

## Faculty of Law

### Priority A: Fully embed a high performance culture

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

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Concentrate efforts on core teaching (including maintaining national accreditation standards) and research activities by minimising unnecessary management activities of the Faculty of Law.</p> <p>Target: Increase overall academic staff percentage of time spent on teaching and research.</p> <p>Outcome: Through the Performance Management System and further refinement of the Workload model, Faculty academic staff are measurably focussed on teaching and research. However, community activities are still to be properly addressed.</p> <p>The Workload model and Performance Management has been used to ensure minimisation of unnecessary administrative tasks.</p> <p>The Research and Postgraduate Committee functions have been transferred to the Associate Dean (Research) with a consultative function.</p> <p>After these changes it is estimated that academic staff are spending 3% more of their time on the core activities of teaching and research.</p>	H1	Dean/HOS	C \$210K Strat funds/Op. Grant	2008/9
2	<p>Maintain the current exchange arrangements with Overseas Universities and investigate possibilities of new partners.</p> <p>Target: At least one new exchange partner in 2008.</p>	M	International Services/relevant Faculty staff	B	12/2008
3	<p>Continue to offer direct entry into the law program for high achieving students.</p>	M	Dean/HOS	A	12/2008
4	<p>Support competitive funding to exchange students studying overseas.</p>	M	Dean/HOS	B,C	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	<p>Continue to support the International Student Support Program.</p> <p>Target: Designate one staff member to oversee the program and coordinate casual tutors.</p>	M	Staff member	C Op. funds \$35K	11/2008

	Initiative	Priority	Responsibility	Budget	Date
2	Maintain the successful Law Bridging enabling program for students entering the graduate law course.  Target: To assist the smooth transition of graduate students into the law course.	M	Coordinator Law Bridging Program	A	2008

3 Review and enhance UTAS' human resources policies and programs to provide the framework and resources to develop, recruit and retain excellent staff.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase overall full-time equivalent academic staff numbers to address the seriously high staff/student ratio in Law. Including appointments of fractional, honorary, visiting and Summer School staff.  Target: Reduce staff student ratio from 31.6 to 28.  Outcome: 11% achieved. Staff student ratio was approximately 31.2 in 2008. However a position was advertised under New Stars funding in 2008 with the outcome to be finalised in 2009.	H1	Dean/HOS, Deputy Dean, Assoc Dean (T&L)	C \$300K Strat funds/Op. funds	12/2008
2	Ensure the equitable distribution of work amongst Faculty staff, recognising teaching, research, community and administrative duties.  Target: Apply Faculty workload distribution formula in 2008 and monitor throughout the year.	H	Dean/HOS	C	2008
3	Strategically manage succession planning for all senior office holders within the Faculty.	H	Faculty Executive	A	2008/2009
4	Identify opportunities to revitalise research and teaching within the University Environmental theme area.	M	Deputy HOS	C \$15K Op. funds	03/2008

4 Develop a broad-based visiting fellowship program.

	Initiative	Priority	Responsibility	Budget	Date
1	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 2008.	M	Dean/HOS, relevant Faculty staff	C	12/2008

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

	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)	03/2008

7 Ensure that recognition and reward systems encourage and celebrate excellence at both the individual and group levels.

	Initiative	Priority	Responsibility	Budget	Date
1	Incentive grants (offer Faculty incentive grants to staff that apply for external research, teaching funding or consultancy funding).  Target: Encourage three new applications for external research, teaching or consultancy funding.	M	Dean/HOS	B (Op. funds)	12/2008

## 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.**

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

	Initiative	Priority	Responsibility	Budget	Date
1	Participate in organisation and presentation of Law Fest 2007.	H	Dean, TULS, School Liaison Officer	B	08/2008
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	2008

11 Ensure that on-campus amenities are available at appropriate times to support more flexible learning and research practices.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to emphasise through staff development, Faculty commitment to improve and streamline unit and course delivery on all campuses through varied assessment techniques, problem oriented tutorials, improved materials, Vista, pastoral care and counselling.	H	Dean/HOS	C \$15-25K (Op. funds)	12/2008

12 Ensure that academic, personal and administrative support services are responsive to student needs.

	Initiative	Priority	Responsibility	Budget	Date
1	To 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	12/2008

13 Restructure and streamline the course profile to provide: common course structures, multidisciplinary and interdisciplinary learning opportunities; and flexible delivery options that are responsive to students' needs and the University's academic strategic priorities.

	Initiative	Priority	Responsibility	Budget	Date
1	Maintain highest commitment to teaching excellence, through Faculty and University-wide programs, including student retention programs.  Target: 20% reduction in undergraduate Law student attrition.  Outcome: The Faculty's undergraduate SPR (Student Progression Ratio) improved from 91% in 2006 to 92% in 2007, ie, attrition fell from 9% to 8%. A similar improvement is expected for 2008 however statistics will not be available until April 2009.	H1	Dean/HOS	C \$60K Op. funds	12/2008
2	Introduce flexible approaches to teaching and learning in skills and Introduction to Law through the Faculty Teaching & Learning Committee and CALT.	H	Assoc Dean (T&L), Pro V-C (T&L)	C Op. funds/ Stra t funds	2008
3	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	2008
4	Continue flexible Summer School program for students which provide units of interest to students taught by international experts.  Target: Two distinguished international scholars participating in Summer School units in 2008.	M	Deputy HOS	C \$15K Op. funds	03/2008

16 Expand postgraduate coursework programs specifically aimed at continuing professional development and career start-up.

	Initiative	Priority	Responsibility	Budget	Date
1	Implement recommendations of the external review of the Centre for Legal Practice.	H	Dean/HOS, Assoc Dean (T&L)	B,C Op. funds	12/2008
2	Continue to pursue a proactive campaign to recruit postgraduate students from targeted overseas universities.  Target: Three new international postgraduate students in 2008.	H	Faculty Res 7 Postgrad Ctee	C Op. funds	12/2008

17 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
1	Maintain current Quality Assurance processes under the direction and review of the Faculty Teaching & Learning Committee, Research and Postgraduate Studies Committee and Executive Committee.	H	Dean, Assoc Dean (T&L), Dir of Research	C Op. funds	2008
2	Develop law in the Graduate school programs and identify units for the LLM in University Graduate Studies Programs.	M	Dean/HOS	B	12/2008
3	Continue to assess and monitor appropriate recommendations resulting from the External Review of the Law School, LLB and Combined Degrees.	M	Dean/HOS, Assoc Dean (T&L)	B,C Op. funds	12/2008
4	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	11/2008

## Priority C: Further strengthen existing UTAS institutes, centres and groups and identify new flagship opportunities

Reassess and renew the focus of UTAS' research strengths and opportunities; Develop the opportunities that arise as a result of the integration of UTAS and the Australian Maritime College.

18 Develop current and identify new areas of research strength.

Initiative	Priority	Responsibility	Budget	Date
<p>1 Prepare for the 2008 RQF exercise by ensuring equitable workloads, supporting research active staff, and building research infrastructure.</p> <p>Target: RQF documentation presented on time in 2008.</p> <p>Outcome: The RQF exercise was abandoned, however, the Faculty had fully prepared. Accordingly, documentation on research expertise, individual research profiles, post-graduate numbers and completions and research income have all been prepared. This work will inform the forthcoming ERA.</p> <p>The Faculty staff research publication citation exercise (because there is no official citation system for law publications), begun in June/July 2008, will be completed in January 2009 in preparation for the ERA.</p> <p>Staff with weaker research records were set targets under the Performance Management system to ensure that they will be counted in future research quality assessments.</p>	H1	Dean/HOS	C \$280K Op. funds/Ext funds	12/2008
<p>2 Increase publishing output in high quality A1 journal articles (or equivalent) including introducing staff incentives for publishing.</p> <p>Target: Two A1 or equivalent articles for research classified staff members to a minimum School target of 20 DEST (A1, B1 or C1) publications.</p> <p>Outcome: All research classified staff have achieved the two A1 publications or equivalent.</p> <p>The increased School target of 20 publications has resulted in an increased overall performance in the School as a whole.</p>	H1	All staff	C \$60K Op. funds	12/2008

19 Develop key areas of strength in the AMC institute as part of completing the integration process.

Initiative	Priority	Responsibility	Budget	Date
1 Revive discussions on Maritime Lw & Policy LLM with the Director of the Australian Maritime College.	H	Dean/HOS	A	12/2008

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

	Initiative	Priority	Responsibility	Budget	Date
1	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)	10/2008
2	Augment existing areas of international research by developing research in Environmental Law to international standards.	M	Dean/HOS	B	12/2008

## Priority D: Strengthen relationships with UTAS' communities, including the Tasmanian State Government

**Further develop relationships with the Tasmanian State Government and UTAS' communities of interest; Seek collaborations that enhance UTAS' distinctiveness and provide unique opportunities for all stakeholders.**

24 Renew major partnerships with State Government and industry and develop new partnerships with the private sector.

	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	10/2008

25 Undertake biennial review of UTAS' economic impact on Tasmania and widely communicate the results.

	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	12/2008
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	2008

26 Work with local communities to further develop the University's northern campuses.

	Initiative	Priority	Responsibility	Budget	Date
1	Continue to offer Introduction to Law on the Launceston and Cradle Coast campuses.	H	Dean/HOS	C	2008

27 Continue to support and reward staff in their efforts to engage with UTAS' communities of interest.

	Initiative	Priority	Responsibility	Budget	Date
1	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	2008
2	Continue to maintain close relations with the legal profession within Tasmania and in other jurisdictions.	M	Dean/HOS	A	2008

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

	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	12/2008

### Priority E: Maximise support for core activities by aligning resources and improving business services

**Optimise financial resources and physical infrastructure to support core activities and strategic priorities; Optimise human resources and support systems and staff infrastructure to support core activities and strategic priorities; Achieve efficiency gains and the best use of strategic and operational resources.**

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

	Initiative	Priority	Responsibility	Budget	Date
1	Introduce a range of Faculty/University policies to increase funding to the Faculty of Law in 2008.	M	Dean/HOS	C	09/2008
2	Provide funding for postgraduate Scholarships and build postgraduate numbers.  Target: 14 RHD EFTSU	H	Dean/HOS, Assoc Dean (Res)	C \$100K Op. funds, Ext funds	12/2008

36 Further diversify funding sources, particularly from the non-government sector.

	Initiative	Priority	Responsibility	Budget	Date
1	Increase numbers of commencing interstate and international students, with consequent flow on advantages to the other Faculties.  Target: International - 72 UG EFTSL onshore and 70 UG EFTSL offshore. Interstate - 30 students into 1st year Law.  Outcome: International - 100% achieved. Total international enrolments increased in 2008 (as did domestic) with the Faculty achieving 76 UG EFTSL onshore and 69 UG EFTSL offshore.  Interstate - 80 offers were made to interstate applicants entering into Contract and Torts in the LLB and combined degrees however not all of these offers were taken up.	H1	Dean	C Op. funds \$200K	10/2008

	Initiative	Priority	Responsibility	Budget	Date
2	Increasing enrolments of onshore international students and particularly investigate marketing to students from Singapore.  Target: Increase onshore FFPOS to 55 UG EFTSL, 11 Coursework PG EFTSL and 6 RHD EFTSL.	H	Dean/HOS, Intern. Services	C Op. funds	12/2008
3	Retention of offshore FFPOS EFTSL from the formal Twinning Agreement with KDU (retain increased enrolments of international students in 2008).  Target: Retain KDU offshore FFPOS of 75 EFTSL.	H	Dean/HOS, Intern. Services	C Op. funds	12/2008
4	Recognition of UTAS Law degrees in India by December 2009.	H	Dean/HOS	A	12/2009
5	Continue to work closely with Student Administration and International Services to market the Law Degrees interstate and internationally.	H	Dean/HOS, Student Admin, Int Services	C	10/2008
6	Continue to publicise fee paying opportunities for international and local students, particularly the Legal Practice Course.	H	Dean/HOS	B	10/2008

38 Plan and implement major capital projects in line with the UTAS Master Plan.

	Initiative	Priority	Responsibility	Budget	Date
1	Locate suitable accommodation for the Centre for Legal Studies.	H	Dean/Director of CLS/Director of Asset Management	C Capital Management Plan project	2008/2009