics with strong teaching and research credentials for support by the program. Target: Achieve at least one position.	M	Dean, Research Directors, HoS	A	Ongoing

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]

The Faculty is committed to building industry, community and government partnerships by:

	Initiative	Priority	Responsibility	Budget	Date
1	Supporting the growth of emerging fields of research which are strategically important. Target: Show evidence of support to TasBiotech, natural resource management, alternative energy sources.	H	Dean, HoS	C \$100k+, Staff Profile, Strat Funds	Ongoing
2	Increasing the awareness of the value of science, engineering and technology to the State. Target: Raise SET profile through TasBiotech, NSWk Dinner and Science meets Parliament.	M	Dean, HoS/Research Directors	B \$3k, Fac Strat	Ongoing
3	Encouraging staff to undertake research relevant to the needs of the State.	M	Dean, HoS/Research Directors	A	Ongoing
4	Maintaining strong growth for TIAR and TAFI. Target: Continued support by the State Government for TIAR and TAFI and exploring opportunities for new partnerships.	H	Dean, Directors of TAFI and TIAR, HoS	C \$4M+ State Govt	Ongoing

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]

The Faculty will train highly regarded professionals in engineering and technological sciences.

	Initiative	Priority	Responsibility	Budget	Date
1	Ensure ongoing high standards in Architecture, Chemistry, Computing, Earth Sciences, Engineering, Environmental Planning, Geomatics, Physics and Psychology to meet accreditation requirements. Target: Successful completion of all accreditation visits.	H	HoS	A \$5M+	Ongoing

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

The Faculty is committed to continuing and expanding its external relationships by:

	Initiative	Priority	Responsibility	Budget	Date
1	Promoting the profile of Science, Engineering and Technology where possible through media, public lectures etc. Target: To undertake NSWk activities successfully.	H	Dean, HoS, Marketing Officer	A	Ongoing
2	Providing scientific leadership in the community as measured by membership on external bodies/committees.	M	All Staff	A	Ongoing
3	Supporting the development of science teachers and enhancing their profile. Target: To run the Teachers Professional Development Forum successfully each year.	H	Dean, HoS, Marketing Officer	B \$5k+, Fac Marketing	Sept 2007
4	Ensuring we are the institution of choice in the State by external communities wishing to undertake research in areas of science, engineering and technology.	M	Dean, Research Directors, HoS	A	Ongoing

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

13 Develop distinctive, flexible, and innovative learning opportunities, especially programs that increase access for students in regional areas, streamline articulation from TAFE. [D, Ex]

The Faculty will actively support the development and introduction of new programs across all modes of teaching with emphasis on distinctive areas and interdisciplinary strength by:

	Initiative	Priority	Responsibility	Budget	Date
1	Successfully introducing and further developing new multi-disciplinary courses in distinctive and specialised areas such as Antarctic studies, environmental science, marine science and regional resource management. Target: Continued growth in enrolments.	H	Degree Coordinators	C \$200k+, Fac Strat	12/2007
2	Successfully developing an Honours Advanced Program in Science to increase access for high achieving students. Target: To increase enrolments in the BSc Advanced Honours program.	H	HoS, Assoc Dean, Faculty Office	C \$20k+, Fac Strat	12/2007
3	Working with the Graduate School to revise existing postgraduate coursework programs and to develop and introduce new programs where needs are identified.	M	Dean, Associate Dean, HoS	A	12/2007
4	Continue to develop the BAppSc(Ag)(Hons) and BRegResMgmt at the Cradle Coast Campus, which utilizes expertise of TIAR and School staff, to help meet Faculty load targets. Target: Growth in EFTSU at the Cradle Coast Campus.	H	Degree Coordinators	A	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]

The Faculty will endeavour to provide a wide and rewarding student experience by:

	Initiative	Priority	Responsibility	Budget	Date
1	Providing access to high quality laboratories and facilities. Target: Annual expenditure of at least \$1.2M on equipment and minor works.	H	Dean, HoS	C \$1.2M, Fac Equip	Ongoing
2	Engaging students in a wide range of learning situations including laboratories, excursions and projects as appropriate for the course.	M	All Academic Staff	A	Ongoing
3	Utilising the distinctive attributes of Tasmania to inform their learning.	M	All Academic Staff in Relevant Areas	A	Ongoing

UTAS will have a staff profile, an organisational culture and a working environment that supports its aspirations and recognises and rewards achievement.

21 Undertake strategic staffing analyses to broaden processes for attracting key people, and review retention strategies and address gender and equity imbalance through targeted programs. [Ex]

The Faculty will actively pursue retention strategies and address gender and equity imbalance through targeted programs by:

	Initiative	Priority	Responsibility	Budget	Date
1	Encouraging appropriately qualified women to apply for staff vacancies when they arise. Target: Increase the number of female academic staff.	H	Dean, HoS	A	As Required
2	Providing a Career Advancement Fund to assist female academic staff to advance their careers after a period of maternity leave. Target: Ensure a high success rate for applications.	H	Dean	C \$20k, Fac Strat	Ongoing
3	Providing female staff at Level C and above (limit one per school) with the opportunity to become members of the Faculty Executive Committee with the view of increasing the number of female heads and deputy heads of school in the Faculty. Target: Increase the number of female Head and Deputy Head appointments.	H	Dean	A	Ongoing
4	Providing appropriately attractive packages to recruit and retain key staff with national and international reputations. Target: A limited loss of key personnel.	H	Dean, VCE, HR	C \$50k+, Fac Strat	Ongoing

23 Provide/support a broad range of staff development opportunities that develop the capacity of staff to achieve the University's goals, while improving individual job satisfaction and career prospects. [Ex, En]

The Faculty views staff development as part of the normal daily work of staff members and recognises the resulting benefits. Through performance management the Faculty will actively support staff development activities that develop the capacity of staff to achieve the Faculty and University's goals while improving individual job satisfaction and career prospects by:

	Initiative	Priority	Responsibility	Budget	Date
1	Encouraging staff, to participate in a broad range of staff development activities (including conferences, study leave etc) that support teaching and learning, research and the Faculty and University's goals. General staff will be especially targeted. Target: Increase Study Leave participation rates in 2007.	H	HoS, Research Directors	A \$68k+, School Contrib.	Ongoing
2	Ensuring that new academic and professional staff participate as appropriate in a range of courses to improve the quality of the teaching and learning, research and administration environment.	M	HoS	A School	Ongoing
3	Ensuring that staff development for general staff is specifically canvassed during performance management.	M	HoS	A School	Ongoing

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]

The Faculty is committed to research excellence and will actively pursue international alliances with key research-led universities, by:

	Initiative	Priority	Responsibility	Budget	Date
1	Forming research links and relationships with researchers from prestigious research-led international universities. Target: Five links to be developed including exploration of links with the University of Washington on Human Interface Technology.	H	HoS	A	Ongoing
2	Encouraging SET students to participate in exchange opportunities with prestigious research-led universities. Target: Increase the number of outgoing exchange students.	H	Faculty Staff	C \$15k+, Fac Strat, Fac Res Budget	Ongoing
3	Encouraging international networking through study leave, conference travel and hosting visits by distinguished scholars. Target: Increase Study Leave participation rates in 2007.	H	Dean, HoS	C \$200k+, Fac Strat, Fac Res Budget	Ongoing

26 Joint venture with Go8 and other universities and with government agencies (eg. CSIRO) business and industry in key areas. [Ex, En]

The Faculty will actively support the University and engage in joint ventures with G8 and other universities, and with government agencies, business and industry, by:

	Initiative	Priority	Responsibility	Budget	Date
1	Actively pursuing joint ventures with CSIRO, the State government and other research organisations in areas such as quantitative marine science, biotechnology and energy and power systems. Target: Growth in research income from joint venture type initiatives.	H	Dean, HoS	A	Ongoing
2	Developing joint or feeder programs in areas that lack financial viability if conducted alone.	M	Dean, HoS	A	Ongoing

POSITION

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]

The Faculty recognises the importance of the Hobart campus to the Faculty and University (as it does the Launceston campus, see 3.1 below) and will review its profile.

	Initiative	Priority	Responsibility	Budget	Date
1	Reviewing school profiles as part of school and course reviews.	M	Dean	A	Ongoing
2	Reviewing school profiles on an annual basis as part of the Faculty's planning process, including VRs and strategic new positions. (see 31.2 below) Target: Number of VRs and size of VR payments and planned new strategic appointments. Outcome: Five VRs finalised (total Faculty costs = \$229,348) and six strategic appointments made. New project initiatives established as a result.	H1	Dean, HoS	C \$1M+ (with 31.2) Uni & Fac Strat	Annually

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

The Faculty recognises the importance of the Launceston campus to the Faculty and University and will review its profile.

	Initiative	Priority	Responsibility	Budget	Date
1	Reviewing school profiles as part of school and course reviews.	M	Dean	A	Ongoing
2	Reviewing school profiles on an annual basis as part of the Faculty's planning process, including VRs and strategic new posts. (see 30.2 above) Target: Number of VRs and size of VR payments and planned new strategic appointments. Outcome: Three VRs negotiated, one strategic appointment made and one under advertisement. As a result CSAW was established.	H1	Dean, HoS	C \$1M+ (with 30.2) Uni & Fac Strat	Annually

	Initiative	Priority	Responsibility	Budget	Date
3	Supporting and growing the specialised named degrees on the Launceston campus. Target: Growth in BAqua, BEnvSc and BArch programs.	H	Dean, Degree Coordinators, Faculty Staff	A	12/2007
4	Growing areas of strength and differentiation (e.g. Aquaculture and Architecture). Target: To achieve increased funding through growth.	H	Dean	A \$300k+	Ongoing

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

33 Review all administrative areas to look at how current systems and processes will support quality, growth, internationalisation and compliance strategies; and be accountable to, and efficient for, users. In particular, review the service needs of students in the light of projected growth. [Ex]

The Faculty is committed to the provision of quality and efficient services that will be maintained and improved by:

	Initiative	Priority	Responsibility	Budget	Date
1	Maintaining an open door policy in the Faculty Office allowing students to access staff and information during normal business hours. Target: Faculty Office access to be maintained between 8.45am and 5.30pm.	H	Faculty Staff	C \$20k+, Staff Profile	Ongoing
2	Reviewing all Faculty and School documentation to improve clarity and identify areas requiring documentation. Target: Continued release of documentation (e.g. Teaching and Learning Operational Guides).	H	All Staff	A	Ongoing
3	Ensuring that Faculty and School websites are attractive, informative and up-to-date. Target: Completion of the web upgrade project in 2007.	H	Associate Dean, Faculty Staff, School St	C \$50k+, Fac Strat	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.

38 Initiate branding/marketing/PR and government relations program, directed nationally and internationally at key market sectors. [D, G]

The Faculty will actively support the University's domestic and international marketing programs directed nationally and internationally by:

	Initiative	Priority	Responsibility	Budget	Date
1	Arranging the science and mathematics Teachers Professional Development Forum. Target: To run the program successfully in 2007.	H	Faculty Office	C \$5k, Fac Marketing	10/2007
2	Arranging the Siemens Science Experience in Hobart and Launceston.	M	Faculty Office	A Externally Funded	01/2007

	Initiative	Priority	Responsibility	Budget	Date
3	Holding a SET Roadshow to regional Tasmania. Target: Visit at least 10 schools in 2007.	H	Faculty Office	C \$15k, Fac Marketing	10/2007
4	Marketing Distinctive Science programs interstate and overseas. Target: Revise and reprint the Distinctive Science brochure.	H	Faculty Office	C \$20k, Fac Marketing	Various
5	Holding SET expo in Launceston and Hobart in conjunction with University Open Days and National Science Week. Target: Attendance by 1500+ students from over 20 schools.	H	Faculty Office, HoS	C \$30k, Fac Marketing NSWk Grant	08/2007
6	Organising the statewide Science and Engineering Challenge with a view to long term growth in student numbers in science and technology areas (e.g. Engineering). Target: Involvement of over 25+ schools and 1000+ students.	H	Faculty Manager	C \$15k, Fac Strat	08/2007