

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.
- 2 Optimise the range of support programs for prospective and current students.
- 3 Review and enhance UTAS' human resources policies and programs to provide the framework and resources to develop, recruit and retain excellent staff.
- 4 Develop a broad-based visiting fellowship program.
- 5 Improve implementation of the UTAS performance management system for staff.
- 6 Strengthen and increase participation in organisational professional development programs that support a high-performance culture.
- 7 Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.

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.
- 9 Review and strengthen tertiary preparation programs and entry pathways to support a broader range of students.
- 10 Investigate the potential to develop a college offering enabling and foundation programs and entry pathways primarily for international students.
- 11 Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.
- 12 Ensure that academic, personal and administrative support services are responsive to student needs.
- 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.
- 14 Introduce UTAS Island Units that are nationally distinctive and capture the island educational experience.

- 15 Develop/revamp off-campus fieldwork and placement facilities, particularly for UTAS Island Units.
- 16 Expand postgraduate coursework programs specifically aimed at continuing professional development and career start-up.
- 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.

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.
- 19 Develop key areas of strength in the AMC institute as part of completing the integration process.
- 20 Develop a next-generation marine and Antarctic institute.
- 21 Investigate the development of a Tasman Institute of Health Education in Sydney.
- 22 Increase the scale and focus of research to achieve critical mass by clustering activity into groups, centres and institutes.
- 23 Investigate the development of an International Business Centre, offering co-location of the Faculties of Business and Law, International Services, English Language Centre, Transnational Education Unit and commercial partners.

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.
- 25 Undertake biennial review of UTAS' economic impact on Tasmania and widely communicate the results.
- 26 Work with local communities to further develop the University's northern campuses.
- 27 Continue to support and reward staff in their efforts to engage with UTAS' communities of interest.
- 28 Review the opportunities for new, distinctive collaborative activities and provide appropriate resources to pursue them.

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

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.
- 31 Review and broaden UTAS' use of the Internet to ensure that it supports the University's academic and business objectives.
- 32 Review budget allocation models to ensure that they complement and reinforce UTAS' academic and business objectives.
- 33 Maintain a coherent business planning system that supports this strategic plan and area-specific strategic and operational plans.
- 34 Plan and implement a high-quality shared services model.
- 35 Introduce a suite of customer service assessments of all administrative and support services.
- 36 Further diversify funding sources, particularly from the non-government sector.
- 37 Prioritise special project funding according to UTAS' strategic priorities.
- 38 Plan and implement major capital projects in line with the UTAS Master Plan.
- 39 Review timetabling of teaching and learning activities.
- 40 Review and refine UTAS' approach to, and systems for, the flexible delivery of coursework programs.
- 41 Implement and evaluate projects to reduce UTAS' carbon footprint and energy expenditure.