
University Teaching and Learning Plan 2008 – 2010

Introduction

Teaching and learning are core functions of the University of Tasmania. The Teaching and Learning Plan 2008 – 2010 sets out strategic activities that contribute to the University's mission and vision in the area of teaching and learning.

The EDGE2 University of Tasmania Strategic Plan 2008-2010 states that the University has a vision that it "will be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to State and national development. UTAS will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience."

Teaching and learning activities are integral to the realisation of this vision.

In 2005 the University critically examined what is required in the next five to ten years to enable the full realisation of its Vision and Mission. The four cornerstones for building a strong and vibrant institution that emerged through consultations were:

1. Excellence – we must have excellence as a hallmark of all activities.
2. Distinctiveness – we must develop our own distinctive, recognisable and attractive character.
3. Growth – we must continue to grow to an optimal size.
4. Engagement – we must serve our communities and become a sought-after local, national and international partner.

Thus: Excellence, Distinctiveness, Growth and Engagement give UTAS the EDGE.

Teaching and learning are central activities in all aspects of the University's EDGE agenda.

EDGE2

The first three years of the University of Tasmania Strategic EDGE agenda, 2005-2007, saw an emphasis on **Growth**. The result has been a continuing rise in the proportion of Tasmanians with a university qualification, adding to the economic, social and cultural fabric of the state. We have maintained a solid reputation for quality research through our faculties, centres and institutes, and have improved our standing in teaching and learning rankings.

EDGE2 covers the period 2008-2010. While our longer-term goals remain the same, the specific priorities for 2008-2010 are framed to reflect an enhanced focus on **Excellence** and **Distinctiveness**. We will continue to grow to reach optimal size, and remain a university for all Tasmanians, taking Tasmania to the world and the world to Tasmania through meaningful **Engagement**.

Priorities 2008-2010

The EDGE2 University of Tasmania Strategic Plan 2008 - 2010 lists the following priorities for the triennium.

- Priority A: Fully embed a high-performance culture.
- Priority B: Create and implement a distinctive UTAS teaching and learning model.
- Priority C: Further strengthen existing UTAS Institutes, Centres and groups and identify new flagship opportunities.
- Priority D: Strengthen relationships with UTAS' communities, including the Tasmanian State Government.
- Priority E: Maximise support for core activities by aligning resources and improving business services.

Institutional Goals

The six Institutional Goals listed below arise from the four cornerstone aspirations of the EDGE agenda. They are whole-of-institution goals, which encapsulate the pursuit of institutional excellence and distinctiveness, sustainable growth and meaningful engagement. The extent to which the University's goals and priorities are realised will be monitored through the performance indicators listed alongside each goal.

	Institutional Goals	Performance Indicators
1	To be ranked in the top 10 Australian universities in terms of research performance	Achieve top 10 status and improve rankings in key research performance indicators (individual and institutional) such as: <ul style="list-style-type: none"> • Total research income • DEST publications • RHD load as a proportion of total load • RHD completion rates • Research block funding income.
2	To be ranked in the top 10 Australian universities in terms of teaching and learning performance	Improve performance in the Commonwealth Learning & Teaching Performance Fund (overall and in each discipline cluster) and in Carrick Institute citations and awards.
3	To be ranked within the top 250 of the Shanghai Jiao Tong Academic Ranking of World Universities	Improve overall ranking and against all Jiao Tong core criteria.
4	To increase the proportion of graduates in the Tasmanian workforce to at least the national average	Improve performance against national graduate qualification average – evaluate post-school educational qualifications of all Tasmanians aged 15-64, as a percentage of total population, compared to national average.
5	To achieve annual enrolment targets and to grow to approximately 15,000 EFTSL, ensuring a robust financial base with which to support UTAS' academic strategic objectives	<ul style="list-style-type: none"> • Improve performance against annual enrolment load targets. • Improve performance in comparison with total sector in terms of: <ul style="list-style-type: none"> - Proportion of students by broad level of course - Proportion of international students, both onshore and offshore. • Increase higher education participation rates of Tasmanians to at least the national average.
6	To maintain financial viability and achieve annual and longer-term budgetary targets	Achieve annual operating margin targets as specified by annual budget process.

The following section of the Teaching and Learning Plan 2008 – 2010 describes the initiatives planned in order to achieve the teaching and learning goals and priorities listed within the EDGE2 University of Tasmania Strategic Plan 2008-2010.

A yearly progress report on the Teaching and Learning Plan will be presented to the September meeting of the University Teaching and Learning Committee, and a final report on performance against the plan will be prepared for the following February meeting each year for subsequent report to Academic Senate and Council.

Teaching and Learning Plan 2008-2010

University Plan 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.

A1. 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
A1.1	Continue to develop and promote opportunities for high achievers including more actively promoting the Bachelor Advanced programs, opportunities for “challenge” tutorials and other community building strategies for high achievers, retention incentives, advanced standing, accelerated progression options and pursuing opportunities arising from the Department of Education’s reforms to senior secondary education. Target: Increased recruitment and retention of high achieving students.	H	PVC (T&L), Associate Deans (T&L), Academic Registrar	B	Ongoing
A1.2	Develop the “EDGE Award” as a flexible elective unit that could also provide a GAP year enrolment option. Target: Finalised for introduction by Semester 2, 2008.	H	PVC (T&L), Manager Student Services	A	7/2008

A2. Optimise the range of support programs for prospective and current students.

	Initiative	Priority	Responsibility	Budget	Date
A2.1	Implement University-wide peer mentoring program “Peer Assisted Study Sessions” (PASS) targeting units with historically high attrition rates. Target: PASS implemented in selected units across all Faculties.	H	Director, CALT, Assoc Deans (T&L)	C – DEST LTPF, Faculty funds	2/2008
A2.2	Introduce and evaluate the effectiveness of a virtual orientation program to support the needs of students for whom traditional orientation is not appropriate. Target: Introduce virtual orientation program for Semester 1, 2008. Evaluate by end of 2008.	M	Academic Registrar	B – strategic T&L funds	12/2008

A3. 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
A3.1	Identify excellent staff in the area of T&L, introduce an early career mentoring and facilitation process, and support applications for UTAS and Carrick awards. Target: 20% increase in Carrick grant and award submissions in 2008.	H	PVC (T&L), Assoc Deans (T&L), HoS	B – TDF project fund & Carrick Institute grant funding	7/2008

Teaching and Learning Plan 2008-2010

A3.2	Review SETL policy and process to ensure documentation reflects the various ways in which SETL data is used at UTAS. Target: Policy amended and approved by Academic Senate by July 2008.	H	PVC (T&L)	A	7/2008
A3.3	Following review of SETL policy and process, introduce an online SETL administration system. Target: In 2008 undertake scoping study for software to support introduction of online SETL. Develop online SETL systems and processes in 2009 for introduction in 2010.	H	PVC (T&L), Academic Registrar	B	2010
A5. Improve implementation of the UTAS performance management system for staff.					
	Initiative	Priority	Responsibility	Budget	Date
A5.1	Support Heads of School to provide specific T&L improvement plans for staff with below average teaching and/or unit evaluations. Target: Where appropriate, PVC (T&L), Head of School, CALT representative, and Unit Coordinator to meet to develop action plans for unit/teaching SETL report results below the agreed norm.	H	PVC (T&L), Director CALT, HoS	B – TDF project funds	Ongoing
A6. Strengthen and increase participation in organisational professional development programs that support a high-performance culture.					
	Initiative	Priority	Responsibility	Budget	Date
A6.1	Implement and evaluate a teaching development program in order to improve student learning outcomes. Target: Teaching development program in place for introduction by February 2008. 10% increase in staff participation rates compared to 2007.	H1	Director, CALT	C – within current resources	2/2008; 12/2008
A6.2	Provide staff development to support the university-wide implementation of criterion referenced assessment. Target: Full implementation of criterion referenced assessment by 2010.	H1	Director CALT, Assessment Working Party	C – strategic funds, DEST LTPF	Ongoing to 2010
A6.3	Continue Teaching Fellows program to foster leadership development across the University. Target: Develop a sustainable model for the identification and support of Teaching Fellows that feeds in to the Carrick Fellowship Scheme.	H	PVC (T&L), Director, CALT	C – strategic T&L funds	2008
A6.4	Create a program of support to guide and assist staff towards achieving personal promotion. Target: Extend the development of Teaching & Learning portfolios to all academic staff and appropriate general staff.	M	PVC (T&L), Director CALT	B – TDF project funds	12/2008

Priority: L- Low, M-Medium, H-High, H1-Highest priority
Budget: A – nothing specific, B – up to \$10,000, C – more than \$10,000

Teaching and Learning Plan 2008-2010

A6.5	Implement and evaluate E portfolio software university-wide as a tool for staff for the development of teaching and learning portfolios, and for students in the mapping of generic attribute acquisition. Target: Introduce by February 2008, evaluation completed by February 2009.	M	Academic Registrar	B – strategic T&L funds	2/2008; 2/2009
A6.6	Improve the quality of evaluative tools available for enhancing the quality of teaching, courses, and units at UTAS. Target: Evaluate options for analysis of SETL qualitative comments using CEQuery.	M	Academic Registrar, Director CALT	A	2008
A7. Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.					
	Initiative	Priority	Responsibility	Budget	Date
A7.1	Contribute to a national Carrick Institute project “Rewarding and recognising quality teaching in higher education through systematic implementation of indicators and metrics on teaching and teacher effectiveness” to identify and trial teaching quality indicators that can be used for benchmarking. Target: Carrick Institute project successfully completed according to set milestones.	H	DVC (A) & P, PVC (T&L)	C – Carrick Institute grant funding	Ongoing to 12/2009
A7.2	Expand Vice-Chancellor’s Teaching Excellence Awards to include sub-categories feeding into each of the three categories of Carrick Institute Awards for University Teaching. Target: Introduced in 2008.	H	PVC (T&L)	C – VCs award funds, TDF project funds	2008
A7.3	Introduce a Carrick support team to develop projects with the potential to attract Carrick funding and, manage and evaluate Carrick funded projects and award schemes. Target: Increase ratio of successful grant and award submissions.	H	PVC (T&L)	C – DEST LTPF allocation, Carrick Institute grant funding	12/2008

Priority: L- Low, M-Medium, H-High, H1-Highest priority
Budget: A – nothing specific, B – up to \$10,000, C – more than \$10,000

Teaching and Learning Plan 2008-2010

University Plan 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.

B1. 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
B1.1	Review articulation and credit transfer arrangements between UTAS and TAFE Tasmania courses to extend the pathway opportunities for students including consideration of joint program initiatives. Target: A review report with recommendations on enhanced articulation, including joint program initiatives.	H	PVC (T&L), Planning Dean, UTAS College, Academic Registrar	A	Ongoing

B2. Review and strengthen tertiary preparation programs and entry pathways to support a broader range of students.

	Initiative	Priority	Responsibility	Budget	Date
B2.1	Develop an enabling program known as the University Pathways Program which specifies pathways into all relevant UTAS courses, incorporates all pre-requisites and assumed knowledge and guarantees entry into identified UTAS degree courses. Target: University Pathways Program introduced by 2009.	H	PVC (T&L), Planning Dean, UTAS College	C	12/2008
B2.2	Review the course content and structure of all generalist Associate Degrees, and where feasible introduce compulsory units on academic literacies. Target: Associate Degrees amended as appropriate by September 2008.	H	PVC (T&L), Planning Dean, UTAS College, Assoc Deans (T&L)	A	9/2008

B3. Investigate the potential to develop a college offering enabling and foundation programs and entry pathways primarily for international students.

	Initiative	Priority	Responsibility	Budget	Date
B3.1	Investigate options for offering enabling and foundation programs and entry pathways for international students via the University College model. Target: International/IBT Pathway investigated through Preparation and Pathways working party	H	DVC (A) & P, Planning Dean, UTAS College	A	3/2008

Teaching and Learning Plan 2008-2010

B4. Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.					
	Initiative	Priority	Responsibility	Budget	Date
B4.1	Extend Library opening hours to meet student needs. Target: 1. Extend Morris Miller Library and Launceston Campus Library weekend opening hours. 2. Provide 24x7 access to Learning Hub in Morris Miller Library.	H	University Librarian	C – strategic funds	2008
B5. Ensure that academic, personal and administrative support services are responsive to student needs.					
	Initiative	Priority	Responsibility	Budget	Date
B5.1	Continue to lead and manage the SLIMS project and the review and re-engineering of academic administrative processes supporting student information management and services. Target: SLIMS introduced by 2010.	H	Academic Registrar, SLIMS Project Manager	C – strategic funds	Ongoing to 2010
B5.2	As part of a comprehensive First Year student transition and retention program, extend the 'Catalyst' program to encompass an integrated UTAS-wide model based on an agreed strategic plan complementing faculty initiatives, to provide faculty-wide and campus coverage, a focus on areas of high attrition, and with robust review and evaluation arrangements. Target: Extended program in place for 2008 academic cycle.	H	Academic Registrar	C	2008
B5.3	Continue to identify quality assurance and equity matters arising from the delivery of UTAS Transnational Education programs, and develop strategies to enhance quality and reduce/eliminate academic disadvantage. Target: Develop and implement strategies throughout 2008, reporting on outcomes at September UT&LC.	M	PVC (T&L), TNE Programs Sub-committee	A	9/2008
B6. 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 strategic priorities.					
	Initiative	Priority	Responsibility	Budget	Date
B6.1.	Support the implementation of the common course structures. Target: Undergraduate degree course amendments and specifications approved for introduction in 2010.	H1	PVC (T&L), Course Structures Working Party	C – strategic T&L funds	07/2009

Priority: L- Low, M-Medium, H-High, H1-Highest priority
Budget: A – nothing specific, B – up to \$10,000, C – more than \$10,000

Teaching and Learning Plan 2008-2010

B6.2	Revise the service teaching policy in order to more successfully encourage and reward interdisciplinary collaboration in course development and delivery. Target: 1. Service teaching policy revised to encourage and reward collaboration. 2. Projects encouraging interdisciplinary collaboration identified and supported.	H1	PVC (T&L), Assoc Deans (T&L)	C – strategic T&L funds	09/2008
B6.3	In conjunction with the introduction of a consistent framework of courses and awards across the University, review and rationalise course offerings to reduce administrative and academic workloads without reducing student load. Target: One third reduction in unit offerings within 2009 course and unit handbook.	H	PVC (T&L), Deans, EDPD	A	Ongoing to 2010
B6.4	Review UTAS's capacity to creatively structure the delivery of programs more cost effectively to promote Tasmania-wide access, with particular attention given to Launceston campus development. Target: Contribute to the development of a national cross campus teaching model.	H	PVC(T&L)	A	12/2008
B7. Introduce units that are nationally distinctive and capture the island educational experience.					
	Initiative	Priority	Responsibility	Budget	Date
B7.1	Coordinate the development and introduction of a suite of 'Experience Tasmania' units as elective options for students. Target: Suite of units developed for introduction by 2009.	H1	PVC (T&L)	C	12/2008
B8. Develop/revamp off-campus fieldwork and placement facilities.					
	Initiative	Priority	Responsibility	Budget	Date
B8.1	Improve the quality of work integrated learning with the consistent implementation of university policy and processes. Target: Implement and disseminate workplace learning placement policy and associated procedures.	H	Assoc Deans (T&L)	A	2008
B9. Expand postgraduate coursework programs specifically aimed at continuing professional development and career startup.					
	Initiative	Priority	Responsibility	Budget	Date
B9.1	Develop and implement strategies to promote postgraduate study, either by research or by coursework, as a normal extension of a student's University education. Target: Implement and evaluate a marketing strategy to target third year Undergraduate students.	H	EDPD	A	1/2009

Priority: L- Low, M-Medium, H-High, H1-Highest priority
Budget: A – nothing specific, B – up to \$10,000, C – more than \$10,000

Teaching and Learning Plan 2008-2010

B9.2	Work with faculties to develop flexible, high quality, distinctive and viable flexible post graduate coursework units. Target: Provide bimonthly reports to EDPD and PVC (T&L) on progress.	H	Director CALT	C – strategic funds	12/2008
B9.3	Expand executive short courses in conjunction with business, industry, and government clients. Target: Develop needs study of Tasmanian professional community and groups to identify potential courses for professional and executive education markets in region.	H	EDPD, Director CALT	B	12/2008
B10. 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
B10.1	Develop website showcasing good assessment practice. Target: Introduced by June 2008.	M	Director CALT, Assessment Working Party	A	6/2008
B10.2	Investigate opportunities for developing a more systematic and comprehensive career planning service for current and potential students. Target: Undertake a detailed investigation and scoping exercise and report to Preparation and Pathways Working Party by May 2008.	M	Manager, Student Services	C	2008
University Plan Priority C: Further strengthen existing UTAS Institutes, Centres and groups and identify new flagship opportunities					
<i>Reassess and renew the focus of the University's research strengths and opportunities; Develop the opportunities that arise as a result of the integration of UTAS and the Australian Maritime College.</i>					
C2. Develop key areas of academic strength in the AMC Institute as part of completing the integration process.					
	Initiative	Priority	Responsibility	Budget	Date
C2.1	In conjunction with the Integration Project, liaise with the Australian Maritime College regarding opportunities for the introduction of new course offerings and majors, and potential savings through rationalisation of duplicated course offerings. Target: 1. Introduction of a common first year for Engineering undergraduate courses from 2008. 2. New course proposals from the Centre for Marine Conservation and Resource Sustainability submitted in 2008 for introduction in 2009. 3. Integration of Business units across AMC and UTAS courses.	H	PVC (T&L), Director CALT, Assoc Deans (T&L)	C	2008

Priority: L- Low, M-Medium, H-High, H1-Highest priority
Budget: A – nothing specific, B – up to \$10,000, C – more than \$10,000

Teaching and Learning Plan 2008-2010

University Plan 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 for staff infrastructure to support core activities and strategic priorities; Achieve efficiency gains and the best use of strategic and operational resources.

E1. Review and reform business processes to achieve efficiency and effectiveness.

	Initiative	Priority	Responsibility	Budget	Date
E1.1	Develop strategy to provide for an integrated and responsive course development and management model that supports infrastructure resources in line with enrolment growth targets, both on and off shore. Target: Review and revise the Resource Impact Statement template accompanying course proposals to more clearly reflect infrastructure requirements.	H	PVC (T&L), EDFA, EDPD	A	12/2008
E1.2	Coordinate and manage the integration of AMC student and course information systems and data into UTAS systems and operations, and the review of student related legislation and procedures to facilitate UTAS and AMC integration. Target: Meet integration timeframes throughout 2008.	H	Academic Registrar	C	2008
E1.3	Develop a database of electronic resources and consolidate procedures for copyright management for course readers, eReserve and Vista. Target: 1. In 2008 implement a pilot project to establish copyright management for readers and eReserve based on the AMC model, using the new Digital Copyright Management System, Equella. 2. In 2009 roll out new model for copyright management to the University as a whole.	M	University Librarian	C – strategic funds	Ongoing to 2009

E2. Review and broaden the University's use of the Internet to ensure it supports the University's academic and business objectives.

	Initiative	Priority	Responsibility	Budget	Date
E2.1	Extend existing web services to facilitate greater student engagement and collaboration (such as through increased use of Wikis and Blogs). Target: Adopt strategic and operational framework for web governance at UTAS.	H	DVC (A) & P, Director CALT	B	2008

Teaching and Learning Plan 2008-2010

E11. Review and refine UTAS's approach to, and systems for, the flexible delivery of coursework programs.					
	Initiative	Priority	Responsibility	Budget	Date
E11.1	Map flexible delivery options currently utilised, disseminate good practice models, and specify mechanisms to support adoption. Target: Develop and disseminate good practice models by December 2008.	H	Director CALT, Assoc Deans (T&L)	A	12/2008