



UNIVERSITY OF TASMANIA

Extended to 2011

edge

Statement from the Vice-Chancellor

EDGE², the University of Tasmania Plan for 2008-2011, outlines how we will consolidate the achievements of the previous planning period and begin a dynamic new phase of our development with a number of exciting new strategic initiatives.

EDGE – or **E**xcellence, **D**istinctiveness, **G**rowth and **E**ngagement – remains the cornerstone of our approach to strategic planning. All four elements of EDGE continue to be reflected in UTAS' Aspirations, Institutional Goals and 2008-2011 Priorities, but with an enhanced focus on **Excellence** and **Distinctiveness**.

The EDGE² Priorities encapsulate our commitment to providing quality academic programs to meet the needs of Tasmanians, improving the student experience and strengthening our partnerships while deepening the level of engagement with our communities. We also continue to focus on enhancing excellence in research and increasing opportunities for participation – two Commonwealth government priorities. Achieving these objectives will require us to foster a vibrant, high-performance culture and to align all our resources and systems to support our strategic ambitions.

Our strong traditions, significant academic achievements, healthy financial position, clear vision and strong sense of direction all combine to position UTAS well for a bright and exciting future.

I am delighted to present the University of Tasmania Plan for 2008-2011. I look forward to working with you all to convert our ambitions into realities.



Professor Daryl Le Grew

MISSION

The University of Tasmania continues a long tradition of excellence and commitment to free inquiry in the creation, preservation, communication and application of knowledge, and to scholarship that is global in scope, distinctive in its specialisations and that reflects our Tasmanian character.

The University will provide leadership within its community, thereby contributing to the cultural, economic and social development of Tasmania.

VISION

The University of Tasmania 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, national and international development. UTAS will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience. UTAS graduates will be prepared for life and careers in the globalised society of the twenty-first century.

THE UTAS EDGE

In 2005 the University critically examined what was required over the next five to 10 years to enable the full realisation of its Mission and Vision. 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.



EDGE2

The first three years of the 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 2008-2011. While our longer-term goals remain the same, the specific priorities for 2008-2011 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**.

ASPIRATIONS

EXCELLENCE

UTAS will continue to be renowned as a university of international standing, and will achieve high rankings for both research and teaching and learning. UTAS will attract staff and students of the highest calibre and produce world-class graduates.

DISTINCTIVENESS

UTAS will be recognised for its distinctive coursework programs and research strengths. It will provide a distinctive and energising student experience deriving from a combination of its global outlook and unique Tasmanian perspective. UTAS' culture will support strengthening the relationships between individuals, the University and the community.

GROWTH

UTAS will grow and develop to an optimal size to support its academic activities, while maintaining a strategically balanced and distinctive enrolment and campus profile. Growth in enrolments and research activities will be underpinned by efficient and effective administrative processes and the appropriate provision of resources.

ENGAGEMENT

UTAS will continue to contribute to the growth and development of Tasmania by enhancing the economic, social, cultural and environmental wellbeing of Tasmanians. It will develop local, national and international partnerships to strengthen the contributions of its research and teaching programs.

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.

1. To be ranked in the top 10 Australian universities in terms of research performance.
2. To be ranked in the top 10 Australian universities in terms of teaching and learning performance.
3. To be ranked within the top 250 of the Shanghai Jiao Tong Academic Ranking of World Universities.
4. To increase the proportion of graduates in the Tasmanian workforce to at least the national average.
5. To achieve annual enrolment targets and to grow to approximately 16,500 EFTSL during 2011, ensuring a robust financial base with which to support UTAS' academic strategic objectives.
6. To maintain financial viability and achieve annual and longer-term budgetary targets.

PRIORITIES 2008-2011

PRIORITY A: Fully embed a high-performance culture

Strategy

Instil an expectation of high achievement in students and staff, and provide the means for this high achievement.

Action Areas

Students

- A1** Strengthen high-achiever programs and pathways to attract and support the top echelon of local, national and international undergraduate and postgraduate students.
- A2** Optimise the range of support programs for prospective and current students.

Staff

- A3** Review and enhance UTAS' human resources policies and programs to provide the framework and resources to develop, recruit and retain excellent staff.
- A4** Develop a broad-based visiting fellowship program.
- A5** Improve implementation of the UTAS performance management system for staff.
- A6** Strengthen and increase participation in organisational professional development programs that support a high-performance culture.
- A7** Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.
- A8** Implement key recommendations of the Your Voice@UTAS Action Plan.

PRIORITY B: Create and implement a distinctive UTAS teaching and learning model

Strategy

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.

Action Areas

Participation and the Student Experience

- B1** Develop the UTAS college model, in partnership with the State Government, to provide an integrated year 11 to PhD educational framework for Tasmania.
- B2** Develop a Participation Strategy and strengthen tertiary preparation programs and entry pathways to support a broader range of students and increase the proportion of Tasmanians succeeding in higher education.
- B3** Investigate the potential to develop a college offering enabling and foundation programs and entry pathways primarily for international students.
- B4** Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.
- B5** Ensure that academic, personal and administrative support services are responsive to student needs.

Distinctive Course Profile

- 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 academic strategic priorities.
- B7** Introduce units that are nationally distinctive and capture the island educational experience.
- B8** Develop/revamp off-campus fieldwork and placement facilities.
- B9** Expand postgraduate coursework programs specifically aimed at continuing professional development and career start-up.

distinctiveness

excellence

Graduate Outcomes

B10 Provide a high-quality, distinctive and energising student experience that develops lifelong 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

Strategies

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.

Action Areas

Reassess and renew research

- C1** Develop current and identify new areas of research strength.
- C2** Support the further development of the Australian Maritime College as a major national provider of research, education and professional service.
- C3** Foster the development of the Institute for Marine and Antarctic Studies as a world-renowned centre of research in Antarctic and Southern Ocean studies.
- C4** Support the further development of the Menzies Research Institute as an internationally recognised centre for population research.
- C5** Investigate the development of a Tasman Institute of Health Education in Sydney.

Strengthen research clusters

- C6** Increase the scale and focus of research to achieve critical mass by clustering activity into groups, centres and institutes.
- C7** 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

Strategies

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.

Action Areas

Relationships with government and the private sector in Tasmania

- D1** Renew major partnerships with the State Government and industry and develop new partnerships with the private sector.
- D2** Undertake biennial review of UTAS' economic impact on Tasmania and widely communicate the results.

Relationships with local communities

- D3** Work with local communities to further develop the University's northern campuses.
- D4** Continue to support and reward staff in their efforts to engage with UTAS' communities of interest.

Forging new relationships

- D5** Review the opportunities for new, distinctive, collaborative activities and provide appropriate resources to pursue them.
- D6** 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

Strategies

Optimise financial resources and physical infrastructure to support core activities and strategic priorities.

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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.

Action Areas

Review and reform business processes and systems

- E1** Review and reform business processes to achieve efficiency and effectiveness.
- E2** Review and broaden UTAS' use of the Internet to ensure that it supports the University's academic and business objectives.
- E3** Review budget allocation models to ensure that they complement and reinforce UTAS' academic and business objectives.
- E4** Maintain a coherent business planning system that supports this strategic plan and area-specific strategic and operational plans.

Review and reform staff and student support models

- E5** Plan and implement a high-quality shared services model.
- E6** Introduce a suite of customer service assessments of all administrative and support services.

Optimise resources and their use

- E7** Further diversify funding sources, particularly from the non-government sector.
- E8** Prioritise special project funding according to UTAS' strategic priorities.
- E9** Plan and implement major capital projects in line with the Master Plan to ensure that infrastructure supports UTAS' academic strategic objectives.
- E10** Review timetabling of teaching and learning activities.
- E11** Review and refine UTAS' approach to, and systems for, the flexible delivery of coursework programs.
- E12** Implement and evaluate projects to reduce UTAS' carbon footprint and energy expenditure.

Performance Indicators against Institutional Goals

	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 • DEEWR 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 competitive funding system and in Australian Learning and Teaching Council 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 16,500 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.