

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.

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Early Offers, Acceptance and Pathways – this initiative commenced in 2008 for the 2009 academic cycle with 12 month funding provided in 2008 from strategic funds. The initiative is aimed at providing an earlier and higher level of service to prospective students (applicants) in order to support their transition into enrolment and appropriate level of study. The key performance measures are an increased conversion from applicant to active enrolment and successful academic progress in the 1st year of study.</p> <p>Target: Continue initiative for 2010 and 2011 academic cycles</p> <p>Outcome: An ongoing, successful initiative. \$75k was awarded for 2009 & case needs to be made for this to be a recurrent item</p>	H	EDFA, Director, Student & Academic Admin	C \$135K pa - strategic funds	2009, 2010, 2011
2	<p>Implementation of a new Help Desk Service Management Suite</p> <p>Target: Implemented by end February 2009</p> <p>Outcome: Target achieved. Over 80% of issues are resolved by first call to Help Desk. Some performance statistics will be placed on the UTAS website to demonstrate this.</p>	H1	EDFA, Director ITR	A,C \$150K EASSI & balance internally	2009
3	<p>PCs for students – tied up with new organisational PC tender – still exploring options through CMPRC</p> <p>Target: Depends whether option to pursue the inclusion of student PCs taken up as part of process</p> <p>Outcome: Item closed. UTAS not prepared to wear the risks involved. Students can still purchase or lease from vendor directly.</p>	H	EDFA, Director ITR	D	2009
4	<p>Introduction of collaboration tools, such as Microsoft Exchange. Benefits include simplified billing for telephony and PC leasing scheme which will be rolled in to one cost.</p> <p>Target: Implemented by end 2009</p> <p>Outcome: Approved at CMPRC meeting June 2009.</p>	H1	EDFA, Director ITR	C \$420K,C MPRC	12/2009

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	Implement the "Strategies for High-Performance People" initiatives (including the New Stars and Rising Stars programs) approved by SMT. Target: \$5M program over 3 years. HR implementation costs to be funded within existing resources. Outcome: Program proceeding well and to continue.	H1	EDFA Director HR	A From within existing HR resources	2009, 2010, 2011
2	Re-establish support for managers in S&AA to relieve workloads brought about by the disestablishment of positions (Academic Registrar and HEO04 support) and the lack of funds to backfill temporary transfer vacancy Target: Re-align S&AA to maximise efficiencies in the delivery of its range of services Outcome: Divisional funds allocated and iterative program in progress. Linked strongly to resourcing of SLIMS project.	M	EDFA, Director, Student & Academic Admin	A \$80K Divisional funds	2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Promote and provide targeted training on the UTAS Performance Management system. Outcome: Training ongoing. Flagged for review by Strategic HR Committee	H1	EDFA, Director HR	A From within existing HR resources	2009, 2010, 2011

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

	Initiative	Priority	Responsibility	Budget	Date
1	Enhance the UTAS Leadership and Management program, including increased use of targeted coaching. Outcome: An annual event and the program has expanded since initial implementation.	M	EDFA, Director HR	A Corporate Staff Development Account	2009, 2010, 2011
2	Staff re-profiling and skills development - professional development for profile staff to support skills development for changing roles brought about by implementing an increased self-management approach to student and academic administration through eStudent Centre and SLIMS. Outcome: Ongoing process and has been built into budget for 2010.	M	EDFA, Director, Student & Academic Admin	C \$30K, Corporate Staff Development Account	2009, 2010
3	Introduction of COBiT (Control Objectives for Information and related Technology) aimed at improving business processes and ICT Governance Outcome: Priority is still currently on bedding down ITIL so COBiT now a focus for 2010.	M	EDFA, Director ITR	A \$50K sunk cost from within operating budget	2009, 2010

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

	Initiative	Priority	Responsibility	Budget	Date
1	Review the UTAS Reward and Recognition Policy and suite of Awards programs and modify as appropriate. Linked to performance management system as well.	M	EDFA, Director HR	A From within existing HR resources	12/2009

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	ITR will work with Faculties/Schools and support units to ensure a range of flexible access technologies are provided to cover major University locations and available to the University community. Target: Meeting demands/requests on a proactive and as needs basis. Outcome: Funding not made available. Despite this, some limited work has been undertaken (and an upgrade to MyLo) with areas requiring urgent assistance in this area (Life Sciences & Faculty of Education).	H1	EDFA, Director ITR	C \$200K, ICT Infrastructure Fund	2009, 2010
2	In collaboration with other administrative and academic units, ITR will seek to implement a new student lifecycle management system (SLIMS) targeted at improved student management. Target: Go live expected October 2011 Outcome: Final approval & additional funding (\$1.8M core components, \$0.93M admissions + \$1.45M enhancements) approved at Council on 6 June.	H1	EDFA, Director Student & Academic Admin, Director ITR	A \$9.3M, Special Fund	2009, 2010, 2011
3	Course structures – contribute to the development of the processes to collect and maintain course and unit information reflecting the new undergraduate course structures for 2010. Target: Review and develop the presentation of course and unit information on the web. (Relates also to Priority E2) Outcome: Proceeding well. All commencing students next year will go into the new structure with a staggered approach for existing students.	M	EDFA, Director Student & Academic Admin	A \$28.5K LTPF	9/2009

	Initiative	Priority	Responsibility	Budget	Date
4	<p>In collaboration with other UTAS service providers and academic staff and students, progressively incorporate more flexible learning environments, especially in new/reconfigured major building projects and as part of the Centrally Managed Learning Spaces upgrade program.</p> <p>Target: Upgrades to CMLS/ Learning hubs to provide in all major building and refurbishment projects, as required. Decrease and rationalise the physical building footprint across the State.</p> <p>Outcome: Embedded as part of briefing process for all new builds, refurbishments etc.</p>	M	EDFA, Director Asset Mgt	A Incorporat ed into individual project costs	2009, 2010, 2011

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>Fully embed the Strategic HR/Employment Advisor client-focused model to assist budget centres to more effectively manage their staffing needs.</p> <p>Target: By early 2009</p> <p>Outcome: Achieved and in place.</p>	H1	EDFA, Director HR	A Signif implicns for Facs/Divn s	2009
2	<p>Standardisation on VoIP (voice over internet) as a telecommunications platform and the introduction of 'human workflow systems'.</p> <p>Outcome: Piloting with new Menzies Co-location building</p>	H1	EDFA, Director ITR	C \$2M, CMPRC	2009, 2010
3	<p>Scholarships – alignment of scholarships administration with admission and enrolment within the Student Centre</p> <p>Outcome: Taken on in Aug 08. Working through issues about income and funding. Requires 2x ongoing positions which needs to be built into Budget. Note Centrelink to take on the administration of \$8M worth of Scholarships but UTAS still administers all Foundation and UTAS Scholarships and bursaries.</p>	H1	EDFA, Director Student & Academic Services	A Funding to be trans from EDPD	12/2009
4	<p>F&A will encourage divisional staff to apportion formal time to consider opportunities – individually and collectively - for business process improvement.</p> <p>Target: Time allocation of approximately 5% across the board</p> <p>Outcome: Ongoing. Initiatives such as the replacement of Pinnacle with Archibus plus the SLIMS and FMIS projects have derived from this.</p>	M	EDFA, Directors	A Within operating funds	2009

	Initiative	Priority	Responsibility	Budget	Date
5	F&A will establish and nurture a dialogue within the division, across divisions and with faculties and schools that will build a consensus around priority action areas. Target: Establishment of regular (2-3 times/year) meetings with Faculty Executives and Admin User Groups Outcome: Ongoing and working well. Comments from Deans and FXOs have been overwhelmingly positive.	M	EDFA, Directors	A Within operating funds	2009
6	Financial Services will implement a new financial management information system to meet the current and future information and transactional needs of the University. Target: Commencement 2009 with full implementation into 2010. Outcome: Project commenced with initial implementation expected Jan 2010.	H1	EDFA, Director Financial Services	A,C \$1.45M	2009, 2010
7	Financial Services will implement (and bed down) accounts payable invoice scanning to improve transactional efficiency and service outputs. Outcome: In place.	H	EDFA, Director Financial Services	A,C \$100k already approved spend to save	1/2009
8	Development of centralised Asset Information Management system to remove inefficiency of duplicate shadow systems. Target: Savings across UTAS, not limited to AMS. Outcome: Strategic bid not successful. Achieved through operating budget. The next phase will be using the reporting functionality of SISfm to achieve savings in Pinnacle licence costs of around \$30k pa	M	EDFA, Director Asset Mgt	C \$65K strategic bid	2009
9	Roll-out the HRMS Team Leader functionality and electronic leave and time-sheet processing, and provision of training to users. Target: By end 2009 Outcome: In progress	M	EDFA, Director ITR, Director HR	C \$75k IT Infra Fund	2009
10	Provide enhanced management reporting capabilities for UTAS managers via the web kiosk, and provision of training to users.	M	EDFA, Director ITR Director HR	C \$80k IT Infra Fund	2009, 2010
11	IT Service Delivery best practice – ITIL implementation Outcome: In progress	M	EDFA, Director ITR	A \$100k over 2 yrs sunk cost	2009, 2010
12	Establish an Academic Administration Coordination Committee involving Associate Deans (T&L) and FXOs and T&L representatives with terms of reference to clarify the roles and responsibilities in academic administration within a structure partially devolved to Faculties and to develop and monitor an academic administration review and development plan with assigned priorities. Target: Established 2008, academic administration review and development plan April 2009 Outcome: Underway - influenced heavily by SLIMS Project	M	EDFA, Director Student & Academic Admin	A Operating funds	2009

	Initiative	Priority	Responsibility	Budget	Date
13	Further develop and provide support for students and staff to make the best usage of services delivered through eStudent Centre. EForms initiative – leave of absence, withdrawal without academic penalty (remission) (Relates also to Priority E2) Outcome: Underway. Some functionality achieved.	M	EDFA, Director Student & Academic Admin	A \$17K from operating funds	6/2009
14	Fees processes – eliminate invoice production runs and replace with statement of account on demand through eStudent Centre Outcome: Underway. Some functionality achieved.	M	EDFA, Director Student & Academic Admin	A operating funds	2/2009
15	Operational reporting – reduce the burden of operational reporting on key Student Centre staff by providing a more self-managed access to reports for USRS users Outcome: Underway. Some functionality achieved.	M	EDFA, Director Student & Academic Admin	A \$15K Div'l spend to save	6/2009

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	In collaboration with AARNet, introduce internet management services that: ensure optimal and equitable use of the Internet as a Teaching and Learning resource; and introduce open and unlimited research access between research partners. Target: Relates to identity management project Outcome: In progress	H	EDFA, Director ITR	C \$150K AARNET	Semeste r 2/2009
2	Progress the introduction of high capacity bandwidth through the TREN project to meet existing and future internet resource requirements Target: Lessening frustration for researchers in collaborating across different networks Outcome: Ongoing	H1	EDFA, Director ITR	C Systemati c Infrastruct ure Grant	2009, 2010, 2011
3	ITR, through the Web Services unit will oversight the implementation of the Web Services Strategic Action Plan (WSSAP) Target: Outlined in WSSAP Outcome: Progressing well	H1	EDFA, Director ITR	A,C \$3.7M, CMPRC	2009, 2010, 2011
4	UTAS Council Policy project Target: Dependent on funding: fast track long-term project to bring all UTAS policies into consistent web-based format Outcome: Ongoing. No strategic bid but full-time policy officer transferred from AMC.	M	EDFA, Director G&L	C \$70K strategic bid	12/2009
5	TRIM Rollout project Outcome: Bid not successful. Will be resubmitted	M	EDFA, Director G&L, Director ITR	C \$1.6M, part of ITR Quantum Leap	2009, 2010

	Initiative	Priority	Responsibility	Budget	Date
6	In support of the UTAS ICT development, develop the SISfm asset management system to allow the UTAS community to view and report on relevant asset data to enable informed decision making. Target: The broad development and deployment strategy will be outlined in the AMS Information systems roadmap by end 2008. Outcome: Linked with initiative 30.8	M	EDFA, Director Asset Mgt	C \$65K, Maintenance budget	2009, 2010
7	Consider use of web-based technology for delivery of Council, Senate and committee papers ('Leaders Online') Outcome: Not yet commenced	M	EDFA, Director G&L	A \$80K divisional spend to save	2009
8	Consider use of web-based action tracking software for risk and incident reporting Outcome: Mgr Risk Mgt & Assurance starting to look at options	M	EDFA, Director G&L	A \$20- 30K from within operating	2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	F&A will devise an outputs based allocation model for use within the division in support of the 2010 budget round. Target: Start planning in 2009 for rollout in 2010 Outcome: An incremental process.	M	EDFA	A Operating	2009, 2010
2	Produce and roll out protocols for space management with an annual report to the PRC on space utilisation: - Publicise and 'market' the extant space management policy to ensure that relevant University staff are aware of their roles and responsibilities. - Develop an annual space newsletter for distribution at the beginning of the year. Improve access to information on the web. - Undertake annual utilisation surveys of teaching and research space. - Review existing MIRU space reports and modify for P&RC. Target: Savings across the board through reduction in utilities and increased efficiencies for teaching. Outcome: New appointment (Space Mgr) to be made soon to progress project. Recurrent funding required (through CMPRC process)	M	EDFA, Director Asset Mgt	A \$90K CMPRC	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	F&A will refine and develop the KPMG financial model and lead in its roll out to faculties/divisions (this is transient technology to be used in 2009 and 2010 until Business Intelligence capability is established). Simultaneously, contribute to planning of a Business Intelligence System. Outcome: Overtaken by the FMIS project where capacity will be developed in-house to link to broader BIS project	H1	EDFA, DVCA P	A, C BIS not yet costed. Special Fund	2009, 2010
2	Aligned to a Business Intelligence System, refinement and development of the ICT Planning Framework to improve ICT Governance and project approval processes within the University Outcome: ICT 3-year Plan currently under development and issue will be revisited in latter half of 2009	H1	EDFA, Director ITR	C \$225K CMPRC	6/2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Appoint a Director Change Management to lead a 3-year project to champion significant cultural change and coordinate the development and implementation of strategies that will lead to business improvement and more efficient and effective work practices. Outcome: On hold pending review of EDFA position	H1	EDFA, Divisional Directors	A, C \$175k pa, 50% operating	2009, 2010, 2011
2	Develop a professional development framework, in conjunction with ATEM, which identifies core competencies for the training of University Administrators. Target: Linked to succession planning and skills matrix Outcome: An ongoing process with Professional Development area in HR	M	EDFA, Divisional Directors	A \$10K staff development	2009, 2010

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

	Initiative	Priority	Responsibility	Budget	Date
1	ITR will seek to further extend Service Level Arrangements with Faculty and Schools for the provision of ICT and Teaching and Learning and Research support services through a shared services arrangement. Outcome: Ongoing process	H1	EDFA, Director ITR	A Savings \$1M pa	2009, 2010
2	F&A will compile an annual report of its activities to submit to PRC Outcome: Not yet commenced	M	EDFA, Divisional Directors	A Operating	2010
3	Review questions on academic administration in the annual services for students questionnaire in collaboration with Projects and Evaluations Unit in T&L. Outcome: Moved to PVCSE s area	M	EDFA, Director S&AS	A Operating	2009
4	AMS will run the second customer survey, as required for the TEFMA Benchmarking Process. Outcome: Deferred until 2010, due to survey overload	M	EDFA, Director Asset Mgt	A	2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	F&A will continue to assess the role and management of support business including current UBEs in relation to core business, commencing with Sport and Rec and Uniprint. Outcome: Not feasible at this point	L	EDFA, Director Financial Services	A	2010
2	F&A will draft a Residential Accommodation Strategy in 2008 to be submitted to relevant Committees. The strategy will consider options for different business models going forward and roll it out over 2009-2011. Outcome: Council briefed at Planning Day Feb 09 and approved for consultation period.	M	EDFA, Director Accommodati on Services	A Operating	2009, 2010, 2011
3	F&A will review and implement fees and charges to ensure all fee for service activity is undertaken on a cost recovery basis Outcome: Reviewed regularly.	M	M EDFA, Directors	A Operating	2009

37 Prioritise special project funding according to UTAS' strategic priorities.

	Initiative	Priority	Responsibility	Budget	Date
1	ITR will prepare and lead the development of a planning initiative targeted at moving the University, via a Quantum Leap, to a new plane of operation service improvement through the deployment of ICT based services and initiatives. Outcome: ICT Planning Day held and 3-year plan being developed.	H1	EDFA, Director ITR	C \$4.7M Special Fund	2009, 2010, 2011
2	Project Management – Best Practice implementation Outcome: ITR is rolling out the PRINCE2 methodology incrementally	M	EDFA, Director ITR	A Operating	2009, 2010

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

	Initiative	Priority	Responsibility	Budget	Date
1	The Division will support UTAS Master Planning through the establishment of an Implementation Office to manage the capital expenditure program. Target: AMS will, identify and assess models for implementation and prepare a proposal for the CMPRC and PRC by the end of 2009, based on the agreed UTAS prioritised project program. Outcome: The Major Projects office has been established and is now responsible for the delivery of the Collocation Stage 2 and IMAS projects. Additional resources will be provided as required to ensure success.	H1	EDFA, Director Asset Mgt	A,C	2009, 2010, 2011

39 Review timetabling of teaching and learning activities.

	Initiative	Priority	Responsibility	Budget	Date
1	In collaboration with the SLIMS programme of projects and AMS develop the business case for a replacement Timetabling system, prepare the evaluation process and provide leadership in implementation of a preferred solution. Outcome: Funding not achieved. To be included in CMPRC process.	H1	EDFA, Director S&AA	C \$720K Strategic Funds	9/2009

40 Review and refine UTAS' approach to, and systems for, the flexible delivery of coursework programs.

	Initiative	Priority	Responsibility	Budget	Date
1	Implement streaming services for the capture of lectures for students, linked to services such as the learning management system (see E8 initiative) Outcome: Funding not yet approved. To be brought before the Committee again as there is high demand for this service	H1	EDFA, Director ITR	C \$942K part of Quantum Leap	2009
2	Upgrade the University's Learning Management System (see E8 initiative)	H1	EDFA, Director ITR	C \$400K part of Quantum Leap	2009, 2010
3	Collaborate with the Library over the introduction of a new library management system and associated services (see E8 initiative) Outcome: After the environmental scan, it was not deemed to be as high a priority as first envisaged. Deferred until 2011.	H1	EDFA, Director ITR	C \$1.5M CMPRC part of Quantum Leap	2009, 2010

41 Implement and evaluate projects to reduce UTAS' carbon footprint and energy expenditure.

	Initiative	Priority	Responsibility	Budget	Date
1	ITR will develop a 'Green IT' strategy for the University, focussed on effectively and efficiently reducing the carbon footprint associated with Data Centre and infrastructure duplication Outcome: No funding allocated at this stage - needs a more robust submission outlining the downstream savings	H1	EDFA, Director ITR	C \$500K strategic funding	2009, 2010

	Initiative	Priority	Responsibility	Budget	Date
2	<p>Progressively implement the UTAS Environmental Management Plan and identify means of calculating and reducing the UTAS carbon footprint. This includes an enhanced programme of public transport services to better support the movement of staff and students between home and campus and between campuses.</p> <p>Target: The Environmental Management Group will work with AMS to prioritise EMP items for implementation and by end 2009 have identified the carbon footprint from a range of non energy related activities. To implement an auditing regime to identify and measure carbon emissions and a UTAS electricity conversion campaign, an additional \$60K for 2009-2010 is required</p> <p>Outcome: In progress incrementally because additional funding not provided. The three year special purpose funding will expire in the next 18 months, and a decision on UTAS' ongoing environmental progress will be required. The Environmental Management Plan provides more accurate timelines for the various environmental initiatives to those above.</p>	H	EDFA, Director Asset Mgt	A,C \$100K Special Fund	2009, 2010, 2011