

## Finance & Admin

### 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.

The Division aims to assist UTAS to attract, retain and develop quality students

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Extend and develop the Catalyst program into a comprehensive UTAS-wide student transition and retention program.</p> <p>Target: Work with all Faculties to derive a 3-year (2008-10) plan, focusing on those areas where student attrition is high or where there are problems with student progress.</p> <p>Outcome: A comprehensive plan to extend student support to commencing students and students identified as at risk was developed and staff appointed to 3-year fixed-term positions to provide some sustainability for the program. Additional support for mental health initiatives and for support for CALD students was also integrated into the plan. The resources to provide this support and services were funded from the Equity Support funding granted to UTAS based on the proportion of students from the equity groups enrolled at the university. Responsibility for this program was transferred to the Division of Teaching and Learning with the transfer of Student Services to that Division in mid 2008.</p>	H1	EDFA Academic Registrar	A,C Operating , DEST ESP	2008, 2009, 2010
2	<p>Establishment of a Student Experience and Diversity unit that will bring together fragmented S&amp;AS services and functions into an operational support and applied research focus on student experience and diversity issues in UTAS, and build our current capacity to attract significant external and internal funding for projects.</p> <p>Target: Attract funding from external sources and demonstrate the impact on student experience and diversity through externally funded projects (eg. Aust. Graduate survey, comprising GDS and CEQ, SETL, UTAS bi-annual student survey, ADCET, CATS &amp; Carrick) as well as internally funded projects (eg. ePortfolio, EDGE award).</p> <p>Outcome: The Projects and Evaluation Unit was established to meet the objectives of attracting funding from external sources and undertaking projects related to student experience and diversity. The unit also took responsibility for student evaluation in the form of SETL, AGS and AUSSE. Responsibility for this program was transferred to the Division of Teaching and Learning with the transfer of of the unit to that Division in mid 2008.</p>	H1	EDFA, Academic Registrar, links to PVC(T&L)	A,C Diversion of operating, project funds, DEST	2008, 2009

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

The Division aims to assist UTAS to attract, retain, and develop quality staff

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Development of new round of Enterprise Bargaining Agreements, complemented by strategic recruitment, staff and organisational development, performance management and rewards and recognition programs.</p> <p>Target: New EBA meets strategic recruitment and retention aims.</p> <p>Outcome: Enterprise bargaining negotiations are in progress. Other strategic initiatives referred to are being progressed under the auspices of the Strategic HR Committee.</p>	H1	EDFA Director HR	A,C Operating , project funds	Ongoing

### 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.**

- 11 Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Ensure a holistic approach to T&amp;L and Research support services, including opening hours and access arrangements.</p> <p>Target: The Division is able to respond quickly to support new and amended learning and research practices.</p> <p>Outcome: A number of projects were undertaken in 2008 (and are underway) that have enhanced access to services including: exploration of the potential uses of the new Services and Amenities charge, the Service Level Agreement between the TUU and UTAS plus the negotiations at the Student Advisory Committee on opening hours of TUU catering and the correlation between ITR services and Library opening hours. The Master Planning process will also look at flexibility of utilisation as a key component.</p>	H1	EDFA Divisional Directors	A,C Diversion of Operating	Ongoing

### 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.**

### 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
<p>1 The SLIMS project will determine how UTAS moves towards a student-centric business model.</p> <p>Target: Achievement of a risk-managed and sustainable series of business processes which meet UTAS s needs for the next 10-15 years.</p> <p>Outcome: The tender process for SLIMS identified a preferred product and vendor to support the re-engineering of academic administrative processes. A Fit-Gap analysis has been undertaken and completed in January 2009 to provide additional information on the fit of the product to UTAS requirements, the additional cost required to develop critical functionality, and the timeframe and cost for implementation. A recommendation on whether to proceed to implementation is to be finalised at the end of January 2009. The target date for implementation will require adjustment.</p>	H1	EDFA, Deputy Academic Registrar	A,C DEST Diversion of operating	2008, 2009, 2010
<p>2 Successfully embed the AMC into UTAS with a focus on extracting economies and optimising opportunities.</p> <p>Target: Contribute to the establishment of AMC as a fully self-funded institute of UTAS.</p> <p>Outcome: Integration of administrative services and systems was completed during the course of 2008 with AMC successfully embedded into UTAS. This led to the realisation of economies in associated staff rationalisation including re-assignment within the wider University. Opportunities have also been realised in rationalising service provider contracts and achieving economies of scale. This has enabled AMC to apply budget savings to areas of core business.</p>	H1	EDFA Divisional Directors	A,C CASR, CGS/Res earch, diversion of operating funds	2008

31 Review and broaden UTAS' use of the Internet to ensure that it supports the University's academic and business objectives.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Focus and prioritise available resources on the appropriate development of UTAS virtual presence.</p> <p>Target: UTAS Internet enables it to remain competitive and support the island experience using tried and trusted technologies.</p> <p>Outcome: A Web Services Strategic Action Plan was developed over 2008 which identifies a range of key areas for improving the UTAS virtual presence. These key areas include immediate improvement to web site presentation and content via a targeted content and pathways program, the introduction of a new web platform, and the introduction of an enterprise content management framework and system.</p>	H1	EDFA, Director ITR	A,C Diversion of operating funds, Project funds	2008, 2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Establish, deliver and oversee the business plan to underpin the delivery of the Master Planning vision.</p> <p>Target: Achievement of the business plan.</p> <p>Outcome: During 2008, a prioritisation process was undertaken to determine high priority master plan projects. The list, along with financial capacity, will be discussed at the February 2009 Council Planning Conference. The final draft of the CBD Planning Guide was also completed during 2008, with Council endorsement expected in early 2009.</p>	H1	EDFA	A,C Operating , External	2008, 2009

33 Maintain a coherent business planning system that supports this strategic plan and area-specific strategic and operational plans.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Embed a continuum of risk-based planning and recovery processes to assist with directing resources in support of strategic priorities.</p> <p>Target: The anticipation, avoidance and mitigation of risks, supported by robust critical incident and emergency management procedures and disaster recovery and business continuity procedures.</p> <p>Outcome: 1. the Critical Incident Management Plan has been updated, the team appointed, initial Team training undertaken and a mock exercise undertaken. Recovery plans to be developed through 2009  2. a focus on mental health and the related social and academic functioning with initial awareness training, establishment of targeted work group and development of a draft strategy for monitoring and responding to mental health issues  3. stabilisation of the Risk Management and Audit Assurance role  4. risk management action plan developed and endorsed by the Audit Committee of Council to progress the agenda over 2009 - 2010  5. enhanced risk-based internal audit program plan for 2009</p>	H1	EDFA, Director Governance and Legal	A,C Diversion of operating, Project funds	2008, 2009, 2010

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

The Division sees its ongoing strategy of 'Integrated Administration' as complementary to the shared services model

	Initiative	Priority	Responsibility	Budget	Date
1	<p>To conduct a holistic and ongoing review of Divisional activities, and structural arrangements to support them, to provide a more tightly focused, responsive and streamlined administration, featuring a self-review culture.</p> <p>Target: The Division services to be underpinned by common service platforms (technology and process focused business management techniques), common service management processes along with common business applications and technologies leading to improved services, and cost savings associated with staff roles and specialisations.</p> <p>Outcome: The process of review and continuous improvement is ongoing. Significantly in 2008, several services in Student and Academic Services (Student Services, SETL etc) were transferred to Division of Teaching and Learning, and services from EDPD (administration of Scholarships and administration of Graduations) were transferred to Student and Academic Services. The cashier system was also embedded at the Student Centre and a new Accounts Payable system (resulting in staff savings) was implemented in Financial Services. Child Care Services were outsourced to Lady Gowrie Tasmania.</p>	H1	EDFA, Divisional Directors	A,C Project funds, Diversion of operating	Ongoing

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>The Division will support UTAS Master Planning through the establishment of an Implementation Office to manage the capital expenditure program.</p> <p>Target: Establishment of the risk-managed staging of the Master Plan and support the achievement of that plan.</p> <p>Outcome: The structure and composition of an implementation office will be further explored during 2009 following the outcomes from the February 2009 Council Planning Conference on the number of the high priority projects to be progressed going forward.</p>	H1	EDFA, Director Asset Management Services	A,C CDP,  Diversion of operating funds	2008 2009 2010