

# 2008 University Plan



## Faculty of Business

### Priority A: Fully embed a high performance culture

**Instil an expectation of high achievement in students and staff, and provide the means for this high achievement.**

- 1 Strengthen high-achiever programs and pathways to attract and support the top echelon of local, national and international undergraduate and postgraduate students.

	Initiative	Priority	Responsibility	Budget	Date
1	Provide 5 new PhD scholarships in addition to the 5 existing PhD scholarships in the Faculty.  Target: 10 PhD scholarships leading to an increase in PhD completions in the Faculty across the next 3-5 years.  Outcome: Provided 4 new PhD scholarships and had 5 existing scholarships. Faculty had 3 PhD completions in 2008.	H1	Dean, Ass Dean Research, AIRC Exec Director	C \$150,000	2008 - 2010
2	Require School of Management RHD students to present to School at least twice during candidature.  Target: Implementation of policy; increase in RHD completions over the next 3-5 years.	M	HOS - Mgt; Mgt Res Coordinator and Mgt Seminar Coordinator	A	2008
3	Identify new PHD opportunities in innovation related research areas.  Target: Attract at least 2 new PHD students.	M	Director, AIRC	A	November 2008
4	Continue growth in the Graduate Certificate in Commercialisation for the AIRC.  Target: At least 18 students enrolled in each of Sem 1 and Sem 2, 2008.	H	Ass Prof Jack English	A	August 2008

- 2 Optimise the range of support programs for prospective and current students.

	Initiative	Priority	Responsibility	Budget	Date
1	Provide student support for 1st year undergraduate and postgraduate students by employing Catalyst Officer (50% funded through student services) and PG Academic Support Officer  Target: Increased student progression rates, improved SETL scores and in the longer term improved CEQ outcomes  Outcome: Transition support officer and PG Academic Advisor employed by the Faculty. Unit SETL scores in the Faculty improved from 3.95 in 1/2006 to 4.03 in 2/2008. Progression rates for 2008 not yet available.	H1	Dean	C \$150,000	2008

- 4 Develop a broad-based visiting fellowship program.

	Initiative	Priority	Responsibility	Budget	Date
1	Fund a Faculty visiting scholar program.  Target: Have at least 4 visiting scholars for short periods during 2008.  Outcome: Six visiting scholars visited during 2008.	M	Ass Dean Research, Dean	C \$20,000	2008
2	AIRC to commence a separate visiting scholars program  Target: Two visiting scholars during 2008.	H	Director, AIRC	A	November 2008
3	Increase the number of short-stay visiting scholars in SE&F  Target: 2. At least two high-profile, short-stay visitors to SE&F 1. At least one application to Faculty visiting scholar program 2. At least two high-profile, short-stay visitors to SE&F	M	HOS - Eco & Fin	B \$5,000	End of 2008

5 Improve implementation of the UTAS performance management system for staff.

	Initiative	Priority	Responsibility	Budget	Date
1	Implement a mid year review of performance management system for Acc & CG staff.  Target: Conduct mid year PM reviews with all academic staff.	L	HOS-Acc&CG	A	July 2008

6 Strengthen and increase participation in organisational professional development programs that support a high-performance culture.

	Initiative	Priority	Responsibility	Budget	Date
1	Provide additional funding for staff development activities through the research and teaching and learning committees.  Target: 1. Increase in F1 and A1 publications over the next 3 years. 2. Increase in the number of applications for teaching and learning grants, internally and externally.	H	Dean, ADTL, Ass Dean Research	C \$83,000	2008
2	Re-establish the School of Management research seminar series.  Target: Up to 15 seminars in 2008 with a minimum of 15 attendees in each seminar.	M	HOS - Mgt; Mgt Res Coordinator and Mgt Seminar Coordinator	A	2008
3	Develop a jointly badged Executive Short course program with the Australian and New Zealand School of Government (ANZSOG).  Target: Promoted, created and run at least one program with 15 participants	M	Director, AIRC	A	November 2008
4	Improve SE&F participation in T&L development activities  Target: At least two successful T&L Development Grants	M	HOS - Eco&Fin	A	Nov 2008

- 7 Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.

	Initiative	Priority	Responsibility	Budget	Date
1	Provide annual awards for research, academic and general staff.  Target: Present at least 3 awards for excellence based on predetermined criteria as part of the Faculty's Annual Dinner.	H	Ass Dean Research, ADTL, Business Manager	C \$21,000	2008
2	Develop and implement a within-School financial incentive policy to reward staff for research outcomes  Target: Develop plan; Achieve Faculty Executive Committee approval; Implementation.	M	HOS - Acc&CG	B \$5,000 (check with VW)	October 2008
3	Improve the recognition of well performed teaching staff in the School of Acc and CG.  Target: Three teaching merit certificates for 2008 performance.	M	HOS-Acc&CG; Academic staff	A	December 2008

### Priority B: Create and implement a distinctive UTAS teaching and learning model

**Develop a UTAS student experience, learning outcomes and graduate profile that ensure contemporary knowledge and skills, generic capabilities and an experience of place, environment and community that is distinctly Tasmanian.**

- 9 Review and strengthen tertiary preparation programs and entry pathways to support a broader range of students.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to work with TAFE Tasmania on articulation arrangements.  Target: Increase in enrolments with approved credit into UG courses from TAFE sector	M	ADTL, ADI	A	2008 and ongoing
2	Finalise and operationalise web based Advanced Standing Database.  Target: All existing and newly negotiated Advanced Standing Arrangements on the web and accessible by staff and prospective students.	M	Dean, ADI	C \$25,000 (with same contribution from Int Services)	Feb 2008
3	Hold an engagement event for school career councillors and pathway planning officers, and members of BEAT (Business Educators Australasia, Tasmania), in order to market the School of Management offerings.  Target: Event held; increase in school leaver enrolments in Mgt units and majors from 2009.	H	HOS Mgt; Mgt Mkt Committee; FOB Events Coordinator	A	October 2008

- 10 Investigate the potential to develop a college offering enabling and foundation programs and entry pathways primarily for international students.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Work with the Director-International Services and the DVC AP on establishing an international business education model to articulate students from foundation studies through to UG and PG study.</p> <p>Target: Agreed on model of operation by end of 2008 with a view to commencing in July 2009.</p> <p>Outcome: International College steering committee established. Working towards offering a Diploma of Business in the 2nd half of 2009.</p>	M	Dean, Director International, DVC AP, ADTL	A	December 2008

12 Ensure that academic, personal and administrative support services are responsive to student needs.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Implement a log book of student enquiries and complaints and follow up actions.</p> <p>Target: Develop template and implement.</p>	M	HOS-Acc&CG	A	July 2008

13 Restructure and streamline the course profile to provide: common course structures, multidisciplinary and interdisciplinary learning opportunities; and flexible delivery options that are responsive to students' needs and the University's academic strategic priorities.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Develop a fully flexible online MBA (Health Mgt) for offer in Sydney in the first instance with a view to being able to offer MBA fully online by 2010. Dependent on provision of \$100,000 business case funding each year.</p> <p>Target: 1. Enrolments in MBA Health Mgt of 30 EFTSL by the end of 2008. 2. Development of at least 3 fully online PG units and work on development of flexible delivery of 3 UG units in 2008. 3. Increase in domestic coursework enrolments by 15% by the end of 2010.</p> <p>Outcome: 1. MBA Health Mgt has 23 EFTSL at the end of 2008. 2. Finalised 5 new PG fully online units. 3. Offered MBA program in a fully online mode at the beginning of 2009.</p>	H1	Dean, ADTL, HOS	C Approx \$198,000 per year	2008-2010
2	<p>Investigate the possibility of offering a Graduate Certificate in Local Government in conjunction with the Local Government Association of Tasmania.</p> <p>Target: 1. Conduct a scoping study to assess viability. 2. If viable commence a Grad Cert in 2008 with up to 25 enrolments (students not EFTSL).</p>	M	Prof David Adams, HOS Mgt	B \$10,000	Feb 2008
3	<p>To strengthen the SE&amp;F s involvement in flexible delivery</p> <p>Target: Development of BEA683 and BEA681 as flexible units for delivery in 2009.</p> <p>Outcome: These 2 units were completed on time for delivery in 2009.</p>	H	HOS - Eco&Fin	C \$50,000 (from T&L budget)	Feb 2009

14 Introduce UTAS Island Units that are nationally distinctive and capture the island educational experience.

	Initiative	Priority	Responsibility	Budget	Date
1	Investigate the possibility of expanding the offering of commercialisation and entrepreneurship units across the University.  Target: 1. One commercialisation unit be introduced as a recommended elective in all PG courses. 2. One entrepreneurship unit be introduced as a recommended elective in all UG courses.	M	ADTL, Ass Prof Jack English, Mr. Colin Jones	A	November 2008

15 Develop/revamp off-campus fieldwork and placement facilities, particularly for UTAS Island Units.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase resources for work place based units in UG and PG courses. Employ a full time corporate internship coordinator (HEO7) and administrative support. Seeking business case funding of \$50,000 for 2008.  Target: 1. 35 UG corporate internship placements each semester in 2008. 2. Introduce a corporate internship component in selected coursework PG courses.  Outcome: 1. 22 UG student placements for 2008 prior to Spring School. 2. PG Corporate Internships in MBA Health Mgt introduced with students undertaking the unit in 2009. Other PG Corporate Internships to be introduced in 2009/2010.	H1	Dean, ADTL	C \$130,000 per year	Ongoing

16 Expand postgraduate coursework programs specifically aimed at continuing professional development and career start-up.

	Initiative	Priority	Responsibility	Budget	Date
1	Develop a PG coursework MBA Health Mgt for flexible delivery, initially through the Sydney South West Area Health Service (see item 13).  Target: 30 EFTSL enrolments by the end of 2008  Outcome: 23 EFTSL enrolments at the end of 2008	H1	Dean, ADTL, HOS Mgt	C Approx \$198,000 per year	2008-2010
2	Develop an advanced standing arrangement with the Australian Direct Marketing Association (ADMA), specifically accrediting the ADMA Certificate in Digital Marketing as a pathway for entry into the Master of Marketing program.  Target: Advanced standing agreement signed; increase in MMktg enrolments with approved credit through ADMA.	H	HOS Mgt; MMkt Course Coordinator	A	Sept 2008

17 Provide a high quality, distinctive and energising student experience that develops life-long learning skills, generic graduate attributes and a global perspective that lead to satisfying and rewarding employment, career and personal development outcomes for students.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Senior Teaching Fellow in charge of project aimed at mapping and improving graduate generic skills in UG majors in the Bachelor of Business.</p> <p>Target: 1. Improved CEQ outcomes 2. Potential of share of Federal LTPF 3. Improved student progression</p> <p>Outcome: Project continuing although not as quickly as anticipated. Project was due for completion late 2008 and improvements would be seen in subsequent years. Senior Teaching Fellow left the University in January 2009 and project to be re-evaluated.</p>	H1	Senior Teaching Fellow, ADTL, Dean	C \$210,854 (includes salary component)	2008-2009
2	<p>Senior Teaching Fellow to continue to work with individual staff to improve T and L outcomes.</p> <p>Target: 1. Improved SETL scores across the Faculty. 2. At least 4 Carrick applications for excellent teaching.</p>	H	ADTL, Senior Teaching Fellow	C \$115,000 (salary)	Ongoing 2008

### Priority C: Further strengthen existing UTAS institutes, centres and groups and identify new flagship opportunities

**Reassess and renew the focus of UTAS' research strengths and opportunities; Develop the opportunities that arise as a result of the integration of UTAS and the Australian Maritime College.**

18 Develop current and identify new areas of research strength.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Faculty will continue to fund research activity including the provision of small grants, staff conference funding, staff research awards, scholarships for RHD students and additional support for RHD students.</p> <p>Target: 1. Increased publications in A1 and F1 category by 5% from 2007. 2. Provision of 5 new PhD scholarships. 3. At least 4 visiting scholars. 4. Increase the number of IRGS and external grant applications by 20% from 2007.</p> <p>Outcome: 1. Data will be available in March 09. 2. Faculty provided 4 new PhD scholarships. 3. Faculty had 6 visiting scholars. 4. Data to be available by mid February 2009.</p>	H1	Ass Dean Research, Dean, HOS	C \$335,000	2008
2	<p>To maintain SE&amp;F s record of external; competitive grant income</p> <p>Target: At least two major competitive grant applications</p>	M	HoS, SE&F	A	2008

22 Increase the scale and focus of research to achieve critical mass by clustering activity into groups, centres and institutes.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to provide support to the Australian Innovation Research Centre and to promote increase in research output, consultancy and PhD completions.</p> <p>Target: 1. Complete Tasmanian Innovation Census project. 2. Provide ongoing scholarships for 5 PhD students. 3. Completion of at least 2 PhD theses.</p> <p>Outcome: 1. Project completed and official launch conducted in Sept 08. 2. Five Scholarships continued. 3. There were no PhD completions in 2008 but 2 candidates have submitted in the first month of 2009.</p>	H1	Dean, Director of AIRC	C \$487,965	2008
2	<p>Encourage the clustering and concentration of research activities within the School of Acc &amp; CG.</p> <p>Target: Identify research 'Hubs' &amp; interconnecting 'Spokes'; Discussion to formulate appropriate research direction of School; Develop 5-year School Research Plan.</p>	H	HOS-Acc&CG	A	November 2008

### Priority D: Strengthen relationships with UTAS' communities, including the Tasmanian State Government

**Further develop relationships with the Tasmanian State Government and UTAS' communities of interest; Seek collaborations that enhance UTAS' distinctiveness and provide unique opportunities for all stakeholders.**

24 Renew major partnerships with State Government and industry and develop new partnerships with the private sector.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Obtain State Government funding to Tasmanian Innovation Census related projects.</p> <p>Target: Have a commitment of \$250,000 from the State Government by the end of 2008.</p> <p>Outcome: AIRC commissioned to provide the State Government's innovation strategy, commencing late 2008. Details being finalised but value of consultancy is approximately \$500,000.</p>	H1	Director, AIRC; Prof Keith Smith, Dean	C \$250,000 (income)	December 2008
2	<p>Prepare and submit proposals to government and industry for funding for Agri-Food related projects.</p> <p>Target: Obtain funding of \$180,000 by the end of 2008.</p>	H	Director, AIRC; Dr. Susan Nelle (AIRC)	A	December 2008

26 Work with local communities to further develop the University's northern campuses.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Work with the Launceston Chamber of Commerce and the North West Advisory Council to improve the working relationship between the University and businesses in these regions.</p> <p>Target: 1. Employ at least 1 permanent academic staff member at the Cradle Coast campus (strategic funding required). 2. Continue to provide sponsorship and person power support for the LCC.</p>	H	Dean, ADTL, Prof David Adams	C \$85,000	Ongoing 2008

27 Continue to support and reward staff in their efforts to engage with UTAS' communities of interest.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Prepare and organise the 3rd International Conference on Innovation in Accounting &amp; Corporate Governance Education, to be held in Hobart in early 2009.</p> <p>Target: Regular conference meetings; \$20K sponsorship; at least 80 delegates; break-even financially.</p>	H	HOS-Acc&CG; School conference committee	C \$12,000 (loan from FOB)	December 2008

28 Review the opportunities for new, distinctive collaborative activities and provide appropriate resources to pursue them.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Investigate viability of proposal from Australian Innovation Research Centre (AIRC) to set up the Tasmanian Economic Development Institute (TEDI) co-funded with the State Government. Dependent on strategic funding from UTAS.</p> <p>Target: UTAS would become the primary source of discussion and activity in relation to the economic future of Tasmania.</p> <p>Outcome: Proposal to develop TEDI did not proceed in that form but the AIRC commissioned to develop Tasmanian State Government's innovation strategy during 2008/2009.</p>	H1	Director of AIRC, Chair AIRC Mgt Committee, Dean	C Approx \$480,000 per year for 3 years	Late 2008/early 2009
2	<p>Explore opportunities for SE&amp;F to participate in UTas initiatives to forge new relationships</p> <p>Target: At least one successful distinctive collaborative involvement</p>	M	HOS - Eco&Fin	A	End of 2008

29 Explore the opportunities for additional national and international collaborations in areas of excellence and distinctiveness.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to explore opportunities to offer courses offshore and to better market existing courses to international markets.  Target: 1. Have at least 3 viable, efficient TNE programs running Faculty courses by the end of 2007. 2. Commence teaching under bilateral agreement with Shanghai Fisheries Uni in Sept 2008.	H	Dean, ADI, Director-Int Services	C \$40,000 marketing	Ongoing 2008
2	Manage the roll-out of the Business Management major within the BBus at HKUE in Hong Kong from semester 2, 2008.  Target: Commence teaching of the program with up to 35 enrolments (students, not EFTSL).	H	HOS Mgt; ADI; Mgt Unit Coordinators	B \$6,000 from Int Mkt budget	August 2008

### Priority E: Maximise support for core activities by aligning resources and improving business services

**Optimise financial resources and physical infrastructure to support core activities and strategic priorities; Optimise human resources and support systems and staff infrastructure to support core activities and strategic priorities; Achieve efficiency gains and the best use of strategic and operational resources.**

30 Review and reform business processes to achieve efficiency and effectiveness.

	Initiative	Priority	Responsibility	Budget	Date
1	Introduce a consistent, transparent teaching and workload allocation model across the existing schools in the Faculty.  Target: Improve efficiency in teaching units and more effective use of resources in relation to casual academic salaries.	M	Dean, Faculty Executive	A	Semester 2, 2008

39 Review timetabling of teaching and learning activities.

	Initiative	Priority	Responsibility	Budget	Date
1	Investigate more strategic use of spring and summer school with a view to introducing a formal trimester system.  Target: 1. Introduce a 3 year rolling timetable based on a trimester system.	M	Business Manager, HOS	A	Mid 2008
2	Identify inefficient teaching practices and rationalise the offering of repeat units over an academic year, especially where it involves cross campus travel.  Target: 1. Reduce the amount of travel between campuses by 10% for teaching in 2008. 2. Introduce more CD/DVD based narrated lectures for units offered cross campus.	M	Business Manager, ADTL, Senior Teaching Fellow	A	End of 2008

40 Review and refine UTAS' approach to, and systems for, the flexible delivery of coursework programs.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Proposal for Faculty of Business Flexible Delivery Centre to be located at the Cradle Coast Campus (proposal first sent to PVCT&amp;L and VC May 2007 and given to DVCAP August 2007). Dependent on reallocation of funding from Graduate School of \$180,000 per year.</p> <p>Target: 1. Appointment of 2 staff to CCC.  2. Continued growth in the development of flexible units (Up to 6 per year).  3. Increase in enrolments in PG courses by 10% from year end 2007 figures by the end of 2009.</p> <p>Outcome: 1. Proposal did not proceed. Nonetheless 1 full time staff member was appointed to CCC. 2. Five new fully flexible PG units were developed. 3. PG enrolments increased by 23% from Dec 07 to Dec 08.</p>	H1	Dean, ADTL, DVCAP, PVCT&L, Head CCC	C Approx \$378,000 per year	Ongoing