

DVC Academic & Provost

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.

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

This strategy relates to strategies (5) and (7). All of these strategies pertain to the continuous improvement of staffing systems in order to recruit and retain excellent staff. Funding for this strategy will also to be used to support strategies (5) and (7)

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Map UTAS Human Resources policies and procedures and assess against best practice standards</p> <p>Target: Human Resources policies and procedures ranked in terms of need for revision</p> <p>Outcome: HR policies and procedures continue to be regularly reviewed. Ranking in terms of need for revision is continuing.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B \$40,000	12/2008
2	<p>Revise UTAS Human Resources policies and procedures as required to meet best practice standards</p> <p>Target: UTAS Human Resources policies and procedures brought in line with best practice standards (eg UTAS Equal Opportunity Policy in line with Disabilities Discrimination Act)</p> <p>Outcome: Revision of HR policy and procedures is continuing.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B \$10,000	12/2009

- 4 Develop a broad-based visiting fellowship program.

The scheme is a central part of strategies to embed a high-performance culture and to ensure excellence. The scheme will expand upon and replace the current Distinguished Scholars' Program and provide for a broad-based program of visits by eminent national and international scholars for periods of up to three months, with the objective of generating clear benefits for the University and its core activities including research, teaching and community engagement.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Scope, plan, implement and evaluate the UTAS Visiting (Comet) Fellowship Program. Phase 1 (2007-8): Scope, plan and establish the program and advertise the first round.</p> <p>Phase 2 (2009): Full implementation of UTAS Visiting Fellowship Program. Evaluation of phase 1.</p> <p>Target: 20 UTAS Visiting Fellowships taken up in 2008 @ \$30,000 each. 35 UTAS Visiting Fellowships taken up in 2009 @ \$30,000 each, becoming an annual program subject to periodic review. Phase 1 evaluation completed with results influencing implementation of further rounds.</p> <p>Outcome: Planning and implementation for a UTAS Visiting (Comet) Fellowship for 2009 continues</p>	H1	Deputy Vice-Chancellor (Academic) and Provost	C Phase 1 - \$600,000	12/2009

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

This strategy relates to strategies (3) and (7). All of these strategies pertain to the continuous improvement of staffing systems in order to recruit and retain excellent staff. This strategy will be supported by funds allocated for strategy (3).

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Develop communications strategy and training program to improve implementation of individual performance management plans</p> <p>Target: Program set to implemented across the institution</p> <p>Outcome: The Performance Management program is under review in 2009. Subject to the outcomes of the review a communication and education strategy is likely</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2008
2	<p>Implement performance management staff development program</p> <p>Target: High attendance rates high in performance management staff development program</p> <p>Outcome: The Performance Management program is under review in 2009. The outcomes are likely to necessitate implementation of an education program</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2009

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

This organisational development project redefines our approach to staff development to focus on developing the capacity to achieve sustainable organisational change, an essential underpinning of the EDGE 2 agenda. It requires enhancing and refocusing the leadership programs already in place and involves working with leaders and teams 'on the job' with outcomes that are about excellence, outstanding leadership and positive and resilient cultures. The program will provide external facilitators, coaches and consultants in areas such as preparation and implementation of strategic plans, preparation of business cases, change management and team building.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Refine and implement a new organisational development strategy, including: consultancy support for new heads during their first year around developing their skills and capacity to implement EDGE 2 agendas; consultancy support for other heads dealing with planning and change initiatives, and support for strategic and operational change (e.g. implementing new business processes or customer service cultures).</p> <p>Target: All new heads supported by 'leadership consultants'; consultancy support available for all heads implementing planning/change initiatives.</p> <p>Outcome: UTAS contributed to a national Aust. Learning & Teaching Council (ALTC) Learning Leaders in Time of Change project. Stage 2 of the project will see the dataset incorporated into an online, self-paced, developmental resource. UTAS will be one of the first institutions to trial this resource. The UTAS Getting aHead Program continues to develop and support new and aspiring heads</p>	H1	Deputy Vice-Chancellor (Academic) and Provost	C \$350,000 (annual 2008-2010)	12/2008

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

This strategy relates to strategies (3) and (5). All of these strategies pertain to the continuous improvement of staffing systems in order to recruit and retain excellent staff. This strategy will be supported by funds allocated for strategy (3). This strategy is also supported by a Carrick Institute Grant (2008: \$150K).

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Review UTAS appointments and promotions policies and procedures</p> <p>Target: Review recommendations implemented and communicated to all staff</p> <p>Outcome: UTAS policies and procedures have been reviewed and will be updated on the UTAS website for all staff to access</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2008
2	<p>Review awards for exceptional performance by academic and general staff (individual and team awards)</p> <p>Target: Review recommendations implemented and communicated to all staff</p> <p>Outcome: Awards for exceptional performance by academic and general staff (individual and team awards) are under review by the Strategic Human Resource Sub-committee</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2009

	Initiative	Priority	Responsibility	Budget	Date
3	<p>Participate in the Teaching Quality Indicators project (funded by the Aust. Learning and Teaching Council ALTC)</p> <p>Target: Project milestones met</p> <p>Outcome: UTAS's contribution to the national project report has been submitted and the project successfully concluded. Although a number of useful outcomes have been achieved it is unlikely that ALTC will fund phase 2 of the project. Following the coincident resignation of the project officer, project manager and project leader, finalisation of the UTAS Teaching Quality Indicators matrix has been delayed until early 2009 at which time a new project officer will be appointed to finalise the project.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2008

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.

- 8 Develop the UTAS College model, in partnership with the State Government, to provide an integrated year 11 to PhD educational framework for Tasmania.

This strategy relates to strategies 9 and 10. All of these strategies pertain to the implementation of the University College. Funding for this strategy will also to be used to support strategies 9 and 10.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Strategic and operational planning of the UTAS College and associated pathways and preparation arrangements</p> <p>Target: Fully developed 'UTAS College' model for implementation in 2009. Integrated 'high-achiever' pathways. Fully revised tertiary preparation programs. Completed business plan for 'international foundation college'.</p> <p>Outcome: The principles guiding the UTAS College model have been developed and form the basis of a report to Senate to be presented in March 2009. A pilot program co-delivering university units to secondary college students in some Arts Faculty courses (languages and performing and visual arts) was conducted in second semester 2008 and will continue in 2009. A co-ordinator for the University Preparation Program (UPP) was appointed in October 2008 and the program will continue to be revised in 2009. The Common Course Structures Working Party has developed a model for generalist associate degrees with up to four foundation units which will need to be developed as part of the ongoing revision of tertiary preparation programs in 2009. Collaboration with the newly established Academy will also contribute to the development of tertiary preparation programs in Years 11 and 12.</p>	H1	Deputy Vice-Chancellor (Academic) and Provost	C \$300,000	12/2008

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

This strategy relates to strategies 8 and 9. All of these strategies pertain to the implementation of the University College. This strategy will be supported by funds allocated for strategy 8.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Investigate options to support international pathways into University College.</p> <p>Target: International/IBT Pathway investigated through Preparation and Pathways working party.</p> <p>Outcome: The Preparations and Pathways Committee commissioned and considered the review of UTAS International Strategy prepared by Tony Adams and Associates and endorsed the recommendation to facilitate pathways through the establishment of an International College offering a Diploma in Business in 2009 and reviewing other disciplines, particularly IT, for 2010 introduction. The International College Steering Committee has been established, chaired by Professor Gary Donovan, and the Diploma in Business will be presented for Senate approval in March 2009 with the first cohort planned for second semester 2009.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	03/2008

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.

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Actively participate in Tasmania Tomorrow Working Party</p> <p>Target: University strategic priorities included in Tasmania Tomorrow initiatives</p> <p>Outcome: UTAS represented on the Tasmania Tomorrow Steering Group by the Deputy Vice-Chancellor (Academic) & Provost</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B	12/2008
2	<p>Actively participate in Launceston Leadership Group</p> <p>Target: Cohesive group established and recommendations made to Senior Management groups</p> <p>Outcome: Developing UTAS at Launceston (DUAL) established. Workshops held throughout 2008</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B	12/2008

	Initiative	Priority	Responsibility	Budget	Date
3	<p>Actively participate in Launceston Advisory Group (LAG)</p> <p>Target: University strategic priorities included in local government initiatives</p> <p>Outcome: Launceston Engagement and Development Manager recruited. MoU signed with the Launceston City Council. In 2009 LAG to be replaced by Launceston Community Engagement and Development forum; designed to encourage input from a wider range of business and community leaders and other regional stakeholders.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B	12/2009
4	<p>In conjunction with the Launceston City Council, lead the project "Active Launceston", supported through the Healthy Active Australia Community and Schools Grants Program</p> <p>Target: Project milestones met</p> <p>Outcome: Project milestones have been met and the University continues to support and lead the project through its Project Manager. The program has been well supported by community through participation and numerous financial grants received. The University has extended its commitment to the program for a further three years.</p>	H	Deputy Vice-Chancellor (Academic) and Provost & Pro Vice-Chancellor (T&L)	C \$200,000 (Federal)	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Administer and secure support for Vice-Chancellor s Awards for Outstanding Community Engagement and UTAS Community Engagement Start-up Grants</p> <p>Target: Recurring funding secured</p> <p>Outcome: Recurring funding for the awards has been secured.</p>	H	Deputy Vice-Chancellor (Academic) and Provost	A	12/2008

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	<p>Undertake targeted reviews of key administrative areas and/or business processes.</p> <p>Target: Detailed proposals for at least two projects to achieve significant strategic efficiency gains.</p> <p>Outcome: A Business Intelligence review was commenced in late 2008 and will continue into 2009. A staff survey (Voice) project is being developed for implementation in March/April 2009. The outcomes of both projects will provide UTAS management with significant, relevant data for strategic decision-making.</p>	H1	Deputy Vice-Chancellor (Academic) and Provost & Executive Director, Finance and Administration	C \$200,000	12/2008

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

Web technologies have advanced very rapidly, with significant strategic and operational implications for complex organisations such as universities. UTAS needs to undertake a comprehensive reassessment of its strategic positioning with respect to the web, as well as governance structures, funding and operational support. In addition, it is essential to fund the installation of an enterprise level content management system.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Establish a strategic review of the University's strategic opportunities in, technology base for, governance of and operational support for the Internet.</p> <p>Target: Review completed by consultant</p> <p>Outcome: Review completed by consultant encompassing: a) scoping and preparation of a preliminary report to analyse the current state of web-based services at UTAS, general web developments impacting on the University, and immediate priorities; b) development of a Web Services Strategic Plan identifying immediate priorities and resources required for 2008-09, and provision of an understanding of the likely direction for further development over the medium-term. Action Plans and Business Case was endorsed by Planning and Resources Committee (July 08).</p>	H	Deputy Vice-Chancellor (Academic) and Provost	B \$20,000	03/2008
2	<p>Select and install an enterprise level web content management system.</p> <p>Target: Web content management system installed and operational</p> <p>Outcome: Manager, UTAS Web Services recruited (August, 08). UTAS Web Services has begun to work with the Web Services Steering Committee to ensure the successful implementation of the Web Services Review recommendations, strategies and initiatives, which includes a web content management system.</p>	H1	Deputy Vice-Chancellor (Academic) and Provost	C \$600,000	12/2008