

2007 University Plan



DVC Academic & Provost

REPUTATION

UTAS will strengthen its international reputation through enhanced performance, so that it is equal to one of the current Go8 universities.

- 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>Build the number of onshore and offshore international students, including expansion of activities in non-traditional countries. See also 10.1, 29.1, 36.2, 36.3.</p> <p>Target: For 2007 - onshore undergraduate and postgraduate, including RHD: 1,894 EFTSL.</p> <p>Outcome: 1671.</p> <p>10.5% increase in commencing students was offset by large graduating cohort in semester 2 2007. Marketing activities substantially increased in 2007 in the new markets of Middle East and India, which will offset the flattening of demand in some of the traditional source countries such as Malaysia and Singapore.</p>	H1	Director, International Services	C	12/2007
2	<p>Source additional high quality partners to replace enrolments in current teachout programs.</p> <p>Target: Increase TNE enrolments by 10%.</p> <p>Outcome: In 2006 there were 1918 students (1174 EFTSU) enrolled in UTAS TNE programs, and in 2007 there were 1997 enrolments (1233 EFTSU) – a 4% increase. From 2006, the SFU and ZUT programs moved into full delivery mode – with over 1500 students enrolled. Enrolments have increased from 26 in 2002, to 1997 in 2007.</p>	H1	Director, International Services and Director, TNE	C	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	Continue to work with stakeholders in the Tasmanian Education Alliance	M	Director, International Services	A	12/2007
2	Identify areas for possible collaboration with TAFE Tasmania for offshore activities and international project work.	M	Director, International Services and Director, TNE	A	12/2007

- 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	Identify and offer additional TNE undergraduate and postgraduate programs that are attractive to students and graduate employers in Asia and other international markets.	H	Director, International Services and Director, TNE	A	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	Continue to identify opportunities for articulation/pathway arrangements for international students, including those in Tasmania at senior secondary colleges and TAFE. Target: Articulation arrangements up to date by end June 2007	H	Director, International Services and Manager, International Marketing	A	06/2007
2	Work with overseas colleges and UTAS Faculties to develop appropriate articulation arrangements and pathways for international students (for example: China, Malaysia and Hong Kong). Target: Database to be upgraded by June 2007.	H	Director, International Services and Manager, International Marketing	A	06/2007
3	Enhance English language study opportunities for students undertaking UTAS TNE programs. Target: Establish programs at UTAS TNE sites in China for students from year 2 of study. Outcome: SFU and ZUT both introduced new English language programs for UTAS enrolled students in 2007. UTAS will be represented on English Advisory Committees at both sites to monitor quality and outcomes of programs. English language tuition occurs during years 1 (prior to commencement of the UTAS degree) and 2 of the four year programs at both SFU and ZUT. There are 400 students enrolled in each year of the program at SFU and 120 students in each year at ZUT. The total number of students participating in English tuition in any one year is 1040.	H1	Director, International Services and Director, TNE and Director, ELC	C	12/2007

- 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	Build on marketing to final-year offshore student cohorts to achieve transfer to onshore postgraduate programs. Target: 10% improvement in progression rate.	H	Director, International Services and Director, TNE and Manager, International Marketing	C	12/2007
2	Work with Faculties to identify opportunities for outbound individual study, or study tours for students. Target: 10% increase on 2006 outbound numbers.	M	Director, International Services	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]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to encourage student integration into the University environment through orientation and ongoing support programs, regular update of website information, academic monitoring, ELSIS program and problem-solving support.	M	Director, International Services	A	12/2007
2	Continue support to enhance student lifestyle experience through improving information on accommodation and providing quality choices, encouraging participation in student activities and community activities.	M	Director, International Services	A	12/2007

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	Continue to review and improve admissions and enrolments processes, orientation programs and induction materials for onshore and TNE students. Target: Staff training in USRS completed and processes streamlined.	H	Deputy Director, International Services and Director, TNE	A	12/2007

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	Target TNE partnerships that offer the potential for broad linkages and look at extending existing partnerships to include research and exchange links.	H	Director, International Services and Director, TNE	A	12/2007

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	Continue to develop the Study Abroad program through establishing relationships with new institutions. Target: Explore Japan and elsewhere for Study Abroad - 10% increase from non-U.S institutions.	M	Director, International Services	A	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	Increase FFPOS, in line with targets established with Faculties. Target: 2007 FFPOS load targets met. Outcome: Some faculty targets achieved. Small shortfall in reaching overall target, due to falling demand for undergraduate programs in traditional markets. All of the newly introduced postgraduate programs in business have exceeded targets and research has been undertaken by International Services to identify new programs that meet international students changing demand patterns. Some new programs have been introduced by faculties and others planned or under discussion.	H1	Director, International Services	C	12/2007
2	In collaboration with Faculties, implement marketing initiatives of International Marketing Plan to further diversify range of source countries for international students. Target: 10% growth in market share of new markets. Outcome: Indian enrolments at UTAS increased by 50% against a national increase of 7.5%. Solid work undertaken in the Middle East in 2007, has resulted in a substantial increase in students from this region (Saudi Arabia from 1 to 20 student enrolments alone, compared with 59% national increase) undertaking preparatory English. Preliminary work in Canada in 2006, has resulted in a 23% increase in enrolments against the national average growth of 9%. Work with scholarship bodies in Indo-China in 2007 should result in good growth in these developing markets in the future.	H1	Manager, International Marketing	C	12/2007

	Initiative	Priority	Responsibility	Budget	Date
3	<p>Grow the number of TNE students who transfer onshore - either to complete undergraduate studies or to undertake postgraduate studies.</p> <p>Target: Increase TNE onshore transfers by 10%.</p> <p>Outcome: In 2007, 96 students transferred from UTAS TNE programs to undertake further study in Tasmania. In 2006 116 students transferred – 71 of these students were from the Minjiang program which was taught out in 2007 – with only 38 final transfers. Reliance on Minjiang transfers, and the demise of the IEP BBus program in Indonesia, resulted in a 19% decrease in transfers in 2007 rather than a 10% increase.</p>	H1	Director, International Services and Director, TNE	C	12/2007

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>Develop and promote Launceston-based programs for FFPOS and ELC students.</p> <p>Target: Market new programs for Launceston.</p>	H	Manager, International Marketing and Manager, ELC	A	12/2007

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]

	Initiative	Priority	Responsibility	Budget	Date
1	Develop a web-based agent management system that will allow staff to edit and share agent information and ensure ESOS compliance.	M	Director, International Services	A	12/2007
2	Develop a web-based induction program for new agents to ensure agents are knowledgeable about Utas and its programs.	M	Director, International Services	A	12/2007

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	<p>Develop new TNE programs that result in generation of income through onshore transfers.</p> <p>Target: Establish three new twinning programs.</p> <p>Outcome: First cohort of Business students enrolled at ACK in Kuwait in 2007, with the possibility of onshore postgraduate transfers. Negotiations held during 2007 with a number of potential partner institutions in China – however Chinese govt decision to restrict the development of twinning programs in favour of full in-country programs has delayed the establishment of new agreements.</p>	H1	Director, International Services and Director, TNE	C	12/2007

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	Develop the UTAS brand at all TNE partner sites.	M	Director, International Services and Manager, International Marketing and Director, TNE	C	12/2007