

2006 University Plan



Faculty of Law

REPUTATION

UTAS will strengthen its international reputation through enhanced performance, so that it is equal to one of the current Go8 universities.

- 1 Match Go8 profiles in key foundation disciplines and thematic areas, building student and staff numbers, course offerings and research activity in accordance with comprehensive enrolment and staffing plans. [Ex, G]

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Introduce a range of Faculty/University policies to increase funding to the Faculty of Law in 2007.</p> <p>Target: Increase in funding multiples for Law from 1.1 to 1.2</p> <p>Outcome: Under current University budget models the operating grant funding multiple for the Faculty of Law will remain constant from 2006 to 2007 despite students paying higher rates of fees comparative to other disciplines.</p>	H1	Dean	B	08/2006
2	<p>Increase numbers of commencing interstate and overseas students, with consequent flow on advantages to the other Faculties.</p> <p>Target: Overseas - 52 EFTSL on-shore. Interstate - 30 students into 1st year Law.</p> <p>Outcome: Overseas 139% achieved - 72.2 EFTSL on-shore in 2006.</p> <p>Interstate 70% achieved - interstate enrolments in Introduction to Law have increased from 16 in 2005 to 21 in 2006 and Interstate Contract Law enrolments have increased from 13 in 2005 to 18 in 2006.</p>	H1	Dean/HOS	C Op. Funds \$75k	2006
3	<p>Honours in Law ensure Honours graduates are encouraged and informed about postgraduate opportunities</p>	M	Dir of Research	A	12/2006

- 2 Benchmark and improve performance to match Go8 and other exemplar university outcomes in research, teaching quality, entry standards, staff quality, internationalisation, strategic collaborations and financial indicators. [Ex, D]

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Prepare for the 2007 RQF exercise by ensuring equitable workloads, supporting research and research active staff, and building research infrastructure - particularly in the Library.</p> <p>Target: Implement Workload Allocation Model. Support research staff through the appointment of support staff and generating \$50,000 funding for Library resources.</p> <p>Outcome: 100% achieved - The Faculty has implemented a comprehensive workload model (see initiative 22.1) as a tool to ensure equitable workloads. The Faculty has also made a 20% level B appointment from Operating Grant funds to support research staff and assist staff in applying for external research grants. The Faculty was successful in gaining a \$26,000 ARC Linkage Infrastructure Equipment and Facilities Grant to boost the Law Library's electronic resources and contributed \$48,000 to the Library from Faculty funds and exchanges.</p>	H1	Dean/Pro Vc (T&L)	C \$192K Op Funds/Strat Funds/External	2006/2007
2	Continue to assess and monitor appropriate recommendations implemented in 2004 resulting from the External Review of the Law School, LLB and Combined Degrees .	M	Dean/HOS, Assoc Dean (T&L)	B,C Op Funds	2006/2007
3	Implement recommendations of the external review of the Centre for Legal Practice.	H	Dean/HOS, Assoc Dean (T&L)	B,C Op Funds	12/2006
4	Support the Skills/Community Program in collaboration with Mental Health Advocacy Tasmania.	M	Assoc Dean	C	2006/2007
5	Implement plans to improve the Law School's Skills program to rectify deficiencies and bring the program into line with G8 universities.	M	Dean/HOS	C 10-12K (Op Funds)	12/2006
6	<p>Continue to seek funding for postgraduate Scholarships and build postgraduate numbers.</p> <p>Target: 14 RHD EFTSU</p>	H	C (100K) Dean / Assoc Dean (Research)	C C (100K) Operating Funds, Strat Funds, Ext Funds	12/2006
7	Prepare for upcoming Research Quality Funding exercise.	H	Dean	A	2006

3 Diversify and enrich the University by increasing enrolment of international students, both onshore and offshore, encouraging participation of students and staff in overseas activities, and by internationalising the curriculum. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Increasing enrolments of international students and particularly investigate marketing to students from Singapore following recognition of the UTAS Law Degree .</p> <p>Target: Increase on-shore FFPOS EFTSUs to 55</p>	H	Dean/HOS, Intern. Services	B Op Funds	12/2006
2	<p>Retention of FFPOS EFTSUs - particularly from formal Twinning Agreement with KDU retain increased enrolments of international students in 2006 .</p> <p>Target: Retain 2005 KDU off-shore FFPOS EFTSUs</p>	H	Dean/HOS, Intern. Services	B Op. Funds	12/2006

	Initiative	Priority	Responsibility	Budget	Date
3	Maintain the current exchange arrangements with Overseas Universities and investigate possibilities of new partners. Target: At least one new exchange partner in 2006	M	International Services, relevant Faculty staff	A	12/2006
4	Continue to pursue a proactive campaign through the Faculty Research and Postgraduate Committee to recruit postgraduate students from targeted overseas universities. Target: Target 3 new overseas postgraduate students in 2006.	H	Faculty Res & Postgrad Ctee	C Op. Funds	12/2006

UTAS will maintain world leadership in key areas, and will develop new areas of international collaboration.

4 Target, support and showcase world-class performance across the University profile. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain publishing output by Law staff at a per capita benchmark that is consistent with comparator Law Schools in Australia.	H	All staff	A	01-12/2006
2	Develop the global partnership with Law and Genetics Centres in Europe, United Kingdom and Asia.	M	Centre for Law & Genetics	B	01-12/2006
3	Maintain and extend individual and research group scholarly links, including visits by distinguished overseas academics to present lectures and contribute to the Summer School and Law School Seminar Program.	M	Dean/HOS, relevant Faculty staff	C	01-12/2006

5 Develop strategies for enhancing the teaching/research nexus – particularly in developing existing and new theme areas. [Ex, D]

	Initiative	Priority	Responsibility	Budget	Date
1	Develop law in the Graduate school programs and identify units for LLM in University Graduate Studies Programs.	M	Dean/HOS	B	12/2006
2	Develop a strategy to expose 1st year and 2nd year students to exceptional researchers from within the Faculty and through distinguished visitors to the Faculty. Target: 5 distinguished visitors in 2006	M	Dean/HOS	B	01-12/2006
3	Enhance teaching in Biotechnology Law. Target: Introduce Biotechnology Law at post-graduate level .	M	Dean/HOS	B	12/2006

6 Broaden and strengthen existing distinctive research and teaching themes by providing incentives and structures to support interdisciplinary and inter-organisational research, teaching and course development within the theme areas. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	Augment existing areas of international research by developing research in Environmental Law to international standards.	M	Dean/HOS	B	01-12/2006

	Initiative	Priority	Responsibility	Budget	Date
2	Incentive grants offer Faculty incentive grants to staff that apply for external research, teaching funding or consultancy funding . Target: Encourage 3 new applications for external research, teaching funding or consultancy funding.	M	Dean/HOS	B (Op. Funds)	03/2006
3	Further develop ARC multidisciplinary network to formalise links with overseas researchers/institutions application for major ARC Grant submitted in 2004 .	H	Centre for Law & Genetics research staff	C 10-15K (ARC Funds)	10/2006

7 Identify emerging teaching and research themes for development. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to work within the University Environmental theme area and provide support.	M	Dean/HOS	B Op. Funds	12/2006

8 Establish a Distinguished Scholars Program to support themes and world-class areas and to promote world-class teaching and research. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Provide study leave facilities for distinguished international scholars and establish on a regular basis.	M	Dean/HOS	B Op. Funds	01-12/2006
2	Summer School continue invitations to distinguished international scholars to present Summer School units . Target: 4 distinguished international scholars participating in Summer School units	M	Deputy HOS	C \$40k	3/2006
3	Put in at least one application under the University Distinguished Scholar Program.	H	HOS	C Strat. funds	12/2006

UTAS will be increasingly acknowledged by all levels of government and industry as a vital partner in State, regional and national development, and will be recognised by the community for this contribution.

9 Negotiate new State Partnership Agreement that recognises common goals of the State and the University and identifies new areas for joint development. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Support the operation of the two Law Research Centres and particularly review the Tasmanian Law Reform Institute contract with a view to increased funding from the State Government with matching University contributions. Target: Increase annual funding to the TLRI by 50% Outcome: 100% achieved - Negotiations on the new Tasmanian Law Reform Institute contract are complete with the Tasmanian Government agreeing to increase funding by 50% for the next three years. In addition to this increase the Government has granted \$50,000 for a project on a Tasmanian Bill of Rights. The Faculty and Asset Management Services are currently investigating the renovation of existing space to house TLRI staff.	H1	Dir of TLRI	C Op. Funds/Ext Funds \$90,000	6/2006

- 10 Offer professionally accredited courses that produce highly competitive graduates who have the skills to take up identified and emerging employment opportunities in Tasmania, Australia and overseas. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Accredited short courses for professionals participate in offering continuing legal education courses within the Tasmanian CLE program through the Law Society of Tasmania . Target: Offer 1 short course for practitioners.	L	Assoc Dean (T&L)	B	2006/2007

- 11 Promote broadly the economic advantages that the University generates for the State. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to promote the Law Reform Institute and its role in shaping the Legal Policy Framework in Tasmania. Target: Release 4 working papers to the public / government on current law reform issues.	H	Dir of TLRI	B	01-12/2006
2	Maintain and foster links with the Judiciary, Magistracy and legal profession.	M	Key Staff	B	01-12/2006
3	Continue to maintain and foster the unique and special relationships with government and community groups through advice and service.	M	All staff	B	01-12/2006

- 12 Extend its engagement with all of its communities of interest. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue working to maintain close relations with the legal profession within Tasmania and in other jurisdictions.	M	Dean/HOS	A	01-12/2006
2	Support financially and provide facilities to appropriate law related activities Community Legal Centres, Australian Institute of Health Law and Ethics, United Nations Human Rights, etc .	L	Faculty staff	B Op. Funds	01-12/2006

UTAS will enhance its teaching so that it is ranked in the top ten Australian universities with respect to teaching performance.

- 13 Develop distinctive, flexible, and innovative learning opportunities, especially programs that increase access for students in regional areas, streamline articulation from TAFE. [D, Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Offer selected, limited number of units through the Graduate School that can be grouped to form a coursework masters in Law with the flexibility to contribute to other postgraduate programs through the Graduate School (See 5.1) . Target: Maintain current Graduate School offerings and identify one new unit for development.	M	Dean/HOS	C Op. Funds	12/2006

	Initiative	Priority	Responsibility	Budget	Date
2	Continue to introduce flexible approaches to teaching and learning through the Flexible Learning Sub-Committee. Target: Introduce video streaming of selected units into the WebCT program.	H	Flexible Learning Sub-Committee	B Op. Funds	01-12/2006
3	Monitor the introduction of an online legal research training course in Australian sources in law, for KDU students studying in Malaysia.	M	Law Librarian	B	12/2006
4	Monitor the introduction of a bridging course in legal research skills, primarily for the benefit of overseas students upon arrival at UTAS.	M	Law Librarian	B	12/2006

- 14 Extend flexible delivery of undergraduate and postgraduate coursework courses, strengthen interdisciplinary collaboration and provide international experiences. [D, Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Provide support funding to exchange students studying overseas.	M	Dean/HOS	B,C	01-12/2006
2	See 5.1 and 13.1.	M	Dean/HOS	C	12/2006

- 15 Expand opportunities for student and staff feedback and monitor student and staff satisfaction through systematic use of SETL, CEQ and other surveys. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Improve Faculty CEQ results through identified strategies.	H	Dean/Pres TULS	A	01-12/2006
2	Continue to present systematic and regular review of units using SETL in conjunction with the University PM system. Target: Review one third of all units offered.	M	Dean/Assoc Dean	A	01-12/2006
3	Continue to support student membership of Faculty T&LC and other Faculty Committees and maintain feedback on teaching through the year and campus representatives directly to the Dean or through the President of TULS.	L	Dean/Pres TULS	A	01-12/2006

- 16 Ensure that UTAS graduates have well-developed generic skills as well as learning outcomes directly related to their discipline or professional area of study. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to review generic skills in all units on a systematic and regular basis through FTLS.	M	Assoc Dean (T&L)	B	01-12/2006
2	Continue to develop an incremental pathway for the development of information literacy (legal research) skills, and embed this in appropriate units across the Law Degree.	M	Law Librarian/Skills Sub Committee	B	01-12/2006
3	Complete the skills audit to determine what skills are presently being developed through the LLB and determine what others might valuably be added as recommended by the External Review of Degrees in Law .	M	Dean/HOS	B	12/2006

PEOPLE

UTAS will be renowned for its distinctive, quality student experience - 'the natural choice' for study in Australia - and be a first-choice destination for local, interstate and international students.

17 Integrate student learning and lifestyle in vibrant campus environments, including enhanced infrastructure for student learning and "Island Experience" opportunities. [D]

	Initiative	Priority	Responsibility	Budget	Date
1	To ensure and maintain the special and unique relationships between staff and students particularly with direct cooperation, collaboration and funding of TULS state-wide activities.	H	Dean/Pres TULS	B	01-12/2006
2	Continue to support the International Student Support Program. Target: Designate one staff member to oversee the program and coordinate casual tutors.	M	Staff member	C Op. Funds	01-12/2006
3	Locate suitable accommodation for the Centre for Legal Studies. Target: Locate appropriate premises in 2006. Outcome: Asset Management Services and the Faculty of Law are currently attempting to source alternative accommodation for the Centre. Consideration has been given to a number of factors, including competition for space among the University community, the length of the program and the requirement to house the program close to the Courts. To date an alternative venue has not been found.	H1	Dean/Director of CLS	C CMP	2006

18 Extend the range of scholarships and bursaries for financially disadvantaged students in Tasmania, particularly in rural areas. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to identify consultancy opportunities with funds devoted to Scholarships (and the Library).	M	Dean/Key Staff	B Sch. Funds	12/2006
2	Offer existing and new scholarships. Target: Plan to offer scholarships (Kable, Baker, McDougall, Neasey, Federation, Inglis Clark and Hawkins) in 2006.	M	Dean/HOS	B Sch Funds	12/2006

19 Create administrative processes that are efficient and effective for all stakeholders, with a particular focus on student needs. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Capital Management Review capital requirements to meet stakeholder needs . Target: Investigate a moot court as well as alternative accommodation for the Law Reform Institute.	H	Dean/Dir of Asset Management	C Op. Funds/CM P	12/2006
2	Increase access to facilities, continue to introduce measures to meet student demand for greater access to facilities (eg, flexible library hours for Summer Schools).	M	Dean/HOS, Law Librarian	B Op. Funds	01-12/2006
3	See 12.1 and 15.3.	H	Dean/HOS	A	01-12/2006

UTAS will have a staff profile, an organisational culture and a working environment that supports its aspirations and recognises and rewards achievement.

20 Build up academic leadership generally, and at Launceston and the Cradle Coast Campus in particular. [Ex, G]

	Initiative	Priority	Responsibility	Budget	Date
1	Strategically manage succession planning for all senior office holders within the Faculty.	H	Faculty Executive	A	01-12/2006
2	Continue to ensure that senior staff attend relevant leadership and management courses and serve on key Faculty Committees.	M	Dean	A	01-12/2006

21 Undertake strategic staffing analyses to broaden processes for attracting key people, and review retention strategies and address gender and equity imbalance through targeted programs. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Identify senior key research positions to attract Commonwealth Research Quality Funding.	H	Dean/Staff	C Sp. Funds	06/2006

22 Develop staff workload protocols that support effective and equitable workplaces, and that recognise diversity of excellence. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Implement the Faculty workload distribution formula in 2006 and monitor throughout the year, to ensure the equitable distribution of work amongst Faculty staff, recognising teaching, research, community and administration duties.</p> <p>Target: Implementation in 2006 and completed review by the end of 2006.</p> <p>Outcome: The Faculty has approved the 'Workload Allocation Model', a database has been developed and all staff information entered for 2006. The Head of School has met with individual staff to discuss their workload allocation and Faculty summaries have been presented at Faculty Meetings. A review is underway and is due to be completed by the end of the year.</p>	H1	Dean/HOS	C	03/2006

23 Provide/support a broad range of staff development opportunities that develop the capacity of staff to achieve the University's goals, while improving individual job satisfaction and career prospects. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to directly link staff performance management and staff development plans to those of the Faculty and University.	H	Dean/HOS	C 15-25k (Op. Funds)	03/2006
2	Continue to emphasise through staff development, Faculty commitment to improve and standardise course delivery on all campuses through varied assessment techniques, problem oriented tutorials, improved materials, WebCT, pastoral care and counselling.	H	Dean/HOS	C 15-25k (Op. Funds)	01-12/2006

UTAS will enhance strategic alliances and demonstrate leadership in regional, national and global partnerships.

25 Build prestigious international alliances with key research-led universities that embrace teaching and research, student and staff exchange, and other links. [En, D]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to build on contacts through the Kyoto Dialogue on the Promotion of Bioethics in Asia. Target: Investigate links with one or two Asian regional partners	M	Dean/HOS	B	12/2006

26 Joint venture with Go8 and other universities and with government agencies (eg. CSIRO) business and industry in key areas. [Ex, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to develop the Tasmanian Law Reform Institute joint venture with the State Government Department of Justice, creating additional funding and postgraduate opportunities.	M	Dir TLRI	C Op. Funds/External Funds	01-12/2006

27 Establish strategic alliances with other educational providers to access high-quality course offerings and wider choices for students, while minimising University course development costs. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Build on links with the Law School, University of Melbourne in teaching and research.	L	Dean/HOS	B	01-12/2006

28 Enhance the links between the University and its alumni in Australia and overseas to strengthen their involvement in the activities and development of the University and its community. [En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue the task of systematic tracking, updating and analysis of data on alumni in collaboration with the University Alumni Officer consistent with the recommendations of the External Review of the Law School and Degrees in Law .	H	Faculty Alumni Officer, Uni Alumni Office	C Op. Funds	12/2006
2	Alumni functions. Target: Support the work of the Faculty Alumni Officer in organising local and interstate alumni functions.	H	Dean/HOS	C Op. Funds	12/2006
3	Alumni bulletin Target: Continue to produce a regular school bulletin/newsletter (including reports on research) for dissemination among Alumni).	H	Faculty Alumni Officer, Uni Alumni Office	C Op. Funds	12/2006

POSITION

UTAS will have grown significantly, with a strategic mix of domestic and international students and staff from diverse backgrounds.

29 Make progress towards meeting 2010 indicative targets by achieving around 13,500 EFTSU of onshore enrolments by 2007. These targets are mapped out comprehensively in the University's enrolment plan. Indicative staff profile targets will also be developed to support enrolment growth targets. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	See 1.2, 3.1, 3.2 and 3.4.	H	Dean/HOS, Uni Admissions Policy Ctee	A	12/2006
2	Continue to work closely with Student Administration and International Services to market the Law Degrees locally, interstate and overseas.	H	Dean/TULS/Staff Liaison	B	02-09/2006
3	Participate in organisation and presentation of Law Fest 2006.	H	Dean/TULS/Staff Liaison	B	02-09/2006
4	Refine the new four-tier admission policies and APRC arrangements including continuing with later round offers after completion of Summer School units.	M	Admissions	A	01-12/2006

UTAS will balance the development of campuses to maximise the advantages of community, location and networks. Campus profiles will be developed strategically, mixing and balancing courses, students and staff in real and virtual learning environments.

30 Enhance Hobart and related city campuses profile to support growth. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to offer Introduction to Law in Launceston and Cradle Coast Campuses consistent with 2006-11 Plans.	H	Dean/HOS	A	01-12/2006

31 Review Launceston profile to significantly increase mix and numbers to critical mass. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	See 30.1.	H	Dean/HOS	A	01-12/2006

32 Upgrade the Cradle Coast Campus profile to improve local participation rate and maximise the advantages of community, location and networks. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to provide specific funding for student activities on the Cradle Coast.	H	Dean/HOS	B	01-12/2006

UTAS will have administrative structures, budget processes, business systems and infrastructure that effectively and efficiently support its strategic priorities.

33 Review all administrative areas to look at how current systems and processes will support quality, growth, internationalisation and compliance strategies; and be accountable to, and efficient for, users. In particular, review the service needs of students in the light of projected growth. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain current Quality Assurance processes under the direction and review of the Faculty Teaching and Learning Committee, Research and Postgraduate Studies Committee and Executive Committee.	H	Dean, Assoc Dean (T&L), Dir of Research	A	01-12/2006
2	Management of combined degrees build greater collegiality and collaboration in the management of students and processes in the combined degrees .	M	Deans	A	12/2006

34 Create index-driven performance planning and management systems. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	See 22.1 - Faculty workload distribution formula.	H	Dean/HOS	A	04/2006

36 Generate additional income from non-Commonwealth sources; including expansion of domestic fee-paying undergraduate and postgraduate enrolments, and income from commercialisation projects. [G]

	Initiative	Priority	Responsibility	Budget	Date
1	See 6.2 - Incentive grants. Target: Offer Faculty incentive grants to staff that apply for external research, teaching or consultancy funding.	H	Dean/HOS	C 10-20k (Op. Funds)	03/2006
2	Continue to publicise and promote fee paying opportunities for overseas and local students, particularly the Legal Practice Course.	H	Dean/HOS	B	2006

37 Ensure that infrastructure plans (eg. Capital Development and Asset Management, Information Technology) are developed in a strategic and coordinated manner to support the University's teaching, research and community service goals. [Ex]

	Initiative	Priority	Responsibility	Budget	Date
1	Convert Lecture Theatre 3 to a Moot Court.	M	Dean/Dir Asset Management	C CMP	07/2006

UTAS will have a clear brand that is recognised and attractive both locally, nationally and internationally, and a marketing profile that supports its strategic objectives.

38 Initiate branding/marketing/PR and government relations program, directed nationally and internationally at key market sectors. [D, G]

	Initiative	Priority	Responsibility	Budget	Date
1	See 29.2 (Ensure the collegial and collaborative coordination of all marketing activities).	H	Relevant Faculty Staff	C Op. Funds	01-12/2006
2	Continue to collaborate with Public Relations to prepare relevant media communications.	M	All staff	B	01-12/2006
3	Maintain flow of information to public on the work of Tasmanian Law Reform Institute. Target: Release 4 working papers to the public / government on current law reform issues.	M	Director TLRI	B	01-12/2006
4	Continue to expand availability of access of Law School staff to advise teachers of Legal Studies.	M	Relevant Staff	B	12/2006

39 Develop and implement strategies to increase awareness and access of Tasmanians, particularly those in regional areas, to educational opportunities at the University of Tasmania. [G, En]

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to promote the preparation of unified University marketing material.	H	Relevant Faculty Staff	A	01-12/2006
2	Investigate marketing opportunities in the Cradle Coast for Combined degree programs.	M	Relevant Faculty Staff	A	10/2006