

2008 University Plan



Faculty of Science, Engineering & Technology

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.

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To introduce the PASS program across a minimum of one first year unit in each School within the Faculty in 2008 to support students at risk and hence reduce attrition rates.</p> <p>Target: Successful implementation of the PASS program during 2008.</p> <p>Outcome: The PASS program was successfully implemented in 9 units in 2008 and will be expanded to 14 units in 2009.</p>	H	Associate Dean (T&L) HoS	C \$100K+	12/2008

3 Review and enhance UTAS' human resources policies and programs to provide the framework and resources to develop, recruit and retain excellent staff.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To continue to improve the quality of staff appointments and the retention of excellent staff by responding rapidly and positively where appropriate.</p> <p>Target: Respond within 1 week with a new package after notification of offers to key existing staff or to issues raised by successful applicants.</p> <p>Outcome: Successfully achieved at the Faculty level.</p>	M	DVC, Dean, HoS	A	On-going

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To provide incentives for the achievement of excellence in teaching and learning as well as research at the School, group and individual levels.</p> <p>Target: Ensure budgets, promotion and loadings for teaching and learning as well as research are strongly performance driven.</p> <p>Outcome: The Faculty budget (93% of funds), promotions and loadings are all strongly performance driven. Achieved.</p>	H1	Dean, Research Directors, HoS	C \$2M+	On-going

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	<p>Deliver bridging/enabling programs for key disciplines including Chemistry, Engineering, Life Science, Mathematics and Physics.</p> <p>Target: Successful enrolment by participants in full-degree programs.</p> <p>Outcome: Data on enrolments by students taking bridging courses in full degree programs is being obtained. Strong enrolments have been achieved in bridging units (e.g. 126 enrolled in KMA003 in 2008).</p>	H	Associate Dean (T&L), HoS	A \$60K	On-going

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Maintain an open-door policy in the Faculty Office allowing students to access staff and information during extended business hours.</p> <p>Target: Faculty Office access to be maintained between 8.45am and 5.30pm.</p> <p>Outcome: The Faculty Office has open door access between 8.45am to 5.30pm.</p>	H	Faculty staff	C \$20K+ Staff Profile	On-going

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>To provide leadership for University-wide initiatives to develop a common course structure which includes opportunities for multidisciplinary study and a unique UTAS experience.</p> <p>Target: To implement a common degree structure across all programs by 2010.</p> <p>Outcome: Plans are in place to achieve the 2010 deadline for the common degree structure. All new programs developed in 2008 have achieved this structure.</p>	H1	Dean. Associate Dean (T&L), HoS	C \$300K+	12/2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Identify 6 distinctive UTAS Island Units as electives for students outside the Faculty and which are of interest to full-fee paying/study abroad students. Target: Widely promote and inform those involved in the development of the common degree structure of their availability. Outcome: Six units have been identified but take-up across the University needs better publicity and flexibility by other areas.	M	Dean, Associate Dean (T&L)	A	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	Work with the Graduate School/CALT to revise existing postgraduate coursework programs (e.g. on-line module development for programs in Aquaculture, Computing & Information Systems, Geography & Environmental Studies and Psychology) and to develop new programs where demand has been firmly established by market research. Target: Revision of existing programs completed and new program introduction where appropriate. Outcome: Strong postgraduate coursework enrolments with 424 enrolments in 2008 (38% growth over 2007)	M	EDPD, Associate Dean (T&L), HoS	C \$100K	12/2008

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	To continue to improve the quality of teaching and learning within the Faculty. Target: To obtain top 10 status in the science area in the Learning & Teaching Performance Fund for 2008. Outcome: The Faculty was ranked in the A1 category (top 6 universities) for the most recently announced LTPF.	H1	Dean, Associate Dean (T&L), HoS	C \$1.2M+	6/2008

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>To support and further develop areas of international recognition including Ore Deposits, Separation Science, Antarctic and Marine Science, Radio-Astronomy, Plant Genetics, Renewable Power Systems and Food Safety and identify new areas of strength.</p> <p>Target: Strategic appointment and retention of staff in these areas and plan for a new nationally funded centre.</p> <p>Outcome: New stars positions advertised in the areas of ore deposits, separation science, antarctic and marine science, radio-astronomy, food safety and plant biotechnology. Plans developed for new centres in plant genetics and building with wood. Renewable power centre established.</p>	H1	Dean, Research Directors, HoS, PVC(R)	C \$2M+ Fac Res Budget (IGS, RTS, RIB)	12/2008

20 Develop a next-generation marine and Antarctic institute.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Initiate the development of a successor to the existing Antarctic CRC.</p> <p>Target: Fruitful discussions with key partners including CSIRO and AAD about a new nationally focussed centre.</p> <p>Outcome: IMAS has been supported by external stakeholders (e.g. CSIRO and ADD but it is now proposed to be outside the Faculty and it has developed slower than expected. ACE CRC refunding bid will be submitted in April 2009.</p>	H	Directors of CRC, IASOS, CMS, TAFI	A	12/2008

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>Position the Faculty to maximise reputational and financial returns from the RQF exercise through developing excellent research groupings.</p> <p>Target: Gain acceptance from staff for the RQF groupings and obtain a top 10 ranking for research performance amongst SET faculties across Australia.</p> <p>Outcome: The RQF has been cancelled by the Government and replaced by the ERA. Plans for the ERA have been developed and the importance of the key research metrics to be used has been emphasised to all. Submission will be made in April 2009.</p>	H1	Dean, Research Directors, HoS	C \$200K+, School Budgets	12/2008

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>Work with the State Government and the private sector to enhance collaborative research programs.</p> <p>Target: Expand the breadth of the State Government supported research institutes, TAFI and TIAR, during 2008 and identify 4 new opportunities for State Government or industry collaborations (eg. energy sector).</p> <p>Outcome: TIAR has expanded into the climate change area and the incorporation of TAFI in IMAS has been agreed with the State Government. New opportunities have been developed with industry and State Government in a wide range of areas.</p>	H1	Dean, Research Directors, HoS, PVC(R)	C \$0.5M+	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Support and grow the specialised named degrees on the Launceston and Cradle Coast campuses.</p> <p>Target: Growth in BEnvSc, BRRM, BEnvDes and MArch programs.</p> <p>Outcome: A new BEnvSc degree with specialisations in Architecture, Interior and Furniture was developed in 2008 and will be offered in 2009. The numbers in BRRM and BEnvSc remain disappointing despite active marketing. MArch numbers developed strongly from 40.1 in 2007 to 108 in 2008.</p>	M	Degree Coordinators	A	On-going

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Actively pursue joint ventures with CSIRO, the state government and other research organisations in areas such as marine science, earth sciences, biotechnology and energy and power systems.</p> <p>Target: Growth in research income of at least 10% from joint venture initiatives.</p> <p>Outcome: Growth of X in ... research income achieved largely through collaborative ventures.</p>	H	HoS, Institute Directors, Fac Res Officer	A	On-going

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.

32 Review budget allocation models to ensure that they complement and reinforce UTAS' academic and business objectives.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To ensure that funding is distributed to reward performance and to recognise and enhance the University's long term vision to achieve top 10 rankings in teaching and learning as well as research.</p> <p>Target: For at least 90% of funds to be distributed on a performance basis.</p> <p>Outcome: Achieved through budget process (93% based on performance).</p>	H1	Dean All staff	C \$20M+	On-going

34 Plan and implement a high-quality shared services model.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>With central student administration provide highly accessible and timely advice to students.</p> <p>Target: Continuous access during business hours to informed advice on all matters related to courses.</p> <p>Outcome: Achieved by open door policy over extended business hours.</p>	M	St Admin and Fac Office staff	A	On-going

38 Plan and implement major capital projects in line with the UTAS Master Plan.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Provide access to high quality laboratories and facilities.</p> <p>Target: Annual expenditure of at least \$0.8M on equipment and minor works.</p> <p>Outcome: Achieved. Expenditure of \$xM on equipment and minor works.</p>	H	Dean, HoS	C \$0.8M+	On-going