

2009 University Plan



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.

- 1 Strengthen high-achiever programs and pathways to attract and support the top echelon of local, national and international undergraduate and postgraduate students.

	Initiative	Priority	Responsibility	Budget	Date
1	Implement recommendations from 2008 International Education Strategy Review. Target: To be determined.	H1	Deputy Vice-Chancellor (Academic) & Provost	A,C TBC *SF	End 2009
2	International Services and Graduate Research Unit to develop Graduate Certificate pathway program, marketing tools and application processes to maximise research enrolments. Target: Graduate Certificate in Research Methodologies approved and registered for offering in Tasmania and overseas in 2010.	H	Director, International Services	C \$100,000 *SF	End 2010
3	Source new TNE partner institutions that wish to establish pathway programs with UTAS. Target: Three new pathway programs set up by end of 2009.	H	Director, International Services	C \$90,000 *SF	End 2009
4	Investigate international funding sources for scholarships for research students. Target: Minimum of two external funding sources secured.	H	Director, International Services	C \$200,000	Mid 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 staff satisfaction survey across the institution (possibly The Voice Project). Target: Staff satisfaction surveys carried out, analysis publicised and action plan drafted.	H	Deputy Vice-Chancellor(Academic) & Provost	C \$30,000 *SF	End 2009
2	Map UTAS Human Resources policies and procedures and assess against best practice standards. Target: Human Resources policies and procedures ranked in terms of need for revision.	M	Deputy Vice-Chancellor(Academic) & Provost	C \$40,000	End 2009
3	Revise UTAS Human Resources policies and procedures as required to meet best practice standards. Target: UTAS Human Resources policies and procedures brought in line with best practice standards.	M	Deputy Vice-Chancellor(Academic) & Provost	B \$10,000	End 2010

- 4 Develop a broad-based visiting fellowship program.

	Initiative	Priority	Responsibility	Budget	Date
1	Scope, plan, implement and evaluate the UTAS Visiting (Comet) Fellowships Scheme. Phase 1 (2008): Scope, plan and establish the program and advertise the first round. Phase 2 (2009): Full implementation of UTAS Visiting Fellowships Scheme. Evaluation of Phase 1. Target: 10 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.	H1	Deputy Vice-Chancellor (Academic) & Provost	C \$300,000	End 2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Review UTAS individual performance management system. Target: Review recommendations communicated to all staff and implemented.	H	Deputy Vice-Chancellor(Academic) & Provost	C \$30,000 *SF	End 2009
2	Develop communications strategy and training program to improve implementation of individual performance management plans. Use model put forward by AHEIA. Target: Training program implemented across the institution.	H	Deputy Vice-Chancellor(Academic) & Provost	A	End 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	Build a web-based system for the Regional Atlas Database - LGAs and Industry to subscribe to system. Target: Grow applied research funding stream at Cradle Coast Campus.	H	Director, Cradle Coast Campus	C \$20,000 *SF	End 2009
2	Invest in Cradle Coast Campus small research grants scheme to encourage integration of Cradle Coast Campus research projects with industry. Target: Increase levels of research activity at the Cradle Coast Campus.	H	Director, Cradle Coast Campus	C \$40,000 *SF	End 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.

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

	Initiative	Priority	Responsibility	Budget	Date
1	Proceed with the Preparation and Pathways project, implementing new elements as they emerge, including alignment with senior secondary sector reforms. Target: Achievement of appropriate alignment with the Academy, Polytechnic and Training Tasmania.	H	Deputy Vice-Chancellor(Academic) & Provost	C	End 2009

9 Review and strengthen tertiary preparation programs and entry pathways to support a broader range of students.

	Initiative	Priority	Responsibility	Budget	Date
1	Unlocking Talent - Open University - Cradle Coast Campus specific recruitment project to grow participation. Target: Increase load at Cradle Campus Campus.	H	Director, Cradle Coast Campus	B \$5,000 *SF	End 2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Implement an International College structure for expanding pathway programs into UTAS degrees. Target: First 20 students enrolled.	H1	Director, International Services	C \$300,000 *SF	End 2009
2	English Language Centre to develop new General English curriculum to provide improved pathway prospects for international students. Seed funding required with the potential to generate future income from franchising curriculum. Target: Employment of curriculum designer in 1st quarter 2009. New curriculum ready for 2010 delivery by end of 2009.	H	Director, International Services	C \$75,000 *SF	Mid 2009

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 postgraduate units - in distance/online delivery mode. Target: Increase postgraduate enrolments at the Cradle Coast Campus.	H	Director, Cradle Coast Campus	B \$10,000 *SF	End 2009
2	Extend BRRM Units into distance/online format. Target: Increase undergraduate enrolments at the Cradle Coast Campus.	H	Director, Cradle Coast Campus	C \$10,000 *SF	End 2009

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.

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	Continue progressive review of organisational restructuring opportunities. Target: As individual projects require.	H	Deputy Vice-Chancellor(Academic) & Provost & Committee for University Structure & Processes (CUSP)	A	End 2009

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	Pursue engagement opportunities with the Launceston City, Georgetown and West Tamar Councils. Target: Memoranda of Understanding signed with all three Councils.	H	Deputy Vice-Chancellor (Academic) & Provost & Launceston Engagement and Development Manager	A	End 2009

28 Review the opportunities for new, distinctive collaborative activities and provide appropriate resources to pursue them.

	Initiative	Priority	Responsibility	Budget	Date
1	Review UTAS Community Engagement policy, framework and strategy to identify strategic priorities and critical foci. Target: Review recommendations implemented.	H	Deputy Vice-Chancellor(Academic) & Provost	A	End 2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Investigate the establishment of a major UTAS TNE operation in India. Target: Business case completed in 1st quarter of 2009. If accepted, agreement in place by end of 2009.	M	Director, International Services	C \$80,000 *SF	End 2009

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	Undertake targeted reviews of key administrative areas and/or business processes. Target: Detailed proposals for at least two projects to achieve significant strategic efficiency gains.	H1	Deputy Vice-Chancellor (Academic) and Provost & Executive Director, Finance and Administration	C \$200,000 *SF	End 2009
2	Secure additional teaching space for the English Language Centre to ensure that all applicants can be accommodated – thereby maximising the ELC's contribution to creating pathways to UTAS degrees. Target: English language Centre capacity increased by 160 students.	H1	Director, International Services & Director, Asset Management	C	Mid 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	Create a suite of digital marketing tools to attract International students to UTAS. Target: Student DVD ready for distribution. International student website revamped.	H	Director, International Services	C \$100,000 *SF	Mid 2009

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

	Initiative	Priority	Responsibility	Budget	Date
1	Comprehensive review of UTAS budget allocation model. Target: Revised model implemented during 2010 budget-setting process.	H	Deputy Vice-Chancellor (Academic) & Provost	A	Mid 2009