

# 2009 University Plan



## Research, Research Training Management

### 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.

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

	Initiative	Priority	Responsibility	Budget	Date
1	Revise the internal budget distribution algorithm to reward publications of peer reviewed articles in high quality international journals and books/monographs with top quality international publishing houses  Target: Increased citations	M	PVCR and Deans	A	2009
2	Provide increased resources to encourage staff to deposit their publications in a UTAS digital repository (such as ePrints).  Target: Entry of all HERDC 2007 publications will be completed by 31 December 2008. Following 2008, entry of all DEEWR-reportable publications in a UTAS digital repository will be completed by 31 December of the year following.	H1	PVCR and Manager, Library Services	A \$200k per year	2009
3	Increase internal funding for research through IRGS with 50% for Early Career Researchers (ECR) and establishing a competitive fund to support attendance at international conferences. Establish more rigorous reporting from grant recipients to ensure and monitor value from investment.  Target: <ul style="list-style-type: none"> <li>• ECRs better supported in developing their research profile.</li> <li>• Will lead to more successful applications for external funding.</li> <li>• Engender greater accountability.</li> <li>• Will assist in positioning UTAS for ERA</li> <li>• Greater international profile and networking for UTAS through showcasing research at international conferences.</li> </ul>	H1	PVCR	A \$1M per annum	2009 onwards
4	Strengthen areas of research excellence through strategic appointments of New Stars and funding support for Rising Stars.  Target: <ul style="list-style-type: none"> <li>• \$12.5 M for New Stars</li> <li>• \$2.5M for Rising Stars</li> <li>• Increased research performance of exiting star researchers and improved retention of key staff.</li> </ul>	H	Vice-Chancellor, PVCR	A \$15M	2009

	Initiative	Priority	Responsibility	Budget	Date
5	Position UTAS for the ERA to enable high scores and increased reputation.  Target: • Anticipate what metrics will be used in each discipline and address areas that require support. • Areas of research excellence identified in RQF to be further supported and strengthen via points 1- 8 above.	H1	100k	A PVCR, DVCP, Deans	2008 and 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.**

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

	Initiative	Priority	Responsibility	Budget	Date
1	Grow the support staff in the Graduate Research Office to bring it closer to the national average.  Target: Improved services to students, and improved completion rate for postgraduate students.	H1	Dean, Graduate Research	A \$590k	2009 and ongoing
2	Living allowance for 9 international students.	H1	Dean, Graduate Research	A \$190k	2009 and ongoing

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	Develop a structured programme of compulsory generic training for RHD students.  Target: • Better equip RHD graduates for the job market. • Improved quality of the RHD experience.	H1	Dean of Graduate Research	A \$50k	2009

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	Increase RHD load and successful completions by strategic targeting of areas of excellence in research and the provision of good pastoral care and generic training for RHD students.  Target: All RHD students will complete a course of compulsory generic training.	H	Dean, Graduate Research	A \$50k	2009

	Initiative	Priority	Responsibility	Budget	Date
2	Establish a competitive conference fund for RHD students to enable them to make one presentation at a national or international conference during their training. Schools will be expected to provide matching funding.  Target: During their candidature, every RHD student will make one presentation at a national or international conference.	H1	Dean of Graduate Research;  Supervisors	A \$25k	2009
3	Introduce viva voce examination of Ph.D.s across the University.	H	Dean of Graduate Research	A ??	2008
4	Review procedures for student progression, supervisor performance and quality assurance in the Graduate Research Office.	H	PVCR	A	2008 and 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.

18 Develop current and identify new areas of research strength.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue support and research growth (income, publications, esteem) in the following key areas: <ul style="list-style-type: none"> <li>• Australian Centre for Research on Separation Science.</li> <li>• Tasmanian Institute for Law Enforcement Studies.</li> <li>• Riawunna</li> <li>• Community, Place and Change</li> <li>• Centre for Clinical Research</li> <li>• Corporate Governance</li> <li>• Australian Innovation Research Centre</li> </ul>	H	PVCR and Directors of Centres/Institutes, and Deans	A	2008 and ongoing
2	Increase grant income, publications and Rhd load in the following Institutes as follows:  Target: CODES to achieve refunding and to increase grant income from all sources by 15% and publication output from an average of 1.64 per head (2004-2006) to 2.5 per head by 2010.  MENZIES INSTITUTE to increase grant income from all sources by 15% and to maintain publication output of around 3.00 per head by 2010.  TIAR to increase grant income from all sources by 15% and to increase publication output from an average of 1.1 per head (2004-2006) to 2.5 per head by 2010.  TAFI to increase grant income from all sources by 15% and to maintain publication output at around 3.25 per head by 2010.  IASOS to increase grant income by 15% and increase publication to 3.0 per head by 2010	H	PVCR and Directors of Institutes	A	2010

	Initiative	Priority	Responsibility	Budget	Date
3	Explore potential for substantive flagship institutes with a cross-disciplinary focus in research and teaching, for example in conservation and natural resource management, forensic science, tourism.  Target: • Establish at least one Institute by 2010.	M	PVCR and PVCTL	A	2010

19 Develop key areas of strength in the AMC institute as part of completing the integration process.

	Initiative	Priority	Responsibility	Budget	Date
1	Explore opportunities for collaborative and cross-disciplinary research with staff at AMC and staff in SET.  Target: Increased grant income and publication output for AMC. Integration of AMC into the research community of UTAS.	M	PVCR, Dean of SET, Director of AMC	A	2008 and ongoing

20 Develop a next-generation marine and Antarctic institute.

	Initiative	Priority	Responsibility	Budget	Date
1	Establish and grow an Institute for Marine and Antarctic Studies (IMAS).	H	PVCR	A \$500 per year for 3 years	2009

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	Explore potential for substantive flagship institutes with a cross-disciplinary focus in research and teaching, for example in conservation and natural resource management, forensic science, tourism.  Target: Establish at least one new research Institute by 2010.	M	PVCR & PVCT&L	A	2010

### 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	Implement commercialisation initiatives outlined in the Partnership Agreement signed in 2008.  Target: A commercialisation process that has the confidence of the UTAS community, tested by Client Satisfaction Survey every 2 years.	H	PVCR	A	2008 and ongoing
2	Through the Menzies Research Institute and the Faculty of Health Science, further develop relationships with Health Authorities in Tasmania.  Target: Increased UTAS contribution to policy in Tasmania; Enhanced research outputs.	H	PVCR; Dean of Health; Director of Menzies Research Institute	A	2008 and ongoing
3	Enhance relationship with Housing Tasmania and the Australian Housing and Urban Research Institute (AHURI).	H	PVCR	A \$30k	2008 and ongoing
4	Through TIAR and TAFI build further on good relationships with agricultural and fisheries industries in Tasmania.	H	Directors of TIAR and TAFI	A	2008 and ongoing

### 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	Review procedures for student progression, supervisor performance and quality assurance in the Graduate Research Office.	M	Dean of Graduate Research	A	2008 and ongoing

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	Build on existing system for external review of University institutes and centres. Reviews should occur triennially  Target: <ul style="list-style-type: none"> <li>• Provides international and national perspective and benchmarking of institute or centre.</li> <li>• Research College Board to receive reports every two years on prospective plans of institutes and centres.</li> </ul>	H1	PVCR; Institute/Centre Directors	A \$10k	2008 and ongoing

35 Introduce a suite of customer service assessments of all administrative and support services.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Establish a digital repository and encourage staff to deposit their publications. Initially for 2007 and then ongoing and retrospective.</p> <p>Target: • Increased citations. • Positions UTAS for ERA.</p>	H	PVCR; Deans; HoSs	A	2010

36 Further diversify funding sources, particularly from the non-government sector.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Increase competitive grant income from ARC/NH&amp;MRC and other sources through internal peer review processes, development of grantmanship and incentives.</p> <p>Target: • Comparability in grant income per capita with the GO8. • By 2010 competitive grant income should be comparable to GO8.</p>	H	PVCR; Deans; HoSs	A	2010
2	<p>Increase income from commercial sources supporting high quality research through increased interface with industry and more informative and encouraging procedures for staff, for example UTAS Business Competition.</p> <p>Target: • Establish a commercial income portfolio with a dominance of contract research versus consultancy. • Increase commercial income to a level comparable with the GO8 by 2010. • Enhanced knowledge transfer and enterprise.</p>	H1	PVCR; Deans; HoSs	A	2010