

# 2007 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 2008.</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 2007 to 2008 despite students paying higher rates of fees comparative to other disciplines.</p>	H1	Dean/HOS	C	09/2007
2	<p>Implement plans for the restructure of the Faculty of Law properly addressing national and international accreditation standards and professional legal requirements.</p> <p>Target: University approval and commencement of implementation in 2007.</p> <p>Outcome: Faculty approval for the Graduate Certificate in Legal Practice to be changed to a Graduate Diploma allowing recognition by overseas qualifying boards (pending University T&amp;L, Academic Senate and Council approval). Implemented monitoring and reporting of international student progress to come into line with the ESOS Act. Implemented changes to the teaching pattern of the core units of Equity and Constitutional Law 2. KDU Twinning Program results for units studied offshore are now recorded on the UTAS USRS and UTAS progression procedures applied to all offshore units.</p>	H1	Dean/HOS	C \$210K	2007/8
3	<p>Honours in Law ensure Honours graduates are encouraged and informed about postgraduate opportunities</p> <p>Target: Postgraduate booth at Careers Fair, write to student cohort, class presentations and staff liaison.</p>	M	Assoc Dean (Res)	A	09/2007
4	<p>Continue to assess and monitor appropriate recommendations resulting from the External Review of the Law School, LLB and Combined Degrees.</p>	M	Dean/HOS, Assoc Dean (T&L)	B,C Op Funds	12/2007

- 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 2008 RQF exercise by ensuring equitable workloads, supporting research and research active staff, and building research infrastructure - particularly in the Tasmanian Law Reform Institute.</p> <p>Target: Implement 2007 workload allocations, relocate the Tasmanian Law Reform Institute to new purpose built facilities, appoint research support staff.</p> <p>Outcome: 100% achieved. The Faculty has implemented a comprehensive workload model as a tool to ensure equitable workloads, supporting research and research active staff. The relocation of the TLRI to new purpose built facilities has been completed. Part-time staff member appointed to assist staff with the preparation of applications for external research grants.</p>	H1	Dean/HOS	C \$280K Op Funds/Ext Funds	12/2007
2	<p>Address the seriously high staff/student ratio in Law through the appointment of new staff by standard and non-standard appointments including fractional, honorary, visiting, Summer School and other short term appointments.</p> <p>Target: Reduce staff student ratio from 31.6 to 28.</p> <p>Outcome: 27% achieved. Staff student ratio approximately 30.6 in 2007. Three new level B lecturers appointed, however one level C retirement and one level B resignation. Six external Summer School lecturers to teach in January/February 2008.</p>	H1	Dean/HOS, Deputy Dean, Assoc Dean (T&L)	C \$300K Strat Funds / Op Funds	12/2007
3	Implement recommendations of the external review of the Centre for Legal Practice.	H	Dean/HOS, Assoc Dean (T&L)	B,C Op Funds	12/2007
4	Support the Skills/Community Program in collaboration with Mental Health Advocacy Tasmania.	M	Dean/HOS, Assoc Dean (T&L)	C	2007/2008
5	Continue to support improvements in the Law School's Skills program to bring the program into line with G8 universities.	M	Dean/HOS	C 10K (Op Funds)	12/2007
6	<p>Provide funding for postgraduate Scholarships and build postgraduate numbers.</p> <p>Target: 14 RHD EFTSU</p>	H	Dean/HOS, Assoc Dean (Res)	C C (100K) Operating Funds, Ext Funds	12/2007

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 on-shore international students and particularly investigate marketing to students from Singapore.</p> <p>Target: Increase on-shore FFPOS to 70 UG EFTSL, 9 Coursework PG EFTSL and 5 FFPOS EFTSL.</p>	H	Dean/HOS, Intern. Services	C Op Funds	10/2007
2	<p>Retention of off-shore FFPOS EFTSL from the formal Twinning Agreement with KDU retain increased enrolments of international students in 2007 .</p> <p>Target: Retain KDU off-shore FFPOS of 75 EFTSL.</p>	H	Dean/HOS, Intern. Services	C Op. Funds	12/2007

	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 2007.	M	International Services, relevant Faculty staff	B	12/2007
4	Continue to pursue a proactive campaign through the Faculty Research and Postgraduate Committee to recruit postgraduate students from targeted overseas universities.  Target: Three new overseas postgraduate students in 2007.	H	Faculty Res & Postgrad Ctee	C Op. Funds	12/2007

**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.  Target: 20 DEST Publications.	H	All staff	C	12/2007
2	Develop the global partnership with Law and Genetics Centres in Europe, United Kingdom and Asia.	M	Centre for Law & Genetics	B	2007
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.  Target: Seven distinguished overseas visitors in 2007.	M	Dean/HOS, relevant Faculty staff	C	12/2007

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	12/2007
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: Seven distinguished visitors in 2007.	M	Dean/HOS	B	12/2007

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	12/2007

	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 five new applications for external research, teaching or consultancy funding.	M	Dean/HOS	B (Op. Funds)	12/2007
3	Further develop ARC multidisciplinary network in Law and Genetics to formalise links with overseas researchers/institutions.	H	Centre for Law & Genetics research staff	C 10-15K (ARC Funds)	10/2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	Identify opportunities to revitalise research and teaching within the University Environmental theme area.	M	Dean/HOS	B Op. Funds	12/2007

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.	M	Dean/HOS	B Op. Funds	2007
2	Summer School continue invitations to distinguished international scholars to present Summer School units .  Target: Two distinguished international scholars participating in Summer School units in 2007.	M	Deputy HOS	C \$15K Op. Funds	03/2007
3	Put in at least one application under the University Distinguished Scholar Program.	H	HOS	C Strat. funds	12/2007

**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 identify new projects for the Tasmanian Law Reform Institute with a view to increased funding from the State Government with matching University contributions.  Target: Identify new TLRI projects - new external funding of \$75K.	H	Dir of TLRI	C Ext Funds \$75K	10/2007

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	12/2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to promote the Tasmanian Law Reform Institute and its role in shaping the Legal Policy Framework in Tasmania.  Target: Release at least four working papers to the public / government on current law reform issues.	H	Dir of TLRI	C Ext. Funds / Op. Funds	12/2007
2	Maintain and foster links with the Judiciary, Magistracy and legal profession.	M	Key Staff	B	2007
3	Continue to maintain and foster the unique and special relationships with government and community groups through advice, service and sponsorship.	M	All staff	C Op. Funds	2007

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	2007
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	C 15K Op. Funds	2007

**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 could contribute to 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	12/2007
2	Continue to introduce flexible approaches to teaching and learning through the Faculty Teaching and Learning Committee.	H	Assoc Dean (T&L)	B Op. Funds	2007
3	Monitor the online legal research training course in Australian sources in law, for KDU students studying in Malaysia.	M	Law Librarian	B	12/2007

	Initiative	Priority	Responsibility	Budget	Date
4	Monitor the bridging course in legal research skills, primarily for the benefit of overseas students upon arrival at UTAS.	M	Law Librarian	B	12/2007

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	2007
2	See 5.1 and 13.1.	M	Dean/HOS	C	12/2007

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/HOS, Pres TULS	A	12/2007
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/HOS, Assoc Dean (T&L)	A	11/2007
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/HOS, Pres TULS	A	12/2007

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 FTLC.	M	Assoc Dean (T&L)	B	11/2007
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, Assoc Dean (T&L)	B	2007
3	Implement recommendations of the 2006 skills audit that determined what skills are presently being taught through the LLB and what others might valuably be added as recommended by the External Review of Degrees in Law .	M	Dean/HOS	B	12/2007

## 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	2007
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 \$35K	11/2007
3	Locate suitable accommodation for the Centre for Legal Studies.  Target: Locate and secure appropriate premises by 2008.  Outcome: The Board of the Centre for Legal Studies have investigated a number of accommodation options and planning will continue in 2008.	H1	Dean/Director of CLS/Director of Asset Management	C Capital Management Plan project	2007/2008

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: Covert Lecture Theatre Three into a moot court and refurbish existing accommodation for the Tasmanian Law Reform Institute.	H	Dean/HOS, Dir of Asset Management	C \$250K CMP, Op. Funds	12/2007
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	2007
3	See 12.1 and 15.3.	H	Dean/HOS	A	2007

**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	2007/2008
2	Continue to ensure that senior staff attend relevant leadership and management courses and serve on key Faculty Committees.	M	Dean/HOS	A	2007

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/HOS, Senior Staff	C Strat. Funds	06/2007

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

	Initiative	Priority	Responsibility	Budget	Date
1	Ensure the equitable distribution of work amongst Faculty staff, recognising teaching, research, community and administration duties.  Target: Apply Faculty workload distribution formula in 2007 and monitor throughout the year.	H	Dean/HOS	C	2007

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)	03/2007
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)	12/2007

**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	Build on existing and new agreements and exchange relationships with prestigious international institutions.  Target: Investigate links with one or two Asian regional partners.	M	Dean/HOS	B	12/2007

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	2007

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 Office consistent with the recommendations of the External Review of the Law School and Degrees in Law .	H	Dean/HOS, Uni Alumni Office	C 15K Op.Funds	12/2007
2	Alumni functions. Target: Support the work of the Faculty Alumni Officer in organising local and interstate alumni functions.	H	Dean/HOS	B Op. Funds	12/2007
3	Alumni bulletin Target: Continue to produce a school bulletin/newsletter (including reports on research) for dissemination amongst Alumni.	H	Dean/HOS, Uni Alumni Office	B Op. Funds	12/2007

## 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	Increase numbers of commencing interstate and overseas students, with consequent flow on advantages to the other Faculties.  Target: Interstate - 30 students into 1st year Law. Overseas - 75 UG EFTSL Off-shore and 70 UG EFTSL on-shore.  Outcome: Interstate - 93% achieved - there were 28 interstate enrolments in Introduction to Law in 2007 (up from 21 enrolments in 2006). Overseas: Onshore 93% achieved - 65 EFTSL onshore in 2007; Offshore 76% achieved - 57 EFTSL offshore in 2007 (up from 45 EFTSL in 2006).	H1	Dean	C Op. Funds \$200K	10/2007
2	Continue to work closely with Student Administration and International Services to market the Law Degrees locally, interstate and overseas.	H	Dean/HOS, Stud Admin, Int Services	C	10/2007
3	Participate in organisation and presentation of Law Fest 2007.	H	Dean, TULS, School Liaison Officer	B	08/2007
4	Refine the new four-tier admission policies and APRC arrangements including continuing with later round offers after completion of Summer School units.	M	Dean/HOS	A	2007

**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.**

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

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to offer Introduction to Law and Biotechnology Law on the Launceston Campus consistent with 2007-12 Plans.	H	Dean/HOS	C	2007
2	Continue to provide specific funding for student activities on the Launceston Campus.	H	Dean/HOS	B	2007

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 offer Introduction to Law and Biotechnology Law on the Cradle Coast Campus consistent with 2007-12 Plans.	H	Dean/HOS	C	2007
2	Continue to provide specific funding for student activities on the Cradle Coast.	H	Dean/HOS	B	2007

**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	C	2007
2	Management of combined degrees build collegiality and collaboration in the management of students and processes in the combined degrees .	M	Deans	A	12/2007

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	2007

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	B	12/2007
2	Continue to publicise fee paying opportunities for overseas and local students, particularly the Legal Practice Course.	H	Dean/HOS	B	10/2007

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/HOS, Dir Asset Management	C CMP	02/2007
2	Work with Asset Management (CMP) to refurbish existing accommodation for the Tasmanian Law Reform Institute.	H	Dean/Dir Asset Management	C CMP	07/2007

**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	Dean/HOS, Stud Admin, Int Services	C Op. Funds	10/2007
2	Continue to collaborate with PRUE to prepare relevant media communications.	M	All staff	B	2007
3	Maintain the flow of information to public on the work of the Tasmanian Law Reform Institute.  Target: Release 4 working papers to the public / government on current law reform issues.	M	Director TLRI	C Ext. Funds, Op Funds	12/2007
4	Continue to expand availability of access of Law School staff to advise teachers of Legal Studies.	M	Relevant Staff	B	12/2007

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	B	12/2007
2	Investigate marketing opportunities in the Cradle Coast for Combined degree programs.	M	Dean/HOS	A	10/2007